



Republic of North Macedonia  
**Ministry of Defence**

**LONG-TERM DEFENCE CAPABILITY**

**DEVELOPMENT PLAN**

**2019-2028**

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## **I. INTRODUCTION**

The Long-Term Defence Capabilities Development Plan 2019-2028<sup>1</sup>, (LTDCDP 2019-2028), is the basic document that projects the development of defence and military capabilities of the Armed Forces (AF) and the Ministry of Defence (MoD) over a 10-year period. As a future NATO member state, the LTDCDP consolidates the long-term goals in order to develop, acquire, operate and maintain adequate capabilities in support of the Alliance's essential core tasks as agreed in NATO's Strategic Concept.

The LTDCDP unites the efforts of all stakeholders for planned, systemic and balanced investment in the development of capabilities in accordance with the key priorities.

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<sup>1</sup>The PPBE Rulebook foresees the drafting of the MoD Long Term Defence Development Plan (LTDDP). Previous practice confirms the adoption of the LTDDP, which, although it refers to the MOD and the AF, as implied by the term "Defence", has a broader context and can be understood as the development of all entities in the defence. The PPBE Rulebook is in the process of updating and there is an opportunity for terminological alignment. The draft of this document, "LTDCDP", is proposed in accordance with the initial NATO recommendations, thus achieving a more specific term and referring to the defence capabilities of the MOD and the AF. This LTDCDP should be understood as being the MoD and AF long-term Development Plan.

The Ministerial Guidance for drafting the LTDCDP 2018, the guidelines for the future defence development and continued transformation embedded in the Strategic Defence Review 2018 (SDR), the SDR Implementation Plan, the Programme for Continuation of the Reforms of the Republic of North Macedonia and the overall efforts for full fledged NATO membership constitute the basis for the development of the Plan.

The plan will enable achievement of the strategic goals, defence missions and long-term defence capabilities development through a harmonisation of the national and NATO defence planning, processes including the requirements for standardization, and interoperability.

In line with the SDR conclusions, the LTDCDP 2019-2028 will provide transformation and reorganization of the MoD, enabling thus the execution of the constitutional defence related competences through more efficient and effective working processes.

In the Armed Forces (AF) segment, the LTDCDP 2019-2028 provides the guidance for the development of the “Future Armed Forces 2028” concept, and its operationalization that will include transformation and modernization of the AF, improvement of the operational capabilities and assuming the responsibilities of a future NATO member.

This long-term development plan, in coordination with the work conducted in the 14 domains of NATO defence planning, projects the development and promotion of capabilities that have not been sufficiently developed to date, and in particular the advancement of communications systems, as well as the hybrid threat and cyber defence capabilities, and the development of intelligence, surveillance, target acquisition and reconnaissance (ISTAR).

The future success in achieving national ambitions depends primarily on manning the defence sector with quality military and civilian personnel, for which the LTDCDP 2019-2028 also plans for. Therefore, the LTDCDP, through its development goals, will ensure the implementation of the human resource strategy and the operationalization of the personnel management system, ranging from attraction to retention, appropriate career development and resettlement upon release from duty. The operationalization of personnel management is only possible if it is supported by a consolidated training system in support of the achievement of the long-term defence capability development goals, which is also the subject of development in the upcoming 10 years.

The new AF structure requires a new logistic organization to support the AF units and commands at home and in operations abroad, and logistic support for NATO forces as a host country, established framework agreements for maintenance, and transport and supply.

With regard to defence complexes, facilities, installations and infrastructure, the 10-year period will be marked by the rationalization of the surplus infrastructure that the MoD and the AF have available and the organizational setup in accordance with the appropriate transformation and rationalization plans.

Pursuant to this long-term plan, in the next decade, the AF will develop and maintain a wider range of military capacities and capabilities to accomplish its strategic defence missions, while the MoD will strengthen its institutional capacities to carry out its legal responsibilities. The MoD and the GS will promote defence integrity; provide systematic management of programmes and projects and acquisition processes, taking into account the overall life cycle.

In this context, the normative regulation for reorganization of the responsibilities of defence entities and stakeholders will be consolidated, and the service in the AF reserve component will be regulated with a new reserve force concept.

Military equipment will gradually be modernized. In doing so, programmes developed with our strategic partners, principles, including the principle of bilateral government-to government agreements, regional and multinational initiatives for development of joint deployable capabilities contributing to NATO’s Smart Defence approach or multinational initiatives which will include not only

modernization and equipment but multinational capability building and engagement and/or other forms for more efficient and rational utilization of the funds intended for equipment and modernization will be used.

In that direction, the 2019-2028 LTDCDP envisions dynamic acquisition of modern technical and technological equipment in accordance with firmly defined priorities, priorities for achieving the appropriate NATO capability targets in line with NATO established methodology for doctrines, organization, training and education, material support, leadership, personnel, infrastructure and interoperability (DOTMLPFI). Thus, we will promote not only interoperability with NATO, but also interoperability at the national level.

The main goal of the LTDCDP is to establish a financially acceptable and sustainable defence sector and a modern and flexible Army with a new structure and reduced strength that will be capable of carrying out defence missions set forth in the Constitution of the Republic of North Macedonia and national strategic documents and tasks arising from the NATO strategic concept.

To that end, the 2019-2028 LTDCDP is based on the projected stable defence budgeting for a longer period, which will ensure successful restructuring and modernization of the AF with a gradual annual increase of 0.2% until achieving the allocation of 2% of the Gross Domestic Product (GDP) for defence and with the implementation of the Wales Summit principle for allocation of at least 20% for major equipment.

2019-2028 LTDCDP will ensure greater transparency and accountability as well as greater involvement of the citizens in the defence. The Plan also enables transparent management of the rationalization and reorganization processes of the MoD in order to strengthen the institutional capacities for the execution of its legal responsibilities.

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Therefore, the Ministry of Defence proposed and the Government of the Republic of North Macedonia (the Government), in line with the view of the Ministry of Finance, adopted the text of the 2019-2028 LTDCDP that will be submitted to the Parliament of the Republic of North Macedonia to verify it in the framework of a resolution. Each of these institutions acts according to the principle of inclusiveness and their institutional competences.

This long-term plan will be updated at least once every four years in accordance with the established national procedure and NATO political guidances derived from NDPP process<sup>2</sup>.

For the implementation of 2019-2028 LTDCDP, the MoD will develop a Medium-Term Defence Development Plan which will be updated in accordance with the Planning, Programming, Budgeting and Execution (PPBE) system.

The success of the MOD and AF transformation, inter-alia, also depends on linking the LTDCDP with key defence priorities and their synchronization with the programmes of the PPBE. The Government will provide appropriate conditions to support the LTDCDP implementation and the modernization and equipping of the AF. Hence, the careful management of human, material and financial resources will enable the achievement of the best results in further defence development.

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<sup>2</sup>The defence capability review will be prepared every second year and the mid-term plans will be updated in line with the remarks.

## II. STRATEGIC SECURITY ENVIRONMENT<sup>3</sup>

The global security situation is dynamic, complex and difficult to predict. The character of the contemporary threats is mainly hybrid and they are heavily influenced by the globalization process. Unlike the traditional risks and threats, hybrid threats, except the conventional, include both criminal and asymmetric threats. Additionally, the misuse of information technology and the threats and risks in cyberspace, as well as organized crime, pose an increasing threat.

The immediate security environment of the Republic of North Macedonia, given its geo-strategic and geo-political position, is strongly influenced by the stated global processes and the specificity of the Balkan Peninsula due to its complex historical heritage. The present conditions and phenomena in the international environment in which the Republic is set today create the overall security environment.

The security environment (in the narrow and broader sense) can result in economic threats and risks, escalation of social, ethnic or religious conflicts, energy crises, mass migration, pandemics, and natural or man-made disasters. The region remains burdened with its history and continues to face issues that can lead to instability. Natural disasters, technical and technological disasters, epidemics and climate change pose additional risks. The influx of migrants and refugees also has the potential to destabilize countries in the region, further burdened by the use of migrant routes by foreign terrorist fighters, i.e. returnees, for their transfer through the Region towards Western Europe.

The likelihood of conventional armed conflicts between states has been significantly reduced, but in no case can be excluded. The current arms race, further contributes to increasing the polarization of relations in the region.

Non-state actors (lead by different interest groups and motivations) are threat to national security of the Republic. Part of the non-state actors (criminal groups, foreign-funded extremists, foreign fighters, returnees, terrorists and individuals or groups driven by national, political and religious extremism and radicalism) that act in the region, pose a serious threat and a likely destabilizing factor.

The global security environment in the future will be largely not only influenced by climate change, but also by changes caused by the demographic change in the countries. Financial, economic and social trends have an additional impact. Restricted natural and other resources, difficult trade controls or the proliferation of dual-use materials, the widening gap between the poor and rich regions of the world, the existence of crisis regions and hot spots will continue to shape the security environment.

Being aware of this, the countries in the region are focusing on integration into the European and Euro-Atlantic structures, improving regional security, stability and economic growth. In this context, the enhanced defence cooperation among countries in the region will contribute to the improvement and strengthening of mutual relations and building confidence measures.

The Republic of North Macedonia remains on its strategic commitment to join the Euro-Atlantic Community. In that direction, the establishment of good neighbourly relations is our first priority. Building mutual trust with neighbours and open cooperation in the field of security will create a favourable security climate in the long run. The threat of direct military aggression from another country against the Republic in the short, medium and long term is unlikely. The most significant risks we are facing come from foreign intelligence, asymmetric, hybrid and cyber risks, but also from the

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<sup>3</sup>Existing and future NATO documents on security environment and implication on capability building (SFA, FFAO, MC 161,...) which are regularly updated will serve as a basis with more details on our security environment

inflow and transit of migrants and radical extremists and returnees from the battlefields of the Middle East.

### **III. DEFENCE POLICY AND LONG-TERM DEFENCE CAPABILITIES DEVELOPMENT GOALS**

#### **1. Defence policy basis**

The national defence interests of the Republic of North Macedonia arise from the Constitution and the conceptual and strategic documents for security and defence and share the common values of the Alliance for Collective Defence, Crisis Management, and Cooperative Security.

The strategic goal of the defence policy is the protection and implementation of our national interests and the establishment, maintenance and use of appropriate security and defence capabilities within a single set of forces as a NATO member state and within the EU Common Security and Defence Policy (CSDP).

The Conclusions from the 2018 Strategic Defence Review (2018 SDR) and the defence planning assumptions have determined the missions and defence objectives that are inextricably linked to the lasting national values.

Defending the independence and territorial integrity of the Republic and achieving and maintaining a high level of readiness of defence capabilities is the basis of the defence planning. Furthermore, strengthening regional security and stability and attaining membership in the Euro-Atlantic collective security, and EU membership, remain a permanent goal of the foreign and defence policy of the Republic of North Macedonia. We are determined to continue developing, transforming and advancing the defence system and accept the “broad approach to security” outlined in NATO strategic concept<sup>4</sup>. We expect that the strategic environment of the country will not undergo significant changes in the next 5-10 years and that the GDP will grow by approximately 3% per year. The Government reiterated its commitment that the defence budget should continue to grow by 0.2% of the GDP annually, in order to provide defence expenditures of 2% of the GDP by 2024, of which a minimum of 20% will be earmarked for major equipment procurement and modernizing the forces. Stable budgeting and maintenance of the defence expenditures to the required level of at least 2% of GDP will enable the planning and development of defence capabilities and the transformation and modernization of the armed forces in the long term according to the 2018 SDR.

Our ultimate goal is the AF to be flexible, adequately structured, and capable of delivering the assigned defence missions in accordance with the available and allocated resources.

In addition to the defence of the independence and territorial integrity of the country, priority in the implementation of the defence policy is the protection of the population and critical infrastructure, in crises, disasters, emergencies and other risks and threats. To that end, we will promote resilience and improve the response system by applying the principles of standardization, inter-institutional interoperability and integration with NATO and the EU. Promoting and maintaining good neighbourly relations, strengthening regional co-operation and guaranteeing regional security and stability, and preventing cyber threats, remain a top priority for defence as well.

#### **2. 2019-2028 Long-term Defence Capabilities Development Goals**

In order to achieve the priorities set in the strategic documents, the MoD has worked out Long-Term Defence Capabilities Development Goals for the coming 10-year period, primarily aimed at:

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<sup>4</sup>It also include to agree to implement the Defence Investment Pledge, to provide forces for collective defence and other Alliance missions, to participate, as appropriate, in the Alliance military structures and associated planning, to participate in NDPP process and associated planning, NATO agencies as appropriate to pursue standardization and interoperability etc.

- restructuring the MoD into an effective and efficient structure with a more efficient level of management of the processes;
- harmonizing the national defence planning system with NATO's defence planning system, with the aim (in order) to deliver requested/agreed capabilities;
- building a flexible, financially viable and sustainable new structure of the AF – “Future Armed Forces 2028”, with the necessary capabilities for achieving the constitutional competences and political Level of Ambitions;;
- achieving interoperability with Allied forces in accordance with NATO standards and the requirements deriving from the participation in collective defence, crisis management and cooperative security;
- contributing to the EU CSDP;
- establishing a personnel management and talent management system that will enable attracting, selecting, recruiting, retaining and engaging high quality, qualified and motivated personnel with the appropriate professional and working qualities and developing personnel policies and concepts for the advancement of military personnel for creating a balanced personnel structure;
- strengthening defence diplomacy and ensuring appropriate participation of personnel in NATO's force and command structure and other Allied organisations and structures after the accession;
- building a modern training and education system for defence personnel based on competencies, integrity and needs;
- modernizing and equipping the AF and the MoD in accordance with the established priorities and the available resources (personnel, equipment, finance);
- rationalising the number of functional defence complexes, facilities, installations and infrastructure;
- reforming logistics at all levels, by introducing organic logistics support in accordance with the new force structure;
- providing a National Support Element (NSE) capability for supporting the AF in operations abroad, and advancing the Host Nation Support (HNS) arrangements, in order to enable the reception, staging and onward movement (RSOM) of NATO forces across the territory of the Republic of North Macedonia;
- developing a Communication Information System (CIS) in support of the, command and control (C2) in the defence and the development of cyber defence capabilities and
- achieving a balanced budget allocation in line with Defence Investment Pledge of the 2014 NATO Summit in Wales.

