THE REPUBLIC OF CROATIA
MINISTRY OF DEFENSE

THE CROATIAN ARMED FORCES
LONG-TERM DEVELOPMENT PLAN
2015 - 2024

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FOREWORD

Croatian Armed Forces Long Term Development Plan for the period 2015 to 2024 sums up in one way the efforts made at the conceptual-normative regulations of Defense area, and on the other hand it gives a clear outline of the new profile of the Armed Forces.

In the past three years processes in the Defense Sector were focused on the implementation of appropriate reforms and adjustments related to the ambiguous strategic and regional environment. Functioning of the Defense Sector that was determined by limited Defense Budget and requirements to have capabilities to respond to current and future threats in a dynamic and complex security environment, were the main driving force in reviewing of the existing plans and functioning of Defense.

An obsolete and outdated conceptual-normative framework prevented reform processes and therefore this segment was targeted for radical reforms. The Long-Term Development Plan reflects strategic shift toward a new, modern deliberation of Defense and its conceptual and institutional positioning in modern geopolitical and geostrategic realities. This is the first Long-Term Development Plan since we become members of NATO and the European Union, and this fact creates an essential framework for our efforts aimed at positioning defense functions in relation to the contemporary security architecture.

Although one of the biggest challenges is to achieve the necessary level of Defense Capabilities in circumstances marked by reduced defense spending, the vision set out in this document attempts to position and understand the Defense and the social role of the Armed Forces in a far broader and more meaningful way.

The Republic of Croatia will develop respectable Armed Forces that will be able to: adequately respond to the long-term period challenges; Forces capable of executing its fundamental Constitutional role; Forces that are ready, trained and equipped to carry out their part in joint operations with Allies, and Forces that will be available to provide assistance to affected civil population during disasters and crisis situations.

At the same token, the Armed Forces will be developed as an important building block of the overall potential of the country, support to security, stability and development of society.

Minister of Defense
Ante Kotromanović

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I. INTRODUCTION

Since the adoption of the Croatian Armed Forces Long-Term Development Plan 2006-2015, significant changes have taken place in the strategic status of the Republic of Croatia. With the accession to Euro-Atlantic integration, the key strategic national goals have been accomplished. In 2009 the Republic of Croatia joined the NATO Alliance and in 2013 became the member of the European Union. Through this membership a stable and long-term security perspective has been achieved. Concurrently, due to economic crisis, the funds allocated for defense have been reduced, whereas the security environment at the global and regional levels generates new security and defense challenges and threats. This altogether requires further adjustments and transformation in the development of Defense Capabilities.

Reconsideration of conceptual solutions and available capabilities has resulted in decisions to elaborate and adopt the new legal regulations (the Defense Act[1], the Act on Service in the Armed Forces of the Republic of Croatia[2]), and a series of strategic and planning documents in the field of Defense that will direct further development of the Croatian Armed Forces (hereinafter referred to as "the Armed Forces"). After the implementation of the Strategic Defense Review process, the final document was adopted by the Government on 25th July 2013. The development of the Croatian Armed Forces Long-Term Development Plan 2015-2024 (hereinafter referred to as "the LTDP") is a continuation of this process that puts into operation conceptual approaches and the necessity for transforming defense capabilities identified in the Strategic Defense Review. The LTDP is the basic defense planning document defining the long-term projection of development of military capabilities and the required resources. Having considered all aspects of strategic circumstances and available capabilities and resources, the analytical phase played a key role in identifying Target Capabilities to be developed in the upcoming planning period. Within this process, a wide range of scenarios has been developed that can generate the need for the Armed Force engagement. The scenarios were analyzed, along with the probability of each scenario occurring, requirements, security impacts on the state and society, ambitions and possibilities for development of military capabilities that should be employed. Finally, summarization and prioritization were conducted, including harmonization of the type and size of the affordable capabilities which was taken as a basis for defining the size and organization of the Armed Forces.

1 The Defense Act (Official Gazette, No. 73/2013)
2 The Act on Service in the Armed Forces of the Republic of Croatia (Official Gazette, No. 73/2013)

Expressions used in this Plan which carry a gender denotation, regardless of whether they are used in the masculine or feminine gender, encompass the male and female gender equally.

SECURITY STRATEGIC FRAMEWORK

The global strategic environment is marked by highly dynamic political, social and economic changes that result in the shift of power and influence generating new instabilities, divisions, competitions and opposition of the global actors. In a narrow security sense, the environment was characterized by disruption of security by non-traditional security threats, such as new forms of international terrorism, trans-border organized crime, and proliferation of Weapons of Mass Destruction, disruption of energy supply systems, potential dangers from missile and cyber-attacks, and piracy. Although the probability of conventional and nuclear attack on the European Union and NATO member states is not high, primarily due to their capabilities for defense and deterrence built through the combined efforts of the Allies, instabilities arising in the close vicinity of the Allies' borders could have far-reaching impacts on the global security architecture, thus reaffirming the importance of a balanced approach to the Alliance's core tasks – Collective Defense, Crises Management and Cooperative Security. Numerous conflicts and crisis areas, emerging failed and unstable states and various types of threats caused by the rise of extremist ideologies impose the need for the development of key capabilities and launching of international operations directed towards improving security.

An effective response to a broad spectrum of global threats is possible only through a strong and comprehensive cooperation with the Allies and Partners, and through integration of civilian and military capabilities. The tasks that are set before the Armed Forces impose the need for their further transformation and modernization, i.e. building and development of capabilities for a balanced approach to the Alliance's core tasks. In order to respond to modern challenges and threats, the Armed Forces should be capable of performing non-traditional tasks. They should be adjustable, mobile, interoperable, deployable and sustainable in the Area of Operations. Armed conflicts from the recent past that took place in the **Southeast European Region** have been replaced by a wide range and an extensive network of multilateral and bilateral cooperation. This has mostly been a result of a strong influence of external factors and aspirations of all countries in the Region to establish close connections with the Euro-Atlantic com-

munity. Countries in the Southeast European Region have recognized the importance of the regional cooperation and, with the support of the Euro Atlantic community, have established a series of initiatives for cooperation. As a result of the years long successful cooperation, the states of the Region have gradually taken over the ownership over regional initiatives, as for example the *US-Adriatic Charter (A-5), Southeast Europe Defense Ministerial – SEDM, RACVIAC – The Center for Security Cooperation* and have taken over the implementation of the Agreement on Sub regional Arms Control (*Article IV, Annex 1-B of the General Framework Agreement for Peace in Bosnia and Herzegovina – Dayton Accord*). The results of such efforts have been positive and are reflected in a wide range

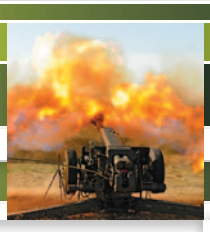
of mutual cooperation between the countries in the Region focused on multilateral solutions to security problems, i.e. in the readiness to settle interstate and interior disputes through an open dialogue.

The aspiration to connect with the Euro-Atlantic community, to a greater or lesser degree has been present in all countries of the Region, and every step towards Euro-Atlantic integration has further reduced the likelihood of new crises or renewed conflicts.

However, in spite of the aforementioned positive characteristics of the security environment, there have still been potential security threats resulting from open regional issues caused by the legacy of the 1990s. In the spectrum of potential regional threats we cannot exclude the probability of armed conflicts, so there is still a need for international military and police presence in some countries of the Region.

While the Republic of Croatia could be indirectly exposed to implications of potential regional conflicts, there is no danger from direct armed aggression on its territory in the context of the existing strategic circumstances.

Starting from the considerably strengthened international position of the Republic of Croatia, unquestionably determined by its affiliation with NATO and the EU, the Armed Forces will participate more actively in multilateral and bilateral regional cooperation projects by strengthening regional stability and good neighborly relationships and by helping the countries in the Region to join the Euro-Atlantic integration, not neglecting multilateral and bilateral cooperation with all Allies and Partners in the Euro-Atlantic community and beyond. In accordance with the strategic orientation of the Republic of Croatia, the Armed Forces have given a significant contribution to international peace and security for more than a decade by participating in NATO, EU and UN missions and operations which required a gradual development of the entire spectrum of new capabilities. These



capabilities of the Armed Forces will be further developed, inter alia, through various types of international training, courses and exercises. The commitments of the Armed Forces resulting from the new Security and Defense architecture of the Republic of Croatia governed by the Defense Act that envisages assistance provided to Allied countries, declaring their forces for Multinational Response Forces, joining the multinational military structures and engagement in Peace Support Operations, Crisis Response Operations, Humanitarian Operations, and other activities abroad.

Participation in the UN Peace Support Missions will remain one of the priorities of the Croatian contribution to maintaining international peace and security. With its own war experience, the Republic of Croatia has acquired expertise in managing UN Peace Missions that have become an important mechanism that can stop international conflicts. In that context, the Republic of Croatia has gained additional credibility and globally applicable substantial knowledge. It has also assumed responsibility to apply its excellence in implementation of the international peace activities and to pass on practical experiences. Participation in the UN Peace Missions and operations, in addition to maintaining world order based on obeying the international law, is also useful in the context of strengthening strategic partnerships with key partners.

NATO membership obligates the Republic of Croatia to give full contribution to the Collective Defense of the Allies under Article V of the North Atlantic Treaty according to its capabilities, and to engage its forces to actively participate in the execution of other tasks in accordance with the NATO Strategic Concept, including the activities related to Crisis Management and the contribution to international peace and security. The Armed Forces have significant obligations that are a result of declaring their forces for NATO Response Forces (NRF), improved military capabilities and interoperability through participation in the implementation of concepts used to develop mechanisms for mutual cooperation on building, maintaining and strengthening Defense Capabilities. Capability Targets that the Republic of Croatia assumed in the NATO Defense Planning Process play a crucial role as direct indicators of the dedication to the development of the Alliance, and their implementation will form a backbone of the Armed Forces development.

The European Union strives to structure its Security and Defense dimension more firmly through a series of initiatives and activities within Common Security and Defense Policy. Therefore, the accession of the Republic of Croatia to the European Union implies a new commitment to the development of the Armed Forces capabilities. The Republic of Croatia will continue to give contribution to the Peace Support Operations within the EU framework and the EU Battle Group (EU BG), and participate in the Pooling and Sharing initiative and in the activities of the European Defense Agency (EDA). As a full-fledged member, the Republic of Croatia has taken over the commitments of potential employment of the Armed Forces in providing assistance to the EU member states regarding their defense and their employment in accordance with the Solidarity Clause.

