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Ministry of Defence

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Comprehensive Summary

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Minister's address

Dynamic changes in the security environment, membership of the EU and NATO and the professionalisation of the Slovenian Armed Forces have all lead to the need for a rational modification of Slovenia's national security and national defence system.

Radical changes in security are the result of internal and external security issues, while the consequential reform of the defence sector is aimed at improving the efficiency and effectiveness of the defence system.

Defence reforms must follow from a comprehensive analysis of all the elements related to defence and the current status of the defence system. A decision was therefore taken to conduct a Strategic Defence Review which would include long-term guidelines and a vision of the defence system up to 2015.

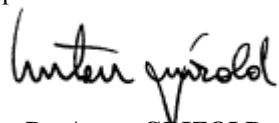
Development of the defence system must take into account new circumstances and changes in the international security environment as well as national interests, goals and available resources.

The effectiveness of the defence reforms and the systematic transformation of the Slovenian Armed Forces into a professional force depend on sufficient financial resources being made available. Similarly important is functional professionalisation which requires a holistic and coherent structure relating to organisation, processes, values and motivation.

The importance of the Strategic Defence Review lies in the linkage between theoretical assumptions relating to national security and defence, and practical experience. The document is at the same time general and focused on the long-term, but also practical with short-term orientations.

The Strategic Defence Review has given us the relevant basis for an extensive and thorough analysis of the further development of the Slovenian Armed Forces and of the defence system. It has also defined a firm basis for further implementation of the defence reforms and strong guarantees for matching defence reforms with available resources and the new security challenges. The resulting defence system will enable the development of well trained, motivated and combat capable defence forces which will be able to carry out all types of missions and tasks.

As the Strategic Defence Review is successfully brought to a conclusion, the necessary defence reforms must now take a place.



Dr. Anton GRIZOLD
Minister of Defence

1 Introduction

1.1 Purpose of defence reforms

Defence reforms are a necessary consequence of changes in the external and internal factors which have affected, or will affect, the operation and effectiveness of the defence system. Defence reforms have been under way for some time, and with changes in national goals, availability of resources and threats to national interests, we now need to carry out a Strategic Defence Review which will result in orientations being set for further implementation of reforms in the defence field.

In the past decade many changes have occurred in the security environment, and with its accession to NATO and the European Union in 2004 Slovenia is taking on a growing obligation in relation to the controlling and shaping of these changes. The key changes in external factors are the increasingly diverse, unpredictable and constantly changing international environment, the ever more frequent and intensive regional and local conflicts, and the changing nature and priorities of security risks and threats (particularly since 11 September 2001).

The changes in the environment necessitate a thorough consideration of the new mission, tasks and capabilities of the defence forces of the Republic of Slovenia (Slovenian Armed Forces or "SAF"), and Slovenia's entire defence system will need to adapt to these changes. The main goal of the defence reforms is to form and provide trained, motivated, combat-ready and interoperable defence forces which, under clear leadership that is change-oriented and based on knowledge, experience and positive tradition, supplemented by modern doctrine and technology, will effectively pursue clear strategic goals. This is what the defence forces of the Republic of Slovenia must be if they are to be recognised as trustworthy at home and abroad and capable of fulfilling their national and international role.

1.2 Process of defence reforms

The Strategic Defence Review is the basis for the implementation or continuation of defence reforms. In the review we set out the long-term strategic goals, founded on national interests but balanced by membership of NATO, and the required capabilities and force structure, as well as the intermediate goals leading to their achievement. The review is the basis for determining competencies and responsibilities in the defence system, priority activities and the resources for achieving the goals. It is essential that the activities and resources enable achievement of the desired strategic results as far as ensuring national security is concerned.

On the basis of the results of the Strategic Defence Review, the defence reforms carried out will include changes to the defence strategy and plans, the capabilities and structure of the SAF and the related manning, modernisation, infrastructure, doctrine and training. The implementation of the defence reforms also encompasses financial and human resource management, armaments and military equipment, as well as the other parts of the defence system.

1.3 Key starting points of the Strategic Defence Review

1. The national security environment is exposed to new and changed risks and threats which represent the main challenge to the security of the Republic of Slovenia, while the likelihood of a military threat remains relatively small.

2. The strategic assessment of the security environment dictates the need for a security and defence policy that will form a suitable basis for the effective operation of the defence system, and the SAF in particular, in preventing and managing crises and conflicts, and also the basis for activities within alliances and coalitions.

3. With a view to strengthening national security and reducing exposure to risks, Slovenian defence policy is oriented towards an active and constructive role, particularly within the various bodies of the United Nations, NATO and the European Union. International organisations will continue to have a key role in the stabilisation of the Euro-Atlantic security environment.

4. The transformation of the SAF must take into account the need for a balance between mission, tasks, modernisation (equipment) and resources. The priority tasks of the SAF and its capabilities need to be determined in relation to the changes in the security environment and the availability of financial resources.

5. Participation by the SAF in international operations, particularly in crisis response operations, requires them to be operationally trained and prepared and able to make forces available. These forces must be capable of operating in joint international operations together with other armed forces.

6. In accordance with legislation, by 2003 the conscript system for manning in the SAF had already largely been replaced by professional recruitment. Also introduced were contractual reserves, which in accordance with the legislation will continue to be supplemented with compulsory reserves until 2010 at the latest.

2 Changes in the strategic environment

The strategic environment is characterised by a high degree of complexity, instability and changeability and a growing number of low-intensity conflicts. In the past decade conflicts have been dominated by ethnic and border disputes, which are frequently incited and accompanied by political, economic and social destabilisation of environments.

Potential points of conflict in our immediate region and beyond are the Balkans, the Middle East and the Caucasus. In Slovenia's strategic environment the majority of sources of threat are asymmetric. The importance of traditional military threats is declining, although they cannot be entirely ruled out. While military sources of threat are limited, non-military sources of threat are becoming ever more frequent, with terrorism, drug trafficking, organised crime and weapons of mass destruction particularly notable. The appropriate response to asymmetric threats lies in forming a unified and integrated national security system, incorporated into both the collective defence system and the collective security system, with the key elements of the power of the state needing to be used effectively to ensure political, diplomatic, economic, information and military security.

Slovenia needs to set up a responsive national security system, including the defence system as part of it, which will be able to adapt effectively to frequent and intensive changes in the strategic environment and reduce the possibility of crises occurring, and which will be able to respond decisively and successively to negative developments that may lead to a state of emergency.

As the strategic environment changes, so too does the range of military tasks undertaken by the SAF. In peacetime its tasks will be dominated by various forms of exercise and training, providing assistance in the event of natural and other disasters, participating in crisis response operations and tasks connected with supporting other governmental agencies and organisations in ensuring the security and welfare of the citizens of the Republic of Slovenia. The range of military tasks in wartime will be wider, and the unpredictability and range of operational tasks will be increased.

2.1 Living environment

A healthy and stable living environment is an essential precondition for ensuring an appropriate level of general (national) security. The living environment is a complex structure that has a decisive impact in ensuring the various aspects of security – global, international, regional, national and even individual – as it determines the possibilities for development and defines relations both in the international community as well as at the regional and national levels. At the same time it also has a strong influence on the personal development of the individual and the development of society as a whole, as well as general social welfare.

Both the natural environment and all the interferences and activities of man within the environment have an impact on the guaranteeing of security. General social and technological development has further increased the importance of these factors. As society in general has developed, so the dependence of the individual, society, the state and also the international community on the state of the environment has increased. At the same time we need to acknowledge the fact that in an absolute sense dependence and vulnerability resulting from the natural environment remain high.

The social environment has developed in parallel with technological development, including the aspect of guaranteeing greater human security. General social progress and prosperity also directly increase the level of security. At the same time this same environment represents new sources of threat which result from man's interference and activities in the environment. In particular, the possibility of planetary destruction in the event of global nuclear conflict has increased, as has the possibility of technological and other disasters.

As far as national security is concerned, the natural environment is important primarily because it represents a source of many natural disasters, such as earthquakes, landslides, floods and so on.

But the threat from technological and other disasters is also important, including those that can have cross-border effects, and therefore in the future Slovenia will have to continue to pay close attention to this aspect of guaranteeing national security.

The living environment will always represent an essential security element, and with the changing strategic environment will continue to have a decisive influence on the guaranteeing of national security in the future.

2.2 Economic and social environment

The economic and social environment, its laws, characteristics and phenomena, directly affect and shape the political and security processes, and therefore we treat this environment as an essential element as far as guaranteeing security is concerned. Following the end of the cold war era, with an increasing trend towards the demilitarisation of the sources of threat, it has been the social and economic aspects of security that are becoming increasingly important to the preservation of general (national) security.

In this era of globalisation, countries' economies are becoming increasingly connected and inter-dependent, and thus more sensitive to global economic trends. The Republic of Slovenia must therefore actively endeavour to ensure stability in the region and beyond, because stability in the regional and global economic environment has a positive impact on the country's economy.

Slovenia is also actively working to achieve a stabilisation and strengthening of the social environment in the region, as greater social security in the region means greater security for the Republic of Slovenia and a reduction in non-military sources of threat to our country. The security and stability of the economic and social environment is dependent on a large number of mutually related factors. Therefore it is essential as far as regional stabilisation is concerned that appropriate social patterns based on mutual tolerance and modern civilised values develop alongside the development of the economy and general social well-being.

Slovenia's membership of the EU will certainly have positive effects that will strengthen the capacity of the Slovenian economy. And membership of NATO also has a positive impact on our economic strength and on the economic and political standing of Slovenia in the international environment. These effects will be mainly medium and long term, and dependent above all on the preparedness of the Slovenian economy.

The expansion of markets and the opening up of Slovenia's economy are also increasing the danger and the possibility of economic destabilisation in Slovenia resulting from economic shocks in the international market. Although extreme forms of economic threat (boycotts, blockades, industrial sabotage) to Slovenia on a large scale are unlikely at the present time, they nevertheless have to be prepared for.

Slovenia must seek to formulate a social policy that guarantees social security for all its inhabitants. The key elements of such a policy are socially oriented education and health systems and an effective policy to reduce unemployment.

In the future the Ministry of Defence (MoD) and in particular the SAF will be among the country's bigger consumers, and also one of the bigger employers, and one which will have an impact on both economic dimensions (e.g. promoting research and development and production for specific purposes) and social dimensions (e.g. employment).

2.3 Information technology environment

General technological advancement, and in particular the development of digital technology, over the last twenty years has dictated the transition from an industrial society to an information society in which new forms of communication, business, management, education and training are being introduced. The information technology environment is one of the fastest developing environments. It has a complex social impact because the pace at which it is developing and the numerous innovations force us to make rapid changes in many areas of human activity, and thus it has a decisive role in helping to shape changes in the security and defence field too.

In today's world the timely possession and management of relevant information is of critical importance. All social systems and the whole of public life are becoming vitally dependent on information technology.

Information technology is also essential for management of the defence system, as up-to-date collection and rapid processing of data mean successful planning and correct decision-making. A modern information technology environment also dictates the adaptation of the armed forces and thoroughly redefines the nature of warfare. Theatres of war have become digitalised, and weapons systems are increasingly automated. In the forefront is the development of modern, computer-supported weapons systems and command and control systems.

Incursions into information systems, blocking of entire systems, unauthorised access, alteration or destruction of data, and dissemination of inaccurate, incorrect or misleading information are new forms of threat made possible by the use (or abuse) of information systems. Therefore the formation of information systems that will enable integration and adequate protection and security of all their elements is extremely important for the national security system.

Control and adequate protection of the information technology environment is extremely important as far as guaranteeing national security is concerned because otherwise the positive effects of information technology development can have very negative effects on national security.

2.4 Political environment

With the globalisation of economic and political relations comes security, defence and military globalisation too. Security threats today are becoming ever more unpredictable, asymmetric and trans-national. Already they are too complex for the security and defence capabilities of individual countries. Because of the complexity and unpredictability of the sources of threat and the limited nature of national resources, in the future political and security environment countries will be increasingly compelled to strengthen international cooperation and integration in the fields of security and defence.

Therefore, with the aim of ensuring its own national security and consolidating peace, security and stability in the international community, Slovenia will continue to develop its own national security system. It will supplement and enhance the effectiveness of its national security system by means of active cooperation in systems of collective security (UN, OSCE) and collective defence (NATO) and the EU, and through inclusion in regional security initiatives where appropriate.

The United Nations represents one of the foundations for the management and regulation of international political and security issues and challenges. Although questions are often asked about its effectiveness and the need for reform, its size in terms of membership and the nature of the tasks it carries out make the UN an invaluable organisation. The UN is the only global organisation tackling security and other issues in the international community at such a high level.

Membership of the EU and NATO are of particular importance to Slovenia as they represent the strategic mechanisms for ensuring a stable and secure environment which will enable the peaceful development of the country.

Changing political and security circumstances mean NATO too is undergoing intensive change. In order to confront today's security threats NATO must be capable of effective command of military operations outside the territory of its member states. Both for NATO and for its individual members this represents a new political and military challenge. Processes currently underway within the Alliance point to a determination to set up the force structure and capabilities necessary to implement the aforementioned tasks while retaining its status as a credible military force in the international environment. At the same time it should be stressed that Slovenia and the other future NATO members are already actively cooperating to develop the joint capabilities of the Alliance and as a result are to a certain extent already included in the formation of joint capabilities. Slovenia will continue the restructuring of the SAF so that, together with the Allies, it will be able to participate as effectively as possible in ensuring peace, security and stability in the international community, including collective defence tasks.