### **3. Vision for development of the Armed Forces**

The Armed Forces of the Republic of North Macedonia reflect the ability of the country to plan, train, organize and conduct a combat as the basic form of confronting the threats in the defence of the country and allies as expressed in strategic concept. We express the vision for development of the AF through designing an armed force with an economically sustainable structure, which will be adaptable to the needs, deployable, interoperable with NATO and with other entities at the national level.

In this respect, in support of the vision for the development of the future Armed Forces 2028, we will develop and maintain military capabilities to guide a wide range of armed conflict for the defence of the country, Alliance and alliance's member states. Within the structure of the AF we will build and maintain capacities for participation in NATO-led international operations, and missions, in the context of the collective defence, crisis management, and cooperative security of NATO, in order to support our allies and ensure the protection of our national interests and common values. As part of the integration process of the Republic of North Macedonia to NATO, we will establish a capabilities and capacities pool for participation in the NATO Command Structure, the NATO Force Structure, the NATO-led operations and missions, the NATO Response Forces, the Enhanced Forward Presence and NATO-led exercises and training activities. Therefore, we will develop deployable capabilities up to 50% of the overall structure of the land component, of which 10% will be sustainable in missions and operations.

The future Armed Forces 2028 will be trained and equipped, and will develop and maintain their capacities and capabilities for providing assistance to other government institutions and organizations in natural and technical disasters, as well as providing assistance in dealing with threats and risks to the security of the Republic caused by non-state actors.

#### **IV. RESTRUCTURING OF THE MINISTRY OF DEFENCE**

In order to restructure the MoD and strengthen its institutional capacities, in 2018, the MoD developed a Functional Analysis aimed at exploring the possibilities for a consolidated organizational structure of the MoD, guided by the principle of resource economy. The Functional Analysis has found inadequately assigned personnel, overstaffing, functional incompatibility, overlapping functions, structural discordance and insufficient application of the principle of civilian democratic control.

For these reasons, the MOD, as the most responsible institution for the development, maintenance and integration of the national defence system, has begun its own reorganization. The reorganization is intended to optimize and rationalize the MoD structure, enable proper allocation and grouping of functions, strengthen institutional capacities for fulfilling the responsibilities in line with the Law, as well as the obligations arising from NATO membership.

In order to (re) establish the organizational culture and integrity in the period 2019-2028, we plan to:

- conduct a structural reorganization;
- conduct an organizational - administrative transformation;
- improve working (business) processes; and
- build capacities in domains lacking appropriate capabilities.

##### **Goal 1. Restructuring the Ministry of Defence**

In order to rationalize the functions of the existing departments and sections, the MoD will be reorganized and the number of staff will be cut down from 951 to 650-700 employees. The restructuring and personnel downsizing will be phased over a period of five years in accordance with the adopted annual plans for personnel inflow and outflow and systematization acts.

Thus, by reducing the number of departments and independent sections and the positions of state advisors, better coordination at the intermediate level will be enabled, as well as consolidation of the functions.

The structural reorganization will encompass reviewing the status, functions, required personnel, organizational establishment and the size and number of regional defence centres (RDCs) and regional units (RUs).

In addition, the already developed projects for divesting non-essential activities will be implemented, which will structurally and organisationally simplify the functioning and increase the possibility for more efficient and effective execution of functional tasks.

The new structure will achieve:

- Integration of the organizational units (OUs)<sup>5</sup> in MoD into a smaller number of functional units;
- Removing the overlap of functions between the MOD and AF GS with an open possibility for further integration of the MOD OUs and the AF GS J sections;
- Improved coordination;
- Greater scope of related functions under a smaller number of governing authorities and
- Streamlined organizational structure for better institutional connectivity with NATO;

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<sup>5</sup>Organizational units are all Departments (Sectors) and independent Sections in MoD.

The new structure will enable more efficient work processes, coordination, synchronization and resource rationalization. This will be achieved by fusing the related organizational units and standardizing the processes, procedures and functions.

With the reorganization, the function of strategic planning, policy analysis and monitoring will be concentrated within the Department for Strategic Planning, Defence Policy and International Cooperation, which will be formed by integrating the existing departments for policy and planning, international cooperation and the sections for strategic planning and analytics from the Communication, Analytic and Operational Support Department (SCAAP).

The Department for Communications, Analytics and Operational Support will be transformed into a department for Strategic Communications.

Within the Civil Military Cooperation Department, the regional defence offices will be rationalized and reorganized. The functions of the Logistics Department will be redistributed into two segments.

The newly established Logistics Department will encompass the tasks related to standardization, codification, research, development and production of weapons and military equipment. The Procurement Department will encompass the tasks related to procurement, acquisition, quality control and normative and legal support in the area of procurement.

The new structure will comprise 13 departments, one independent section, a Military Academy and a Military Museum.

The current maintenance function of the MoD and AF facilities will be divested.

## **Goal 2. Organizational transformation of the MoD**

The existing defence structure was built at another time and for another defence concept. The sizeable facilities, personnel, entities and infrastructure are not in line with the common goals and the available defence resources.

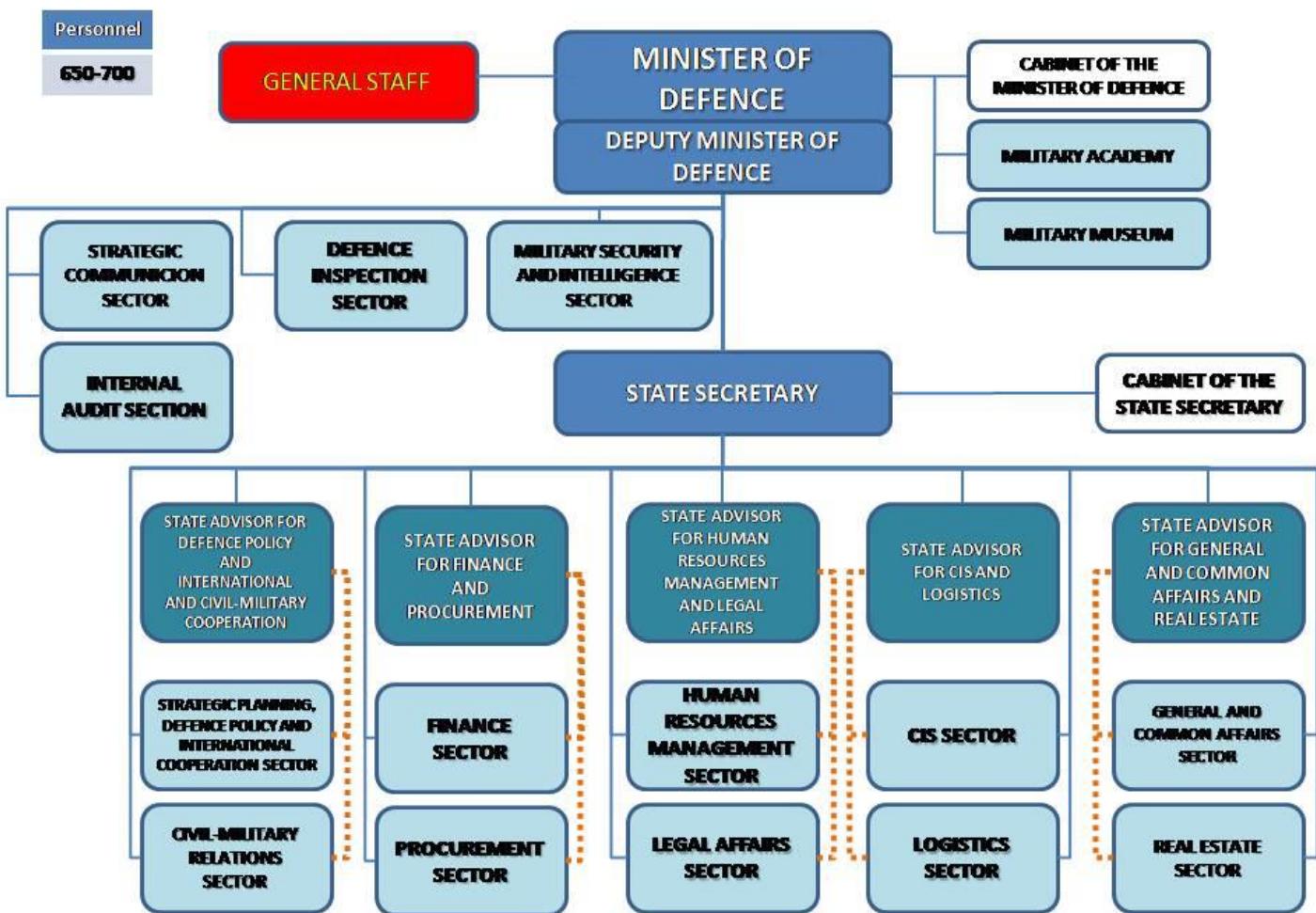
The MoD has to be transformed from an administration body and a part of the former national defence system, into an organizational driving force of the defence of a future NATO member state.

To that end, we need to align the national and NATO defence planning, *inter alia*, by:

- Reviewing the strategic defence and security documents and transforming the defence system;
- Reassessing the functional competences of the system stakeholders;
- Establishing the functions required for development and maintenance of modern military capabilities in view of building the Future Armed Forces 2028;
- Promoting strategic planning and strategic communications;
- Promoting inter-institutional coordination among citizens, state authorities and the armed forces, trade companies, public enterprises, institutions and services of special social interest to defence, as well as the units of local self-government;
- Operationalizing the defence of the Republic of North Macedonia so that it enables cooperation with the international collective security and defence systems that the country has acceded to;
- Defining the competencies and ensuring assessment and accountability for the achieved results in each segment;
- Determining several levels of decision making through the system for evaluation of potential alternatives; and
- Enabling effective and efficient defence resource management through the application of the PPBES;

The internal redistribution, motivation and commitment of qualified and competent personnel with appropriate functional duties, regular training and professional advancement, acceptance and application of NATO standards, will contribute to strengthening the institutional capacities.

## **Future structure of the Ministry of Defence**



### Goal 3. Promoting working (business) processes

The new MoD structure will be based on grouping the OUs by functionality and interconnectivity. It will enable improvement of the processes within the structure, management of competencies, and thus a clear definition of responsibility within the implementation process.

By determining the key processes and introducing new practices, information tools and technologies, the overall work processes will be optimized and vertical and horizontal communication, coordination and information flow will be ensured.

On that note, particular attention will be paid to:

- Defining career management projections for the administrative servants in defence;
- Defining the obligations and procedures for cooperation, coordination and information sharing according to the principles "need to know" and "necessary to share" (among the OUs of the MoD and with the J sections in the AF GS);
- Establishing a new assessment system for the employees and the OUs (institutional assessment) that will assess both personal and institutional capacity and credibility, as well as the satisfaction of the internal cooperation among the OUs and between the MoD and the GS;
- Ensuring specificity, measurability, feasibility, and relevance of the goals of each segment, as a condition for improving the drivers for success;
- Building integrity in a wider sense, excluding political influence and bias especially in human resource management;

- Generating a system of competitiveness, competencies and talent management within the organizational culture; and
- Monitoring organizational performance and the effective implementation of the plans.

#### **Goal 4. Capacity building in the domains that lack appropriate capabilities**

In accordance with the analysis of national obligations and functional competences in defence and security, deficiencies and lack of capacity building and appropriate capabilities have been identified in several domains. In order to overcome them, the MoD will develop and promote:

- Capabilities and capacities for resilience to hybrid, and especially cyber threats, false news and propaganda; and
- Capabilities and capacities for the contribution to collective defence and crisis management.

The Republic of North Macedonia, like many other countries, is vulnerable to these types of threat and needs to address the requirements deriving from crisis management. The overall national potential will be engaged to deal with these types of threat. The security assessment has identified these threats as probable and growing in the long run.

Consequently, the MoD will develop within its domain of competencies capabilities that will be part of the overall national capabilities. In this framework, we will strengthen the strategic communications capabilities, especially the capabilities for suppression of misinformation, false news and propaganda; we will develop and improve our security (intelligence and counter-intelligence) capacities in all forms. We will create a pool of highly qualified personnel to deal with these types of threats and intensify our training with our NATO and EU partners in this area.

The first step in building capabilities for tackling hybrid threats will be our cooperation with the EU in developing a national study by the end of 2019 on our exposure to hybrid threats. This study will later help us in organizing a nationwide system to deal with this type of threat.

The plan for building and strengthening cyber defence capabilities is explained in more detail in Chapter VI of the LTDCDP.

The crisis management system of the Republic of North Macedonia has been established to build national capacities and capabilities to respond to this type of challenges. The basis of the crisis management model is provided in the National Security and Defence Concept, where crisis management is set as part of the national security policy. Crisis management normatively and organisationally, is established as a system.

The MoD and the AF are entities within this system with their own competencies, obligations and tasks. In the past, the MoD and the AF, as entities in that system, built and maintained capabilities and capacities that were made available to the competent crisis management authorities in many situations. In the future, the development of these capacities in the MoD will be intended to create a pool of rapid response capabilities that will be made available to the Crisis Management Centre. Hence, the transformed AF structure enables modular formation of temporary units for operating in conditions of a crisis and a crisis situation.

The MoD will participate in the establishment and development of standard operating procedures, will organize and participate in national crisis management trainings and exercises as a future NATO member, and will participate in NATO crisis management with its appropriate capabilities and capacities.

## **V. TRANSFORMATION AND RESTRUCTURING OF THE ARMED FORCES**

In the upcoming long-term period, the development activities and goals will be directed towards developing doctrines and projects for equipping and modernization of the AF and establishing efficient

processes and procedures for building the AF military capacities and capabilities. The general objectives will be achieved through a series of specific, measurable, coordinated and realistic specific goals.