Common affiliation of the majority of NATO and EU member states, common values and strategic interests present a new challenge to the Republic of Croatia, its Defense Sector and the Armed Forces.

This means a possibility and an obligation to participate in numerous initiatives and activities arising from the need for enhancing the complementarities and coordination of these two organizations, particularly in the area of practical cooperation in missions and operations and cooperation in the development of Defense Capabilities.

FINANCIAL FRAMEWORK

Due to the economic crisis, the Defense Sector has been faced with a reduced Defense Budget, and with the imperative to adapt to financing under the conditions of fiscal rationalization and savings. Emanating from the macroeconomic reality that is currently not capable of producing reliable medium and long-term forecasts of GDP dynamics, this Document is based on the assumption that for the next three years the Defense Budget will remain at the level of Fiscal Year 2014, i.e., the total Defense Budget will be 4.3 billion HRK, and this will, in a real sense, put an end to its year-long continuous decrease. With the recovery of the economy and the GDP growth, and in accordance with the European Union procedures related to the excessive deficit, the conditions for a gradual increase in the Defense Budget will be met, that is, the prerequisites for a gradual accomplishment of the long-term ambition to increase the Defense spending by 2 percent of the country's GDP.
Long-term planning in the Defense Sector under the conditions of uncertain economic movements and continuous budget restructuring has been accompanied by a series of challenges and risks which require intensive short-term management and fast adaptations.

PRINCIPLES OF THE ARMED FORCES DEVELOPMENT

In the planning period defined in this Plan, the Armed Forces will be organized according to the following principles:

- **Strategic Coherence:** the development of Defense Capabilities will ensure readiness to respond to present and future threats and security challenges.
- **Focus on Capabilities:** Taking into account threat diversity and risks resulting from the complexity of the Security environment, the Armed Forces should have capabilities required for the execution of various types of operations and activities – the ones resulting from their basic Constitutional role and commitments assumed under Article V of the North Atlantic Treaty; Crisis Response Operations outside the territory of the Republic of Croatia that contribute to international security and stability; activities for providing assistance to civilian institutions and population, that is, various kinds of Humanitarian Operations at home and abroad.
- **Flexibility:** The Armed Forces will undergo continuous adjustments and transformation in accordance with the complexity of Security environment.
- **Competence Based Approach:** Human resources of the Armed Forces will be continuously strengthened as well as the institutional prerequisites for the professional development of the members of the Armed Force based on competencies.
- **Focus on the International Cooperation:** The Republic of Croatia will participate in common efforts of NATO and the EU to build, maintain and strengthen capabilities. Smart Defense, and Pooling and Sharing initiatives are the key elements of such approach. In the context of EU membership, EU structural funds will be used accordingly, in order to build the capabilities of the Armed Forces envisaged for the civil-military dual use, particularly in the area of Search and Rescue, Medical Transportation, Border Control, coping with the impacts of ecological disasters, etc.
- **Affordability:** Defined priorities and appropriate dynamics of Capability Development will set up the balance between the Capability Development requirements and resources provided by the State.
- **Single Set of Forces:** The Republic of Croatia will develop a single set of Forces for NATO and EU arrangements and mechanisms deriving from the commitment to strengthen strategic partnership between these two organizations.
- **High Standards of Civil-Military Relations:** The Republic of Croatia will provide the conditions for establishing high standards of Civil-Military relations that encourage the society to place the high levels of trust in the Armed Forces, build effective management and control mechanisms, professional autonomy and social responsibility of the Armed Forces, effective prevention of all forms of discrimination, continuous enhancement of integrity and transparency, promotion of Military Ethics and Gender Awareness Policy.
- **Inter-Agency Cooperation:** There will be cooperation, coordination and coordinated action between the Armed Forces and other State bodies in the development of capabilities to conduct missions and tasks, and to provide response to risk and threats.

II. DEVELOPMENT VISION

THE MISSSION OF THE ARMED FORCES

In accordance with the provisions of the Constitution of the Republic of Croatia, there are three missions of the Armed Forces: the Defense of the Republic of Croatia and its Allies, the contribution to international security and support to civil institutions.

The defense of territorial integrity, sovereignty and independence, and the defense of Allies is a primary mission of the Croatian Armed Forces. Therefore, the Armed Forces should be ready: to deter, halt and reject, independently, and with the help of the Allies, the armed aggression on the Republic of Croatia; contribute to the Defense of the Allies in the operations pertinent to Article 5 of the North Atlantic Treaty and to protect the sovereignty of the Republic of Croatia on land, at sea and in air.

Contribution to International Security is a mission of the Armed Forces through which they contribute to international security and to the creation and maintenance of the most suitable international environment. This is accomplished by participation in Peace Support Operations, Defense Diplomacy and Arms Control, Disarmament and Prevention of Proliferation of Weapons.

Support to Civil Institutions is a mission in which the Armed Forces provide assistance to civil institutions and population in the Crisis Management process and in dealing with different types of risks and threats of a non-military nature. This support is accomplished through the support to the Police and other state bodies, as well as through the support in Protection and Rescue, and the support to civil society.

VISION OF THE ARMED FORCES

At the end of the development period covered within the Long Term Development Plan, the Armed Forces will be managed, well trained, and equipped, capable and ready to carry out the defined missions and tasks. Imbued with patriotism and faced with the requirements of the 21st century, radically different from the previous ones, the military profession will develop in accordance with the principles of high professionalism, expertise and social responsibility.

The Armed Forces are not only the instrument for implementing missions and tasks, but also one of the key elements and an indicator of the identity of state and society. Established in the Homeland War, with a high social reputation based on the successful, historically significant mission of defending and liberating the country, they will with the provision of adequate resources, continue to be one of the fundamental pillars of security, stability and development of the society.

The Armed Forces will be developed as an important integral element of the overall potentials of the state, and one of the in-

dicators of integration of modern Croatian society into contemporary European and global developmental trends.

Their activity will continuously confirm the social role, commitment of the country to the Alliance and to the values underlying the European and Euro-Atlantic community. Extending the traditional role of the military in modern environment and the increasing complexity of conditions in which its engagement is taking place have not reduced but rather increased the demands and the complexity of military vocation. In addition, the economic crisis has significantly slowed down the development processes and did prevent the allocation of social resources to the Defense Sector from being in line with its role in a significantly changed environment.

The development of the Armed Forces in such circumstances is not based on the growth of the Defense Budget[3] taken out of the social context, but on rationalization and effectiveness of the management processes. Development of the Armed Forces, together with the necessary budget funds, underlines that ideas and visions could mitigate and partly compensate for the lack of resources. Development of the Armed Forces is based not only on new weapons and military equipment but on personnel too. Investment into personnel, their education, overall care and improvement of their working and living conditions is a presumption of making the vision of their development real.

KEY LONG-TERM GOALS OF THE ARMED FORCES DEVELOPMENT

Development of the Armed Forces, based on such elaborated vision, will be focused on the accomplishment of the following

key Long term goals:

1. Building of the Armed Forces capabilities for effective engagement in current and future theater of operations.
2. Optimizing the strength and structure of the Armed Forces and increasing the effectiveness of the management process, Command and Control.
3. Credible and consistent activities in terms of the system of Collective Defense and arrangements within the EU Common Security and Defense Policy (CSDP) and the UN Peacekeeping Missions.
4. Developing the Armed Forces as an organization based on competencies and imbued with social accountability.
5. Strengthening the capacity for the implementation of non-military tasks at home and abroad that include providing assistance to civil institutions and population in Crisis Management and Crisis Response Operations, in cases of accidents, disasters and catastrophes, Humanitarian Operations, Search and Rescue operations on land, at sea and in the air, that is, those capabilities foreseen for civil-military dual use.

3 According to the regulations for the elaboration of the State Budget in the Republic of Croatia, the official term for the "defense budget" is the Financial Plan of the Ministry of the Defense.

III. LEVEL OF AMBITION

The Republic of Croatia refers to the defense against the armed aggression in terms of Article 5 of North Atlantic Treaty. In the defense of sovereignty and territorial integrity, the Republic of Croatia will use all available forces and resources including development of its own Armed Forces and accepting the Allied forces up to the required level. In defending the Allies, the Armed Forces will participate primarily with capabilities that have been developed within NATO Defense Planning framework as well as with the other available forces.

The Republic of Croatia will develop the Armed Forces whose primary mission will be the defend sovereignty and territorial integrity and to maintain capabilities for initial response to a potential armed aggression and acceptance of Allied forces in conducting Collective Defense on the national territory. With this purpose, up to 20000 members of the Assigned Reserve will be posted to the Reserve Armed Forces together with corresponding weapons and equipment. The mechanisms of activating Mobilization Reserve, together with reactivating Compulsory Military Service will ensure the growth of the forces up to the level required for the successful counter potential armed aggression on the national territory.

The Republic of Croatia will develop capabilities for sustainable participation in operations abroad with up to 1000 Armed Forces members. The required Defense Budget funding will be planned for the participation in operations with up to 200 Armed Forces members while the funding of the possible participation above the stated number will be provided outside of the Defense Budget.

The Republic of Croatia will keep on contributing with its forces to the NATO Response Forces (NRF) and European Union Battle Groups (EU BG). Overall declared forces of the Republic of Croatia for the NATO Response Forces will make up to 1% of the NATO Immediate Response Forces (IRF).[4] Within the Immediate Response Forces, the Armed Forces will participate contributing with a Company-size unit of a Mechanized infantry or equivalent forces. The Armed Forces will participate with declared forces within the NATO Response Forces Pool (RFP).

In addition to the ambition to contribute in filling in the share of the NATO Command Structure, the Republic of Croatia will continuously join the NATO Force Structure. Parallel to this, the Republic of Croatia remains open to joining forces through other initiatives and multilateral arrangements beyond the framework of NATO and EU, especially in the regional environment.