In the international security and defence environment the EU is also having an increasing presence, and is expressing a clear interest in forming its own military capabilities which it would use in cases where it wished to carry out or lead military operations outside the framework of the Alliance. Slovenia will be actively involved in the processes of closer European defence cooperation, on the evident assumption that this will not mean a duplication of existing NATO capabilities. The formation of European military capabilities is still only in the initial phase, and the full realisation of this project will first of all require a general political consensus among the EU members as to its content and scale. For Slovenia it is particularly important that joining NATO and the EU will further strengthen its security position and increase its possibility of influencing political and security processes in the international community.

Another organisation of particular importance as far as the stabilisation and strengthening of positive international relations and ensuring international

security are concerned is the Organisation for Security and Cooperation in Europe (OSCE). The OSCE has played a very active role in the former Yugoslavia and directly contributed to the stabilisation of the security situation in Slovenia's immediate neighbourhood. In the future the OSCE will continue to be present primarily in areas where there is inadequate political, economic and social stability and where preventive political measures are required to ensure stability.

In South-East Europe, despite a consolidation of the security situation, the need for active reduction and prevention of tension will continue in the future. Preserving the stable peace in the region will be achievable with a strengthening of cooperation together with a continuing visible passive and also, where necessary, active military presence of the international community. Incorporating the countries of East and South-East Europe into West European international economic, political-security and defence integrations will contribute to reducing instability in this region. Nevertheless, instability and tension in South-East Europe and its margins will remain a potential source of threat to European security and hence to the security of the Republic of Slovenia. A definitive settling and stabilising of the political and security situation in the former Yugoslavia and the wider region is of vital importance for Slovenia. It is very much for this purpose that Slovenia is highly active in the Stability Pact for South-East Europe. By continuing to make an active contribution to a normalisation of relations in the region, which is not limited solely to political and economic mechanisms but also includes a military presence, Slovenia is directly strengthening its own security position and reputation in the international community.

2.5 Military environment

The role and significance of the military environment have changed greatly since the end of the bipolar global division. In the forefront now are different sources of threat which in the past were pushed into the background. The armed forces of the advanced industrial nations have brought what was the primary task of protecting national and Allied territory into line with changes in the strategic environment. As well as preventing and managing conflicts outside the national territory and Allied territory, armed forces today are managing crisis and post-crisis environments and providing assistance in the elimination of non-military sources of threat.

In the future, basic sources of security threat will come from politically, socially, economically and ecologically destabilised areas, terrorist organisations and international organised crime groups, mass migration, proliferation of weapons of mass destruction and so on. Armed forces too will be more involved in controlling these threats, and because of the

globalisation of the sources of threat they will be obliged to carry out combined and joint international operations. Only multipurpose security and defence forces will be able to adapt rapidly to the changing content and dynamics of developments in the security environment.

The main principles of the (combat) operations of armed forces in the future will be:
– rapid reaction, i.e. the ability to react to a crisis as quickly as possible;
– deployability, i.e. the ability to reach a crisis area in the shortest possible time and be capable of (combat) operations as soon as possible;
– sustainability, i.e. the ability to carry out tasks independently and effectively;
– diversity, i.e. the ability to carry out the entire range of tasks, or as full a range as possible;
– survivability, i.e. the capability to defend one's own forces;
– resilience, i.e. resistance to various forms of attack and the capability of long-term operation and performance of various tasks.

Preparations for (combat) operations of the armed forces in the future will require thorough changes in exercises, management training, development of concepts and doctrines and development and introduction of new (combat) equipment. Modern armed forces will be capable of operating in very diverse weather conditions and in very diverse terrains where the enemy may use conventional and unconventional forms of warfare. Unconventional, asymmetric warfare and system-against-system warfare are taking the place of conventional forces-against-forces warfare.

In line with changes in the strategic environment, which is increasingly being defined by a high degree of dynamism and unpredictability of events, the SAF will have to be capable of adapting, operating and responding to both conventional and unconventional types of national security threat. The SAF will develop and maintain adequate capabilities for deterring conventional and unconventional types of threat to national security interests, for effective national defence, participation in alliances and coalitions, and in civil protection and disaster relief.

SAF units will have to be modular and adaptable to different tasks and requirements, capable of joint and simultaneous operation with other units and linked to a modern information system. This will provide SAF units with greater knowledge of battlefield developments and enable simultaneous operations against the enemy. In the future SAF units will have to be capable of integrated operation in the international environment.

2.6 Threats to the national security of the Republic of Slovenia

Slovenia enjoys a relatively high degree of security in a relatively unstable regional and international environment in which, like other advanced industrial nations, it may in the future be increasingly exposed to asymmetric, non-military security risks and threats. Slovenia recognises that its small size and limited resources mean that it cannot on its own guarantee an effective and self-sufficient national security system, and therefore it strengthens it through integration in collective security and collective defence systems.

Among the most obvious forms of threat to the national security of the Republic of Slovenia in the forthcoming period are international organised crime, illegal migration, international terrorism and the spread of weapons of mass destruction. Therefore we need to further improve the coordination and integration of security and defence structures to meet such threats and for this purpose to supplement the regulatory, technical and other solutions. In terms of substance these are traditional security problems but ones which, because of their growing dimension and intensity, may in specific circumstances also require the cooperation of defence structures to a certain limited extent.

In general, all the most current forms of security risk and threat are transnational. As a result, international cooperation, including participation in the collective security and collective defence system, is an increasingly indispensable part of preventing and controlling such risks.

A condition for successful prevention, limitation and control of modern-day security risks and threats is their constant and comprehensive monitoring and evaluation, which in the defence field must always be followed by timely and appropriate adaptation of military and non-military mechanisms and instruments.

3 National security and defence policy of the Republic of Slovenia

3.1 National security policy

The national security policy is a balanced set of activities and programmes comprising, in particular, foreign, defence, economic, environmental, social and cultural policies. The most important goal of national security policy, deriving from the permanent vital and strategic interests and values of the Republic of Slovenia, is to ensure the security of the Republic of Slovenia, to protect and preserve the national identity and to cooperate in the strengthening of peace, security and stability at the regional and global levels. For the purpose of achieving this goal Slovenia is actively participating in regional and global security institutions such as the UN, NATO, the EU and the OSCE.

Slovenia's foreign policy goals, including consolidation of the country's international position and reputation, good and stable relations with its neighbours, membership of the EU and NATO, membership of the OECD, active participation in the UN, the OSCE and the WTO, closer cooperation with the countries of Central Europe in the Central European Initiative, active participation in the stabilisation of South-East Europe and strengthening economic cooperation, to an important extent directly determine the national security policy of the Republic of Slovenia.

As a small country with limited resources, Slovenia must ensure its long-term security primarily through constructive cooperation with its neighbours and inclusion in the Euro-Atlantic integrations. Slovenia is endeavouring to establish and strengthen relations with countries in the region and beyond based on mutual trust and intensive, multifaceted cooperation. The changing strategic environment and the unpredictability of security risks and threats mean that national security policy must put in place effective security mechanisms and instruments for ensuring an adequate level of national and international security.

In view of these circumstances, the main strategic goals of national security policy in the future will be:
- to ensure national integrity and prosperity by means of an active role in the international community and in the globalised world;
- protection and preservation of the national identity;
- to pursue Slovenia's interests through a system of democratic decision-making;
- active participation in the NATO Alliance;
- cooperation in the European Security and Defence Policy (ESDP);
- cooperation in the OSCE and, in particular, in the UN which, as well as ensuring national security, also makes an important contribution to

protection of human rights, respect for international law, ensuring international economic and social development, protection of natural resources and reducing class divisions in society;
– preventing and tackling crises, mutual assistance in the event of natural and other disasters, and carrying out joint international humanitarian and relief activities.

3.2 Defence policy

As part of the national security policy, the defence policy of the Republic of Slovenia comprises plans, programmes and activities enabling the defence of the state using the country's own defence capabilities and in cooperation with Allies.

With membership of NATO and the EU, the security and defence of Slovenia are no longer just national issues but become an integral part of European and international security and defence. The security and defence of the Republic of Slovenia are thus also ensured in the wider international arena.

The active presence of Slovenian military capabilities in international peace support operations is therefore becoming an important element of our foreign policy. This approach requires the defence system to be transformed into a modern, responsive and internationally interoperable system.

Slovenian defence policy today is determined by three factors:
– the multinational integration and cooperation of the SAF in Euro-Atlantic security integrations;
– the increased scale of participation in international operations;
– defence planning in line with available defence resources.

3.2.1 Multinational integration and cooperation

3.2.1.1 United Nations

In the 21st century the United Nations will continue to have an important role and importance in preserving international peace and security. UN-led peace support operations are taking on a new image as the UN is increasingly becoming involved in conflict prevention operations comprising both political and military activities.

In April 2003 Slovenia signed a Memorandum of Cooperation with the Multinational United Nations Stand-by Forces High Readiness Brigade (SHIRBRIG), to which it has committed a detachment of military police and appointed one officer as a non-permanent member of the command.

3.2.1.2 NATO

At the Prague summit Slovenia was invited to begin negotiations leading to its accession to the North Atlantic Treaty. During its accession negotiations the Republic of Slovenia formally confirmed its readiness and capability to assume the political and military obligations and commitments arising from the North Atlantic Treaty, the Study on NATO Enlargement and the entire political and legal acquis of NATO, including the policy of NATO and of third countries.

Slovenia will ensure sufficient budgetary resources for implementing its membership obligations in the Alliance. Slovenia will make a contribution to the joint civil and military budget and to the NATO Security Investments Programme based on the proposed criteria, according to which Slovenia's share is 0.26% and 0.3018% (for activities in which France does not participate).

Slovenia recognises and accepts the fact that the Alliance acts on the basis of common positions and the principle of unanimity, and will endeavour to achieve unanimity within the Alliance.

Separately from the accession discussions that dealt with the formal obligations of full membership, Slovenia also took account of the Allies' advice and drew up a timetable for implementation of defence reforms. This comprises tasks which will enable Slovenia to make a suitable contribution to the Alliance and in connection with which NATO expects Slovenia to make further progress before it joins the Alliance. Slovenia joined NATO on 29 March 2004.

Membership of NATO has further accelerated certain areas of defence reform and created numerous additional responsibilities and obligations connected with the implementation of collective defence and cooperation with the Allies.

We have adopted the relevant legislation for cooperation in collective defence, which provides an appropriate statutory basis for participation by Slovenian forces abroad and also enables Allied forces to enter Slovenia. With full membership of NATO Slovenia will introduce defence planning that is comparable with NATO defence planning. Slovenia is also introducing corporate planning, an improved system of defence resource management and planning, and an annual review of the success of the implementation of its plans. As part of this process, a two-year national budget has already been brought in.

For the requirements of NATO's military capabilities, as expressed in Force Goals, Slovenia will provide a motorised infantry company with rotation capability for cooperation in all NATO tasks, with limitations relating to air defence and communications. By the end of 2006 we will be capable of

providing a motorised infantry battalion. By the end of 2009 we will be able to provide a fully deployable and supported battalion combat group, and by the end of 2012 a fully deployable and supported battalion combat group with rotation capability. In agreement with the Alliance, Slovenia will also develop other capabilities: NBC defence, Host Nation Support, military police, communications and information and systems support.

As far as guaranteeing airspace sovereignty is concerned, the initial operability of the operations centre has been upgraded by full membership of NATO, so that we will be ready to carry out urgent measures to ensure interoperability of airspace control with NATO's integrated air defence system (NATINEADS). We will also upgrade the communications system for voice and data transfer. A Host Nation Support system for Allied forces will put in place. Military education and training will be brought into line with NATO strategy, doctrines, procedures and standards – reaction force units are already being drilled in accordance with these principles. To meet the need for alignment with the Alliance, we will be training units of the main defence forces in accordance with the common doctrine and procedures of NATO by the end of 2005, and the other units of the SAF by the end of 2007. By the end of 2003 arrangements were in place for personnel to have the appropriate language skills for carrying out routine work on NATO-related matters.

Slovenia will maintain defence spending at a level which will ensure continued implementation of defence reforms and restructuring and modernisation of the armed forces, and enable an appropriate level of investment in the modernisation of equipment and infrastructure. This will strengthen interoperability, combat effectiveness and deployability and sustainability of units. We will continue to work towards establishing and retaining a personnel structure comparable with the structure in the Allied nations. Any surpluses in the armed forces will be tackled by means of retirement, retraining and transfer to positions in other governmental agencies. We will preserve and improve the transparency of the human resource management system and ensure a career path for officers and civilians comparable with the Allied nations. Taking into account the new systemic legislation, priority will be given to improving the system of assessment and monitoring of individuals, and the training system will be adapted to incorporate a clearly defined career path.

3.2.1.3 EU and ESDP

Slovenia's inclusion in the ESDP is one of its major foreign and security policy goals. Slovenia favours a further strengthening of the security and defence policy of the EU because the EU can have an important influence on stability on the European continent and throughout the world. With a strengthening of its defence element, the EU will become a reliable

transatlantic partner as European security and defence policy and NATO should complement one another.

Slovenia attributes particular importance to the strategic partnership and cooperation between the EU and NATO. Slovenia is endeavouring to ensure its strategic security interests through cooperation in the European Security and Defence Policy, which is becoming an increasingly important tool of crisis management, including military operations in which NATO as a whole is not taking part.