## **1. TASKS AND GOALS OF THE ARMED FORCES**

The Armed Forces protect the territorial integrity and independence of the state in accordance with Article 122 of the Constitution. The AF is organized, prepared and trained for armed combat and other actions pursuant to its Constitutional function for defence of the country in accordance with Art. 23 of the Defence Law.

The AF has a permanent and a reserve component. Strategic defence and security documents define its defence missions. According to them, the AF has the following tasks:

- Organizing, preparing and training for conducting armed combat and other actions for defence of the state;
- Defending the territory, air and cyberspace and territorial waters;
- Continuous monitoring and assessing security threats and risks;
- Organizing, preparing and training of forces and capabilities for contribution to NATO collective defence, crisis management, and cooperative security operations, EU and UN-led operations and missions;
- Achieving interoperability with NATO, Allies and EU member states capabilities;
- Ensuring defence-diplomatic support and cooperation in promoting the interests of the country;
- Participating in exercises, conferences, meetings and other forms of cooperation and training activities, as well as other bilateral and international arrangements for the purpose of building confidence and promoting regional and global peace and stability;
- Participating in the implementation of international conventions and arms control agreements and non-proliferation of weapons of mass destruction and confidence building and security measures;
- Providing support to the forces of the Ministry of Interior (Mol) in dealing with threats and risks to the security of the country;
- Participating with forces in operations to support civilian authorities and citizens in circumstances of endangering the security of the country; and
- Developing civil-military cooperation.

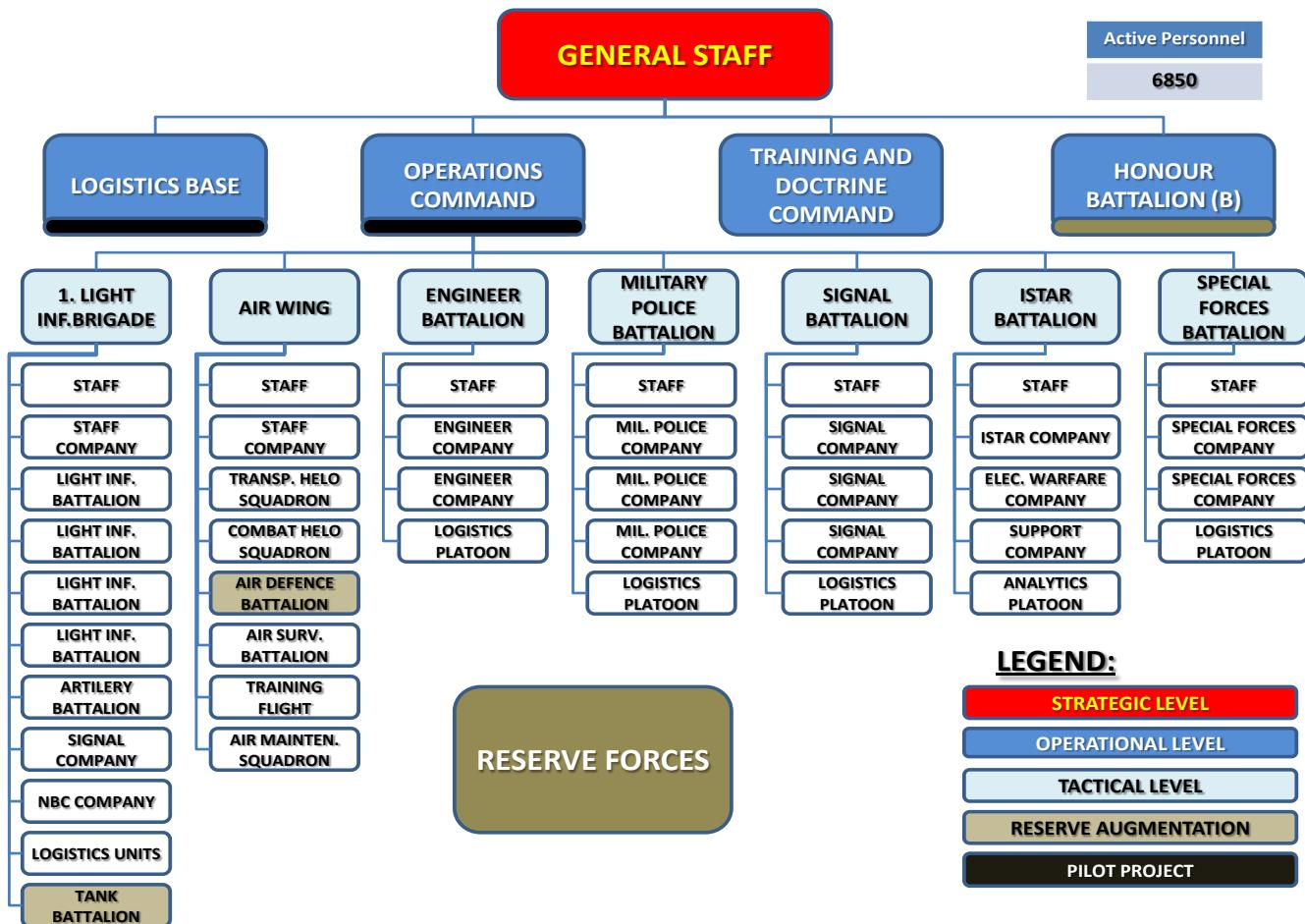
The Armed Forces of the Republic of North Macedonia are to meet the following military goals:

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

## **2. ORGANIZATION AND FUTURE FORCE STRUCTURE OF THE ARMED FORCES**

The structure of the **Future Armed Forces 2028** is presented in the chart below and is defined based on the analysis of the SDR 2018 conclusions, according to which the AF comprises a permanent

professional component and a reserve component, divided into three levels: strategic, operational and tactical.



The projected strength of the future AF force structure is 6850 active members. The strength of the reserve component will be defined after the adoption of the Reserve Force Concept and the amendments and supplements to the legislation.

During the next development decade a number of measures and activities will be undertaken as part of the transformation process to fulfil the common and specific development goals in order to achieve the future AF force structure with the necessary capabilities and capacities.

#### Goal 5. Transformation of the AF into effective and efficient Future Armed Forces 2028

The process of AF transformation is intended to achieve the "**Future Armed Forces 2028**" structure in view of responding appropriately to the contemporary challenges and threats.

The intention is to achieve the concentration of human and material resources and capacities, improve the efficiency of the command and control system (C2), and develop new capabilities and capacities required for the execution of the AF missions and tasks.

The transformation will enable the further development and maintenance of deployable interoperable forces and capabilities at the level of 50%<sup>6</sup> of the overall structure of the AF land forces,

<sup>6</sup>In line with the goal 23.

as well as manning in accordance with the operational efficiency standards of the units, which implies minimum manning of 90% military equipment and well-trained professional military personnel.

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

**General Staff** (Personnel 240). The General Staff (GS) is the highest-expert level authority within the MoD that executes operational and expert activities related to organization, preparation and command with the AF. It executes the policies established by the MoD. With the transformation, the strength of the GS will increase compared to the previous structure in order to increase efficiency and strengthen its current analytical and planning capacities, especially for the medium and long term force development of the AF, including its constituent arms and services. The GS is dimensioned to operate at the strategic level and delegate operational level tasks to subordinate commands and units. In the future structure, the Chief of the GS, who is the senior officer within the AF, will be supported by a Deputy Chief of the GS and the Director of the GS who will direct and coordinate the day-to-day work of GS branches. Directly subordinate to the GS will be the Operations Command, Training and Doctrine Command, Logistics Base and Honour Guard "B".

**Operations Command** (Personnel 5.252). The Joint Operations Command will be replaced by a significantly smaller Operations Command, which will include a 24-hour Operations Centre, as single command for all AF combat, combat support and combat service support assets. The Operations Command has been designed to integrate AF operational capabilities and prepare for and provide command and control over all AF operations in the country and abroad. Directly subordinate to the Operations Command, will be the Light Infantry Brigade; Air Wing; Engineer Battalion; Military Police Battalion; Signal Battalion; Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR) Battalion; and Special Forces Battalion.

**Training and Doctrine Command- TRADOC** (Personnel 400). The future structure of TRADOC will comprise an Individual Training Centre; Cadets Training Centre; Foreign Languages Centre; Canine Training Centre; Training Support Centre; Doctrine Development and Lessons Learned Centre; a Simulation Centre; and a logistic company.

**Logistics Base** (Personnel 800). The Logistics Base will be the transformational product of the existing Logistics Brigade and its core mission will be to provide Level 3<sup>7</sup> logistics support for all AF units. The Base will be responsible for the storage depots for armament and military equipment, and for maintenance, transport and medical support. The Logistics Base will comprise a Material Management Centre, Technical Overhaul Centre, Military Medical Centre, Centre for Supply and Transport and a GS and Skopje Garrison Support Unit. Level 1 and 2 logistics support will be provided by new logistics elements that will be attached to combat and combat support units, thereby offering organic logistics support.

**Honour Guard "B"** (Personnel 158). The existing Honour Battalion will be replaced by a smaller unit that is responsible for protocol duties for the needs of the President of the Republic, the MoD and AF. The unit will comprise a headquarters, single company and Military Band.

**Reserve component of the AF** The structure, capabilities, strength and development of the reserve component will be determined according to the new Reserve Force Concept. With respect to the active reserve, the Concept envisions two pilot projects for the basic "ROLE 2 "Medical Treatment Facility (MTF) and CIMIC to be initially developed by the end of 2020, as well as redefining the general reserve. The implementation of the new Reserve Force Concept will be supported by the amendments to the provisions of the Defence Law and the Military Service Law that regulate this area, which should be implemented by the end of 2019.

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<sup>7</sup>Level 1 maintenance equates to basic procedures such as the replacement of spare parts. Level 2, involves simple interventions, while Level 3 maintenance relates to more complex procedures requiring specialist expertise.

### 3. MILITARY CAPABILITIES OF THE ARMED FORCES

The AF of the Republic of North Macedonia should possess minimum capability requirements for combat, combat support (CS), combat service support (CSS) and C2/C3 according to NATO capability targets. Therefore, in order to implement the defence policy and military goals by executing the given set of missions / tasks, the following main military capabilities are emphasized:

- o **Capability to perform a wide spectrum of operations in different spatial and weather conditions** (national territory, air and cyberspace, territorial waters, outside the national territory, during peace, emergency / crisis situation and state of war);
- o **Capability for C2** (in the domains of: command and control of the AF activities, conducting military analyses, development of military capabilities and use of military capabilities in operations);
- o **Capability for mobility** (strategic mobility, RSOM using multinational approach, agility and capability for smooth movement, use of the existing road infrastructure and bridging possible obstacles in areas of operation);
- o **Capability for deployability** (deployability of the AF forces in the areas of operations according to the prescribed norms - 50% of the overall structure of the land component);
- o **Capability for sustainability of forces** in operations in accordance with national level of ambitions include sustainability of 10% of the deployable forces, continuity in the operations in which the AF participates;

The national level of ambition for the deployment of forces is defined as follows:

- for short duration operations (6 months) without rotation: a light infantry battalion group, one Ranger company, one MP company, two SOF task units, and one transport helicopter unit;
- for long duration operations with rotations: two infantry companies, 2 SOF tasks units, a MP platoon, and an engineering platoon.

o **Capability for interoperability** (in armament, equipment, procedures and doctrine with forces supported by the AF, with national institutions and NATO);

o **Capability for modularity** (appropriate grouping, formation of temporary pools of capabilities according to the specific operational requirements of the assigned mission);

o **Capability to protect forces in operations** (ballistic protection, armour, NBC, anti-electronic protection, etc.);

o **Capability for protection in cyber defence of classified information and networks**

The development of the Future Armed Forces 2028, in addition to the main military capabilities, will be determined and supported by developing the following goals for achieving military capabilities:

#### **Goal 6. Development of an effective and efficient command and control system**

An effective and efficient C2 system will be developed at all levels in the AF which will be compatible and interoperable in line with NATO standards. By 2024 an initial operating capability (IOC) will be established and a final operating capability (FOC) by 2028.

With the modernization of CIS and the implementation of modern technical and technological solutions, procedures and guidelines we will ensure secure, interoperable and reliable voice and data exchange for more efficient support to the command and control in the MoD / AF in peace, crisis and state of war. Accordingly an effective and efficient C2 system will be developed in relation to NS WAN and national secret network.

#### **Goal 7. Development of larger scale operational capacities and capabilities in order to achieve an appropriate level of interoperability with NATO**

According to the analysis of the existing capacities and capabilities, in the next development period, the focus on developing and implementing development projects for achieving greater operational capacities and capabilities will aim to achieve an appropriate level of interoperability, efficiency and effectiveness. The development should move in direction of building modular interoperable capabilities and capacities that will provide mobility, manoeuvrability, firepower, sustainability and force protection in accordance with NATO standards and NATO Capability Code and Capability Statements.

The mobility and capability to deploy AF capacities will be greatly enhanced by planned and continuous implementation of the Modernization and Equipping Plan of the AF, with the priority of procurement of modern interoperable LPMVs (light protected mobility vehicles), non-combat motor vehicles, special equipment and vehicles for special forces and military police, modular communication and information systems, combat assets (infantry fighting vehicles equipped with anti-armour systems, artillery weapons etc.) air transport capacities (medium utility transport helicopters), and integrated AD system.

Deployability and sustainability of the operational capabilities and capacities will be provided in wide spectrum of NATO led operations and missions. Currently, according to PG L 1003 (Extreme hot/dry climate capabilities for deployment), AF declared forces are continuously trained and by the end of 2021 will be equipped with appropriate equipment.

Outside the territory of the Republic, logistic support and sustainability will be provided by relying on the logistic support of the lead nation in the operation or otherwise by concluding bilateral agreements and by relying on multinational logistics on the basis of compensation for the rendered services. The deployed AF units are self-sustained up to seven days.

Beyond those period units up to Coy level will require allied logistic support from the superior HQs which will be provided with multilateral arrangements on national expenses. Battalion level unit or LIBG in the areas of operations will be supported by National Support Element (NSE).

The NSE will be deployed, structured, equipped and capable of providing all necessities of logistic support.