Participation in the EU BG will range from a significant contribution in the time span

4 The Immediate Response Forces (IRF) are part of NATO Response Forces. Their size is up to 13,000 members of the land, air and naval forces. The Armed Forces will participate with up to 130 members or the equivalent of a maneuver company.

of every three to four years (up to 300 Armed Forces members), to lesser contributions to combat groups within these intervals.
Additionally, participation in NRF and EU BG, does not exclude the possibility of joining other multinational formations intended for Immediate Response to crisis situations.
Contribution to missions and operations under the auspices of the United Nations will be provided through appropriate participation of units, teams and individual members.
By the end of 2018, the Land forces will be capable of sending sustainable forces of a Combat group size within Mechanized battalion to the Peace Support Operations. In order to achieve this level of ambition, the Land forces will be developed in a way that 50% of total Land forces is structured, trained and equipped for participation in Peace Support Operations, and 10% of forces are sustainable in operations.
Naval forces will develop capabilities to protect sovereignty and to control and protect legal rights and interests of the Republic of Croatia at sea. In the first part of the planning period, the capabilities for the execution of traditional naval tasks will remain at the existing level. Their further development will be planned for the period after the year 2017. Although the focus will be on the execution of tasks at the Adriatic Sea, naval forces will continue to develop capabilities in NATO, EU and UN operations outside the Adriatic as well.
Naval forces will improve their capabilities of control and protection of legal rights and interests of the Republic of Croatia at sea in cooperation with other state bodies and Allies relying upon the development of Coastal patrol boats and capabilities of creating integrated picture of the naval situation at the Adriatic Sea. In addition to the mentioned capabilities, naval forces will develop capabilities of counter-mine activities, capabilities for the protection of merchant ships from piracy and criminal activities during navigation and capabilities for naval interception.

In the process of developing capabilities of the naval forces, NATO and the EU Maritime Strategy will be taken into consideration in an appropriate manner.
Capability of controlling and protecting the airspace of the Republic of Croatia within NATO Integrated Air and Missile Defense System (NATINAMDS) will be accomplished primarily by existing combat aircrafts until the end of the resource lifecycle, with the support of Surveillance, Command and Control System. By the end of 2016, the possibilities to retain this capability will be determined, including a multinational approach to its maintenance or abandonment of certain elements of this capability and searching for the solution within the Collective Defense of NATO.
By 2018, the Air Forces will have capabilities to deploy helicopter forces (up to eight medium transport helicopters) for Peace Support Operations, sustainable for six months (without rotation). They will be capable of sending and maintaining helicopter forces up to the size of four mid transport helicopters on rotation basis. In order to accomplish the Level of Ambition, the Air Forces will be developed in a way that 40% of total Air Forces are structured, trained and equipped for participation in Peace Support Operations, and 8% of the forces will be sustainable in Peace Support Operations.
In the process of developing particular capabilities, the Republic of Croatia will join the initiatives within the framework of Allied and Partnership arrangements. At the same time, in certain initiatives, depending on the real possibilities, Croatia will take the leading role. When conducting international operations the Republic of Croatia will focus on Joint forces generated within NATO and the EU.
Capabilities of the Armed Forces in assisting civil institutions will be developed through the enhancement of institutional capabilities in the Republic of Croatia that will, by synergy strengthen the resilience of the society to disasters and crisis situations, and will be also used in international Humanitarian Operations.
Existing capabilities of the Air Forces will be the backbone of maintenance and development of the national capabilities for aerial firefighting.

IV. CAPABILITIES DEVELOPMENT

Possessing and developing relevant capabilities is a prerequisite of successful accomplishment of the Armed Forces missions and tasks. Dynamic security environment characterized by series of hardly predictable specific threats and challenges considering form and effectiveness together with a low degree of possibility of a traditional threat by armed aggression, determines the approach to the capability based planning of the Armed Forces development. Successful response to a threat or challenge requires capabilities that are tailored and built with regards to types and the nature of threats or challenges and act accordingly. Since the acquiring of the capabilities is accomplished by means of organization and other elements of capabilities[5], the requirements that define the capabilities direct all aspects of organization and development of the Armed Forces.

Capabilities that the Armed Forces should possess and develop are to be considered through seven main areas:

1. Prepare,
2. Communications, command and control (C3),
3. Project,
4. Engage,
5. Inform/Situational Awareness,
6. Logistics and Sustain,
7. Protect.

Prepare

Preparation comprises capabilities needed for continuous improvement of effectiveness, before and during operations.

The following types of capabilities will be developed:

- Defense Planning Capability will be continually enhanced and will follow processes of Strategic Planning in the Republic of Croatia. National Defense Planning will be harmonized with processes within the system of NATO Defense Planning;
- The achieved level of capability regarding the evaluation of forces and capability review will be maintained in order to ensure effective mechanisms of feedback information in the process of developing capabilities at the national and international level and to ensure interoperability of the NATO and EU declared forces;
- The achieved level of training and exercise will be improved in order to ensure a higher degree of integrity of other capability elements and to continue with validation of the achievements regarding required capabilities;
- Capabilities of generating forces will be improved as well as timely force availability through the better planning of the use of the Armed Forces, relevant equip-

5 According to the Joint Doctrine of the Armed Forces of the Republic of Croatia, based on NATO doctrinaire postulates, the following capability elements of the Armed Forces are defined: doctrine; organization; materiel; personnel; management; infrastructure; education and training. In each of these basic elements of capability there is interoperability, i.e., a possibility of joint actions with Allied forces.

ping and maintenance, establishing a comprehensive mechanism for force development and their growth and rationalization of organization of Mobilization reserve.

- Capabilities of Operational Planning will be improved through the adoption and implementation of the complete model of Operational Planning that will be compatible with planning operations processes within NATO;
- Capabilities of Personnel Management will be enhanced based on Lessons Learned from the previous reform processes;
- Capabilities of acting in situations requiring the use of the Armed Forces as for example in supporting civil institutions and population through establishing appropriate coordinating mechanisms for the preparation and decision making procedures and improving the quality of training within the existing capabilities as well as niche capabilities (dual use capabilities).
- Educational Capabilities of the Armed Forces will be improved in order to be compatible with standards of the National system of education;
- The Foreign Language capabilities will be maintained and developed in order to ensure and improve language interoperability of the Armed Forces members engaged in Allied Staffs, Peace Keeping Operations and international cooperation;
- Capabilities for Continuous Learning will be provided, and processes and procedures in all segments of the Armed Forces will be enhanced and based on the Lessons Learned system in the field of Training compatible with the NATO Alliance;
- Survivability and Force Protection capabilities will be enhanced by better equipping of troops with personal equipment, weapons, communication and optoelectronic devices;
- Resources will be provided and developmental projects will be implemented and forces will be ready for deployment including Land forces, Special and Naval forces, as well as Service Support, Stabilization and Reconstruction units. Capabilities for stabilization and reconstruction will be developed through Inter-agency cooperation;
- Capabilities for conducting Land and Air operations in demanding weather conditions;
- Capabilities for Information and Knowledge Management will be developed in order to improve management processes in the Defense Sector.

Communications, Command and Control (C3)

- Communication capabilities will be enhanced by continuous follow up of the work of Military Committees and NATO and EU bodies for the timely delivery of information, instructions and orders to the representatives in these bodies;
- Capabilities of the Operative Command Center of the General Staff of the Armed Forces should be enhanced in a way to create an effective Common Operational Picture, enable Operational Decision Making, and Command and Control in conducting missions and operations;
- Capability of participation in NATO deployable Commands will be developed as well as participation in building capability of Airborne Early Warning and Control;
- With the purpose of building military power, timely and integral information

will be delivered to the units, individuals and commanders in the battlefield. Information should be available to all forces within the structure with parallel protection of communication network and information belonging to them;
- In order to achieve general objectives a functional organizational structure of Communication-Information System of the Armed Forces will be established;
- The Service Catalogue will define the size and types of communication services such as: network services, computer services, command systems, logistics systems and support, protection of information systems and cyber space, management of identities and rights to access business services;
- The unobstructed reception and protected distribution of information from radar and other electronic sensors will be provided as well as from the information systems to Joint Tactical Command posts;
- Reception and exchange of information from the adequate NATO networks will be provided;
- NATO National Deployable Communication and Information System Module (N HRV DCM) will be established;
- National sensor capacities will be integrated into adequate Allied systems;
- Integration into NATINAMDS will be completed and a new NATO Integrated Air Command and Control System will be implemented.

Project

- Capability of Strategic Air Lift will be provided through participation in NATO and other international initiatives and bilateral agreements and commercial contracts in accordance with the needs and decisions regarding deployment of the Armed Forces units outside the territory of the Republic of Croatia;
- Capabilities of reloading cargo and vehicles will be improved as well as the Reception, Staging, Onward Movement and Integration (RSOMI).

Engage

- Maintaining and improving Infantry capabilities for the attack and defense activities; capabilities of maneuvering, firing and mobility; armored and anti-armored capabilities of the Croatian Army units; capabilities of civil-military interaction; ground surveillance of Air support and capabilities of indirect fire support;
- Maintaining and upgrading capabilities of the Croatian Air Force and Air Defense for firing, launching missiles and bombing ground targets from the air;
- Maintaining and gradually improving capabilities of Electronic Activities in active and passive/protective spectrum;
- Capabilities of the Croatian Navy within Coast Guard activities will be improved with Patrol ships;
- Capabilities of Special Forces, non-lethal capabilities, capabilities for conducting Joint operations in urban areas and capabilities of conducting training of Military and Police forces within stabilization and reconstruction operations;
- Possibilities of development and building will be analyzed as well, i.e., acquisition of a Multi Task Ship as a platform for development and maintenance of a broad spectrum of combat and support capabilities of the Croatian Navy.
- Mine and anti-surface capabilities of the Croatian Navy will be maintained, and

capabilities for counter-mine warfare will be improved.