As far as membership of the EU and NATO is concerned, Slovenia does not intend to duplicate costs, capabilities or defence planning. In the near future, Slovenia's contribution to the joint military capabilities of the EU will remain the same as its contribution to NATO, but it will increase in terms of quality in line with the progress of the professionalisation of the SAF and the implementation of defence reforms. Slovenia is also cooperating in the formulation of a European Security Strategy (ESS), by means of which the EU will be able more effectively to implement its foreign and security policy.

3.2.1.4 OSCE

In 2005 Slovenia will hold the presidency of the OSCE. This will enhance its profile in the Euro-Atlantic integrations and confirm its readiness to accept a greater responsibility for strengthening security and cooperation in the OSCE's area of activity as well as in the wider international community. During its presidency, the Republic of Slovenia will follow the guidelines and commitments laid down in existing documents, in particular the European Security Charter, and the concepts of comprehensive and cooperative security. The goal will be to secure more flexible and effective operation of the OSCE.

For Slovenia the forthcoming presidency of the OSCE represents a major substantive and organisational challenge, but at the same time an opportunity for promoting and pursuing the security and political interests of the Republic of Slovenia within the multilateral framework of the OSCE. With accession to the EU and NATO, Slovenia recognises the importance of those countries in South-East Europe, Central Asia and the Caucasus, which are not included in other European integration processes but which are important for European security and stability, being included in the deliberation of security issues on an equal basis.

3.2.1.5 Regional cooperation

The regional strategic environment of the Republic of Slovenia comprises South-East Europe, which includes the western Balkans. For more than a decade international, regional and national organisations have been intensively involved in attempts to stabilise this region.

By playing an active role and supporting the democratic processes in South-East Europe, Slovenia is seeking to establish itself as a credible partner in the international community. Ensuring a presence in the region, particularly in South-East Europe, and making a contribution to peace and stability will be key long-term elements in relation to the security of the Republic of Slovenia and the operations of the SAF.

Regional cooperation and cooperation with neighbouring countries is one of the priorities of Slovenian foreign policy and of international cooperation by the MoD. The aim is to strengthen peace, security and stability and to consolidate trust between the countries of Central and South-East Europe.

Multinational Land Force

Within the framework of the Quadrilateral (Slovenia, Italy, Hungary and Croatia), the MoD and the SAF are participating in the activities of the Multinational Land Force (MLF). Slovenia's aim is for the MLF to operate under NATO as a brigade within the high readiness forces. The MLF command was first deployed on peacekeeping operations in November 2003. As part of the Joint Guardian (KFOR) operation in Kosovo, the MLF command operates within the Italian-German contingent of the Multinational Brigade South-West.

CENCOOP

The Central European Nations' Cooperation in Peace Support (CENCOOP) initiative was created to meet the challenges facing the international community in connection with preserving and maintaining peace, security and stability. At the 5th ministerial meeting, Ministers adopted guidelines on the main areas of cooperation in CENCOOP, which envisage the formation of a unit from the CENCOOP member states to be deployed on peacekeeping operations in Bosnia and Herzegovina.

SEDM

In 1997 Slovenia joined the South-eastern Europe Defence Ministerial, an initiative to promote cooperation between defence ministries. The aim of defence cooperation between these countries is to strengthen peace, security and stability and to consolidate trust between the countries of South-East Europe. This cooperation is proceeding in the spirit of the Partnership for Peace programme and is promoting the inclusion of the countries of South-East Europe in Euro-Atlantic integrations.

Slovenia is active in the coordinating committee (SEDM-CC) and is also an observer on the Political-Military Steering Committee (PMSC). The PMSC heads the military cooperation within the initiative (MPFSEE). Slovenia is also actively participating in the South-Eastern European Simulation Network (SEESIM). Slovenia initiated the setting up of a working group on cooperation between defence ministries in the areas of WMD counter proliferation, border security and counter terrorism. Since 2002 Slovenia has also had observer status in the Satellite Interconnection of Military Hospitals (SIMIHO) project.

Stability Pact for South-East Europe and RACVIAC

The Regional Arms Control Verification and Implementation Assistance Centre (RACVIAC) operates on the basis of an agreement on the founding of RACVIAC between Germany and Croatia within the framework of the Stability Pact for South-East Europe. The headquarters of RACVIAC is in Croatia.
The aim of RACVIAC is to promote effective implementation of weapons control agreements in the countries of South-East Europe and to reinforce trust and cooperation in the region. RACVIAC also carries out training in the implementation and verification of weapons control. Slovenia is actively cooperating in the work of RACVIAC and in September 2003 handed over the one-year presidency to Turkey.

3.2.1.6 Other forms of cooperation

The MoD acts as a coordinator between various governmental agencies. The amendments to Protocols II and IV of the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May be Deemed to be Excessively Injurious or to Have Indiscriminate Effects (CCW) have been ratified. Procedures for the ratification of the Open Skies Treaty will continue. The Ministry of Defence will also submit an initiative for Slovenia's accession to the adapted Conventional Forces in Europe (CFE) Treaty.

March 2003 saw completion of the destruction of anti-personnel mines in the SAF in accordance with the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on their Destruction (the Ottawa Convention), which has applied to Slovenia since 1998.

3.2.2 Participation in international operations

It is in Slovenia's political and security interests to have a secure and stable immediate and wider security environment because this is the only effective guarantee of a high level of national security. This basic starting point dictates the need for an active role for the SAF in strengthening international peace,

security and stability and in participating in crisis response operations, including peace support and humanitarian operations. The primary focus of these operations will continue to be oriented towards South-East Europe. And as a responsible member of the international community, Slovenia will also be prepared to take action in other crisis areas. A total of approximately 200 members of the SAF are currently involved in the NATO SFOR peace support operation in Bosnia and Herzegovina, in the NATO KFOR international force in Kosovo, in the UN Office of the High Representative (OHR) in Bosnia and Herzegovina, in the UN UNTSO mission on the Israeli-Lebanon border and in the peacekeeping operation ISAF 4 in Afghanistan.

3.2.3 Defence planning

3.2.3.1 Defence planning as part of defence policy

The national defence policy is determined by national security threats and national security interests. Defence planning transforms defence policy into a defence concept and defines the scale and structure of the defence forces.

Defence planning represents an important tool of the state in forming the necessary capabilities of the defence system and defence forces, and in the development of the national defence infrastructure. Defence planning is an integral part of the planning process with the aid of which the government can oversee and coordinate the planning, maintenance and rational use of defence resources for the development of the national defence system.

The process of defence planning begins with the setting of security goals at the national level. National security goals also represent guidelines for the formation of a defence system that will enable the formation and establishment of defence forces capable of achieving the goals. The process needs to have several feedback or control channels.

3.2.3.2 Current defence planning situation

In the MoD there are elements of defence planning that are not yet entirely linked in an integrated system. In addition, there is as yet no clear definition of who is responsible for the individual parts of the defence planning process. Medium-term planning is also being put in place as a basis for preparation of personnel plans, training plans and planning for development, equipping and procurement of military equipment. Coherence between the defence budget and the long-term and medium-term goals of the defence system also remains inadequate. However, significant progress has been made recently in the area of control, especially internal and external auditing.

3.2.4 Defence resources

A substantial reduction has been made in the wartime strength of the SAF from 76,000 in 1999 to around 39,000 members in 2002. The transition to a professional army with contractual reserves will enable a further reduction in the size of the wartime strength of the SAF to about 18,000 members when Slovenia joins NATO.

At the end of 2003 the SAF had 24,500 members, of which the professional army numbered 6,376 members, and 1,183 people were employed in the defence part of the MoD. In 2003 a total of 981 new employees were recruited into the SAF and 186 employees left.

In line with plans, the number of professional soldiers in the SAF is increasing and certain units are being supplemented by members of the contractual reserve. This means that the SAF is becoming an important employer in the labour market.

The transition to a professional army also includes a process of so-called functional professionalisation, implying appropriate ways of thinking, planning and operating.

Within the SAF there are marked personnel disparities in terms of education, rank and age resulting primarily from the rapid development since Slovenia gained independence. Personnel disparities in terms of education are also evident in the administrative section of the MoD. A comprehensive personnel and career development plan and a concept for recruitment and manning in the SAF with career and contractual members have yet to be formulated. Staff retention in the military service is an area that still needs to be developed. The system of exercising, training and education in the SAF has not yet been fully harmonised with the change in the recruitment method and the changed force structure of the SAF. Functional training and education have also been neglected in the administrative section of the MoD. So far there have been no serious problems in ensuring a sufficient number of quality new staff for the SAF.

The rapidly changing strategic environment, even in the smaller countries, means that ensuring an appropriate level of security and setting up an effective defence system is fast changing from a labour-intensive to a capital-intensive activity. This shift results from more expensive manpower, more expensive weapons and equipment, increasing international commitments and, in the case of Slovenia, also certain problems and shortcomings from the past. Establishing adequate defence capabilities therefore also requires substantial funds in Slovenia.

In the last two years we have managed to halt the decline in the proportion of GDP allocated to defence requirements, turn the trend around and secure a satisfactory financial framework sufficient to continue a serious and comprehensive reform of the defence system. Thus the share of GDP allocated to defence requirements has risen gradually from 1.21% in 2000 to 1.39% in 2001, 1.49% in 2002 and 1.52% in 2003.

Given the limited nature of the funding, it is highly important that funds be used rationally. This aspect can be improved primarily through better functional organisation of the administrative section of the MoD and the SAF, elimination of unnecessary activities and systems, standardisation of procedures and investment in improving the quality of personnel. The advantages of Euro-Atlantic integration and cooperation will also need to be fully exploited, in particular within joint planning, joint operational use of weapons systems and joint training.

4 Strategic vision to 2015

The strategic vision for the development of the defence system is to form and provide trained, motivated, combat-ready and interoperable armed forces which, using modern doctrine and technology, will be capable of carrying out tasks determined at the national and international level. At home and abroad the SAF must be recognised as being a trustworthy and innovative force which, under leadership that is change-oriented, clearly led and based on knowledge, experience and positive tradition, will pursue clear strategic goals.

4.1 Strategic environment of the Republic of Slovenia

The forthcoming period will be characterised by a reduction in conventional military threats, with warning times being greatly increased. However, for certain sources of threat, such as international terrorism, the warning time will be far shorter, or entirely absent. The military threat will decline, although there will be a number of major military powers with high-technology weapons at their disposal. Armed conflict within the wider region may occur, but in a limited form. The likelihood of military conflict between the major powers having an impact on Slovenia is minimal.

There is a small possibility of renewed conflict in the region, particularly in the case of enduring political instability or poor security conditions. In this case Slovenia may be confronted with a problem of refugees and violence spilling over from areas of conflict.

The international community will continue to be confronted with risks and threats associated with the proliferation of weapons of mass destruction and long-range systems (which may find their way into the hands of global or national terrorist groups), but the impact on Slovenia is likely to be very small. Other circumstances which may influence national security will be economic pressures, unbalanced economic, social and environmental development worldwide, technological development, threats to the information and communications infrastructure, terrorism, organised crime, unbalanced demographic development, migration, and natural and other disasters.

Because of the many mutually linked and interdependent processes of globalisation, the European security environment is constantly changing. The security risks that might emanate from this are primarily of an international dimension. Therefore Slovenia too requires a responsive defence system that will adapt appropriately to changes in the strategic environment. Depending on the trends in this strategic environment, the capabilities and available resources, the SAF must be capable of adapting its scale and structure to these changes and of fulfilling the country's international commitments.

Military defence of the state as we understand it today will in the future go beyond the traditional concept of defence activities within national borders. Defence activities are increasingly incorporating military crisis management operations which will help preserve international security and peace regardless of international borders. The inclusion of new activities within the SAF's mission and tasks requires an appropriate organisation and flexibility on the part of the SAF.

4.2 Security policy of the Republic of Slovenia

Slovenia is joining the common fight against terrorism, in which it will support the relevant resolutions of the UN and the Parliamentary Assembly of the Council of Europe. It will engage actively in international counter terrorism conventions. The Slovenian government will adopt EU and NATO measures in the fight against terrorism. In addition, the MoD will participate in the relevant counter terrorism activities taking place in the country.

As far as weapons of mass destruction are concerned, Slovenia will actively participate in activities and initiatives aimed at preventing WMD proliferation at the regional and global level. It will ally itself to the policy of WMD control and non-proliferation and support the universality of international multilateral disarmament agreements. Slovenia abides by international agreements in connection with the ban on production and proliferation of weapons of mass destruction and will therefore consistently monitor transfers of all types of weapons across Slovenian territory.

It will formulate and implement a national policy in connection with WMD that will support NATO and EU policy. As a member of NATO, Slovenia will actively participate in the Mediterranean Dialogue.

As far as the western Balkans are concerned, Slovenia will contribute its share to strengthening security in this region within the relevant policies of the UN, the EU, NATO, the OSCE and other organisations. It will develop bilateral and multilateral relations in all areas with countries in the region. With the aim of increasing stability and security, Slovenia will make available to the countries of the western Balkans the experience and knowledge it has gained in different areas from the processes involved in acceding to NATO and the EU, as well as other knowledge concerning the administration of modern states. It will be particularly active in 2005 when it holds the presidency of the OSCE.

4.3 Defence policy of the Republic of Slovenia

4.3.1 Defence planning

The MoD will put in place a comprehensive system of defence planning by the end of 2005. The defence planning concept and the new defence planning handbook in the MoD will be prepared by the end of 2004. These procedures will also take account of the experience and recommendations from defence planning in NATO and from defence capability planning in the EU.