As we move on towards the future NATO Capability Targets, we will check out if the national stocks are to be able to sustain forces (declared to NATO) for 30 days, with 5 days of supply (DOS) with the units deploying in theatre and 25 DOS in NSE.

The table listing the projects of the Modernization and Equipping Plan of the AF in Chapter XI of this document outlines the priorities for development and maintenance of capabilities and capacities in support of the new AF structure, with the focus on the declared units, for which national funds are planned.

#### **Goal 8. Establishment of the required infantry capacities and capabilities for manoeuvre, mobility, fire power and force protection**

According to the priorities for development of the AF capabilities and capacities set forth in SDR 2018, the first priority is the procurement of modern LPMVs with the necessary degree of protection, firepower and sustainability. All together will be supported with necessary package for training on operational use and logistic support (maintenance) package, for at least two light infantry battalions (LIB). That will be in accordance with the classification of the LIBG, LIB and NATO Capability Codes and Statements. Within the project for procurement of the LPMVs, the plan is to equip one part of the LPMVs with systems for anti-armoured combat at medium distances, in addition to the other of the armament.

The activities for implementing the procurement project for LPMVs for LIBG were initiated in 2018 and will continue according to the multi-year dynamics, by the end of 2024, and for 1 LIB, by the end of 2028.

Also, in this long-term period, beyond 2028<sup>8</sup>, the plan is also to analyze the possibilities for planning the needs and resources for equipping the other declared units with LPMVs, as well as the other units of the AF in the period up to 2028 and for the next cycle after 2028.

In the part of force protection from infantry weapons, by the end of 2024, the procurement of ballistic protection equipment (ballistic vest and modular helmet) is envisaged, with the focus of equipping the declared units.

#### **Goal 9. Maintaining armoured capabilities and capacities**

According to the SDR 2018 conclusions, until attaining the status of Ally, no additional funds will be invested in the modernization and equipping of tank capacities, except for basic ongoing maintenance. In terms of tank units, capabilities will be maintained for one active tank company, while the remaining units will be transferred to the reserve component. Based on current capabilities identified within the PARP process given the limited financial resources and the potential future NATO Capability Targets, the objective of retaining a regular tank unit with obsolete platforms becomes questionable. Therefore, to ensure the appropriate retention of anti tank/armour capabilities, the identification of anti armour requirements will be addressed now as a part of the priorities for the procurement of modernised deployable equipment for the infantry combat units. As soon as the LPMVs equipped with medium range anti-armoured combat capabilities are operational in the units, the remaining regular tank company will become a reserve unit.

#### **Goal 10. Development of capabilities for indirect fire support**

In order to increase combat power and interoperability with NATO, artillery guns with 105 mm calibre with a range of up to 20 km will be procured by the end of 2023, as well as adequate quantity of ammunition and auxiliary equipment, including the appropriate automated fire control system. This procurement will be supported by the appropriate training capabilities to ensure appropriate combined arms training for the combat and combat support units. These guns and the related fire control system will be deployable to provide the IFS required at LIBG and AF level.

#### **Goal 11. Development of individual and collective capacities and capabilities for dealing with nuclear, biological and chemical weapons**

The objective is to strengthen the capacities and capabilities of the AF units in order to permit effective operations in a CBRN threat/hazard environment and to provide support to civilian institutions in the country in case of industrial accidents or disasters.

The equipment plan in this area includes projects for procurement of modern individual assets for NBC protection, collective protection systems (COLPRO), as well as assets and equipment for detection and decontamination. The assets are intended for all AF members and primarily for the personnel deployed in missions outside the territory of the Republic, the declared units and the NBC unit for performing special tasks.

In the period 2019-2021, the plan is to implement a procurement project and acquire individual NBC assets, as well as a programme for supporting the NBC capacities through training and procurement of assets for individual medical decontamination and CBRN decontamination systems.

#### **Goal 12. Capacity and capability development for reconnaissance and elimination of consequences resulting from the use of nuclear, biological and chemical agents**

In order to protect the forces, ensure early warning and eliminate the consequences from the possible use of NBC weapons, the plan is to increase the capacities for radiological, chemical and

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<sup>8</sup> According to national planning proces long-term covers 10 years period, medium up to 6 years, and short term is a yearly based.

biological (RCB) reconnaissance and for RCB decontamination of units for CBRN. In the upcoming ten-year period, the intention would be to procure light-weight armoured vehicles for RCB reconnaissance, equipped with RCB detection, identification, dosimetry, marking of contaminated land, preparation and exchange of CBRN reports, as well as systems for RCB decontamination of people, motor vehicles, weapons and equipment, land and buildings.

Upgrading and integration of the existing software for RCB analysis, automatic production, reading and exchange of ABC reports is also essential.

The funds are intended for the CBRN unit in the AF and for the declared mixed CBRN platoon as part of the LIBG.

The objective is to set up a modernised CBRN company to provide CBRN protection capabilities in support of the national reaction capabilities in case of a CBRN-type incident in country, and devote one deployable CBRN platoon to be integrated in the LIBG.

### **Goal 13. Engineering capabilities and capacities development and systems for dealing with improvised explosive devices**

The objective is modernised engineering battalion to provide capabilities in support of the overall AF activities and units, national reaction capabilities in case of a needed support of the civil authorities in country, and ensure engineering deployable platoons to be integrated in the LIBG and SEEBRIG.

The activities for the realization of the project for procurement of engineering machinery and equipment started in 2018 and will continue according to the multi-year dynamics by the end of 2020, with the aim of equipping and improving the capabilities of the engineering battalion and the declared engineering capabilities and capacities.

From 2025 to 2028, the plan is to implement a project as a continuation of the equipping process of the engineering battalion with equipment and special vehicles for dealing with improvised explosive devices and development of standard operating procedures and doctrines in accordance with DOTMLPFI (Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Interoperability).

### **Goal 14. Aviation capabilities and capacities development in support of the land forces (helicopter capabilities)**

According to the 2018 SDR guidelines, the Mi-24 combat helicopters will remain in the structure of the AF until the expiration of their life cycle, by the end of 2025, without additional investments, except for the basic ongoing maintenance.

Regarding the transport component, the plan is to conduct overhauls for maintaining their capabilities until 2025 when procurement of new western platforms will be made<sup>9</sup>.

The objective is to maintain one utility helicopters squadron to perform support missions to the land forces, support to the civilian authorities in case of an emergency, with the capacity to provide 2 deployable platforms for a contingency contribution.

The plan is to ensure continuity of the operational readiness of over 50% of aircrafts, as a condition for meeting the NATO standards for training and competence of the crews.

With regards to training, the objective is to ensure an average of 140 flying hours and 40 simulator training hours for all crews.

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<sup>9</sup>The process for procurement of new platforms including a strategic maintenance partner will start at least three years before the determined deadline.

### **Goal 15. Development of integrated capacities and capabilities for air-surveillance and reporting**

By the end of 2020, an integrated capacities and capabilities for air-surveillance and reporting, associated with the appropriate NATO capabilities through the Air Situation Data Exchange (ASDE) programme will be established. This will provide a filtered radar image from operating centre in Greece, as well as an image of the civilian capacities of the Republic on the situation in the national airspace, in order to provide constant insight into the air situation over the Republic and support the aviation operations over our territory.

The execution of the existing project for procurement of a modern radar system in accordance with NATO's pre-acquisition study will be subject to additional assessment and political decision according to the priorities for modernization and equipping, the expected future NATO Capability Targets and related priorities to be set by NATO Defence Ministers, and the available funds, taking into account the necessity and the economic feasibility.

### **Goal 16. Low Altitude Air Defence capability and capacity development**

The capability for protection of the airspace up to 3000 meters is exclusively a national responsibility. According to the new AF structure, an HQ capability and one active air defence battery are expected to be maintained as part of the Air Defence Battalion (ADbn) equipped with AD integrated system (by 2025-one very short range AD system platoon for LIBG. In the long term, after 2028, following a previously developed project, one battery of the ADbn is will be gradually equipped with an integrated air defence system, interoperable with NATO and Allies capabilities (including IFF mode 5 requirements). That will complete the necessary low altitude air defence capabilities and capacities. The development of these capabilities will have to be consistent with the future related NATO Capability Targets.

### **Goal 17. Air policing capacity development**

The AF will not develop air policing capabilities. These capabilities will be met via multilateral or bilateral arrangements. The "Renegade" procedures related to the development of the air policing capacity, which are a national obligation, will be specified as part of the completion of air protection and the air policing.

### **Goal 18. Capacity development for Special Forces**

The existing capabilities and capacities for special operations will undergo phase transformation, into a battalion of Special Forces in accordance with the Plan for transformation. Accordingly, by the end of 2022, the SF Regiment will cease to exist, and the initial operational capabilities of SF Bn and ISTAR Bn will be in the third phase of development of the elements of new force structure by mid of 2023.

The objective of transformed SOF capabilities will remain subject to contingency contributions while NATO-led operations and missions of 2 task units to remain consistent with current contributions described in the PARP and with the future structure of the national AF.

The development of the capabilities and capacities of the Special Forces in the AF will be in a justified ratio with the development of the overall capabilities and capacities of the AF. Taking into account the national security requirements, the SF Bn will be developed in accordance with NATO Capability Targets and in the direction of achieving interoperability with the SOF of the NATO member states.

### **Goal 19. Capacity and capability development for effective military intelligence**

In order to successfully conduct its missions, the AF will develop capacities and capabilities for effective integrated military intelligence that will contribute to creating a realistic and updated representation of the operational environment.

The objective is to upgrade the intelligence structure in which the intelligence personnel, systems, information, processes and procedures will be in the function of the intelligence process, in order to create a real time operational picture of the operational environment. With respect to the professional development, the plan is to establish a system for training the intelligence personnel at different levels, from gaining professional-specialist competences, training to work in units, commands and headquarters at tactical, operational and strategic level, to qualifying for work in joint national and multinational commands and staffs.

#### **Goal 20. Intelligence, surveillance, target acquisition and reconnaissance and electronic warfare**

According to the conclusions of the 2018 SDR for development of intelligence, surveillance, target acquisition and reconnaissance (ISTAR), the new AF structure envisions the grouping and upgrading of the existing capacities in an ISTAR battalion (ISTARBn).

The objective is to upgrade the intelligence, surveillance, target acquisition and reconnaissance architecture, as intelligence support to the AF, which will be interoperable with NATO. From 2019 to 2028, the intelligence, surveillance, target acquisition and reconnaissance as a future ally, Capability Targets will be adopted, put into operational use, and integrated in the ISTARbn, as the hub of the intelligence data and information collection gathering by intelligence disciplines.

The ultimate goal is to establish an architecture of modular capacities and capabilities for the intelligence, surveillance, target acquisition and reconnaissance architecture at a tactical level so as to provide support to the AF units in planning and conducting operations on national territory, as well as in NATO and other contingencies.

The ISTARbn will integrate current capacities of the Ranger bn (Long range surveillance and Recce Cos), the Electronic Warfare (EW) Center, and the Intel (UAW) capacities from the SOF regiment.

The ISTARbn will have the capabilities for integrated collection and processing of intelligence data and information, assessment of the situation and the distribution of information for the needs of the military decision making process.

With the development of capacities and capabilities for EW, support will be given to the missions and tasks of the AFGS by conducting SIGINT operations in the electromagnetic spectrum (EMS) for control of the EMS and EW. In the long run, the capacities for emission control, reconnaissance of GSM - communications (intended for use exclusively outside the territory of the country) and impedance of emission will gradually be constructed. The facilities and capabilities for electronic warfare will be developed within the ISTARbn.

#### **Goal 21. Development of non-lethal capacities and capabilities**

In the next ten-year period, the development of non-lethal capacities and capabilities based on non-lethal technologies will be directed towards providing the necessary non-lethal capabilities for controlling personnel, equipment, infrastructure facilities, buildings and zones and protecting critical infrastructure.

The objective is to develop non-lethal capacities and capabilities and equip and train personnel of MPbn adequately by the 2024.

Priorities in the development of these capabilities will be equipping and training of personnel of MPbn which encompass the MP Coy declared for NATO operations and missions. Handling and using non-lethal assets and equipment will provide additional capabilities for support and improvement of protection during the execution of missions and tasks. There are no priority provisions for equipping other units with non-lethal capacities and capabilities by the end of 2028.

## **Goal 22. Improving the capacities and capabilities of the AF for providing support to the civilian authorities and citizens**

In terms of improving the capacities and capabilities of the AF for providing support to the Mol, state bodies, local self-government units, citizens and other organizations and institutions in the event of crisis and an emergency situation, the AF will maintain and develop a pool of capabilities and capacities for support. This pool will consist of engineering, logistics, military police, Special Forces, helicopter, NBC and infantry capabilities and capacities, and according to defence mission three, up to 10% of the available forces, depending on the severity of the crises or emergency.

In this regard, the common standard operating procedures, common training plans, exercises, equipment needs and the maintenance and interoperability of CIS and C2 will be established.

In the forthcoming period, by the end of 2020, in order to improve the interoperability and the standard operational procedures for crises, the AF will actively participate in the project of the state bodies and institutions responsible for the crisis management system, entitled “Next Generation Incident Management system”.

## **Goal 23. Development of 50% deployable units of the AF land forces**

The complementary analysis of the 2018 SDR determined that the current deployment of some of the AF units according to the new structure is at the level of about 25%. The implementation of the LTDCDP and its conversion into medium-term plans and specific programmes and projects for modernization and equipping aim to increase the overall deployability and sustainability of the national capabilities.

Although the upcoming transformation may temporarily slow down advancement of the deployability of national capabilities, in the next 3 years, the plan is to continue to participate in NATO-led operations and missions by gradually increasing the contribution of the AF in accordance with the available funds provided in the defence budget.

In the period of 4 to 6 years, according to the Modernization and Equipping Plan for AF, the focus will be in the direction of achieving the standards for operational efficiency of deployable units with a minimum of 90% military equipment, as well as modernization of the existing equipment and promotion of the training. Modular, interoperable facilities will be developed so as to achieve the appropriate capabilities that will ensure mobility, manoeuvrability, firepower, sustainability and force protection, in accordance with the NATO Capability Requirements.