Inform/Situational awareness

- Capabilities of Intelligence Analysis processing and fusion and distribution of products will be maintained and concentrated at the joint consolidated level, supporting all levels of decision making by adequate products;
- In the Security and Intelligence part of the Information area, the Joint Intelligence Surveillance and Reconnaissance (JISR) capabilities will develop as a multiplier of the operational performances of the Armed Forces, which will assume the entire (primary) area of defense interest of the Republic of Croatia, the area of deployment of Croatian contingents (secondary area of interest), and support to Collective Defense of NATO and EU and multi-national operations out of the territory of the Alliance member states;
- The Republic of Croatia will continuously raise the quality and the scope of intelligence products for development of harmonized and aligned NATO Intelligence products in support of NATO Intelligence Warning System.
- Development of capabilities in basic disciplines will continue: Signal Intelligence (SIGINT); Human Intelligence (HUMINT); Open Source Intelligence (OSINT);
- Basic discipline of Imagery Intelligence (IMINT) will be rebuilt and developed;
- Biometric capabilities of the Armed Forces that support NATO led operations will be continually developed;
- Development of capability for utilization and processing Geo-spatial information and its pairing with the products of other technical information disciplines will be completed. A part of these capabilities will use and exploit the information from the specialized NATO Network System and the products of European Union Satellite Center whose member is the Republic of Croatia;
- Capabilities of Air Surveillance will be maintained and improved by integration of active and passive, military and civil Sensor Systems with the purpose of making high quality recognized picture of the airspace situation;
- The Croatian Navy Sensor System will be enhanced and a unique network for maritime situation data collecting on the Adriatic sea will be established;
- Capabilities of data collecting, processing, and distributing in support of the naval counter-mine activities;
- A unique information network will be built, linking military and civil Sensor Systems and users of information in the area of maritime security at the Adriatic sea. Insufficient or non affordable sensor capabilities of the Croatian Navy will be compensated by using Joint capabilities of technical disciplines of data collecting and processing by the Joint Intelligence Surveillance and Reconnaissance (JISR) capabilities;
- Professional competencies of the members of the Armed Forces will be improved and refreshed periodically. Own resources of training and education should be used in enhancing and maintaining insufficient capabilities, and in the areas where the adequate resources are non-existent or not affordable, the Security and Intelligence system will rely upon the relevant NATO capacities, European Union Satellite Center, and NATO and/or EU member states.

Logistics and sustain

- Capabilities for the movement control in the Area of Operation will be maintained;
- Medical support capabilities will be enhanced, tactical transport and transfer of persons will be improved, engineering capabilities in support of sustainability of forces and capabilities for management of logistics information through the establishing of Integrated Logistics Information System;
- Capabilities for tactical Air Lift will be maintained and improved with the existing helicopters and new Light Transport Aircraft;
- Capabilities for helicopter aero medical evacuation will be maintained and improved;
- Deployable logistics bases with capability of purifying water for human consumption will be built;
- Part of the process of developing Croatian Navy capabilities, will consider development of basing at the separate locations in the area of South Adriatic.
- Host Nation Support capabilities will be enhanced.

Protect

- The existing Air Force capabilities of the peacetime Air Monitoring and Air Space Protection System (Air Policing), Air Interception, Air Defense operations in all weather conditions, by day and night, will be maintained, and the decision on the possibilities and modalities of the development of this capability will be made by the end of 2016.
- Capabilities for the Nuclear, Biological and Chemical Defense will be enhanced, as well as ground Air Defense, capabilities of counter-attack with improvised explosive device, capabilities for the protection against missile/artillery/mortar attack, anti-aircraft protection, capabilities of countermine activities in shallow waters and harbors; capabilities of biometric data collection, capabilities of Surveillance and Guidance System at sea, capabilities of Search and Rescue, capabilities of evacuation in non-combat conditions, and capabilities of naval interception.

V. ARMED FORCES ORGANIZATION AND STRUCTURE

The Armed Forces restructuring is conducted through reorganization that will result in more efficient Command Structure, decentralization of the Command System and will also improve management and synchronization of processes, through improvements in development and employment of capabilities, planning balance and resource rationalization. The ultimate goal is to maintain more operational, highly-trained and well-equipped Armed Forces that are smaller in size, but able to carry out all assigned missions and tasks.

The Armed Forces will be organized into headquarters, commands, units, institutions and other organizational units, and with regard to their role and functions, they will be clearly divided into two components - Operational and Institutional component.

The Armed Forces operational component will be composed of organizational units that will be organized and prepared to implement combat and non-combat operations (Operational Commands, Guard Brigades, Flotilla and Croatian Coast Guard, Air Force, Special Operations Forces Command, etc.).

The Armed Forces Institutional Component will be composed of organizational units whose purpose is to build capabilities or support capability building of the Operational Component (Support Commands, Military Schools, Training Centers, Service Units, etc.).

In the following period the Armed Forces will implement reorganization measures in order to downsize their administrative and command structure in relation to the operational forces. Through functional integration or separation of organizational units, the Armed Forces will consolidate and/or establish new organizational units, create a more efficient command structure and achieve decentralization of the command system.

Special Operations Battalion will be reorganized into the Special Operations Forces Command in order to fulfill the commitment to improve capabilities to conduct special operations.

Croatian Army Military Police Regiment (Land Forces) and Military Police platoons (the Croatian Navy, Air Force and Air Defense) will be reorganized and combined into a single General Staff sub-staff unit.

The Personnel Management Center will be extracted from the Support Command unit. It will be reorganized as a General Staff sub-staff unit.

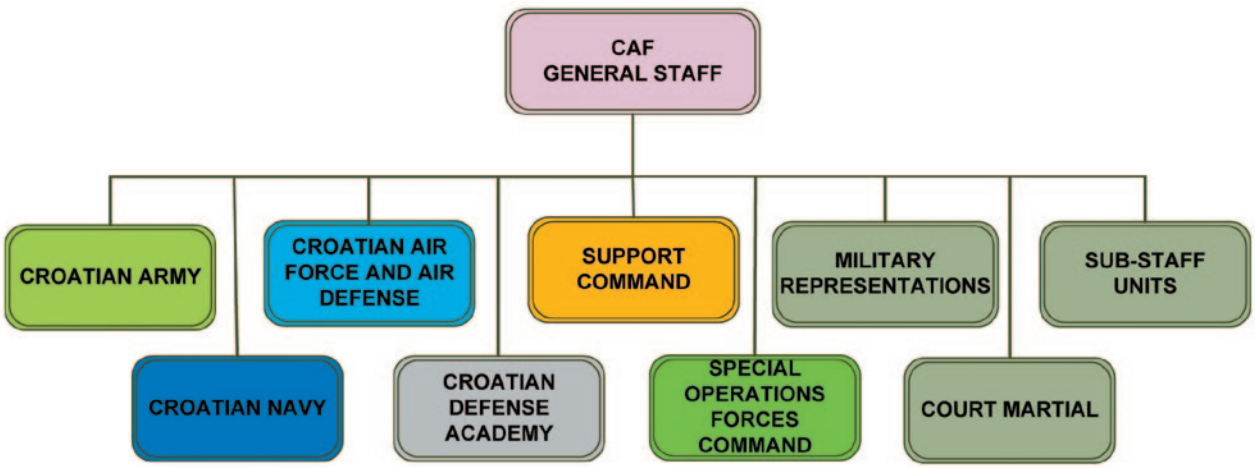


Figure 1:
CAF Organizational Structure

The Croatian Army Signal Regiment will be reorganized as a General Staff sub-staff unit and redesigned as the Center for Communication and Information Systems. Signal Battalion will become a subordinate unit under the command of the Army Commander.

The Center for Electronic Reconnaissance as a General Staff sub-staff unit and a part of the Croatian Army Military Intelligence Battalion will be reorganized and combined into a General Staff sub-staff unit redesigned as the Intelligence Operations Center. The remainder of the Croatian Army Military Intelligence Battalion will be reorganized and become a part of the Guard Brigade Military Intelligence Companies.

By the end of 2017 the reorganized Armed Forces will comprise up to 15,000 employees and up to 400 military Cadets.

The current Branch and Service structure of the Armed Forces will be basically retained, apart from downsizing and organizational changes referred to above. The Armed Forces will consist of the Croatian Army (CA), Croatian Navy (CN), Croatian Air Force and Air Defense (CAF&AD), Croatian Defense Academy (CDA), Support Command (SC), Special Operations Forces Command (SOFCOM), Court Martial (CM), Military Representations (MRs) and the following Sub-Staff Units (SSUs):

- Intelligence Operations Center (IOC),
- Military Police Regiment (MPR),
- Honor Guard Battalion (HGB),
- Center for Communication and Information Systems (CCIS),
- Personnel Management Center (PMC)
- CAF General Staff Support Unit (CAF GS SU).

ARMED FORCES STRUCTURE

Based on the findings and recommendations of the Strategic Defense Review, the Armed Forces Organizational Structure will be formed as shown in Figure 1.

CAF General Staff (CAF GS) is a joint body of the Croatian Armed Forces organized within the Ministry of Defense. It has a responsibility to prepare command, use and employ the Armed Forces.

CAF Service Commands have a responsibility to enable the functioning of the CAF Services and to prepare subordinate commands and units to carry out their tasks. Service commands participate in professional development and have a responsibility to provide training for Active Duty and Reserve personnel.

Croatian Defense Academy (CDA) provides military education for Armed Forces requirements. It is responsible for conducting scientific research and publishing activities.

Support Command (SC) provides continued logistics, medical and other support to CAF commands and units when executing their tasks at home and abroad. It also provides functional training to CAF members in the field of Logistics.

Special Operations Forces Command (SOFCOM) plans and conducts special operations and activities in order to support and protect national interests. The Special Operations Forces Command will be responsible for training and equipping Special Operations Forces, doctrine development and it will also coordinate preparations for Special Operations training.

Military Representations (MRs) represent the Croatian Armed Forces and perform other professional tasks related to participation in the activities and supervision of different Boards, Working Groups, Standing and Interim bodies of the North Atlantic Treaty Organization and the European Union, the Allied Command Operations (ACO) and the Allied Command Transformation (ACT).

Court Martial (MC) represents an autonomous and independent body who decides on disciplinary liability of CAF members for committing a disciplinary offence and material liability of CAF members. It will consist of General Court Martial in Zagreb and District Courts Martial in Osijek and Split.

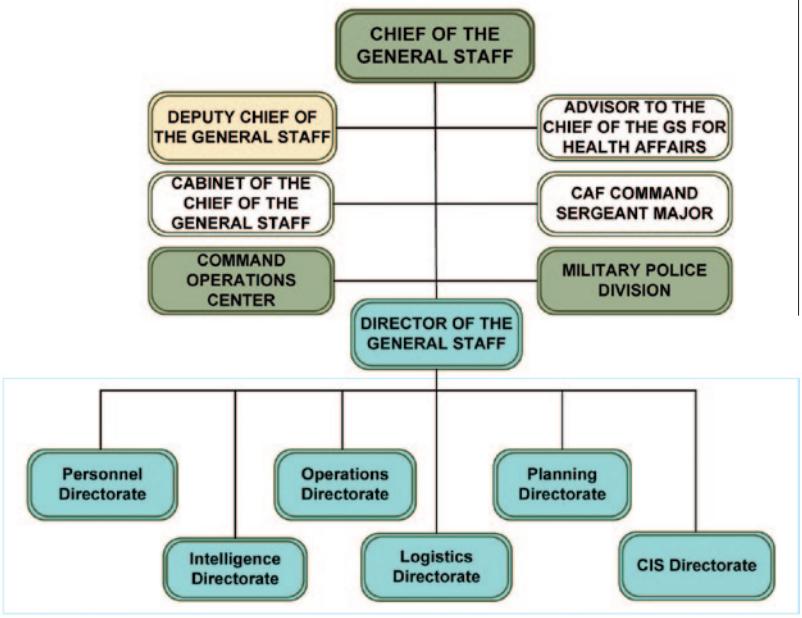


Figure 2:
The CAF General Staff structure

Sub-Staff Units are established for the purpose of developing capabilities to carry out different tasks and support activities that other CAF components, due to its specificity or scope, cannot provide within their organic entities.