The new system of defence planning will encompass the formation of guidelines by the Minister which will include guidelines for the preparation of the long-term strategic plan, the medium-term defence programme, decisions on major purchases of military equipment and the basis for budget planning.

For the purpose of ensuring more transparent planning, we will elaborate and expand the programme structure which will cover not only SAF functions. We will put in place improved criteria and methods for measuring results attained in the implementation of the budget, ensure the further development of the analytical and evaluation function in the MoD and formalise the defence resource management processes.

On the basis of the new concept and the defence planning handbook in the MoD, by the end of 2005 we will harmonise the major procurements, equipment and modernisation plans, infrastructure plans, personnel plans and R&D projects with the long-term plans and medium-term defence programmes. By the end of 2005 the MoD will also set up a system of business planning which will link the strategic goals and tasks with the financial (budgetary) and human resources. In order to further rationalise resource application we will set up a comprehensive control system by the end of 2006 which will have suitable computer support and will enable control of financial, human and material resources. For realistic planning on the basis of the results achieved, by the end of 2006 we will develop a system for evaluating results and set up a comprehensive system for reporting on deviations from the plan and progress made towards the achievement of goals.

The comprehensive three-phase defence planning system (planning-analytical phase, programming phase, and the phase of drawing up the defence budget and business plan) will link the long-term strategic planning, medium-term programming and preparation of the defence budget and business plan. The planning system will be based on the recognised PPBS method (Planning, Programming and Budgeting System) and on the Business Planning System.

4.3.2 Defence resources and key capabilities

Personnel

In the future the manning system in the SAF will continue to be based on a professional army, contractual military service in the reserve forces and voluntary military service.

In 2008 the SAF will have around 15,000 members, of which the professional force will number around 8,000 members, while around 1,100 people will be employed in the defence part of the Ministry of Defence. In the period 2010 to 2015 the level of employment in the defence system will not increase; new recruitment will be oriented towards increasing the quality of personnel. It is estimated that in 2015 the SAF will have up to 14,000 members, of which the professional force will number at least 8,500 members while around 1,000 people will be employed in the defence part of the Ministry of Defence (Table 1).

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
MOD - defence	1,183	1,219	1,207	1,195	1,183	1,172	1,160	1,149	1,138	1,126	1,115	1,104	1,094
MOD - protection and disaster relief	391	402	399	399	399	399	399	399	399	399	399	399	399
Total MOD	**1,574**	**1,621**	**1,606**	**1,594**	**1,582**	**1,571**	**1,559**	**1,548**	**1,537**	**1,525**	**1,514**	**1,503**	**1,493**
SAF - professional	6,376	6,950	7,350	7,550	7,750	8,000	8,250	8,500	8,500	8,500	8,500	8,500	8,500
SAF - contract reserve	434	800	1,500	2,200	3,000	3,800	4,650	5,500	5,500	5,500	5,500	5,500	5,500
SAF - compulsory reserve	17,690	10,250	7,150	6,250	5,250	3,200	2,100						
Total SAF	**24,500**	**18,000**	**16,000**	**16,000**	**16,000**	**15,000**	**15,000**	**14,000**	**14,000**	**14,000**	**14,000**	**14,000**	**14,000**
Total MOD and SAF	**26,074**	**19,621**	**17,606**	**17,594**	**17,582**	**16,571**	**16,559**	**15,548**	**15,537**	**15,525**	**15,514**	**15,503**	**15,493**

Table 1 : Personnel projection to 2015

Eliminating the personnel disparities in terms of education, rank and age that have accumulated over ten years in the development of the defence system is one of the priority tasks in the coming years. This situation will be dealt with by 2010. In 2004 a comprehensive personnel and career development plan and a basic concept for enlistment and manning in the SAF with career and contractual members will be drawn up. Particular attention will also be devoted to changes and adjustments to the system of exercising, training and education in the SAF, which has to be brought into line with the change in the manning method and the changed forces structure of the SAF. In the administrative section of the MoD a more appropriate awareness also needs to be developed of the need for continuing education and training and a more rational use of available human resources. In the period 2004-2006 we will redirect attention towards personnel retention in the military service and the issue of personnel leaving the military service, and pay particular attention to the question of professionalisation. In the period 2006-2015 it will become increasingly difficult to secure a sufficient number of appropriate quality personnel for work in the armed forces.

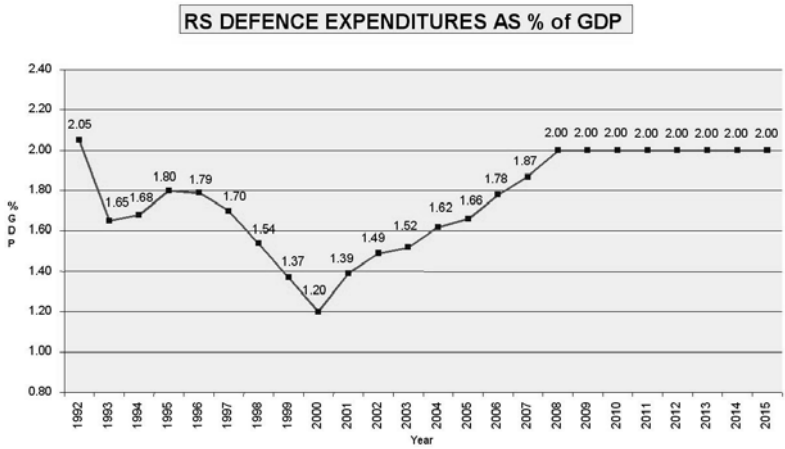
Finance

Slovenia's defence spending is projected to rise as a share of GDP from 1.52% in 2003 to 2% in 2008. Until 2015 defence spending is then planned to remain at 2% of GDP.

Achieving the anticipated growth in spending on defence requirements as a percentage of GDP and maintaining the level after 2008 is key to enabling all the reform and development projects to be carried out with the necessary and planned scope and dynamics. If the agreed and planned funds are not actually made available it will not be possible to carry out the planned changes in the defence system.

The target structure of defence spending is made up of spending on personnel (approx. 50%), operations and maintenance (approx. 30%) and procurement, construction and development (approx. 20%). Financing of unplanned operations will require additional funds to be secured.

After 2007, when the law regulating the securing of funds for basic development programmes expires, all the required funds will be secured through the regular defence budget. The structure of the defence budget and the system of planning and implementing the defence budget will need to be adapted in line with the new programming structure. Graph 1 shows Slovenian defence expenditure as a proportion of GDP from 1992 to 2015.



Graph 1: Slovenian defence expenditure as a proportion of GDP from 1992 to 2015

For the purpose of carrying out the tasks involved in the implementation of the mission of the defence system the defence resources are combined into capabilities. Five key operational capabilities will be developed for carrying out tasks in the defence system:

– Command and control includes the ability to collect, analyse and exchange information, planning and coordination of operations and to ensure the capabilities necessary for directing forces towards fulfilment of allocated tasks. The tasks are to ensure a system of command, communication and intelligence and to provide information.
– Conduct of operations includes the capacity to use the military capabilities necessary for fulfilment of allocated tasks. The tasks are control of the national territory, airspace and sea, search and rescue, providing humanitarian assistance at home and abroad, evacuation of Slovenian citizens, providing support to other governmental agencies, participation in peace support operations, national defence and participation in collective defence.
– Operational support includes the capability to repair and maintain equipment, accommodation, ensuring the operation of personnel and providing the infrastructure and capabilities necessary to support military operations. The tasks are personnel support, maintenance of equipment and weapons, operations support and installation and maintenance of infrastructure.
– Force development comprises the ability to acquire and train personnel, carry out research, test and procure military equipment and weapons and to form the force structure necessary for ensuring multipurpose combat-capable military forces. The tasks are the provision of personnel, equipment and weapons, the formulation of doctrine and force structure, the implementation of mobilisation and the conduct of defence research.
– Implementation of policy and strategy comprises the ability to formulate and implement defence policy and strategy for achieving wider national goals, manage the activities of the ministry and secure appropriate defence advice. The tasks are to provide defence advice for the executive and legislative authorities, development of defence policy and planning, implementation of international agreements in the defence field, management of the defence system, formation of the defence culture, provision of public information and promoting and developing Slovenian values in the defence field.

As far as the planning of capabilities is concerned the following aspects need to be taken into consideration:

– they must be within the framework of available budgetary resources and formed in accordance with set priorities;
– they must be based on achieving interoperability with NATO Allies in terms of both equipment and technology as well as doctrine, tactics and communications;

– they must be based on modern technology capable of operating together with Allies and which will be combat capable over the long term;
– they must be multipurpose, capable of operating in a wide range of potential conflicts, in peacetime and wartime, and units must be capable of carrying out multiple tasks;
– they must be combat capable, with sufficient firepower, sufficient self-protection and sufficient survivability;
– they must be capable of rapid deployment, with sufficient mobility and flexibility and suitable access to operational and strategic transport;
– they must have an optimal relationship between the combat part and support, with appropriate reserves for personnel rotation and appropriate stocks of consumable stores.

By 2015 the capabilities of the SAF will be based on the ability to form two combined tactical defence units and the ability to set up a mobilisation base for formation of an appropriate number of tactical defence units.

By the end of 2012 the SAF must be capable of forming a battalion combat group with a high level of readiness for operational use and able to be deployed in international operations with a permanent rotation capability.

5 Slovenian Armed Forces

5.1 Purpose of the SAF

The purpose of the defence system, including the SAF as part of it, is to deter an attack on the state and to defend the independence, inviolability and integrity of the state and its national interests. This purpose is being realised partly through the Slovenia's inclusion and active cooperation in international security integrations based on international treaties.

From the purpose of the SAF we can derive its missions as follows:
- prevention of all forms of aggression and responding appropriately in the event of aggression;
- contributing militarily to international peace and stability;
- assisting other governmental agencies and public institutions in ensuring the security and well-being of Slovenia's citizens.

5.2 Tasks of the SAF

The missions of the SAF are the basis for its main tasks which are further divided into derived tasks:
- Prevention of any aggression and adequate response in case it should occur:
  - National military defence operations: monitoring, control and protection of land, sea and air space and defence of national territory.
  - Participation in international organisations' operations: collective defence (Article 5 of the Washington Treaty), fight against international terrorism and other threats to peace.
- Military contribution to international peace, security and stability:
  - Defence diplomacy: bilateral and multilateral co-operation.
  - Building security and trust, supervision of armaments and prevention of the spread of weapons of mass destruction: armaments supervision and disarmament, inspection of other nations' military units at their location, verification activities.
  - Crisis response operations: preventive diplomacy, conflict prevention and peacekeeping, peace enforcement, peace building, humanitarian assistance in the frame of bilateral and multilateral co-operation, assistance to government organisations and non-governmental organisations in providing humanitarian assistance, and struggle against international terrorism and other threats to peace.
- Support to other state agencies and organisations and to the protection and rescue system in ensuring the safety and prosperity of the citizens of Slovenia.
  - Participation in protection, rescue and relief tasks in natural and other disasters: participation in protection of the property and citizens in natural and other disasters, participation in the relief of the consequences

of natural and other disasters, participation in extinguishing large-scale fires, participation in the relief of the consequences of NBC contamination, and participation in the evacuation and rescue operations for the civilian population in natural and other disasters.
- Co-operation with the police force in exercising the tasks in their field of work: participation in the protection of the national border, participation in the management of large and illegal migration flows and participation in the prevention and combating of terrorism.
- Search and rescue operations on land, sea and air.
- Support to scientific research and technology development activities in the defence area: participation in the planning, organisation and management of national defence research and technologies, and support to projects of relevant industries.
- Evacuation of Slovenian citizens abroad in peace-time as well as in crises and war-time.

The missions and tasks of the SAF determine their size and capabilities.

5.3 Scale and structure of the SAF

Slovenia will have an army whose scale and structure will enable it to carry out its tasks. The system of military education and training, together with the activities of units and commands in the structures of the Alliance, must ensure understanding and the capability for inclusion in inter-service operations. Force Command will be trained for operational planning at the combined level and, as the operational command of the SAF, will be connected to the operational commands of the Alliance.

The SAF will continue to be organised as a unified army not divided into services. In view of the space and the need for coordinated planning of forces and operations in the Alliance, the SAF will take account of the division of forces within the Alliance for conducting land, air and sea tasks.

In cooperation with allies, the SAF will develop the necessary capabilities for the implementation of the whole range of military ground force tasks. The conduct of ground force operations requires forces that are deployable, mobile, adequately protected, provided with fire support, well equipped and well trained. For these purposes, the SAF will be composed of balanced and structured units that will be able to conduct combined tactical combat operations at the brigade level.

The SAF structure will provide for the autonomous deployment or employment of two tactical groups at two different locations without the need for combat support or combat service support from a higher level. The combined tactical unit at the brigade level will be capable of conducting all ground force

operations as part of a higher level unit and of receiving fire support from allies. It will also be capable of employing combat multipliers of the command and control (C2) system with added elements. The C2 system will be capable of integration into the sophisticated allied systems thus providing for information supremacy by combining sensors and war theatre systems as well as supporting the commanders' process of decision-making. The possibility of integrating computer assisted training and operations at the brigade or higher level of command will also be ensured.