In the period of 6 to 10 years, activities will be carried out to achieve the required level for engaging the declared forces and capacities of the AF in NATO-led operations and missions. In accordance with the national level of ambition and future capabilities, up to two Coys could be deployed in several rotations or one LIBG in one rotation. This period is a time frame in which the AF will develop and maintain at least 50% deployable units from the overall structure of land forces with priority for NATO-led operations and missions abroad.

To contribute to NATO-led operations and missions prior to the NATO accession, the necessary capabilities and capacities of declared units will be developed and maintained, and their implementation will be conducted according to the actual requirements of the partnership goals that will be revised in the future and broadly translated in the future into NATO Capability Targets.

The current declared capabilities for contribution to NATO-led operations and missions are as follows: Light Infantry Battalion Group; Ranger Company; two SOF teams; demining team; engineering platoon; Military Police Company; helicopter detachment; and Role 2 Light Manoeuvre Medical Treatment Facility.

## **Goal 24. Development of LIBG**

The Republic of North Macedonia has declared that specific elements of the AF are available for NATO-led operations most of which have met related NATO evaluation criteria and are considered 'combat ready'. As a future NATO member, the LIBG will be developed and maintained as the highest military structure for contributing to NATO-led operations and missions.

Its equipping, modernization, maintenance, training and continuous assessment will be our top priority.

In its composition, the LIBG will include a Headquarters, LIB (three light infantry Coy, a fire support Coy, Logistic Coy), a RECCE Coy, a combat support Coy, an artillery battery (howitzers 105 mm) and MILINT Coy.

#### **Goal 25. Development of a Role 2 Light Manoeuvre Medical Treatment Facility**

In support of NATO-led operations and missions, a Role 2 Light Manoeuvre Medical Treatment Facility (LMMTF) will be developed and maintained.

At the moment, there are challenges in providing capabilities related to the engagement and deployment of highly qualified and expert medical personnel. Therefore, the priority is given to: providing the necessary personnel by developing a pilot project from the active reserve, educating and training the personnel, maintaining the medical equipment and supplying the necessary medical materials for the functioning of the LMMTF.

Currently LMMTF is in a stage of national evaluation. However manning challenges, mainly attracting medical personnel for Role 2, are expected to be resolved with the adoption of the New Reserve Concept, planned to be promulgated in 2019. It will be the first step, followed by the reinforcement of the Role 1 capability (Role 1+). As a second phase, the plan is to upgrade the Role 1+ to a Role 2 LMMTF capability. Finally national and NATO evaluation (MEDEVAL) will be conducted accordingly.

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

## **VI. COMMUNICATION AND INFORMATION SYSTEMS AND CYBER DEFENCE**

The MoD and AF implements a continuous management process for C4 (Command, Control, Communications and Computers system).

The rapid development of technology imposes the need for modernization of the C4 system by implementing modern technical and technological hardware and software solutions and information services that provide conditions for strategic planning, modern communication and interoperability in the use of the AF units in collective defence. The C4 system modernisation will be inspired by the Alliance C3 Strategy (C-M(2018)0037) and apply, where possible, the Alliance C3 Policy (C-M(2015)0041-REV2) tenets.

The C4 system will be developed and modernized by developing capabilities for:

- Management of strategic communication and information resources;
- Improving the AF capacities to achieve command and control of the commands and units when responding to various potential threat scenarios, as well as for assistance in dealing with natural and man made disasters (floods, earthquake, fires, storms etc.);
- Enabling and improving the AF capabilities for participating in NATO, EU and UN -led operations and missions with the full potential of their own communication information systems;

- Full integration of the mobile communication and information system in the MoD / AF Global Communications Information System (GCIS) with the ability to exchange classified information up to SECRET at any time and place;
- Developing the communication and information systems that will be interoperable with NATO member states and partners; and
- Developing the system and capabilities for cyber defence, crypto-protection and information security of stationary and mobile CIS in accordance with national and NATO regulations.

#### **Goal 26. CIS development in support of defence management, command and control**

The CIS defence capability development system will be modernized in accordance with SDR 2018 by implementing projects for GCIS upgrading and modernization, with an emphasis on tactical communication and information systems, equipment for integration of core communication networks and services into the GCIS and development and upgrading of the system for cyber defence, information security and crypto protection in accordance with NATO standards.

The development of C4 in defence is based on the construction of its own communication infrastructure and information network architecture, the integration of the mobile CIS in the stationary GCIS infrastructure with protection levels, the development of mobile CIS for the declared LIBG unit, the capabilities for voice and data exchange in protected communication with NATO up to SECRET, and cyber defence and information security of the stationary and mobile CIS in accordance with national and NATO regulations.

The stated guidelines and goals will enable the C4 leaders and planners to focus their efforts on the defence priorities in order to implement an effective and efficient system in the MoD and the AF.

#### **Goal 27. Upgrading and modernization of the GCIS**

The GCIS Development Strategy of the MoD and the AF will be adopted by the end of March 2019. The Strategy will define the rules, principles and manner of further CIS development in the MoD and AF. In the context of the Strategy, an implementation action plan with defined implementation deadlines and financial implications will be drafted and adopted.

The GCIS will be upgraded and modernized in order to develop and maintain a network infrastructure capable to support multiple security domains and to present a federated coalition environment able to provide required information services. The infrastructure must be scalable and flexible, to enable the deployment, sustainment and redeployment of expeditionary forces and to support Command and Control functions of national and Allied forces participating in a NATO operation.

##### **A. Development, upgrading and modernization of stationary CIS – communication networks and services**

- a) Optical digital telecommunication system - extension of the existing optical cable infrastructure by connecting the MoD regional centres and the AF garrisons. This involves replacing the obsolete copper cable infrastructure of the MOD and AF with an optical infrastructure to and inside the AF garrisons and MoD OUs
- b) Modernization and link connection of strategic facilities and AF garrisons
- c) Modernization of the core network as the basis for development of new technologies, services, in order to increase the stability of the network services and improve the speed of information exchange.
- d) Upgrading data centres by developing modern centres for classified and unclassified network with a backup location (primary and secondary site).
- e) Development of an advanced model of hardware infrastructure based on virtualization and cloud technologies, which will enable redundancy and data protection and will reduce the cost.
- f) Building a system for protection of juncture roads within GCIS

- g) Implementation of a link for secure communication with NATO - Establishment of appropriate secure communications for voice / data exchange, and high-level consultations between NATO and national institutions. In line with the Federation of Communications Services Policy, NATO through Common Funding will provide up to 2 points of presence in country, for additional points it is a national responsibility.
- h) Development of a system for electric power supply, fire protection and call and cooling and ventilation system.
- i) Development of telephone system for MoD and AF by introducing a new concept of a telephone system through the unclassified MoD / AF information network and extension to the AF garrisons with alternative juncture roads, reconfiguration of the MoD and AF unprotected telephone network and migration of users in the MoD and AF on the IP platform,
- j) Procurement of high rate radio relay systems which will provide possibility for establishing a data links to the command posts of combat battalions connected to the stationary part of the GCIS (Communication Information Centres and Stationary Communication Nodes of the AF).
- k) Upgrading and modernization of the information and network services.
  - Procurement of new and upgrading the licenses for server, client, and application platforms.
  - Project development, implementation and support of human resource management information system, including active and reserve component
  - Modernization and upgrading of the financial and material operational system.
  - Upgrading and achieving complete Logistics Information System (LIS) functionality
  - Implementation and support of the codification information system
  - Project development, implementation and support of the Document Management System
  - Implementation of a system for technical assistance to users and knowledge sharing system (training and improvement)
  - Implementation and support of the Geographic Information System
  - Introduction of a Medical Information Management Information System (MIMS) able to exchange data with the Medical Information and Coordination System (MEDICS), to all NFS operational and tactical level HQs
  - Introduce core enterprise services to include office tools, formal message directory services, web browsing and portals services, document management, task management, instant messaging, voice, FAX, and Video TeleConference capabilities
  - Creation of preconditions for the development and implementation of existing and other networkservices (Common Operational Picture, Land Command and Control Information Services, Battle Management System, Friendly Force Identifier and Tracking, Air Command and control Information Services / Air Command and Control System, Special Operations Forces Command and Control Information Services, Command and Control Electronic Warfare and Chemical Biological Radiological and Nuclear).
  - Connecting to the NATO Air Surveillance Data Exchange (ASDE) system.
  - Incorporation of the Identification Friend or Foe (IFF) XII (A) mode 5 transponders in all deployable flying assets including unmanned aerial vehicles.

## **B. Development, upgrading and modernization of tactical CIS**

The tactical communication devices and systems are intended for continuous support of C2 of the AF combat commands and units, as well as the declared units. Following the development component from a technical and technological perspective and NATO capability targets, and in accordance with SDR 2018, we are planning to develop, man, upgrade and integrate the tactical communication systems, radio and radio telephone devices and C2 systems for commands and units at the tactical level according to the priorities within the period 2019 – 2027 of the modernization will be with following equipment:

- a) HF and VHF radio devices and new generation high-bandwidth systems for the needs of the joint tactical, the tactical and declared units to ensure voice and data transmission for C2, including those required to integrate the artillery fire control systems;
- b) secure personal radios ("SPR") for the needs of AF special units;
- c) upgrade of the existing radio equipment and network infrastructure to achieve operational capability of the units for missions in and outside the Republic, in accordance with the required NATO standards;
- d) new digital radiotelephone devices and base stations with protection, which will be part of the "TETRA" system of the MoI, and will operate in a special AF mode with the capability for continuous communication throughout the territory, for the needs of the tactical units, the combat service support units and the forces in support of the police in the event of a crisis and
- e) commercial satellite devices by leasing lines for video, voice and data transmission, for the needs of the declared units in missions outside the Republic and in case of natural disasters and other crisis situations.

#### **Goal 28. Development and upgrading of the active cyber defence system**

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

According to the basic postulates and cyber defence capability targets, the MoD and AF plan to develop capacities and implement technologies that will provide adequate information protection in real time speech and data transmission, and to build capacities for cyber defence and information security for transmission of classified and unclassified information between different domains, protection up to facility level, virtual private networks, identification and response capacities in cases of computer incidents.

By the end of March 2019, we will adopt a cyber defence strategy and an implementation action plan with defined tasks, deadlines and financial implications. In the context of crypto-protection of information, a plan for modernization of crypto-protection in defence will be developed with the participation of MoD and AF personnel in the segment of adopting laws and by-laws in this area.

The MoD and AF military capacities for dealing with threats in cyberspace will be defined by:

- Establishing and developing a military CERT for the development and implementation of the 24/7 CSIRC (Computer Security Incident Response Capability) for the MoD and AF CIS;
- Establishing Cyber Defence Military Authority by 2020;
- Developing cyber capacities for warning, prevention, protection, deterrence, detection, forensics and defence for the military CIS systems (stationary and mobile);
- Developing CD-deploy - cyber defence mobile capacities, compatible with NATO CIS, at the battalion command level;
- Developing a methodology for assessing the risks of cyber threats at MoD and AF level;
- Ensuring continuous protection of confidentiality, integrity and data and information authentication on military networks (CIS);
- Protecting the core of the basic network based on cyber defence and information security standards, and taking into account the recommendations of the international cyber defence institutions (The European Network and Information Security Agency, NATO Communications and Information Agency);
- Including and contributing to collective cyber defence through international cooperation;

- Developing, upgrading and maintaining the crypto-protection system in the MoD and AF through a system for interoperability and compliance of the national cryptographic systems (special documents for the cryptographic system) with NATO cryptographic system for protection of data and information confidentiality, integrity and availability through procurement of a cryptographic protection system for data transport with cryptographic speech and data protection devices and
- Monitoring and implementation of NATO standards and guidelines in the area of cyber security / defence.

In order to increase the awareness of cyber security and the responsibilities arising from it, a training plan for the defence personnel will be developed in order to ensure continuous education for raising the awareness and personal responsibility with respect to cyber defence and national defence and security.

**Goal 29. Developing and achieving CIS interoperability with entities in the country and NATO member countries**

As of 2019, we will begin the implementation of the Plan for capacity interoperability of the entities participating in defence preparation and planning, for the purpose of exchanging communication and information services and information by testing them in practice. It includes the development and implementation of systems and programs for exchange and sharing of information, knowledge and experience between the public, private and defence-security sectors in the field of cyber defence, as well as development of CIS for exchange of classified information with institutions and other legal entities involved in the defence system.

Each level of interoperability will be tested and checked in the form of exercise or a simulation, starting from 2020.

The communication and information capacities for connecting and exchanging classified information with NATO and EU member states will continue to be developed after the Republic's accession to NATO and the EU.

**VII. HUMAN RESOURCES**

The defence goals and the The Human Resource (HR) Management System develops and maintains the organizational and conceptual infrastructure for consistent and long-term utilization of the human resource potential within the Defence System.

The objective of the HR Management System is to plan and direct the 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.

By improving the work processes, we will be able to deal with the challenges of achieving the set goals in the long term. Leaders, with their abilities, training and competences play an important role in determining priorities and directing the personnel they lead towards pursuing the set goals.

The priorities of HR management are:

- Promoting the military profession, as well as the specific nature and significance of the administrative officers in the defence structures;
- Attracting and recruiting high-quality personnel;
- Targeted career guidance based on long-term and mid-term career projections;
- Retention and care for the personnel;
- Defence leadership development, at all levels;
- Continuous education and training of personnel in the MoD and AF;

The identified general and specific objectives in the part of the LTDCDP for HR management that follow, will enable leaders and the personnel tasked with HR planning to prioritize and improve the work processes and procedures for HR management in accordance with national interests, defence goals and the legal framework for HR management in the defence.

## **1. HUMAN RESOURCE MANAGEMENT**

### **Goal 30. Continuous development of the human resource management system**

The defence goals and the current transformation cycle of the MoD and the AF require the adoption of a new strategy for HR management in the defence.

The HR Management Strategy defines and directs the professionalization and the development vision. The vision of the Strategy envisages integration 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.