CAF General Staff

Croatian Armed Forces General Staff will be organized into the following organizational units shown in Figure 2.

The Chief of the General Staff is the Head of the CAF General Staff. He is superior to commands, units and institutions of the Armed Forces, the Croatian Military Representative to NATO and the EU as part of the Permanent Representation of Croatia to NATO, the Croatian National Military

Representative to Allied Command Operations (ACO) and the Allied Command Transformation (ACT).
The Chief of the General Staff is the principal Military Advisor to the Croatian President and Croatian Defense Minister.
The Chief of the General Staff reports to the Croatian President for execution of orders and decisions. He reports to the Croatian Defense Minister for execution of decisions and informs both (the President and the Minister) regarding their execution under the provisions of the Defense Law.
The Chief of the General Staff can transfer parts of command authority to Deputy Chief of the General Staff and/or Director of the General Staff.
The Chief of General Staff has a Deputy who performs the duties of the Chief of the General Staff in the event of his absence.
The Director of the General Staff is directly in charge of the General Staff Directorates. He performs the duties of the Chief of the General Staff in the event of his or his Deputy's absence.
Advisor to the Chief of the General Staff for Health Affairs is the principal advisor to the Chief of the General Staff for all matters related to force health protection and medical support. He is responsible for doctrinal organization and functioning of the CAF Health Care service.

The CAF Command Sergeant Major is directly responsible to the Chief of the General Staff for performance and development of the NCO Corps. He participates in directing professional development of privates, Seamen and NCOs.
The Cabinet of the Chief of the General Staff is organized to create the necessary preconditions for the regular performance of official duties of the Chief of the General Staff, Deputy Chief of the General Staff, Director of the General Staff, Advisor for Health Affairs and CAF Command Sergeant Major.
The Command Operations Center (COS) has a command authority over assigned forces in Peace Support Operations abroad and in providing of assistance to civilian institutions and population affected by natural, technical and technological disasters, also in ecological incidents, Search and Rescue operations, firefighting activities and transportation of the sick or injured people in accordance with the approved Plans for Employment of the Croatian Armed Forces and Executive Orders issued by the Chief of the General Staff. It is also responsible for preparing Orders and development of other implementation documents required for CAF functioning. The Command Operations Center is headed by a commander who exercises command over a part of the Croatian Armed Forces placed under his authority.
The Military Police Division (MPD) is responsible for military police activities. It is headed by Chief of Division who manages the Military Police Division, organizes and conducts its activities.
The CAF General Staff has directorates that are responsible for doctrinal organization of a certain functional area. They provide direction for and supervise its functioning.

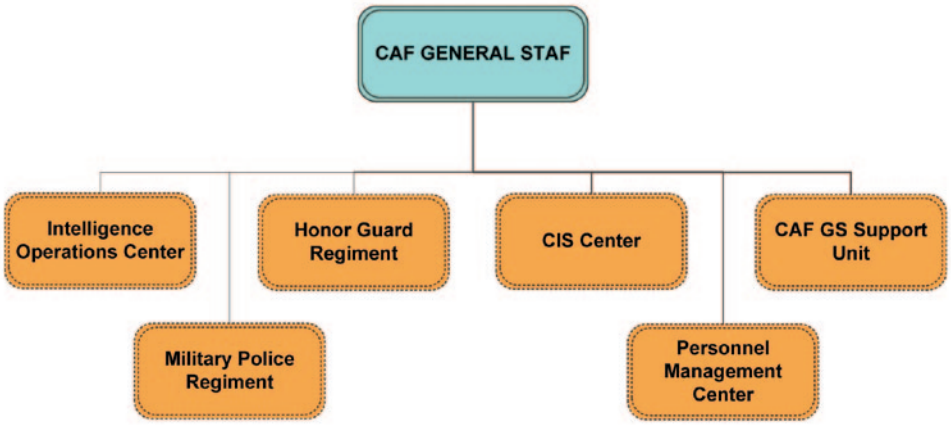


Figure 3:
The CAF General Staff Sub-Staff Units

Further development of functional areas will result in the development of a Functional Management Model that will enable Chiefs of the General Staff Directorates who are responsible for certain functional areas to serve as commanders of the General Staff Sub-Staff units that are responsible for task execution in the particular functional area. This model will enable a reduction in the number of executive command functions.

The General Staff Sub-Staff Units

The General Staff Sub-Staff units will be organized into the following organizational units shown in Figure 3.

Intelligence Operations Center will continue to conduct strategic electronic surveillance for the purposes of Security and Intelligence Agencies of the Republic of Croatia in accordance with the Security and Intelligence System Act, and will provide joint intelligence support to the Croatian Armed Forces in carrying out peacetime tasks and in the execution of combat and non-combat operations. It will also provide training and professional development of the CAF Military Intelligence branch.

Military Police Regiment will carry out military police tasks in the Croatian Ministry of Defense and the Croatian Armed Forces. The Military Police Regiment will provide protection of personnel, facilities and property of great importance to the CAF and the Croatian MOD, and undertake preventive and repressive measures to prevent acts against military discipline and breach of duty. It will also conduct criminal investigations. The Military Police Regiment will be responsible for the provision of MP training and the development of capabilities for breeding and training service dogs.

Honor Guard Battalion will perform protocolar tasks for high-ranking military and government officials and will also provide protection to the Croatian President.

Center for Communication and Information Systems will provide technical backbone for network-centered command at the strategic level, administrate and protect key communication and information systems of the CAF. Center will be

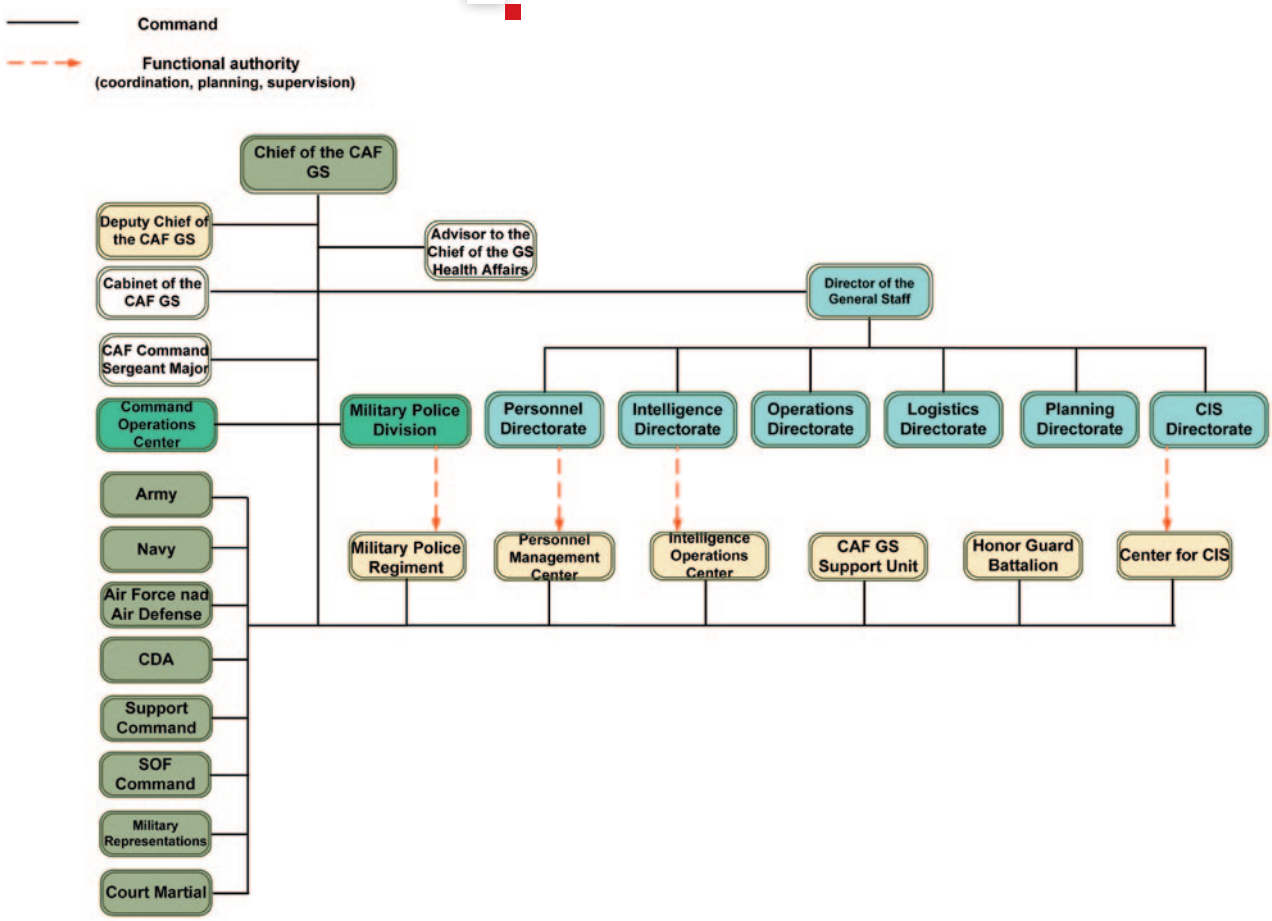


Figure 4: The CAF command relationships and authority

responsible for the CAF Cyber Defense capability development.

Personnel Management Center will carry out personnel management tasks, such as managing Active Duty military, Reserve and Conscript personnel in accordance with the conceptual organization of functional areas, particularly in the area of recruitment, duty assignment and development, and to some extent in the area of personnel support in peacetime, war and non-war operations.

CAF General Staff Support Unit will provide transportation, administrative and logistics support to the CAF General Staff.