The SAF structure will provide for the maintenance of the out-of-area tactical group in rotation, for which a minimum of three battalions is required. In addition, the SAF will make available for Alliance requirements the Nuclear Biological and Chemical (NBC) battalion and other minor capabilities to be deployed in an agreed time frame. Combat service support units will be established and equipped for combat manoeuvre and will be adequately protected for the evacuation of specific elements of the tactical group. Higher level combat materiel maintenance will be provided in particular by combat service support units. All other ground force units will also be manned by means of the reserve structure and will be organised in a modular manner. They will be trained to the same standards in flank protection, movement, the protection of key facilities, host nation support for allied units, recovery of losses and the reinforcement of units in combat operations. In addition, to free up the capabilities of the manoeuvre forces, these units will be the main support component for the civil emergency planning system or the component which cooperates with other governmental and public administration agencies.

In cooperation with allies, the SAF will provide the necessary capabilities for effective operation in the air space. In view of the possible threats from the air, the force structure will ensure the necessary conditions for the rapid implementation of decisions made at the political-military level, regardless of the implementation modalities. The system elements will be compatible and will therefore directly support the gradual integration into the integrated air defence system of the Alliance. An airbase will be provided with suitable host nation support for Alliance requirements and will conduct the air traffic control of the Republic of Slovenia. Tactical vertical manoeuvre, as well as tactical group combat support and combat service support will be provided on Slovenian territory. The capability of the tactical vertical manoeuvre will permit the tactical movement of an infantry company in one sortie.

In cooperation with allies, the SAF will develop the necessary capabilities for operations on and under the sea. The SAF will provide for the defence and protection of territorial waters. The SAF will also ensure safe access and protection of the maritime waterways and the port of Koper. Together with the Alliance, these capabilities will form a coordination point for defensive activities to protect maritime supply lines and a maritime entry acceptance

point for allied forces in transit or operating on Slovenian territory. The defence of Slovenian territorial waters will also be conducted by means of multipurpose ground combat systems with special emphasis on the rationalisation and uniformity of combat systems. When required in peacetime, these forces will cooperate with other governmental agencies with specific resources.

The SAF organisation will be divided into combat units, combat support units, combat service support units and C2 support units.

By 2015 the organisational structure of the SAF will allow for the possible modular formation of forces for carrying out tasks with the maximum possible rationalisation of the command structure. The organisation of forces will primarily take account of the principles of military expertise, efficiency and cost-effectiveness.

5.4 Key challenges

Reorganisation of the SAF, integration into the Alliance and the professionalisation of the SAF will require a great deal of effort and a high degree of expertise. The challenges that the SAF will need to overcome will to a very large degree be connected with ensuring there are sufficient suitable personnel for the implementation of its tasks. The challenges in the personnel field will relate to the skill levels and the psychophysical abilities of people wishing to become professional soldiers, junior officers and officers, as well as continuing education and individual and collective training. The military expertise part of this training, which requires field conditions including combat use of weapons, is another question which the SAF cannot resolve by itself. The SAF will give priority to seeking resolutions to these challenges within the Alliance.

Given the size and structure of the SAF, one of the major tasks will be offering career paths to specialists and ensuring an appropriate number of highly trained individuals in extremely specialised areas of activity. A related issue is the organisation and implementation of highly specialised study programmes and the organisation of training programmes at home and abroad.

The changed and expanded tasks of the SAF will require professional, motivated individuals and units. Ensuring and maintaining motivation will be a demanding task. This applies in particular to the question of the relationship between material and other forms of motivation.

The size and structure of the future SAF will have to be such as to provide for the implementation of all the required tasks. This also applies to tasks connected with research, development, the military education system (including training) and activities within alliances. The SAF will need to have a relatively large number of highly trained personnel.

The SAF will face challenges relating to development in areas in which as yet it has not reached the level required by the Alliance in terms of either skills or technologies. This applies in particular to areas representing systems multipliers (use of modern technology in the entire area with emphasis on the command and control system, the military intelligence system, air defence as a whole and logistics). Force mobility and the capability for self-sufficient operation outside national territory will be a demanding task.

5.5 Development assumptions

The scale of operations is important as far as development of capabilities is concerned. Taking into account the size of the SAF and their planned key capabilities and the forces for participation in international operations, the scale of SAF contribution to operations could be as follows:
– small-scale with a platoon level unit;
– medium-scale with a company level unit;
– large-scale with a battalion tactical group;
– very large-scale with all the forces which Slovenia will have at its disposal to prevent threats within the framework of national defence, or all the forces which will be available for defence of the Alliance.

Concurrent operation and length of operations are important factors in planning the force scale and structure. The capabilities will enable participation in:
– two simultaneous medium-scale operations for an extended period (one year or more) or
–simultaneously in one large-scale operation for a limited period (6 months) and in one medium-scale peacekeeping operation for an extended period or
– in one large-scale operation with rotation capability for an extended period.

5.6 Key development principles and development of SAF capabilities

Operational capabilities are the means to achieve the operational structure and fulfil the various missions and tasks of the armed forces. Therefore we must aim to improve those operational capabilities which support the main tasks of the SAF. These capabilities must meet the needs for national and collective defence and cooperation in other crisis response operations. The key operational capabilities are the basis for planning the force organisation and structure in the SAF necessary for fulfilling the mission and tasks. The key operational capabilities are units equipped and trained to carry out dedicated tasks in a specific time period set out in the medium-term defence programme or systems which enable such an operational status to be achieved (including the education and training system). These are:

Deployability is the capability to deploy forces from peacetime location to an area of operations.

Mobility is the capability to transfer commands and units within the bounds of an area of operations.

Sustainability of forces is the maintenance of the required level of combat power for as long as necessary to achieve the goal.
Availability of forces is the capacity and readiness of forces to carry out tasks under certain conditions in a specific time frame and with the necessary resources being secured.
Survivability and protection of forces will be ensured with the development of an early warning system, with sufficient active and passive protection of people, equipment and infrastructure, with mobility and with effective air defence.
Combat effectiveness will be ensured through modernisation of combat and non-combat systems and use of new technologies which will be introduced in line with adopted priorities. Capability for effective engagement in the battlefield will continue to be maintained in the future. Weapon effectiveness will be improved with the procurement of new, modern basic weapons and higher capacity and more precise portable and self-propelled systems for combat and combat support.
An *efficient system of command and control and communications* enables adequate planning and use of forces, is compatible with Allies, has a high degree of survivability, high speed and capability of operation and is appropriately structured and organised.
Effective intelligence support is based on an organisation which will act in accordance with contemporary doctrine, satisfy national requirements and ensure a national contribution to the Alliance.
Interoperability and compatibility will be ensured by the introduction of NATO standards in the area of organisation, work methods and compatibility of equipment.

5.7 Long-term SAF capabilities 2015

In the long term, the SAF will have capabilities allowing it to effectively perform all tasks of national and collective defence within the Alliance. The capabilities will correspond to Slovenia's potential and be harmonised within the Alliance. The operational development of capabilities will be aligned with the Alliance and presented cyclically (every two years) in the mid-term defence programme.

To provide an appropriate C2 organisation and structure, the command capabilities will be organised in commands at strategic (General Staff), operational (division) and tactical (brigade) levels. In addition, the SAF will develop capabilities to work within the commands and bodies of the Alliance, corresponding in size to an extended brigade command.

Development, education and training capabilities of the SAF will be provided by the Doctrine, Development, Education and Training Centre (DDETC).

The SAF will have up to 14,000 personnel, of which a minimum of 8,500 will be professionals. The C2 organisation and structure will be adapted to the manning and equipment and, in particular, to the actual required operational readiness. The SAF will develop three classic motorised battalions and one light mountain battalion. These units will be the core of the SAF for missions within national borders, as well as in Alliance operations.

Combat support and partial combat service support to these battalions will be provided through capabilities of designated SAF battalions: the artillery battalion, the engineer battalion, the air-defence battalion, the NBC battalion and the military police battalion.

Combat service support capabilities for the entire SAF will be organised in a regiment-level logistics centre, and also in the mobile logistics battalion, military medical unit, the air-base, Military Territorial Commands (MTCs) and the helicopter battalion of the SAF. Sea capabilities will be provided through the SAF maritime unit. Other capabilities for support of operations at sea will be integrated in the above mentioned combat support units or combat service support units.

Command support capabilities will be provided through the capabilities of a communications battalion, air-space control battalion, and intelligence and reconnaissance battalion. These capabilities will be in direct operational contact with comparable capabilities in the Alliance.
Figure 1 shows the SAF capabilities in 2015.

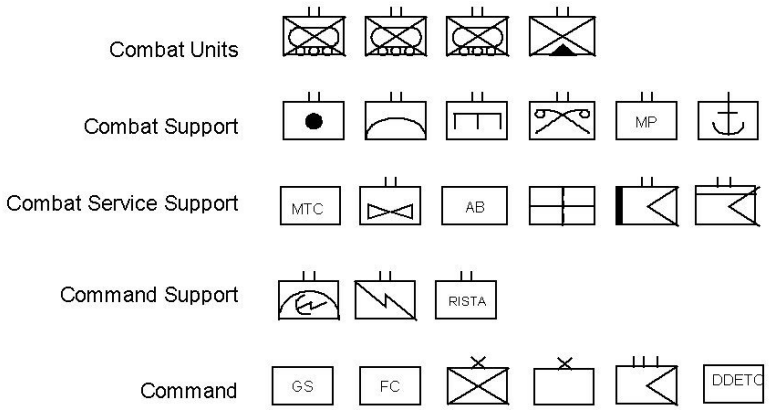


Figure 1: SAF capabilities in 2015.

5.8 Capabilities and envisaged structure of the SAF in 2010

By 2010 the SAF will develop most of the capabilities planned for the period until 2015. They will be organised under the leadership of the General Staff of the SAF within the Force Command. The DDETC will be directly subordinate to the General Staff. The General Staff, Force Command and the DDETC will have appropriate support units for their own operations.

Schools and other institutions will be set up within the DDETC to carry out all types of military education and training, from basic training to general staff and specialist training, for soldiers, junior officers, officers and military officials and civilians employed in the SAF. In addition, the DDETC will also incorporate a Basic Training Centre, a Combat Training Centre and a SAF Sports Unit. Training of branches and specialisations will generally be carried out in the training units of the branches, located as a rule with the branch units of the SAF.

The following units will be subordinated to the Force Command: autonomous intelligence and reconnaissance units, autonomous units for air traffic and control of air space, communications and information technology units with corresponding linkages to the Alliance. All these units will be of battalion level.

The logistics centre will combine the capabilities of a non-deployable heavy logistics SAF battalion, MTCs and units, the military medical service and the air base.

Medical care will be carried out by the SAF medical unit. In addition to employment medicine and the medical care of SAF personnel, the medical service will provide for the professional development and functioning of medical and veterinary care, in particular ROLE 1 in battalions and ROLE 2 for the whole SAF structure.

The SAF air base will serve as the national military airport for SAF needs and, if so decided, for the Alliance. Airport services and capabilities will be provided to enable the airport to operate in all weather conditions.

MTCs will perform the following tasks: territorial control, partial protection of vital infrastructure, territorial logistics and the functioning of the majority of the SAF military infrastructure except for the central training site. In addition, the MTCs will partly serve as contact points between the SAF and civil defence components. They will develop concept of building up SAF capabilities (the third circle) which represent the specific manning structure that can be included in the wartime structure, in accordance with the law. An important task of the MTCs will be the comprehensive care of SAF personnel and their families.

5.9 Modernisation of military capabilities

The key capabilities of the SAF, such as deployability, mobility, sustainability, timely availability of forces, survivability and protection, combat effectiveness, an effective system of command and control and communications, effective intelligence support, and interoperability and compatibility, can be achieved with rational and comprehensively financed equipping and modernisation programmes. In the development of the SAF, a balance must be secured between rushing to embrace the technology of the future and improving existing technology. Slovenian soldiers must be equipped and trained to fight with state-of-the art weapons systems. Modernisation programmes are directed towards upgrading the existing weapons and equipment of the SAF and towards developing modern technology that will enable the SAF to carry out its tasks successfully. For this purpose the following programmes will be developed:

- Individual combatant
- Combat manoeuvre
- Fire support
- Air defence
- NBC defence
- Command and control support systems
- Intelligence support and electronic warfare
- Transport
- Logistics
- Combat medical care and medical evacuation
- Training

5.10 Key development challenges and priorities

The key challenges for achieving the planned capabilities of the SAF will be linked to real and timely preparation and implementation of adopted plans. At the same time we will have to stick very precisely to the priorities and if the circumstance or available resources change then we must only retain and develop high-priority capabilities and suspend or even cancel development of lower-priority capabilities. Accurate monitoring of the realisation of goals will therefore be required, with corrective decisions taken where necessary, and at least twice a year. Extraordinary activities will need to be cut back and unplanned tasks prevented, especially within the agreed medium-term period. Monitoring the development of priority capabilities must be the most important task of top military management.

The realisation of planned capabilities will require full use being made of the Allies' experience so as to rationalise and shorten the time needed to develop capabilities. In addition, special attention will need to be paid to group training, including combat use of weapons systems.

The principle of development of an individual capability must be based on a "package approach" with which we will also ensure realisation of all indirect and related capabilities. With the achievement of final operational capability, for example of an SAF motorised infantry battalion, it will be necessary to ensure implementation of all the equipment and weapons programmes in the area of combat systems, individual and collective protection, communications and information, logistics and so on, as well as non-material capabilities too. Synchronisation of all the procedures will be a tremendous challenge for the SAF and the MoD.