The HR Management Strategy will be implemented in four stages: Conceptualization (by end of Jan 2019), Particularization (Sep 2018 – Jun 2019) Execution (Jun 2019 – Jun 2025), and Effectiveness evaluation (Jan 2020 – Dec 2027).

For the purposes of building a consistent and continuous development of HR, the following activities will be implemented:

-By June 2019, the Competence Management Policy in the Defence will be developed.

- By September 2019, the draft amendments to the legal framework for HR management in the defence will be prepared.

- By mid 2019, will start the procedure for procurement of a new HR Management Information System.

-Along-term Plan of the needs of the defence personnel is prepared and will be implemented after the adoption of the documents for new personal structure of the AF, and the MoD as well as amendments to the related laws.

In 2028, we expect to have a revised human resources management system.

### **Goal 31. 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 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.

The targeted popularization of the military profession and work in the defence sector provides a motive to an adequate number of citizens to start a career in the MoD and the AF. The selection of the best and the most competent personnel will reduce the costs for its training and the maintenance of its skills and competences.

In the forthcoming period, the following studies, programs, models and policies will be drafted and developed:

- Study on attracting, retaining and guiding the career of the defence personnel (by mid-2019).
- Policy for attracting personnel (by mid-2019).
- Labour Market Analysis related to the needs of the defence (by April 2020).
- Models for attracting and recruiting personnel (by mid-2020).
- Personnel selection models (by October 2020).
- Program for popularization of the defence (by the end of 2020), which we expect to increase the personnel inflow.

In 2024 we expect to have a mid-term projection for attracting and recruiting personnel in accordance with the needs of the MoD and the AF all in line with the education and training models.

### **Goal 32. Manning sources for the active and reserve component**

The basic mechanism for manning with personnel from the active composition of the AF, especially with regular soldiers, will be the manning from the pool of citizens who have completed voluntary military service.

On the other hand, the future size, structure, missions and tasks of the reserve forces will exclusively depend on the needs, the future legal solutions and the new concept of the reserve forces.

The provision of personnel for manning the pool of the active composition of the AF and reserve forces (general and active reserve) according to the military registration specialties in the future will be a special challenge.

Regarding the manning of the active composition of the AF with regular soldiers, considering that for years we have experienced a reduced response of candidates for voluntary service, which resulted in a reduction of the pool for selection of regular soldiers, in the forthcoming period the MoD and AF will undertake the following activities:

- By the mid 2019, strategies and policies will be developed for affirmation of the military profession, motivation and attracting as many young people as possible to apply for voluntary military service in order to gain human potential for selection;
- With the planned amendments to the existing legal regulations by the end of 2019, the best soldiers from the voluntary military service will be able to immediately establish a working relationship with the MoD after the end of their voluntary military service and be transferred to work as regular soldiers in the active composition of the AF without any special additional procedures;
- Starting in 2020, the remaining candidates who will fulfil the requirement for voluntary service will constitute the human potential for concluding contracts for participation in the active reserve or general reserve;

Regarding the manning of the reserve force, the priority goals in the medium and long term will be the provision of specialized personnel for the Role 2 LMMTF and specialists for civil-military (CIMIC) cooperation. For some formations that require specific specialties for which the AF and the MoD do not have the necessary conditions to create, through changes in the legal regulations, they will be provided from the civilian or other state institutions and companies and without the condition for completing their voluntary military service.

### **Goal 33.Targeted career guidance of the personnel**

Designing a career for each individual in the long 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.

The various selection models through the authorized boards will provide targeted and expedient career guidance, in accordance with the needs of the defence, based on the efficiency, the achieved effect, competencies and potential.

The targeted career guidance projection will determine the minimum and maximum time for each duty in the defence, conditioning the timely and gradual movement of personnel through the structure of the organization. Intermittent management of military personnel, from staff to managerial duties, and vice versa, will ensure the development of complete individuals dedicated to the profession and leaders with high integrity and ethics. This personnel management through the structure of the organization will encourage the creativity of each individual.

With the integration of information technology, artificial intelligence and the management of organizational knowledge in the processes will minimize subjectivism in making decisions and adopting resolutions, and will enhance transparency, accountability and responsibility. To that end, by mid-2019, The Career Guidance Policy for the Defence Personnel will be drafted, and by August 2020, the career guidance models for the personnel will be developed.

#### **Goal 34. Retention of personnel in the defence**

Personnel retention is crucial for the professionalization of the human resources in the defence and their career projection in the long run. The defence needs, phases, and career development models condition the retention and incentives for the personnel.

Transparent and properly dimensioned career guidance positively affects personnel retention.

In order to retain defence personnel by the end of 2020 we will as follows:

- establish new models for incentives and retention of personnel;
- upgrade the system for monitoring morale and satisfaction;
- improve the system for salary, salary supplements as well as benefits;
- upgrade the system of awards and disciplinary measures;
- establish a system for the improvement of living and working standards, and
- draft and implement policies, programs and procedures for the support of the families of the AF members, including throughout the entire deployment cycle i.e. providing support before, during and after their return from operations and missions abroad.

By 2028, the personnel management will bring a balanced recruitment and outflow of personnel.

#### **Goal 35. Care after ending 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, and vice versa. 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 AF.

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.

In the coming years, the personnel transition will continue to advance and improve in order to provide greater support to military personnel resettlement.

In order to increase the care for the personnel after the completion of their career by November 2020, models for the defence personnel outflow will be prepared, especially for regular soldiers that have reached 45 years of age through distribution in other state institutions, transformation of their engagement into civilian personnel serving in the AF and redistribution to the active reserve or release from service by providing a severance package.

In support of this goal, the following content in the collective agreement will be established in cooperation with the representative trade unions in the defence.

## **2. RATIONALIZATION OF INADEQUATLY ASSIGNED PERSONNEL, APPROPRIATE AND EQUITABLE ETHNIC AND GENDER REPRESENTATION**

#### **Goal 36. Rationalization of inadequately assigned personnel**

The projections of the future structure of the Ministry from the current 951 to 650-700 personnel, and of the AF, from the current 8137 to 6850 personnel, as provided in the 2018 SDR,

condition their transformation into a new appropriately dimensioned and proportionate structure according to the levels of personnel categories.

The projections for the inflow and outflow of personnel in the MoD and the AF in the period 2019-2028 will be made after the officialising of the AF structure, (by February 2019), the approval of the job systematization in the MoD (by March 2019) and after the adoption of the amendments to the legislation aimed at implementing the adopted 2018 SDR (by the end of 2019).

The Draft Plan for implementation of the MoD transformation following the job systematization in the MoD is already developed for three years.

### **Goal 37. Adequate and equitable ethnic representation in the defence**

The equitable ethnic representation, in accordance with the socially accepted norms and standards, is a complementary criteria for recruitment, retention and career guidance provided by the multicultural social reflection of the defence.

The implementation of the Program for Adequate and Equitable Ethnic representation in the MoD and the AF will be carried out according to the planned dynamics, through activities for attracting quality personnel by respecting the principles of expertise and competence. According to the Program, by 2028, the representation of non-majority communities and their proper appointment of managerial functions are expected to reach 25%.

### **Goal 38. Reflecting the principle of gender representation in the defence**

The incorporation of the gender principle and the gender perspective in the defence is in line with the strategic commitment of the Government and the goals of the National Action Plan for Gender Equality and the National Action Plan for the implementation of the UN Resolution 1325. It implies the inclusion of the gender principle in all segments of the work processes, in the planning and management of human resources. In order to successfully accomplish this goal:

- the projected targets for percentage gender representation for the forthcoming 10 years will be determined<sup>10</sup>.
- the gender sensitization in all employees will be nurtured, with a special emphasis on the officers and the managerial and command staff in the AF.
- the gender perspective in the education, training and development of the personnel in the MoD and the AF and in the programs of the Military Academy will be included.
- the gender training in the pre-deployment phase for participation in missions abroad will be advanced.
- the program for increasing the number of women meeting the established criteria for managerial and commanding duties and undertaking measures for involving more women for participation in military missions abroad, will be elaborated.
- the long-term projections for integrating women into the AF structure will be made without any restrictions.

The gender principle will be embedded in all strategic and planning documents of the MoD and the AF. Subsequently, the gender perspective will be supported by the allocation of an appropriate budget for its implementation.

## **VIII. EDUCATION, TRAINING AND EXERCISES**

The defence education and training system encompasses the entire education and training throughout the career of defence employees. This system, through various forms of education and

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<sup>10</sup>At present, 40.53% of the personnel in the MoD are filled by women. At the same time, 8.91% of the Army troops are women (13.78% of officers, 11.02% of NCOs, 3.87% of regular soldiers, and 38.22% of civilians).

training, provides institutional and continuous professional learning, acquiring new knowledge, skills and capabilities for carrying out the assigned missions and tasks and exercising the functions of the MoD and the AF.

The entities of the education and training system include the MoD, the GS of the AF, the Military Academy (MA) "General Mihajlo Apostolski" and the Training and Doctrines Command (TRADOC).

The education and training system in the defence includes the education and training entities and their interconnected organizational and functional integration into an integrated whole, the determination of the curriculum of models and forms of education and training and the ways they are implemented, through which the education and training of employees in the defence is conducted.

### **Goal 39. Organization of the E&T<sup>11</sup> in the MoD**

The Ministry of Defence through the Human Resource Department, which holds the organizational responsibility for the functional tasks in the field of education and training, manages the system through distribution and coordination of the competences and responsibilities of all its segments, thus enabling the implementation of the objectives of the Education and Training Strategy.

As part of its competence, the HR Department in cooperation with all organizational units of the MoD, MA and the AF GS:

- By September 2019, an Education and Training Strategy will be developed.
- By the end of 2019, we will analyze the justification of the existence of the MA in its present form and we will develop models for officer education by branches and services.
- By the end of 2019, we will conduct an evaluation of the activities of PARC and Training Centre "Doctor Joseph Kruzel"; furthermore, the future of these Training Centres will be decided and their long-term projections will be determined.
- By the end of 2019, we will analyze the future needs for education and training of the MoD employees for the next 10 years.

### **Goal 40. Organization of the E&T in the AF**

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

Developing and sustaining the declared forces and capabilities for contribution to NATO led operations and missions as currently requested by Partnership Goals, will serve as a basis for the definition of the future NATO Capability Targets. Continuous training and evaluation of the declared forces will be in accordance with NATO OCC E&F by 2020, based on a multiyear training schedule. From 2020 onward NATO CREVAL, TACEVAL, MEDEVAL and SOFEVAL will be used. It will include participation to NATO, national and other exercises in order to maintain the required level of interoperability with NATO capability readiness/viability for deployments.

For this purpose, the AF GS will develop:

- A plan for implementation of the policies and methodology for training quality assessment.
- A two-year projection for organization and participation in NATO and other international exercises.
- Development projection of the training capacities.

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<sup>11</sup>In NATO abbreviation ETEE is used (Education, Training, Exercises and Evaluation and described in unique policy document and different BI-SC Directives

By 2020, a Catalogue of Courses will be developed for each training centre separately and once a year it will define the needs for education and training for the appropriate organizational units in the MoD.

In the period 2019-2028, the development of the Army Training Area "Krivolak", the Medical Training Centre and the Canine Centre will continue, with the possibility to transform them into regional centres.

#### **Goal 41. Development of the military education models**

The Military Academy (MA) is the responsible authority for the training of the officer corps in the AF, starting from the primary level, through continuous professional education, to higher education level. In cooperation with the MoD and the AF, i.e. with the national institutions of the partner countries, it produces officers for the active and reserve component.

The vision of the MA for the upcoming 10 years will follow analyze for the justification of the existence future models for officer education.

There are certain opportunities to establish itself as a higher education and scientific research institution of a regional character. By performing scientific research, applicative, advisory and creative activity, the Military Academy will develop as a leading institution in the area of operational skills in defence.

In accordance with the results of the analysis of the justification and possible education models, MA will be transformed in the future, depending on the stated needs of the AF and the MoD.

Until then, MA will continue to educate cadets and officers at all levels, for the needs of our and AF of the countries in the region.

In cooperation with the NATO Defence Enhanced Education Programme (DEEP), MA will work on advancing its teaching staff and improving programmes of all study cycles, as well as the curricula of all informal educational activities (courses, etc.). In addition, through the approved charter of the EU Programme for Support of Education, Training, Youth and Sport in Europe (Erasmus +), MA will start with the implementation and utilization of the programme funds for advancing its teaching staff, increasing the mobility of cadets / students and teaching staff at all levels of education and developing institutional capacities for teaching, research and development.

#### **Goal 42. Training and Education Command**

The Training and Doctrine Command (TRADOC) carries out planning, organization, coordination and execution of individual training of soldiers, cadets and NCOs for the needs of the AF. At the same time, it supports the collective training of AF commands and units and the development of doctrines and lessons learned in the AF.

More attention will be paid to the NCOs education and training especially in leaders courses, battle-staff courses and specialised courses.

The development will include modernization, restoration and upgrading of the training areas, equipment and the existing infrastructure.

As of 2020, the Simulation Centre will intensify the training and simulation exercises for the commands and staffs up to battalion level.

In 2024, we expect a projection so as to fully cover the training needs of the AF personnel.

#### **Goal 43. Development of normative acts on training**

In order to carry out the training, the normative acts on training will be updated, which will improve the planning, management, execution, control and evaluation of the training process in the AF. To accomplish this goal:

- Each calendar year, a Directive for performing individual training of AF members and collective training of AF units will be issued; this directive will integrate the update of the multi-year training program for all battalions allowing to plan for the resourcing and the conduct of the collective training;
- The rules and instructions on training will continue to be developed and reviewed;
- The training plans and programmes will be revised, and
- A plan and programme for reserve force training will be developed once the Reserve Force Concept is adopted in 2021.