In accordance with their functional areas, the General Staff Directorates and the Military Police Division will coordinate, direct and carry out joint tasks as provided in the planning documents. They will supervise the work and activities of Sub-Staff units (Figure 4) as follows:

- Personnel Directorate – Personnel Management Center;
- Intelligence Directorate – Intelligence Operations Center;
- CIS Directorate – Center for Communication and Information Systems;
- Military Police Division – Military Police Regiment.

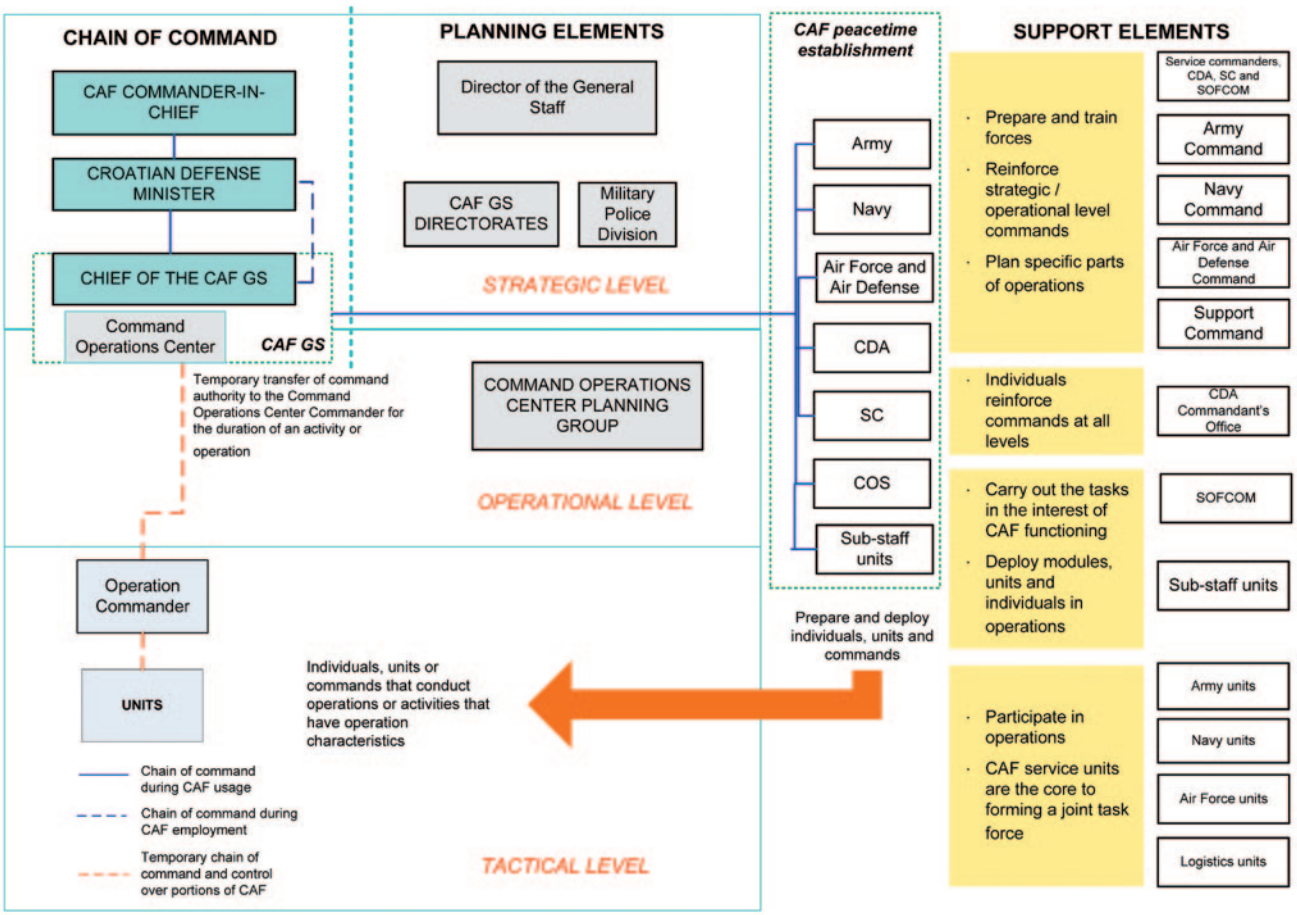


Figure 5:
The Chain of Command in Peacetime and during CAF employment and assistance

The chain of command in peacetime and during CAF employment and assistance (participation in Peace Support Operations, man-made, technical or natural disasters, etc.) is shown in Figure 5.

The CAF Command and Control System will be able to plan and execute operations in accordance with the plans for CAF usage and employment. It will enable management of everyday activities in the CAF organizational units.

The Chief of the General Staff can transfer his authority of operational and tactical command and control over CAF units and members in Peace Support Operations, Crisis Response Operations and Humanitarian Operations.

CAF services will train and equip individual members, units and task forces to carry out their tasks in certain geographic areas (land, sea or air). Their primary task is to maintain the operational units' necessary level of readiness.

Command and Control System will not undergo any significant changes in operations conducted to defend Croatia's territorial integrity, sovereignty and independence by employing its own forces or with the assistance of Allies. The Task Force Command will be established from the CAF

ORGANIZATIONAL UNIT	LOCATION	FACILITY/BARRACKS
General Staff	Zagreb	CAF GS and MOD Administrative Center
		Barracks "Croatia"
Center for Communication and Information Systems		Barracks "Croatia"
Military Police Regiment		Barracks "Croatia"
Personnel Management Center		Petar Zrinski Barracks
Honor Guard Battalion		Tuškanac Barracks
General Staff Support Unit		CAF GS and MOD Administrative Center
		Barracks "Croatia"
Intelligence Operations Center	Velika Buna	Captain Josip Zidar Barracks

Table 1: Locations of the CAF GS and its sub-staff units

Service Commands, the Support Command and the Special Operations Forces Command in order to plan and conduct joint operations. Locations of the CAF General Staff organizational and sub-staff units are shown in Table 1.

The Croatian Army

The Croatian Army (CA) will be organized into organizational units whose locations are shown in Figure 6.

The Croatian Army will undergo structural changes. The Army will consist of two Guard Brigades (Armored Mechanized and Mechanized Guard Brigade), Training and Doctrine Command, Artillery Missile Regiment, Air Defense Regiment, Engineering Regiment, NBC Battalion, Signal Battalion, International Military Operations Center and Army Command Support Unit.

Guard Brigades will be composed of branch combat battalions (armored, motorized and mechanized infantry), that will serve as the main combat modules with organic combat support and other support provided by brigade units or other attached Croatian Army units. Guard Brigade Mechanized Battalions will be equipped with the Armored Personnel Carrier Patria and Infantry combat vehicles M-80. Motorized Battalions will be equipped with armored motor vehicles and Tank Battalion with M-84 A battle tanks.

The Croatian Army's main Peacetime tasks are the following:

- Maintain the optimal levels of Force Readiness,
- Develop and maintain capabilities to defend Croatia's territorial integrity, sovereignty and independence,
- Develop and maintain capabilities to participate in providing assistance to the civilian institutions and Croatian citizens in natural, technical and technological disasters,
- Develop and maintain capabilities to participate in Peace Support Operations,
- Participate in providing support to the Allied forces in the Republic of Croatia,
- Participate in Arms Control activities, and Confidence and Security Building Measures.

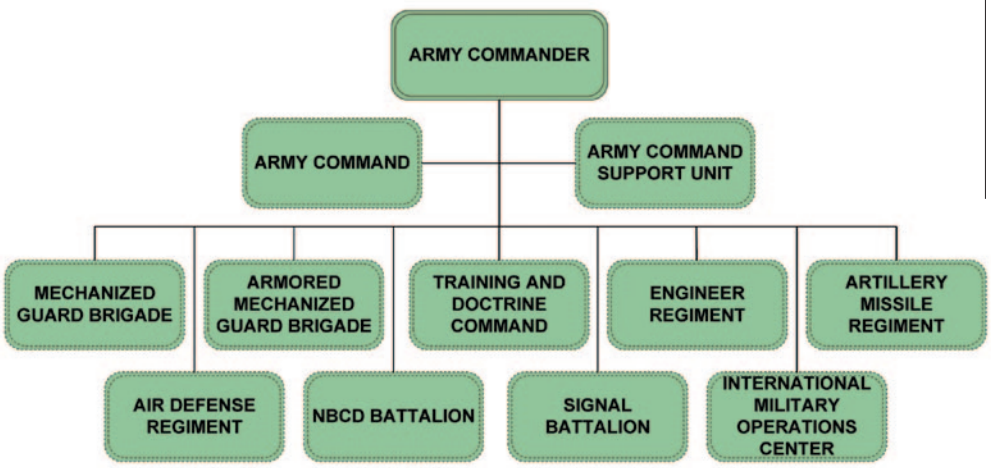


Figure 6:
The Croatian Army structure and locations

The Croatian Army's main wartime tasks are the following:

- Conduct joint defensive and offensive operations to defend Croatia's territorial integrity,
- Participate in the defense of the Republic of Croatia and its Allies under Article V of the North Atlantic Treaty.

Mechanized Guard Brigade will develop capabilities to defend the Republic of Croatia and participate in Peace Support Operations on a rotation basis by engaging forces of the Battle Group size of a Mechanized Battalion, including capabilities to participate in the EU Battle Groups.

Armored Mechanized Guard Brigade will primarily develop capabilities to defend the Republic of Croatia.

Artillery Missile Regiment will primarily develop capabilities to provide fire support. It will provide Artillery Branch training.

Air Defense Regiment will develop Air Defense capabilities and provide Air Defense branch training.

Engineering Regiment will provide engineering support to the Croatian Armed Forces, carry out demining tasks and provide Engineering Branch training. It will also develop and maintain capabilities to provide support to civilian institutions.

Nuclear, Biological, and Chemical Battalion will provide support to the Croatian Armed Forces ensuring NBC protection; carry out NBC tasks of Surveillance, Reconnaissance and Decontamination, and provide NBC training. It will also develop and maintain capabilities to provide support to civilian institutions.

Signal Battalion will ensure continuous functioning of the Croatian Army Communication and Information Systems (operational level) and through the National Deployable Communication Module (DCM); it will develop capabilities to operate as part of NATO forces.