The organisational structure of the SAF will need to ensure an adequate C2 structure in specific fields (air operations) so as to guarantee the required level of operability of the national system and its interoperability and functioning within the Allied system.

The aforementioned critical areas represent at the same time the biggest challenges in terms of both organisation and expertise. Training and motivation remains one of the most important areas.

Sticking to priorities means rationalisation. Priorities will be determined within planning cycles. Highest priority in the reform plans will be given to tasks (and units) connected with the following areas:

1. Top priority:
   – operations in alliances and collective defence (with particular emphasis on development of a motorised battalion, a battalion combat group, an NBC defence battalion and the capability to operate within the Alliance's air defence system);
   – providing individual and group military education training systems (with particular emphasis on group combat exercises).
2. High priority:
   – providing appropriate logistical and health (including medical) care;
   – command support systems;
   – maintaining the internal division of resources at a ratio of 50–30–20 (personnel–operations–main equipment, infrastructure and R&D).

6 Civil defence and crisis management

6.1 Purpose

6.1.1 Civil defence

In Slovenia we are developing civil defence together with military defence as part of the defence system. The purpose of civil defence is to provide a rapid, flexible and effective counter to various forms of threat to national security in the fields of politics, economics, media information and values in an emergency, war or crisis.

Slovenia understands the term civil defence to mean the entirety of measures and activities by governmental agencies, local authorities, commercial undertakings, institutes, other organisations and citizens which, with non-military means and methods, support and supplement the military defence of the state, ensure the functioning of authority in time of war and ensure the supply, protection and survival of the population. Civil defence is intended not only for operation in a state of emergency or war but also in crisis situations. With Slovenia joining the EU and NATO the tasks of civil defence will be expanded (e.g. Host Nation Support for cooperation in crisis relief operations).

6.1.2 Crisis management

Slovenia has not yet developed a comprehensive crisis management system; it is relatively well developed in individual subsystems of the national security system but limited to a large extent either to natural and other disasters, internal security or to a state of emergency or war. In this sense fairly well elaborated solutions are contained in the defence plans and the civil protection and disaster relief plans, which can also be applied in the case of asymmetric threats.

The foundations for the formation of a comprehensive crisis management system were only laid down with the national security strategy and defence strategy, and for the area of civil defence also with the civil defence doctrine. The national security strategy stipulates that Slovenia will connect the elements of the national security system into an effective crisis management system which will be capable of operating in the security efforts of our country and the international community to resolve complex modern crises.

A crisis management handbook will define in detail the purpose, tasks, responsible bodies and the procedures of crisis management. Certain regulatory, organisational and other solutions will also need to be supplemented.

6.2 Tasks

The tasks of civil defence are:
- to complement and support the military defence of the state and SAF participation in peace support operations;
- to preserve the functioning of authority;
- to preserve the functioning of economic and other activities of importance for defence and people's vital interests and work;
- to provide information to the public at home and abroad and to encourage motivation to carry out national defence at the same time as carrying out psychological defence measures.

Civil defence contributes to the safeguarding of vital and strategic interests and the goals of Slovenia's national security policy by planning and carrying out measures to preserve the continuity of authority, measures to ensure the functional capability of the Slovenian economy and psychological defence measures in the event of a war or state of emergency or a crisis situation. Given that one of the key goals of national security is to preserve peace and stability, a significant part of the tasks of Slovenia's civil defence is linked to the participation of civil defence in international efforts to preserve peace and stability.

Armed attack will remain the most important starting point for the planning of civil defence in the future, but in addition to the tasks connected with membership of the EU and NATO civil defence is also taking on new tasks. These tasks are expressed in the demand for society as a whole to strengthen its ability to prevent and manage various crises at all levels which could lead to an emergency if they were to deteriorate. But this requires greater knowledge and experience of how to act in such circumstances, which means that specialists in administration, science, economics and other areas will need to be included in these activities.

6.2.1 Civil defence

Civil defence in the Republic of Slovenia, unlike the SAF, civil protection and the police force, is not comprised of separately organised forces but involves a range of tasks and activities by governmental agencies and certain companies and institutions.

The Slovenian government has the central role in the preparation, administration and management of civil defence. Within the scope of their competencies the ministries are responsible for the level of preparations and for the activities of companies and other organisations in a state of emergency or war and in crisis situations. The six most important government services and 11 companies and institutions whose activities the government considers

to be of particular importance for defence are also included in the civil defence preparations (Figure 2). In accordance with the law the National Assembly may also impose certain tasks on the police during a state of emergency.

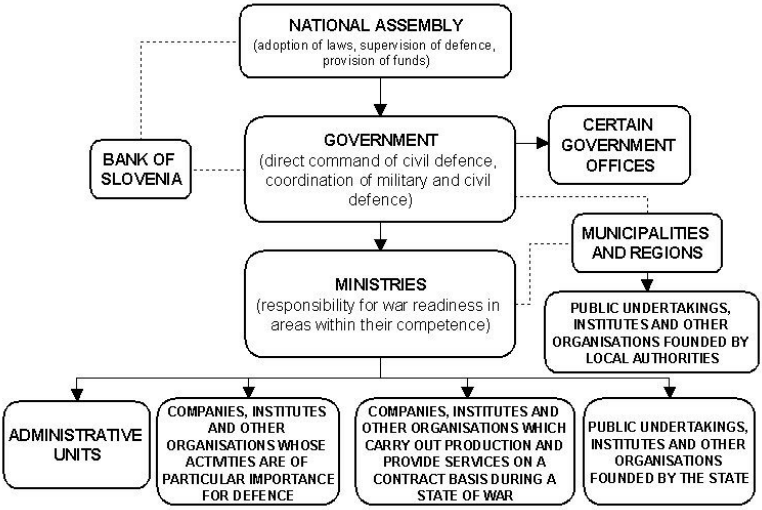


Figure 2: Organisation of the civil defence of the Republic of Slovenia

6.2.2 Crisis management

As it prepares to join international security and defence integrations, Slovenia is rapidly redirecting its civil defence towards crisis management, in line with the established practice in the member states of the EU and NATO.

In the event of a crisis, the governmental agencies act in accordance with their peacetime organisation and competencies. In certain areas crisis management agencies have already been set up, or their establishment is envisaged at the first symptoms of a crisis (e.g. in the areas of internal affairs and military defence). The setting up of such agencies at government level, in ministries, in the area of psychological defence and possibly also in other bodies, is also envisaged in the civil defence doctrine.

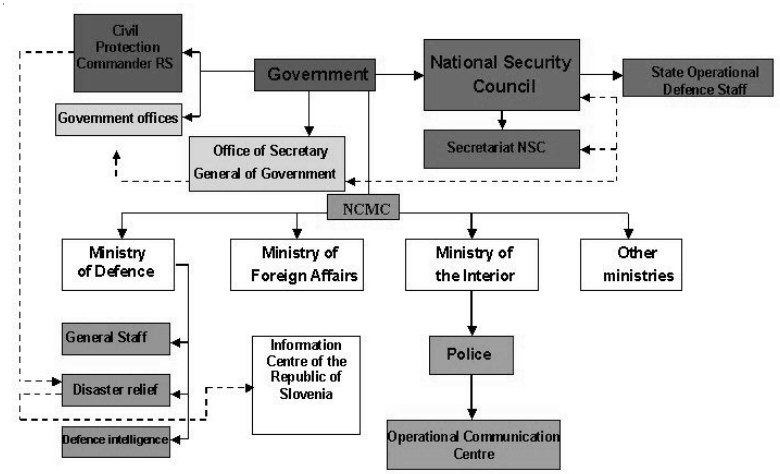


Figure 3: Organisation of crisis management in the Republic of Slovenia

For the purpose of ensuring that effective action is taken in the event of a crisis, a National Crisis Management Centre (NCMC) has been set up to ensure the spatial, organisational, technical and other conditions for the government to act rapidly and effectively, for the related coordination of work between the various bodies and organisations participating in crisis management and for the rapid, reliable and safe flow of information and support for management at the strategic level.

The role of the National Security Council (NSC), the highest consultative and coordinating body of the government, in preventing the emergence of crisis situations and acting effectively in the event that a crisis arises will be further strengthened. The organisational and other conditions for the work of the NSC will need to be improved.

6.3 Planning assumptions

The organisation of civil defence and crisis management in Slovenia is influenced by a number of important factors, in particular the level of development already achieved, membership of NATO and the EU, the reorganisation of the public sector and local government, the transformation and professionalisation of the SAF, the changes in the requirements of its logistics, and changes in the legislation relating to particular commercial and other activities.

The purpose and tasks in this area will not change, but emphasis will be given to redirecting the focus of civil defence tasks towards crisis control and its integration into a comprehensive crisis management system.

The area of crisis management is not systemically or comprehensively regulated because the regulations in force only lay down tasks relating to a state of emergency or war. Amendments to the regulations will lay down the obligation of the bodies responsible for preparing civil defence to set out crisis management measures in their defence plans. In this process the solutions will derive partly from the crisis management procedures and mechanisms and civil crisis planning in force within NATO and the EU. The concept of a crisis will be limited to phenomena caused, as a rule, by man and which if they were to spread could lead to a state of emergency.

6.4 Key development principles

The national security strategy, the defence strategy and the civil defence doctrine determine that the civil defence tasks are planned for operation in a state of emergency, war or crisis. This provides the guidelines for expanding the tasks and competencies of civil defence to crisis management, which will need to be laid down operationally in regulations.

The following basic principles will be followed in planning the preparation and implementation of civil defence and crisis management measures:
- the principle of accountability, which means that the same agency or organisation is responsible for planning the preparation and implementation of measures in a state of emergency, war or crisis as in peacetime;
- the principle of equal organisation, which means that an agency or organisation will in principle be organised in the same way in a state of emergency, war or crisis as in peacetime;
- the principle of flexibility, which ensures that the system of civil defence and crisis management will adapt rapidly and operate effectively in all circumstance regardless of the extent of the situation.

Civil defence cooperation in international operations and in peace support operations will be developed in line with the following principles:
- the principle of coordination, which means that preparations and the implementation of these activities must be coordinated between the agencies responsible for carrying out the tasks;
- the principle of proportionality, which means that the scale of civil defence engagement must be proportionate to the circumstances, the contingents of other countries and the capacity of the Republic of Slovenia to offer assistance;
- the principle of permanence and continuity, which means that preparations

in this area must enable continuous implementation of tasks over an extended period of time;
– the principle of adaptability, which means that the implementation of activities must be planned in such a way that they can rapidly be adapted to changes in circumstances;
– the principle of efficiency, which means that activities must proceed in such a way that as many planned tasks as possible are carried out at the lowest possible cost;
– the contract principle, which means that the engagement of civil defence capabilities in these types of activities, with the exception of governmental agencies, is carried out as a rule by means of the concluding of appropriate contracts;
– the principle of interoperability, which means that the preparation and implementation of tasks in this field must be carried out in such a way that successful cooperation with the civil defence capabilities of other countries participating in international peacekeeping activities can be ensured.

The strategic development vision of civil defence and crisis management is to form a system that will be capable of responding to the challenges of the future. This period will be characterised by a growing complexity of social systems and increasing vulnerability and sensitivity. Although the military threat will decline further, other dangers will increase. These include terrorism, the proliferation of weapons of mass destruction, environmental destruction and the potential for economic or financial disturbances. This will demand continuous assessment of the strategic environment and enhanced international cooperation. The emphasis here will be on preventive measures and unified activities within the international community. The programme to establish the civil defence doctrine will be implemented by 2010. Civil defence, together with the SAF, the system of protection against natural and other disasters and the security system, will be connected in a functional sense to the crisis management system at the national level, which will not change the functional operation of these systems.

6.5 Modernisation

The achievement of the key development goals is linked to modernisation. This relates primarily to the area of information technology and administrative communications, which will need to be technologically modernised, and the development of appropriate software to facilitate the work and enable faster decision-making, thereby contributing to improved efficiency.

6.6 Key development challenges

The development of civil defence and crisis management may be limited by the fact that the concepts of crisis and crisis management are not defined in

the constitution or law. Therefore only situations which could lead to a state of emergency if they were to expand or deteriorate should be defined as a crisis. The development of an effective crisis management system also requires a system of comprehensive and ongoing assessment of national security threats to be put in place as soon as possible and to include the area of military and asymmetric threats.

7 Intelligence and security activities

7.1 Purpose

Intelligence, counterintelligence and security tasks in the defence field are carried out by the Intelligence and Security Service (ISS) of the Ministry of Defence. Information gathered in carrying out intelligence, counterintelligence and security tasks provides the basis for analytical and operational assessments, staff security tasks in the armed forces, production of plans for the use of the armed forces, implementation of other defence preparations and for planning defence measures. In these tasks the ISS participates within its competence with all the other parts of the national security system and, on the basis of mutual interest, also with foreign military or defence intelligence and security services. With inclusion in NATO and the EU the ISS will take on new tasks and responsibilities in the area of intelligence, counterintelligence and security activities for defence requirements in the system of collective defence and the common foreign and security policy.

7.2 Tasks

Intelligence and counterintelligence tasks comprise gathering, documenting and analysing information of importance for national defence interests or for safeguarding such information, and in particular:

- assessing and evaluating the military and political security situation and military capabilities outside the country which are of particular importance for national security;
- gathering and evaluating information about conditions in areas where members of the SAF or representatives of the MoD (civil defence and others) are operating as part of the fulfilment of obligations assumed in international organisations or during military service;
- detecting and preventing activities by intelligence services of military organisations and other agencies and organisations which threaten the defence interests of the state, the MoD or the SAF.