#### **Goal 44. Development of training infrastructure and capacities**

Training infrastructure and capacities are one of the basic preconditions for quality and efficient training and their effective management will provide support to the training process in order to fulfil the AF missions and tasks. The modernization of the training capacities in the period 2019-2028 will be planned according to the following priorities:

- Promoting Training Area (TA) "Krivolak", which will include modernization, renewal and completion of the training areas, equipment and existing infrastructure, specific improvement of the basic infrastructure, capacities for accommodation, shooting ranges and creating new content according to the AF missions and the needs of the Alliance and strategic partners, marking, fencing and securing the critical sites and location on TA Krivolak, setting up technical security, repairing and improving the static load of the existing access bridges to TA Krivolak and other associated facilities and infrastructure content; this modernisation plan will integrate the requirement for conducting manoeuvre and live-fire exercises up to LIBG level in order to appropriately ensure the required readiness of the deployable LIBG;
- In 2019 a project and a dynamic plan for modernizing the shooting ranges will be developed;
- By the end of 2019, a project and a dynamic plan will be developed for modernization of the tactical training ranges and the training areas for conducting training for participation in NATO-led operations and missions in the barracks where battalion commands are located;
- By the end of 2022, a modern sports centre will be built in the "Goce Delchev" barracks in Skopje, and a dynamic plan will be developed for improving the sports facilities in the barracks where battalion commands are stationed;
- By the end of 2024, the initiated reconstruction of the Winter Training Centre on Popova Shapka will be completed and
- Combined arms, as well as the joint training and live fire exercises for all units and tasks forces will be conducted at TA Krivolak.

#### **Goal 45. Training types and system**

Career-based training provides the acquisition of skills and applied knowledge that are required to carry out each specific task. The execution of training will be measured through clearly defined objective standards through various types.

The personnel training and the evaluation of the level of training in the MoD and the AF shall be improved by the following:

- conducting individual and collective training;
- conducting specialized trainings;
- training, preparing and assessing the declared units;
- learning foreign languages and improving language skills;
- training the flight personnel.

Simultaneously with the equipping of the AF with modern sophisticated equipment, the existing training plans and programmes will be revised.

In order to create quality and trained personnel that will respond to the contemporary challenges, and ensure successful performance of all work responsibilities and tasks, understanding of defence institutions, legal frameworks and effective/efficient working procedures, expert-specialized trainings will be continuously carried out as part of the Annual Plan for specialized training according to the stated needs of the AFGS and the OUs of the MoD.

In order to ensure the continuation of the training in the upcoming period, we will continue to implement the lessons learned from the missions abroad, operations and exercises, as well as improve the efficiency of the training process.

#### **Goal 46. Foreign language training and improving language skills**

Improving the quality of language training is a priority for the MoD and the AF in view of increasing the employees' level of knowledge of foreign languages through modernization of the curricula, continuous training of the teaching staff and introducing modern teaching and learning methods.

The main focus of foreign language training will be English language training, while other foreign languages will be studied as required.

We will continue foreign language training at home and abroad. Language training in the country will be carried out at the MA, the Foreign Languages Centre, and, if necessary, in other educational institutions. Language training abroad will be carried out on a bilateral, regional and multilateral basis, in countries of the English speaking world.

The level of English language knowledge in the MoD will continue to be determined by the STANAG team and the Foreign Languages Centre. Priority target groups of personnel for training and testing are identified within the Plan and Schedule for English language training and tests.

In order to determine the level of knowledge of other foreign languages, the services of other educational institutions competent for conducting tests will be used.

#### **Goal 47. Training, preparation and assessment of declared units**

In accordance with the commitment of the country to declare AF units in the NATO pool of forces, the training, preparation and evaluation of the declared units in line with the plan for achieving full operational capability for participation in NATO-led operations and missions will continue.

The objective is to rapidly accept the OCC E&F concept as national and apply it in the evaluation of all defence capabilities and capacities, in order to be able to switch to NATO full evaluation standards as soon as the country become an Ally.

#### **Goal 48. Planning and conducting the exercises**

In accordance with the needs for development and maintenance of the appropriate capabilities and capacities of the future 2028 force structure, starting from 2019 we will develop two-year plans for NATO and other exercises in the country and abroad as well as an evaluation and assessment system of the achieved capability level.

After achieving full-fledged membership in NATO by harmonizing the process of national and NATO defence planning, the planning and participation in exercises will be in full compliance with the achievement of the priority capabilities and capacities deriving from the force capability goals for adequate participation in NATO-led operations and missions.

## IX. LOGISTIC SUPPORT

The logistic support system is implemented in accordance with the existing Logistics Support Concept for the Defence of the country which is in the revision phase in support of the new force structure and the appropriate logistics organization. In the execution of logistics support to date, certain deficiencies in the area of normative regulation, organization and structuring of the logistics capacities, procurement, maintenance, medical support, obsolete and excess equipment and facilities have been identified.

In order to overcome the identified weaknesses for the needs of the AF and MoD, an integrated logistics support will be developed which will include the basic, additional and auxiliary logistical functions.

Our top priority is to provide logistic capabilities to the deployable forces designated for NATO-led operations and missions and other international missions abroad. Simultaneously with the implementation of the new concept, the logistical support will provide the necessary living and working conditions for execution of the missions and tasks of the AF commands and units in the Republic of North Macedonia. With the introduction of organic logistic support, specific responsibilities of the commanders of the units in the organization and realization of the logistical support will be delegated.

### **Goal 49. Improvement and normative standardization of the logistics support system.**

In the first half of 2019, a new Logistic Support Concept for the Defence of the Republic of North Macedonia will be developed and adopted, which will introduce organic logistical support for all units of the AF, and the medical assistance for the AF will be realized and developed according to the new Medical Assistance Concept to the AF units and the new AF structure.

The 1<sup>st</sup> and 2<sup>nd</sup>level of logistic support will be provided by logistic elements that will be an integral part of combat and combat support units. The Logistic Brigade will be transformed into a logistics base, which will provide 3<sup>rd</sup>level of logistic support with the exception of the Skopje garrison where 2<sup>nd</sup> level of logistic support will be provided.

The Logistics Information System (LIS) will continue to develop until it becomes operational according to a special plan, with determined activities and dynamics.

According to the National Support Element (NSE) Concept, the development and operationalization of logistical support for the direct support and sustenance of the units deployed to NATO and EU-led operations and missions will be conducted. The logistic support for AF missions abroad will be implemented with the policies and principles of NATO. The logistic personnel will continue to take part in training and exercises in accordance with NATO procedures and standards.<sup>12</sup>

Logistic support for AF units deployed in missions abroad will be performed according to agreed bilateral or multilateral agreements, by using host country resources and reserves of all classes of supply of materials, as well as by considering the options for signing contracts and memoranda with NATO agencies and initiatives aimed at establishing mechanisms for strategic transport and national support of AF units in operations abroad.

The Host Nation Support (HNS) provided to KFOR to date will continue through the established system, and in 2019, HNS Concept of the Republic will be launched in accordance with NATO requirements, policies and drafting of the Capability catalogue for creating a database and designating

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<sup>12</sup>The efficiency and effectiveness of NSE will be accordingly assessed for each future deployment, depending on type of operation/mission, distance, unit's size and duration. Timeframe of the development of the NSE will follow readiness of the unit.

the major land and rail road communications and airports so to enable the onward movement of allied forces.

The full operational logistics support will be achieved by 2021, after the transformation of the Logistics Brigade into a Logistics Base, as well as with the adoption of the Logistic Support Concept for the Defence of the Republic, the Medical Assistance Concept of the AF units and the operationalization of the LIS.

By developing and operationalizing the logistic support of the AF units directed at NATO-led operations and missions and securing the logistic support mechanisms in accordance with the NSE concept, the planned sustainability of the AF units will be ensured.

With the development of the HNS concept, by 2020, all the conditions for the implementation of HNS for the needs of allied forces will be created.

#### **Goal 50. Improvement of the procurement system for materials and services**

The procurement of materiel and services will be performed in accordance with the legal regulations of the Republic of North Macedonia for public procurements and procurement in the defence and security.

Appropriate procedures and internal Guidelines for managing all entities involved in the procurement process will be developed for the requirements of the procurement. In order to improve the efficiency and effectiveness of the procurement process, measures will be taken to implement the procurement plans within the deadlines specified in the said Laws to be adopted in the first half of 2019.

By the beginning of 2020, the procurement standards and priorities will be set as well as minimum and optimal level of reserves for all supply classes and essential needs for operational logistic support. Additionally, the planning will be improved, the range and content of framework agreements will be expanded, and the acquisition procedures will be operationalized. The priority of the procurement will be given to the logistical support of the declared units, i.e. support in achieving the capability goals. The realization of the stated activities will ensure the complete realization of the procurement of materials for the needs of the AF units.

#### **Goal 51. Improve the maintenance of equipment and materiel**

The maintenance of equipment and materiel will be improved by providing spare parts via concluding framework agreements for the AF units for minor repairs and light overhaul, and the procurement of spare parts and servicing for the medium overhaul will be done in the Technical Repair Centre in Skopje. The repairs will be performed by our own forces and assets in the capacities of the AF, and for the military equipment for which the AF does not have capacities, by using contracts with civilian enterprises. The supply and management of spare parts will be organized and managed after putting the Logistics and Information System (LIS) in operational use. Maintenance priority will be given to the equipment of the declared units and materiel for providing basic living and working conditions in the AF units.

With the improvement of the supply of spare parts for light and medium overhauls and the operationalization of the new structure for technical maintenance of materiel, from 2020 to 2023, the level of operability of the equipment will be increased.

#### **Goal 52. Divesting the outdated and surplus military equipment and obsolete armed systems**

At the moment, the review of the outdated, obsolete and surplus weapons, equipment and obsolete armed systems is being revised, and it will be finalized at the beginning of 2019. The implementation of the Divesting Plan will start after the consolidation of the Review, which according to the established procedure should be previously approved by the Government. The Review will detect possible divesting options, the method and procedure, the timeframe, and the expected financial implications. At the moment, four forms of divesting have been recognized: the conversion and transfer of possession to

other state institutions according to their needs; sale or donation; disabling/disarming and exposing the equipment as exhibits; and destruction.

In order to avoid additional costs for the release of obsolete weapons and equipment, in future acquisitions projects or in the implementation of future purchases of weapon systems and equipment, the divesting process will be planned within the projected life cycle in accordance with the instructions for acquisition.

#### **Goal 53. Codification of different materiel classes**

The process of codification of the equipment and spare parts in the AF will continue in 2019 after concluding the agreement for preventive and adaptive maintenance of the codification software - BULCODE.

In order to be able to exchange product data, as well as access the codified product data incorporated in the NATO codification system we need to become members of the NATO Codification Committee-AC 135 by applying with the necessary preparations for final testing by the NSPA/NATO in order to receive codification capability TIER 2.

The codification of all categories of materials will be done in the process of modernization and equipping, which will create conditions with better logistics support in the AF.

#### **Goal 54. Selection of a strategic partner for maintenance of the aircraft**

By the end of 2019, we will conduct an assessment of the possibilities for strategic partnership with contractors for long-term logistics support of the AF utility transport helicopter component.

The Ministry of Defence of the Republic of North Macedonia will select the appropriate contractor/service provider (strategic partner) for aviation-technical support (supply and maintenance) by mid-2020 at the latest and details of the required maintenance of the airborne component will be defined in accordance with the provisions of the 2018 SDR.

#### **Goal 55. Divesting non-essential activities**

In order to improve the Logistic support as well as the job processes within the MoD and the AF, divesting non-essential activities becomes necessary. According to the conclusions from the functional analysis, we have detected the necessity to divest non-essential activities related to catering and accommodation services, maintenance of hygiene, physical security, ongoing maintenance of facilities and infrastructure. By divesting these non-essential defence functions, we will be able to reduce, i.e. adequately allocate the personnel and achieve better organization in performing the basic functions.

The evaluation of the proposed divesting models in the direction of transferring the non-essential activities to a public enterprise, a public private partnership, granting concession or other contractual solution is underway.

The decision to determine the most acceptable model and formally start the divesting process is expected to be adopted and implemented in 2019.

### **X. DEFENCE FACILITIES, BUILDINGS, INSTALLATIONS AND INFRASTRUCTURE**

According to the analysis carried out in the 2018 SDR, it was determined that we have a defence infrastructure that exceeds our requirements multiple times. In order to improve the situation, we need a cost effective solution in accordance with the future needs and vision for infrastructure development and maintenance for more than 20 years. In that direction, by June 2019, we will conduct a detailed analysis of the existing infrastructure that will take into account the location, requirements, role, responsibilities, use, management, the current situation and the refurbishing needs. This will include the future potential needs of a host country support infrastructure, accommodation, maintenance,

training and support of other regional military defence forces on the territory of the country and opportunities for alternative use of the surplus infrastructure.

The analysis will include a clear strategy and vision for the future needs of the defence and the AF with recommendations for retaining the key defence facilities, buildings, installations and infrastructure foreseen to be used in the long run, as well as a possible consolidation of the AF units in fewer locations and divestment of the facility and property surplus.

The first step in this direction is the establishment of peacetime locations for the distribution of AF units and commands and facilities with defence significance.

#### **Goal 56. Improvement of the maintenance and management of the structures and infrastructure of the MoD and the AF**

The improvement in the maintenance and management of the structures and infrastructure of the MoD and the AF will be accomplished through the improvement of the system for managing the facilities, complexes and infrastructure (categorization, divestiture, standardization and preparation of urban planning documentation), adoption of an investment programme for the existing facilities and infrastructure, determining an alternative position for resolving the housing issue for the AF members, and anticipating and developing a mobile component for the future needs.

It is necessary to carry out a categorization and appropriate long-term planning for the use and maintenance of the facilities in the possession of the MoD, as well as the AF Hall, Mass Halls, and the Military Museum, the training and education facilities (MA, TC "Doctor Joseph Kruzel", PARC), as well as facilities in support of NATO and the allied activities. For these facilities, it is necessary to develop a long-term plan for regular maintenance and an investment programme.

#### **Goal 57. Determining the needs of the facilities and infrastructure for the functioning of the AF**

According to the new structure, the AF determined the projection for the future use of facilities and infrastructure in the mid and long term.