International Military Operations Center will provide individual and unit training in accordance with the International Military Operations Training Concept and will provide training to the key personnel of the CAF and Partner countries in order to be able to operate in the UN/NATO/EU Peace Support Operations. The Center will also cooperate with other state authorities, civil institutions, Non-Governmental sector and Religious communities regarding preparations for engagement in International Missions and Operations.

Training and Doctrine Command will be developed as a Functional Command dealing with the Army doctrine development, and Active Duty, Conscript and Reserve component training. The Infantry and Armor Training Center will be tasked to provide voluntary military training, including infantry and armor branch specialist training. The Combat Training Center at the Eugen Kvaternik Training Area in Slunj will conduct Combat Readiness Assessment and Evaluation of the Croatian Army units to carry out their basic combat tasks, and the Simulation Center will conduct national and international computer simulation exercises.

The Croatian Navy

The Croatian Navy will be organized into organizational units whose locations are shown in Figure 7.

The Croatian Navy will consist of the Command, Flotilla, Croatian Coast Guard (hereinafter referred to as the Coast Guard), Coastal Surveillance Battalion, Naval Base, Navy Training Center and Navy Command

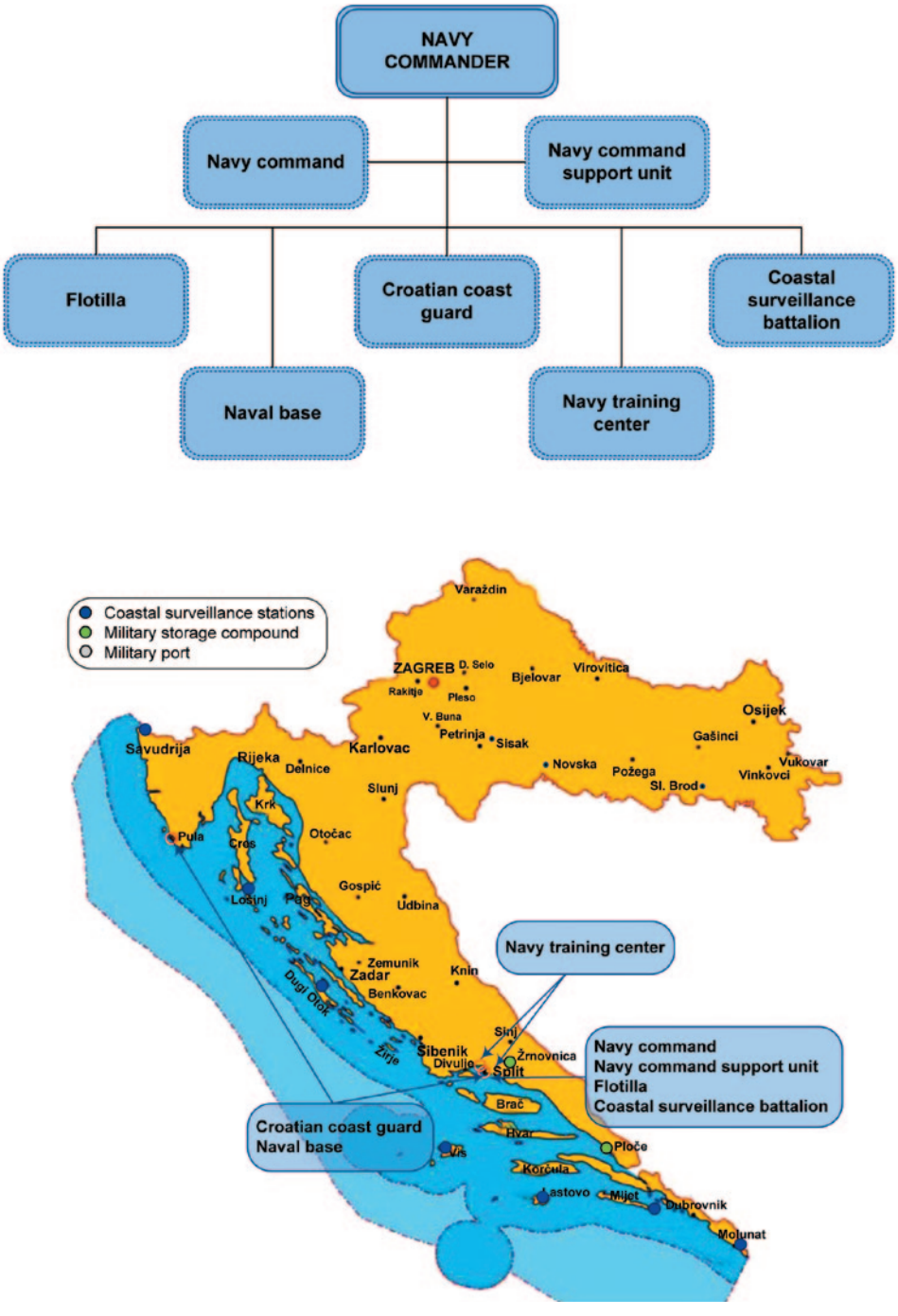


Figure 7:
The Croatian Navy structure and locations

Support Unit. The Flotilla will develop the capabilities for naval warfare and participation in international maritime operations, while the Coast Guard will develop the capabilities for control and protection of Croatia's legal rights and interests at sea. Other naval forces provide support to the Flotilla and the Coast Guard.

The Croatian Navy's main Peacetime tasks are the following:

- Maintain the optimal level of Force Readiness,
- Ensure the freedom of navigation with constant supervision of the maritime and coastal zone,
- Plan and prepare forces for independent, joint (Services), combined (with other entities for protection of legal rights and interests at sea) and International Operations,
- Control and protect Croatia's legal rights and interests at sea,
- Develop capabilities to participate in joint operations,
- Create an integrated maritime picture of the Adriatic Sea in cooperation with other state bodies and according to the current practice based on internationally assumed obligations,
- Maritime safety and Navigation safety,
- Participate in Peace Support Operations,
- Participate in providing Host Nation Support to Allied forces in the Republic of Croatia,
- Develop and maintain capabilities to participate in providing assistance to civilian institutions and Croatian citizens, including capabilities to participate in Search and Rescue Operations at sea.

The Croatian Navy's main Wartime tasks are the following:

- Participate in joint defensive and offensive operations in defense and establishment of Croatia's territorial integrity,
- Participate in the defense of the Republic of Croatia and its Allies under Article V of the North Atlantic Treaty.

The Flotilla will be comprised of missile boats, mine hunters and amphibious assault ships-minelayers together with other accompanying vessels. It will develop and maintain its capabilities for anti-surface warfare, anti-mine operations and limited anti-submarine warfare, including sea transportation capability.

The Coast Guard will be comprised of patrol ships and harbor tugboats and together with other accompanying vessels, it will develop and maintain its capabilities to control and protect Croatia's legal rights and interests at sea through Croatia's jurisdiction over the Protected Ecological Fishing Belt, the Epicontinental/Inland Belt and the open sea.

Coastal Surveillance Battalion will be comprised of coastal surveillance stations. It will develop and maintain capabilities to supervise the maritime zone provide support in Search and Rescue operations, support navigation safety and provide CIS support to naval forces.

The Naval Base will use its available capacities to develop and maintain capabilities to provide logistics support to the Croatian Naval forces and capabilities of reception and support to Allied forces.

The Navy Training Center will support naval forces for the purpose of achieving capabilities to carry out their missions and tasks. It will also be responsible for the development of doctrinal documents and implementation of the Lessons Learned System.

The Croatian Air Force and Air Defense

The Croatian Air Force and Air Defense will be organized into organizational units whose locations are shown in Figure 8.
The Croatian Air Force and Air Defense will consist of 91st and 93rd Air Force Base, Air Surveillance Battalion, Air Force Training Center and Air Force Command Support Unit.
The Croatian Air Force and Air Defense will develop its Air Policing capabilities over Croatia within the NATO Integrated Air and Missile Defense System (NATINAMDS), including capabilities for participation in joint operations; for providing support to Paratrooper Training and Aviation Logistics Support to its own forces; for Helicopter Airlift and Light Air Transport; for provision of Pilot Training and other types of individual and unit training to be able to carry out their tasks at home and in Peace Support Operations, and capabilities for providing assistance to civilian institutions in the Republic of Croatia.

The Croatian Air Force and Air Defense main Peacetime tasks are the following:

- To maintain the optimal level of Force Readiness,
- To perform Air Policing over the Republic of Croatia,
- To develop capabilities to participate in Joint Operations,
- To participate in Peace Support Operations,
- To participate in providing Host Nation Support to Allied forces in the Republic of Croatia,
- To participate in the Coast Guard tasks execution,
- To develop and maintain capabilities to participate in providing assistance to civilian institutions and civilian population, and capabilities for Search and Rescue.

The Croatian Air Force and Air Defense main Wartime tasks are the following:

- To participate in joint defensive and offensive operations in defense and establishment of Croatia's territorial integrity,
- To participate in the defense of the Republic of Croatia and its Allies under Article V of the North Atlantic Treaty.

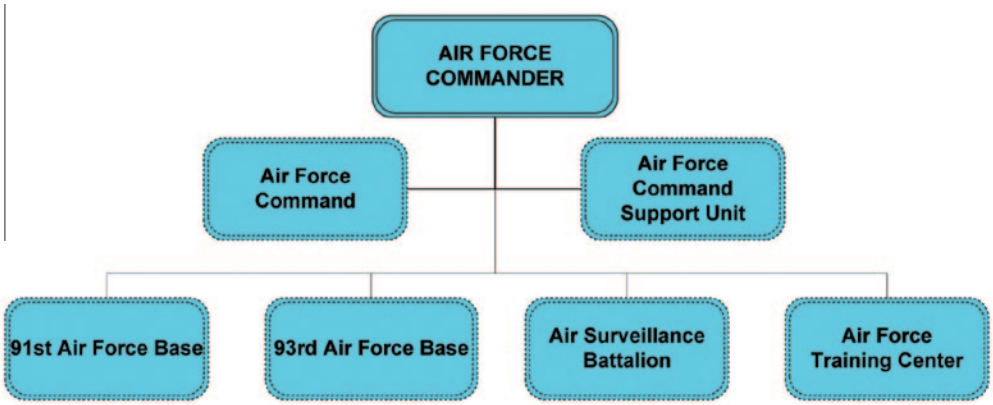


Figure 8:
Croatian Air Force and Air Defense structure and locations

The 91st Air Force Base will be composed of Fighter Squadron and Transport Helicopter Squadron. It will develop and maintain Air Policing capabilities over Croatia, capabilities for participation in Joint Operations, Peace Support Operations and Search and Rescue operations, and assistance in natural, technical and technological disasters.