The security tasks in the defence field are:

- detecting, investigating and preventing threats to the security of certain individuals, work places, buildings and areas used by the MoD and the SAF in or outside the country and information on the development or production of certain military weapons or equipment;
- investigating criminal activity in accordance with the law;
- studying and proposing physical and technical security solutions;
- operational protection of certain individuals, work places, buildings and areas of particular importance for defence;
- security checks on individuals in accordance with regulations;
- directing the work of the military police in the performance of certain security tasks.

7.3 Planning assumptions

The multi-layered and multi-dimensional security challenges, risks and threats in the region, in Europe and around the world give rise to many uncertainties as far as guaranteeing national and international security is concerned. Timely planning and implementation of measures to preserve and strengthen both national and international security require an effective system of early detection and warning of potential risks and threats to be set up. Therefore the organisational, personnel and material foundations will be put in place for cooperation and for the exchange of intelligence and security information at the national level (and institutionalised where necessary) as part of bilateral cooperation and within the framework of alliances.

7.4 Key development principles

Development will be based on the following principles:
- consolidating the irreplaceable role of intelligence and security activities through timely, professional and high-quality performance of tasks;
- continuous development to ensure flexibility and adaptability to new requirements and tasks;
- continuing specialist training in intelligence, counterintelligence and security work as a basis for high-quality performance of tasks;
- use of modern work methods and the latest technologies;
- providing a friendly working environment for employees to encourage independence, creativity and responsibility.

7.5 Modernisation

The modernisation of intelligence and security activities will be directed towards:
- a permanent focus on improving the processes of intelligence and security work;
- procurement of modern technical equipment for data gathering, analysis, evaluation, storage, protection and dissemination as and when required.

The two areas are linked and to a large degree mutually dependent. The ultimate goal is to maximise digitalisation of the work process and achieve the highest possible level of security of the work. Ensuring suitable premises for the requirements of the ISS is an urgent matter. Particular attention will be paid to selection, training and responsibilities of employees in the intelligence and security field.

7.6 Key development challenges

Joining NATO and the EU, the transition to a professional army with contractual reserves and the setting up of a national crisis management system

also represent important substantive changes for the intelligence, counterintelligence and security activities of the defence system. In the new circumstances their integration into a transparent and effective element of the defence subsystem within Slovenia's national security system is a key challenge.

Intelligence activities for identifying processes which could threaten national defence interests will become increasingly important, particularly for small countries with limited resources such as Slovenia. Therefore they must enable timely and accurate forecasting of the occurrence and development of phenomena and processes related to security and appropriate measures to be taken, in particular with the aim of preventing or restricting such phenomena and processes.

8 LOGISTICS

8.1 Purpose

The basic purpose of logistics is to ensure the availability (and operation) of military capabilities (force movement and maintenance). Logistics is an autonomous, dynamic and open subsystem which is strongly linked to its environment and to the other subsystems of the defence system.

From the point of view of resources, logistics can be viewed as one of the foundations of the defence system because efficient management of resources enables the basic functions and mission of the defence system to be carried out. And from the point of view of cohesion with the other subsystems of the defence system, the logistics situation is always also a result of, and a response to, the state of development (structure, organisation and processes) of the other subsystems. This means that through strategic planning and implementation of tasks in logistics we can substantially improve the efficiency of the overall defence system.

8.2 Tasks

The logistics system must ensure comprehensive and effective implementation of logistical functions:
- management of technical materiel over the whole life cycle (development, procurement, use, maintenance, write-off and decommissioning);
- supply (food, ammunition, fuel, other materiel) and warehousing;
- maintenance of technical materiel and infrastructure;
- providing general services (administrative support, cleaning, etc.);
- management of movements and transport of units and other military capabilities;
- ensuring and managing infrastructure capabilities;
- providing health care;
- procurement in the strict sense – carrying out procurement procedures, concluding contracts and monitoring their fulfilment;
- budget management and implementation of financial functions.

8.3 Key challenges

The logistics system operates within the wider security and political environment (NATO, EU) as well as in the internal environment of the defence system of the Republic of Slovenia (organisation of processes, development of the SAF). As Slovenia enters the Euro-Atlantic integrations the structure, scale and mission of the armed forces are changing, and so too are the decision-making processes within the defence planning system.

Logistical solutions need to be formulated in connection with the current solutions and development orientations of the other subsystems of the defence system. The challenge for the logistics system is therefore to develop alternative approaches and strategies for forming (or transforming) the logistics system with regard to the proposed changes in the other subsystems of the defence system. Such alternative approaches and strategies will enable intermediate system models to be set up that will allow logistics to operate in a stable and efficient manner at a given level of development.

8.4 Planning assumptions and key development principles

The starting point for the transformation of the logistics system will be the defining of a strategy for managing the transformation of the system, but not the final ideal system model. Two generic approaches (or strategies) are proposed as alternatives:

– an integrated systemic-procedural approach (Life Cycle Management), the essence of which is that the defence system adopts the concept and principles of "life cycle management" and establishes it as the basic concept for the organisation and operation of the logistics system. The basic goal here is to form an integrated, effective and user-oriented comprehensive logistical process;
– a functional-structural approach of "defining and dividing the key logistical functions", the basis of which is to divide logistics into so-called production logistics (acquisition logistics) and consumer logistics (operational logistics) (NATO Logistics Handbook). In this case the defence system decides on the division of the logistics system into a production logistics (acquisition logistics) subsystem and a consumer logistics (operational logistics) subsystem.

A possible alternative and a transitional strategy could be a combined approach based on a traditional division of the logistics system into a production logistics subsystem and a consumer logistics subsystem.

9 Communications and Information System

9.1 Purpose

The Communications and Information System of the MoD ensures communications and information services on a priority basis to two large user groups – the administrative section of the MoD and the SAF. It ensures the operational functioning of information services and sufficient communications capacities at the same level of service in peacetime, a state of emergency or war, although substantial changes in the intensity of activities will occur in a state of emergency or war. Increasingly apparent is the need for protection of the Communications and Information System against the active operation of various factors which, with integration into the NATO system, are becoming much more important. For the Communications and Information System to meet these requirements it must, at the planning stage already, be designed so as to be safe, strong and reliable, with high availability, expandability and upgradeability, standardised and interoperable. The management of the system must be logically centralised and multi-layered but physically distributed.

To an appropriate extent the Communications and Information System of the MoD is connected to the subsystem for the requirements of civil protection and disaster relief for which the Civil Protection and Disaster Relief Administration of the Republic of Slovenia is responsible.

9.2 Tasks

The Communications and Information System of the MoD and the SAF must provide information services for all the key defence and military functions, and in particular NATO-comparable information support for planning and implementation of military operations. One of the key information subsystems for planning and implementation of military operations is the C3I subsystem.

9.3 Key development challenges and goals

The administrative section of the MoD and the SAF have different development dynamics, range of information service requirements and methods of using them. In order for the planning, introduction, use and maintenance of communications and information services and the associated infrastructure to be congruent and cost effective the principles of interoperability at the national defence system level must be taken into account when key decisions are made, including interoperability with international integrations, not just at the level of an individual office, sector, constituent body or command. Although care is taken to treat the key communications and information services in a balanced manner, in places there are noticeable differences between the administrative section of the MoD and the SAF in as much as the

first group of users has a wide range of applied solutions at its disposal and weak mobility, while the SAF already has mobility among certain key groups of users, but with a severely limited range of NATO-comparable applied solutions.

The key challenges are:
– introducing new technologies, especially web technologies;
– testing of the information environment to achieve internal and external interoperability;
– formulating an internal set of standards which define the technological framework;
– management of data sources and information subsystems;
– protection of data sources and information subsystems;
– use of commercially attainable applied solutions;
– use of open-code solutions.

Despite the mass of regulatory documents and recommendations, management of information projects is still unconnected, administratively demanding and also labour intensive because of the low level of automation.

NATO is moving towards the procurement and use of technical systems that are available on the open market because such equipment is easier and cheaper to upgrade and has a longer operational use. Therefore communications and information systems for NATO are one of the typical and priority areas. This equipment requires better basic training on the part of our own personnel as well as broader and longer-term cooperation with commercial organisations providing supplementary know-how and services.

The MoD has at its disposal some of the key know-how in this field and some experience of long-term cooperation with commercial organisations, and it wishes to continue this practice on a larger scale. The know-how and experience that the MoD has gathered during this time is partly comparable with that of NATO members because the equipment and know-how are available in the marketplace. However, we lack experience of intensive and reliable use of such equipment in war conditions. In order for our defence system to strengthen contact with technologically advanced and organisationally efficient defence systems it makes sense for the MoD to establish permanent and intensive cooperation with the relevant NATO committees and commissions operating in the area of communications and information systems. The MoD should cooperate with NATO in the area of communications and information systems on a priority and permanent basis and this can later serve as a reference model for cooperation with NATO in other areas too.

Information support to SAF operations comprises the development of management, command and control systems, i.e. a communications and information system which combines a connected set of information and communications capabilities, associated processes and the personnel who manage and provide information on request to combatants, commanders and support staff. The system increases the combat capability of units by substantially increasing awareness of the battlefield situation, shortening the required decision-making time and improving use of available capabilities.

The requirements in terms of substantive, time-related, procedural and functional coordination of data generated or required by individual groups of communications and information services and applications in the defence systems are so great that they can only rationally be provided with powerful communications and information technology. As a rule these capabilities are redundant, but they are concentrated only in pairs of locations which are extremely well protected and maintained. Although smaller and relatively autonomous communications and information subsystems would ensure greater strength in the overall system, the coordination and replication of data between such subsystems would require such a lot of time that near real time processing would be impossible.

Users such as military units are mobile users needing a highly diverse range of communications and information services and applications. Together with other users of these communications and information services they provide the input data. A major advantage of this type of organisation is that units share data and so in a very short time can set up a high level of interoperability, while commanders have an overall view of the battlefield and the possibility to react in near real time. Even the smallest military units need communications and information services which for their operation use high performance communications and information technology. If these units were to attempt to achieve self-sufficiency, the quantity and price of this information equipment would grow beyond all reasonable bounds, and coordination between communications and information services would become an almost unsolvable problem. Because even the smallest units need excellent communications and information support, a rational solution is to centralise the communications and information equipment for applied processing, which is generally stationary, and to have a high level of distributiveness, mobility and redundancy of communications capacities for access to these services.

A functional C3I subsystem is required with all the associated communications (in particular the mobile component), information and organisational infrastructure meeting all the key requirements of the SAF for national defence as well as the NATO criteria of interoperability for cooperation in the system of collective defence and in peacekeeping operations. The system must enable

multiple redundant use of civil communications capacities (including international and satellite capacities), but which for the subsystem managers are transparent and enable dynamic and flexible allocation of capacities and information services to individual groups of users depending on their current requirements or tasks.

The subsystem must enable a transition to a situation where it becomes the main management and control system of all the key communications capacities in the national defence system. The communications subsystems thus included in the national defence system are technologically hybrid but compatible with NATO and international standards. The C3I subsystem is still only partly intended for provision of information services for SAF requirements; the remaining part serves the integration and management of communications subsystems which in peacetime generally operate independently within ministries, government services, large companies and so on.

10 Human resource management

10.1 Purpose

The basic goal of human resource management is to ensure the development and implementation of individual career development, raise the level of specialist education and training and ensure employee loyalty and responsibility to the national security system and, in particular, the defence system.

10.2 Scale and structure of human resources

As at 31 December 2003 a total of 7,950 people were employed in the MoD, of which 6,376 (80%) were in the SAF, 324 (4%) in the Civil Protection and Disaster Relief Administration of the Republic of Slovenia, 67 (1%) in the Inspectorate of the Republic of Slovenia for Protection Against Natural and Other Disasters, and 1,183 (15%) in the organisational units of the ministry.

The active component of the SAF, numbering 6,376 employees, comprises 1,557 (24.4%) officers, 2,074 (32.5%) junior officers, 1,968 (30.9%) professional soldiers and 777 (13.2%) civilian personnel.

In accordance with the Slovenian government decision, the Ministry of Defence (not including the SAF) has a permitted quota of 1,621 employees in 2004 and 1,606 in 2005. In the SAF the number of employees will increase to 6,950 in 2004 and to 7,350 in 2005. This means an increase of almost 600 in the number of employees in the SAF in 2004 and a further 400 in 2005. The growth in the number of employees in the SAF is part of the implementation of the project to professionalise the army.

The ratio of officers, junior officers and soldiers in the SAF is inappropriate, and there are also personnel disparities in terms of education, age and rank. There are too few soldiers and too many officers compared to the wartime strength target structure. The inappropriate ratio of the numbers of officers, junior officers and soldiers results from the reduction in the size of the reserve force of the SAF in recent years and the ending of the conscript system. The target ratio can be achieved by 2010 on the basis of the following measures:
- seeking suitable positions for employees through the internal labour market in the bodies of the national administration;
- amendments to the Defence Act;
- appropriate personnel policy in the area of employment;
- measures determined in accordance with the strategy for the further development of the Slovenian public sector.

For the purpose of finding possibilities for the transfer of employees from the MoD, a special working group was set up with the Ministry of the Interior

which is intensively studying the possibility of staff transfers from the MoD to the police. Discussions are also in progress to find other solutions involving cooperation and staff transfers between agencies.