The facilities, locations and infrastructure to be used by 2025 include:

- The "Ilinden" and "Goce Delcev" barracks in Skopje, "N.H.Strasho Pindzur" and "Chojlija" in the municipality of Petrovec, "Gjorche Petrov" barracks in the municipality of Gjorche Petrov, "Boro Menkov" in the municipality of Kumanovo, "Jane Sandanski" in the municipality of Shtip, "Aleksa Demnievski – Bauman" in the municipality of Veles, "Kuzman Josifovski - Pitu" in the municipality of Tetovo, "Chede Filipovski – Dame" in the municipality of Kichevo and "Mirche Acev" in the municipality of Prilep and "Krivolak" with its adjacent facilities or other new locations outside the settlements;
- Facilities – MoD and GS facilities in Skopje, military medical centre, K9 training centre, training centres in Pepelishte, winter training centre "Popova Shapka", water training centre in Ohrid, centre for technical overhaul, centre for secondary raw material and border post Radozhda;
- Warehouse complexes in Erebino, Chelopeci, Kukol, Drenov Dol, Otovica, Krivolak, Proevce and Krivi Dol;
- Detached facilities on Solunsko Glava, Vodno, Plachkovica, Chavka and Furka;
- Facilities for rehabilitation and rest of the AF members - St. Naum autocamp - Ohrid, Dojran autocamp and Popova Shapka;
- Shooting ranges and other facilities for different purposes.

Special attention will be paid to the every-day maintenance and investment in TA Krivolak, through the promotion and upgrading of its content and capacity in order to support the training of national,

regional and allied military units and the Public Affairs Regional Centre as the only PfP training centre, i.e. Partner Training and Education Centre (PTEC) in the Republic certified by NATO.

In the international context, special attention will be dedicated to the establishment and maintenance of the SEEBrIG Headquarters in Kumanovo, as well as the provision of accommodation facilities for the employees and their families.

For the purpose of improving the living standard of the employees in the MoD and the AF, long-term projections for resolving the housing issue will be determined.

The long-term projection for consolidating the AF units at locations outside the populated areas will be established for a period of more than 20 years, thus the principles of engaging the units would be met.

Also, there will be an assessment on the possible development of a mobile infrastructure component of temporary task force units so as to ensure flexible multipurpose use in operations, trainings and exercises.

## **XI. MODERNIZATION AND EQUIPPING PLAN OF THE ARMED FORCES**

Modernization and equipping as an essential process in the transformation of the AF is crucial for the completion of the existing and the development of new capabilities and capacities. The establishment of a new structure and regrouping of personnel without the modernizing and equipping with new weapon systems and the necessary equipment do not complete the process of an overall transformation by itself.

Due to the limited financial resources, the replacement of existing weapons and weapon systems and equipment will be realized in accordance with the clearly stated priorities and the dynamics of acquisition. The highest priority for modernization and equipping are the declared units for participation in NATO-led operations and missions.

Essential projects with the highest priority are the following:

- 1.** LPMVs for: transport and fire support, command, reconnaissance, rescue and medical assistance. These will be platforms that enable additional upgrading and modernization. One part of the LPMVs are to have capabilities for anti-armoured warfare;
- 2.** Tactical communication systems;
- 3.** Engineering machines and equipment;
- 4.** Cyber defence;
- 5.** Military transport vehicles;
- 6.** Indirect fire support;
- 7.** NBC equipment and ballistic protection;
- 8.** ISTAR capabilities and
- 9.** Equipment for integration of the basic communication networks and services.

The overall process of modernization and equipping will be accomplished with the execution of the defence budget, which by the year 2024 should reach 2% of GDP and with the acquisition assistance of our strategic partners through various programmes that are in accordance with our priorities and needs. The process will take place in three phases: first period 2019-2024, second period 2025-2028 and third period after 2028.

According to the considerations and assessments given within the pool of declared units, the LIBG will be the first modernization and equipment priority for the period 2019-2024, and from 2025-2028, one LIB. In accordance with the established plans, the LIBG and LIB will be equipped with: LPMVs, thus improving the deployability, tactical movement, mobility and manoeuvre of the Coys, ensuring the

protection of personnel and increasing the firepower; non-combat all-terrain vehicles, which will improve the mobility and manoeuvre capabilities of the units, and providing more rapid provision of supplies and ensuring their transport; individual and collective capacities and capabilities for protection against nuclear, biological and chemical (NBC) weapons and developing capacities for radiological, chemical and biological (RCB) reconnaissance; then, protective ballistic equipment; artillery guns, which will provide fire support for up to 20 kilometres; modernizing, equipping and advancing the intelligence, surveillance, reporting and reconnaissance facilities.

Ser. No.	Name of project	Qty	Timeframe	Approx. in million EUR	Priority
1	2	3	4	5	6
1.	LPMV (light protected mobility vehicles)	151 98	2019-2024 2025-2028	151 98	1 LIBG, lbn
2.	Artillery weapons 105 mm	18	2021-2023	6.4	1 LIBG
3.	CBRN equipment		2019-2028	10.8	1 LIBG 2 Army
4.	Non-combat motor vehicles <sup>13</sup>	44 105	2019-2021 2022-2023	4.3 10.7	ongoing (LIBG)
5.	Engineering machines		2019-2020 2025-2028	3.1 4.4	ongoing 1 LIBG
6.	AD battery, very small range (VSHORAD)		2021-2024 2025-2028	20 30	1LIBG 2
7.	Infantry ammunition 5.56 mm	Oper.4	2020-2024	0.5	1 LIBG
8.	Ammunition 105 mm	Oper.6	2022-2023	1.1	1LIBG
9.	Ammunition for weapons of LPMV	Oper.4	2022-2023	2.6	1LIBG
10.	Special equipment and vehicles for special forces		2019-2023	18.4	1
11.	MP equipment		2019-2024	14.5	1 Dec.units
12.	Explosive devices and protective equipment		2020-2028	1.6	1 Dec. units
13.	Tactical communications systems		2019-2028	15.3	1
	Cyber defence		2019-2020	7.4	2
	Communications network and services integration equipment		2019-2028	31.6	2
14.	Overhaul of utility transport helicopter <sup>14</sup>	2	2020-2021	6	1
15.	Ballistic protective equipment	6850	2019-2028	4.5	1
16.	Infantry weapons		2020-2023	0.8	1
17.	Acquisition of utility transport helicopter <sup>15</sup>		2024-2028	216	2
18.	ISTAR architecture and capabilities		2020-2025	30.8	2
19.	Logistic Equipment for declared units		2021-2022	2.2	2

<sup>13</sup>Non-combat motor vehicles for declared units (44) and 105 for refurbishing the obsolete motor vehicles.

<sup>14</sup>The overhaul resources of the 2 Mi-8MT expires in January 2019.

<sup>15</sup>Additional decision for acquisition/overhaul of utility transport helicopters (one year prior to the expiration of their life cycle).

20.	Training capacities and assets <sup>16</sup>		2019-2028	7	2
	<b>*TOTAL</b>		<b>2019-2028</b>		<b>699<sup>17</sup></b>

Complementarily, in the direction of promoting the interoperability of the declared units, the initiated activities of the calibre conversion of the light infantry weapons with the introduction of 5.56 mm calibre infantry weapons by the end of 2025 will be continued. According to the multi-year plan, the delivery for equipping a unit to the battalion level (as part of the LIBG) is expected to commence in 2023.

In addition, priority in equipping with the same calibre will be given to the AF units that have declared units in their composition. With the introduction of the new weapons for operational use, and in support of the combat readiness of the units, the procurement of the required quantities of ammunition of 5.56 mm is also envisaged by the end of 2024.

The principle underlying the process of modernization and equipping is the principle of gradual introduction. This implies that in parallel with the introduction of new equipment and systems into use in the priority units, the old systems and equipment will be gradually divested. Those in best condition will be reassigned to units that are not a priority for equipping in the specified time period until their final replacement with new equipment and systems.

The acquisition process with new weapons and equipment, i.e. the modernization and equipping, will cover the entire life cycle.

## XII. DEFENCE BUDGET

The Ministry of Finance has developed a long-term Gross Domestic Product (GDP) projection for a 10-year period, specifically, the period 2019 -2028, for the needs of the MoD, regarding the development of the Long-Term Defence Capability Development Plan 2019-2028 (LTDCDP).

The Ministry of Finance emphasizes that with the development of the mid-term fiscal strategies, the projections after 2021 may undergo certain changes in order to reflect more realistically the expected macroeconomic shifts in the international environment and the economic measures and policies that will be planned / implemented in the country. The possible changes are not expected to lead to any major changes in the GDP projection.

Based on the projected GDP for the upcoming ten-year period, the MoD has developed a budget projection covering the period 2019-2028 and GDP allocation percentages for the needs of the MoD for the same period.

According to the SDR, the GDP percentage for the defence budget will increase by 0.2 percent annually, in order to meet the commitment to allocate 2% of GDP for defence by 2024.

The funds thus determined will be the basis for financing the missions, tasks and activities set forth in the LTDCDP, the projected organizational and formation structure of the AF and the MoD, the undertaken international obligations for participation in operations and missions, the undertaken obligations for implementing NATO Partnership Goals, the equipping and modernizing needs of the AF and past experiences in this area.

<sup>16</sup>Improvement of the infrastructure of TA Krivolak and other capacities and training assets.

<sup>17</sup>Estimated costs include customs and taxes. The costs for projects are calculated on basis of available data at the moment of preparing the LTDCDP

The table shows the projection of the defence budget for the period 2019-2028 and the GDP allocation percentage.

SN	DESCRIPTION	YEAR									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
1	Realistic GDP growth rate	3.2	4.0	5.0	3.4	3.3	3.3	3.2	3.2	3.2	3.2
2	Inflation (%)	2.0	2.0	2.2	1.8	1.8	1.8	1.7	1.7	1.7	1.7
3	GDP (million denars) – source MF	695,717	740,911	792,737	834,445	877,497	922,771	968,489	1,016,472	1,066,832	1,119,687
4	Percentage from GDP	1.19	1.39	1.59	1.79	1.99	2.0	2.0	2.0	2.0	2.0
5	MOD budget (mil denars)	8,311	10,333	12,641	14,975	17,503	18,455	19,370	20,329	21,337	22,394
6	MOD budget (in mil euros)	135	168	206	243	285	300	315	331	347	364
7	Equipment and modernization in M EUR	23	34	54	67	83	79	82	87	92	98
8	Equipment and modernization (%)	17	20	26	27	29	26	26	26	27	27

Based on the projections and regulations for multiyear planning, programming, budgeting and execution, the MoD will develop programmes and projects for development of the defence capabilities and classification of costs according to NATO methodology on expenditures for personnel, operations and maintenance, as well as modernization and equipping.

### XIII. CONCLUSIONS

The 2019-2028 Long-term Defence Capabilities Development Plan is a national document that elaborates and operationalizes the conclusions of the 2018 SDR and guides the development of the defence capacities and capabilities of the MoD and the AF within the realistic possibilities.

The development of defence capacities and capabilities will enable the conditions for participation of our AF in a wide spectrum of operations for protecting the country, strengthening regional and global security and stability, and supporting civilian authorities and citizens.

In accordance with the experience and already established procedures from several NATO member states, the long-term defence planning refers to a period starting 20 years ahead. Namely, the LTDCDP represents only one decade of the long-term defence planning. The LTDCDP is also meant to start to focus on the development and the modernisation of capabilities which may be requested from the Republic of North Macedonia within the framework of future NATO Capability Targets approved by the NATO defence ministers.

The 2019-2028 LTDCDP will provide:

- Achieving the strategic goals, defence missions and long-term development of capability goals through a harmonized transfer of the national defence to the NATO defence planning, including standardization, interoperability and integration requirements;
- Reorganizing and transforming the MoD, thus enabling the fulfilment of the constitutional competences in the defence area through more efficient and effective working processes;
- Transforming the AF into a flexible force with a new structure and a reduced size, a new logistical organization to support the AF units and commands at home and in operations abroad, modernized with improved operational capabilities, ready for carrying out defence missions in accordance with the Constitution, national strategic documents and tasks arising from the requirement of the collective defence, crisis management, and cooperative security, assuming the responsibilities of a future NATO member state;
- Advancing the CIS and cyber defence capabilities, as well as developing intelligence, surveillance, target acquisition and reconnaissance (ISTAR).
- Implementing HRM strategy and operationalizing of the personnel management system from attracting to retaining the personnel, and ensuring their proper career management and resettlement upon release from duty;
- Establishing a new logistic concept and systematic approach to the management of the programmes and projects and the acquisition processes, taking into account the entire life cycle;
- Rationalizing, with a long-term projection of requirements, the infrastructure available to the MoD and the AF;
- Consolidating the normative regulation for re-organizing the competences of the entities and participants in the defence and establishing a new reserve concept for regulating the service in the AF reserve component;
- Gradually modernizing and dynamically procuring modern technical and technological equipment, armament and armed systems;
- Establishing a financially acceptable and sustainable defence sector that will enable the development and operationalization of the “Future Armed Forces 2028” concept;
- Conducting with transparency and accountability the processes of rationalization and reorganization in the defence sector, greater involvement of the citizen in the defence, aimed at strengthening the institutional capacities for enforcing their legal responsibilities.
- Increasing the resources for defence funding by developing realistic budget planning in line with the Government’s commitment to reach the NATO principle of a minimum of 2% of GDP defence expenditure by 2024, a minimum 20% of the defence budget will be allocated for procurement of major modernization and equipment according the NATO guideline.

With this Plan, in the first phase of implementation between 2019-2024, the basic capacities for the participation of the Republic of North Macedonia in the NATO collective defence and crisis management activities, as well as in the defence activities of the European Union, are to be constructed.

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This document has been drafted and adopted in a transparent procedure and through an open process. The priorities in the development and the financial investment needs are determined through a regular procedure by the MoD, harmonized by the Government and confirmed with a conclusion and resolution by the Assembly.

In order to respect and apply the principles of transparency and civilian control, any change and updating of the segments in the 2019-2028 LTDCDP or its complete modification will take place in

accordance with the procedure foreseen in the PPBE, except in conditions of rapid and unpredictable change of the threats to the security of the country.

We avail our greatest consideration to all of those that contributed to development of this document, especially to NATO Defence Planning Process (NDPP) representatives.