The MoD has 1,592 employees who do not have the appropriate level of education, of whom 1,247 are in the SAF. Of the total of 1,592, some 334 have signed contracts with the ministry for obtaining the appropriate level. According to unofficial figures, a further 150 people are also taking courses to obtain the required level of education but have not signed education contracts with the ministry. For a certain number of employees the regulations allow the lack of appropriate education level to be overlooked (e.g. 289 military personnel pursuant to the 1995 Defence Act).

A planned personnel policy has been in place since 2002 which envisages employment only of soldiers and students with grants who we are obliged to take on at the end of a period of study in accordance with their contracts. In this way we achieved a change in the overall structure in the period between 31 December 2002 and 31 October 2003, with the share of soldiers rising by 6.5% and the share of officers falling by 4.5%.

10.3 Human resource development

The development vision in the area of human resources is to create a comprehensive, modern, integrated, transparent, successful and effective system which will be strategically designed in line with human resource and human capital management and will enable the right people to be allocated to the right jobs at the right time.

10.4 Establishing a modern personnel function

The main advantages of the existing personnel function of the MoD are the system and procedural stability of the individual sub-functions, enabling the personnel function to be effectively upgraded and further developed.

The main weaknesses in the ministry's existing personnel function lie in an excessive administrative orientation and an inadequate professional, developmental, research, scientific, coordinating and, above all, strategic orientation. The personnel function itself is oriented strictly towards narrow staffing but there is no systematic and comprehensive personnel development.

The personnel function must gradually be transformed into part of the human resource and human capital management process. The basic principles underlying this process are intensive reorganisation and restructuring of personnel.

The danger is that the modernisation of the personnel function will be too slow, which would increase the inefficiency and lack of transparency in the staffing system. And this could have long-term consequences, particularly in terms of a negative impact on staff motivation.

The existing, traditional organisation of the personnel function will be transformed by the end of 2004. A system of strategic planning for human resource management will be established and a personnel policy defined which will enable a transparent personnel development model to be comprehensively established. The focus will be on ensuring and setting out clear guidelines and methodological and (substantive) expert solutions for all organisational units of the MoD and the constituent bodies within the ministry. Priority will be given to establishing a professional army and rationalising the functioning of the system as a whole.

Effective strategic personnel planning will require a combining of the operational and tactical levels of the personnel function which are carried out in individual segments. In this context personnel activities need to be homogenised and integrated between the Organisation and Personnel Office, the Defence Policy Office and the SAF.

10.5 Overall development of human resources and human capital

Within the human resource management model, a system of individual career development will be introduced in the MoD by the end of 2004 in accordance with the needs and capacities of the system on the one hand and the need for substantive and methodological know-how and experience on the other. As a link between the actual capacities and needs of the system, the individual will influence career development on the basis of annual appraisal interviews and evaluations.

By the end of 2004 the following measures will be undertaken for all organisational units in the MoD and the constituent bodies within the ministry:
- a system of performance evaluation and individual career planning will be introduced for all employees in the MoD and the constituent bodies within the ministry;
- a project will be elaborated for development of senior personnel and management staff in the area of defence and crisis management;
- a system of annual appraisal interviews, systematic encouragement of innovation, an evaluation system using the 360ş method, e-education, individual annual work plans, education, promotion and the concept of a “learning system” will all be introduced;
- the rewards and motivation system will be improved with the development of standardised criteria for all employees, and mechanisms to measure productivity will be introduced;

– the key concepts of the CAF excellence model and the IP personnel standard will be introduced in the area of personnel development;
– comprehensive upgrading of the competencies of all employees (know-how, skills, experience, abilities, value, loyalty, responsibility, satisfaction, responsiveness to change and so on) with regard to the current and envisaged needs of the ministry;
– methodological orientations and tools will be prepared to support the personnel development efforts of the organisational units of the MoD and the constituent bodies within the ministry;
– management and measurement of the organisational culture of all the organisational units of the MoD and the constituent bodies within the ministry will be introduced.

11 Organisational structure of the MoD

11.1 Characteristics

The current organisational structure of the administrative section of the MoD is based on three directorates and a Secretariat of the Secretary General:

1. Secretariat of the Secretary General with the following organisational units:
   – Organisation and Personnel Office
   – Legal Office
   – General Affairs Office
   – Publications Office
2. Defence Policy Directorate with the following organisational units:
   – Defence Planning Sector
   – International Cooperation Sector
   – NATO/EU Central Register
3. Defence Affairs Directorate with the following organisational units:
   – Civil Defence Sector
   – Military Affairs Sector
   – Information and Communications Sector
   – National Crisis Management Centre
   – Defence Administrations
4. Logistics Directorate with the following organisational units:
   – Equipment Sector
   – Public Procurement Service
   – Standardisation and Codification Service
   – Finance Sector
   – Accounts Sector
   – Property Management Service

Directly subordinate to the Minister of Defence are:
– Intelligence and Security Service
– Internal Auditing Service
– Minister's Office

Pursuant to the Defence Act and the State Administration Act the following operate as constituent bodies within the ministry:
– General Staff of the SAF
– Defence Inspectorate of the Republic of Slovenia
– Administration of the Republic of Slovenia for Civil Protection and Disaster Relief, and branch offices
– Inspectorate of the Republic of Slovenia for Protection Against Natural and Other Disasters, and branch offices.

Regulations introduced in 2003 relating to the public sector require the relevant bodies to prepare new acts on internal organisation and job classification, which in substance involve merely a harmonisation with the provisions of the new legislation. Under the new acts the main processes in the ministry are carried out within directorates which have replaced the existing offices. New offices will not be set up in the ministry during the transitional period. There is a possibility of them being introduced in the next phase of reorganisation after 2004. An analysis of processes and requirements will determine the new organisational structure of the ministry and its constituent bodies. The success of the new organisational solutions will depend primarily on the division of work between the constituent bodies, the administrative section of the MoD and the SAF. The analysis will also influence decisions in connection with the changed competencies relating to the implementation of integration tasks now arising in an identical form, decentralised or repeatedly, at different organisational levels and in different organisational units of the ministry.

11.2 Future

Depending on how appropriate the organisational structure is, it can be used to accelerate or hinder the implementation of strategic and operational goals. The organisational structure must ensure optimum organisation of activities, the shortest possible hierarchical management scale, mission fulfilment, appropriate control and education and training for future tasks. A characteristic feature of modern organisational structures is that they are becoming less and less permanent (and increasingly flexible), and operating in unaltered form for relatively short periods of time. Changes in the organisational structure therefore enable faster and more effective adjustment to new requirements and new environments.

The transformation of the security environment and Slovenia's joining of international security-defence and economic integrations also dictate the need for changes in the organisational structure of the MoD and the SAF. The key reasons are:

- a reduction in the military threat and the consequent abandonment of the concept of total defence;
- a reduction in the number of agencies involved and hence in the scale of defence preparations;
- a reduction in the size of the wartime strength of the SAF;
- changes to the manning method in the SAF;
- inclusion in NATO and the EU;
- intensification of the process of introducing information technology in the defence field.

Intensive changes in the scale and structure of the SAF and its missions and tasks consequently require a change in the organisational structure of the MoD. This is still almost identical to the basic organisational structure of the MoD in the 1990s, which is becoming increasingly less effective and increasingly oriented towards serving its own purposes. Thus the basic goal underlying the changing of the MoD's organisational structure is to increase the efficiency and cost effectiveness of its activities.

The scale and design of the existing organisation and classification of positions within the MoD need to be gradually adapted, particularly because with Slovenia joining the EU and NATO in 2004 there are still too many unknowns in terms of the required future organisation of the MoD. Solutions from abroad cannot simply be transferred into our system, some of whose individual solutions are in themselves quite unique. A gradual process of reorganisation means a sequence of changes in the organisational structure of the MoD and the SAF in accordance with predetermined priorities, with priority given to processes, or implementers of processes and sub-processes, which ensure the implementation of key tasks or which require minimum intervention in the existing structure while achieving substantial and immediate effects.

Gradually by 2015 the MoD needs to put in place the optimum organisational structure which will derive from its mission and be based on functions and (business) processes defined in detail. This process must take account of the availability of human and financial resources, which in all likelihood also means combining certain individual functions, especially business functions.

The Republic of Slovenia is planning to establish an integrated structure of defence administration which will be rational, transparent, comparable to other NATO member countries and suitable to the size of SAF. This defence goal is divided into further tasks:

– to complete the reform of the defence administration and integration of all administrative tasks, professional tasks and business functions in MoD and SAF by 2008;
– to establish integrated civil-military structures in the fields of intelligence and security, communications and information, protocol and public relations by 2006.

11.3 Administrative territorial organisation

For the purpose of carrying out defence-related administrative and specialist tasks in certain urban and geographically linked regions the MoD has set up defence administrations which, until recently, carried out tasks related to the defence system and the system of protection against natural and other disasters, and headed administrative procedures connected with the exercise of the rights and duties of citizens concerning the implementation of military, work and material duties and duties in connection with civil protection and disaster relief. A total of 13 defence administrations and 58 defence branches were set up.

In early 2002 phase 1 of the transformation of the administrative territorial organisation of the MoD was carried out, the purpose of which was to strengthen the area of civil protection and disaster relief within the unified departments at the level of the defence administration, to reduce the role of the defence branch with the transfer of certain areas of work to the defence administration level and to reduce the number of jobs, particularly in the technical and administrative fields.

In 2002 the activities to transform the administrative territorial organisation of the MoD continued with the following essential conditions having been met: firstly, with organisational, technical and personnel preparations having been carried out the conditions were in place for removing the area of civil protection and disaster relief from the responsibility of the defence administrations and making it directly subordinate at the regional level to the Administration of the Republic of Slovenia for Civil Protection and Disaster Relief; and secondly, the introduction of the defence and protection duties information system enabled processing of data in records of military, work and material duty and civil protection and disaster relief duties regardless of location. The reorganisation, which came into force on 1 January 2003, included a reduction in the number of defence administrations from 13 to 8 and in the number of defence branches from 58 to 24. Before the reorganisation the defence administrations had a total of 396 employees, compared with 308 on 30 November 2003. A substantial rationalisation of staff numbers has therefore taken place, along with a reduction in the funds, premises and other material and technical means required for the work of the defence administrations.

With the change to the manning system in the SAF and the gradual abandonment of individual elements of military duty in peacetime, as well as the impending membership of NATO, appropriate organisational and personnel measures also had to be taken in the defence administrations in order to adapt to the new circumstances. Previously the main task of the defence administrations in the area of civil defence was to direct and coordinate the work with the bodies responsible for defence planning. However, when Slovenia joins NATO the emphasis will be on carrying out Host Nation Support tasks. In the area of information technology and communications a reorganisation of administrative communications is underway which, through technological modernisation and a clear definition of requirements in the area of administrative communications in the transitional period, will enable tasks to be carried out on a more rational basis. An important part of the development of e-administration is the introduction of electronic operations, which will enable public access to the web environment (internet) and improved performance of a wider range of services with a smaller number of organisational units.

The main changes in the work of the defence administrations took place in the area of military affairs. In accordance with the newly adopted regulations their tasks are oriented primarily towards cooperation in SAF recruitment procedures. They have begun identifying candidates for contractual military service in the reserve force of the SAF and for voluntary military service. Until further notice they will also carry out tasks connected with the compulsory reserve, with the reduction in the wartime strength of the SAF and management of administrative procedures related to defence duties.

The new tasks require permanent monitoring of the implementation and ongoing adaptation of the organisational structure and staff occupancy in the defence administrations. Taking into account the age and education structure of the employees in the defence administrations we will devote particular attention to lowering the average age and improving the education structure of employees and to their continuing training for carrying out specific tasks.

12 Conclusions

1. The Republic of Slovenia is setting up a responsive national security system, and within it a defence system, which will be able to adapt effectively to frequent and intensive changes in the strategic environment, ensure an appropriate level of national security and contribute to reducing the possibility of crises occurring.

2. Progress is evident in the professionalisation of the SAF and the rationalisation of the command structure. The long-term force structure has been determined and a number of important steps have been taken towards achieving the target structure. The tasks of the SAF are clear, and they need to be implemented. The other part of the defence system, under the responsibility of the MoD, will ensure full support to the SAF in achieving the final capabilities of units and commands.

3. Civil emergency planning and crisis management will be comprehensively regulated and the key elements of this system will be established and connected at the national level.

4. We will thoroughly analyse the processes and functions in the defence system and set up an organisational structure of the MoD modelled on modern defence systems which will enable a rationalisation and optimisation of the implementation of processes and functions.

5. We will formalise defence planning, which will link the goals and tasks with defence resources.

6. We will rationalise the personnel structure and put in place an effective career system. We will gradually resolve the problem of excess staff and insufficiently qualified employees.

7. We will develop a comprehensive system of military education and training, including appropriate changes in the area of training SAF units for integration into higher Allied formations. Decisions will be made on partnership with Allies for higher-level exercises.

8. We will improve the training of civilian personnel, particularly with a view to acquiring the appropriate expertise and capabilities in the area of command and control.

9. Modernisation and equipment programmes and research and technological development programmes will be fully in line with the long-term plan and the medium-term development programme of the defence system.

10. Over the long term there will be improvements in the organisational and other solutions in the security system and the system of protection against natural and other disasters insofar as they link to and supplement the defence system.