The 93rd Air Force Base will be composed of Transport Helicopter Squadron, firefighting aircraft, trainer aircraft and helicopters. It will develop and maintain capabilities for military pilot training; participation in Joint Operations, Peace Support Operations and Search and Rescue Operations; for providing support to the Coast Guard task execution, and for providing assistance in natural, technical and technological accidents and disasters. National aerial firefighting capabilities will be developed with the support of the existing firefighting aircrafts.

Air Surveillance Battalion will perform Air Policing tasks and other tasks within the NATO Integrated Air and Missile Defense System (NATINAMDS). It will also provide support in Search and Rescue Operations. Airspace Surveillance capability based on FPS-117 3D radars will be developed to achieve its complete integration into the NATO Integrated Air and Missile Defense System, establish the necessary Command Communication and Information links with Airspace Control Centers of neighboring NATO countries and NATO Operations centers, and to establish connection with the Air Situation Data Exchange (ASDE) System of the neighboring PfP countries. Air Surveillance Battalion will be responsible for providing CIS support to Combat Information Systems and Ground-to-Air communication.

The Air Force Training Center will provide Air Force Branch and Service training. It will be responsible for the development of doctrinal documents and implementation of the Lessons Learned System. The Pilot School will provide flight training as part of the military pilot training at the Croatian Defense Academy.

Petar Zrinski Croatian Defense Academy

The Croatian Defense Academy will be organized into organizational units whose locations are shown in Figure 9.

The Croatian Defense Academy will be transformed into an institution of higher level education in accordance with the regulations governing higher level education and scientific activity in the Republic of Croatia. In cooperation with the University community, the Croatian Defense Academy will organize and provide study programs at three levels – undergraduate, graduate and postgraduate specialist levels.

The Croatian Defense Academy will consist of the Commandant's Office, Dean's Office, Military School Center, Center for Defense and Strategic Studies, Foreign Language Center, NCO School and CDA Support Units.

Dean's Office is an organizational unit of the Croatian Defense Academy providing continued education and training at all levels for the purpose of preparing and training CAF officers and NCOs. Its core tasks include integration and development of the military civilian education system; course organization, execution and supervision; continued curriculum and course methodology improvement.

Figure 9:
The Croatian Defense Academy structure and locations

Military School Center will enable military officers, MOD personnel and state administration employees to perform the duties in the area of Defense. Students will undergo training ranging from the basic tactical level to leadership and management at the strategic level.

Center for Defense and Strategic Studies will integrate scientific research and educational activities, along with improving academic standards, integrating military education with the national education system, developing specifically designed programs, establishing the selection system for staffing teaching and teaching/researching positions. The Center will conduct research projects for the purposes of the Croatian Armed Forces and the Croatian MOD, and will participate in the teaching process of the study programs and regular military education.

Foreign Language Center is an organizational unit of the Croatian Defense Academy providing foreign language training to the CAF and MOD personnel, including employees of other state administration bodies, conducting language testing and providing language courses for CAF Cadets.

NCO School will provide NCO education and enable students to perform NCO duties in the CAF commands and units in accordance with the model of NCO professional development.

CDA Support Unit will provide logistics support to the CDA organizational entities and other units in accordance with the Logistics Support Scheme. It will also act as a managing authority and an executive authority for logistics.

The Support Command

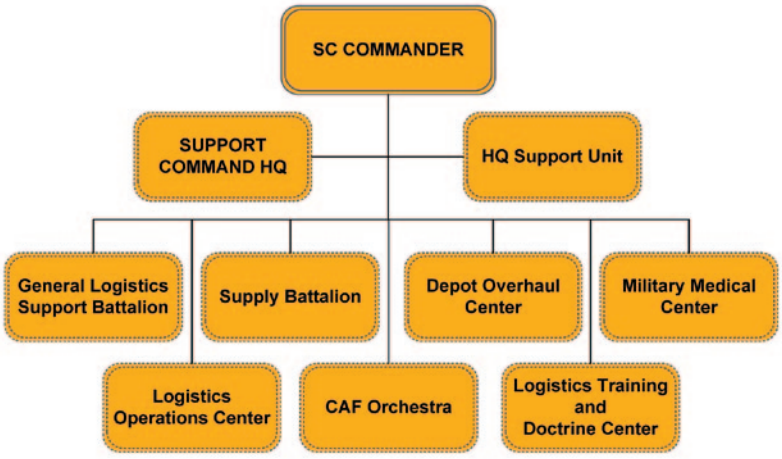
The Support Command will be organized into organizational units whose locations are shown in Figure 10.

The Support Command will retain its existing structure with a reduction in the number of personnel, although some necessary changes will be made in relation to Service Battalion, Military Medical Center, Depot Overhaul Center and Support services for barracks facilities, therefore the units' size will depend on organizational changes of other CAF units.

The Support Command will provide logistics and other support to CAF units and headquarters/commands when conducting operations at home and abroad at the strategic and operational levels. It will also provide support to local population and civilian structures in operations to minimize the effects of natural, technical and technological disasters, and Host Nation Support to NATO, EU and Partner countries on Croatian territory.

The Support Command will consist of General Logistics Support Battalion, Supply Battalion, Logistics Operations Center, Depot Overhaul Center, CAF Orchestra, Military Medical Center, Logistics Training and Doctrine Center and HQ Support Unit.

Figure 10:
The Support Command structure and locations



The Support Command's main Peacetime tasks include:

- Provision of logistics, medical and other support to the CAF units and commands in execution of planned and other activities, including CAF facility services,
- Development and maintenance of capabilities for providing logistics support to CAF units and commands in Joint Operations, Peace Support Operations and Humanitarian Operations within the framework of international forces acting abroad,
- Storage and maintenance of reserves/stocks and supplies of material assets for the purposes of CAF units and commands and for execution of operations,
- Maintenance of weapons, complex combat systems and military equipment,
- Organization and provision of health protection involving primary, specific, hygienic and epidemiological health protection, for CAF members'
- Training CAF members to obtain Military Occupational Specialties in logistics services and branches, and to perform their duties in the functional area of logistics and health service support,
- Organization and conduct of Host Nation Support to Allied forces on Croatian territory,
- Support to civilian infrastructures in operations to minimize the effects of emergencies caused by natural and technical disasters.

The Support Command's main Wartime tasks include:

- Logistics, medical and other support to CAF units and commands that participate in threat prevention and respond to threats to Croatia's territory and critical infrastructure facilities,
- Logistics, medical and other support to CAF units and commands engaged in the defense of Croatia's independence and sovereignty in case of aggression,
- Logistics, medical and other support to CAF units and commands that contribute to the defense of our Allies in operations conducted under Article V of the North Atlantic Treaty,
- Support to CAF mobilization.

General Logistics Support Battalion is the basic CAF field logistics unit. It forms the Task Force that provides support to CAF units in operations that are reinforced, when necessary, by resources of other Support Command and/or Croatian Army organizational units.

Supply Battalion is responsible for reception, storage, maintenance, preservation and distribution of strategic and operational reserve of material supply class/stock number.

Logistics Operations Center supplies the CAF with all types of material supply class/stock number; organizes the maintenance of material assets for commands and units; inspects completed work and supervises maintenance services; manages reserves and supplies; organizes CAF facility services; manages movement and transportation for the purpose of supplying with material supply class and transportation of CAF units and members; coordinates transportation of CAF members abroad and movement of foreign armed force members on Croatian territory, and

acts as the National Movements Control Center (NMCC).

The Depot Overhaul Center performs Repair and Overhaul of the Croatian Army combat systems; CAF weapons overhaul and maintenance; combat system modifications; measurements and testing of weapons and lethal devices, and builds capabilities of the technical service for combat systems, weapons and military equipment life cycle management.

The CAF Orchestra provides musical support for protocolar activities; prepares and performs concert activities.

The Military Medical Center is responsible for providing of medical support to CAF units and individual members in the area of General Medicine, Dental Care, Specific Medical Care, Hygienic and Epidemiological Health Protection. This Center is responsible for the development of Role 2 Medical capabilities and its Department for Veterinary Medicine is responsible for veterinary supervision and animal health protection.

The Logistics Training and Doctrine Center provides training to CAF members enabling them to perform their duties and tasks in the functional area of Logistics. It also provides training to CAF members for participation in Peace Support Operations. It is responsible for the development of Combat Service Support Doctrine and implementation of the Lessons Learned System.

Special Operations Forces Command

Special Operations Forces Command will be organized into Organizational units with their respective locations shown in Figure 11. Special Operations Forces provide a unique capability to accomplish military goals and to execute tasks in order to achieve strategic effects using smaller-sized forces.

The Special Operations Forces are being organized, trained and equipped to perform direct actions, special reconnaissance and surveillance, and to provide military assistance.

Special Operations Forces have capabilities to carry out basic tasks, although under certain circumstances they can also conduct additional activities, such as Combating Terrorism, Non-Cooperative Boarding, Search and Rescue, Humanitarian Assistance, Psychological Operations or Evacuation, when the nature of a situation surpasses capabilities or availability of specific services and organizations to respond.

The SOFCOM's main Peacetime tasks are the following:

- To maintain the optimal level of Force Readiness,
- To plan and conduct special operations and activities in order to support and protect national interests,
- To plan and prepare forces to conduct special operations (special reconnaissance and surveillance, direct actions and provision of military assistance),
- To develop operational techniques and modes of employment not standard to conventional forces,
- To participate in Peace Support Operations, Crisis Response Operations, Humanitarian Operations or other activities abroad,

Figure 11:
The Special Operations Forces Command structure and locations

- To develop and maintain capabilities to participate in providing assistance to the civilian institutions and Croatian citizens, including Search and Rescue capability.

The SOFCOM's main Wartime tasks are the following:

- To conduct special operations,
- To participate in, and provide support to Joint defensive and offensive operations in defense and establishment of Croatia's territorial integrity,
- To participate in the defense of the Republic of Croatia and its Allies under Article V of the North Atlantic Treaty.

First and Second Special Forces Groups will conduct Special Operations independently or jointly (direct actions, special reconnaissance, surveillance and military assistance). They will train and prepare Special Forces teams to carry out Special Operations and other activities.

Special Operations Company – Commando Company will conduct Special Operations independently or jointly (direct actions, special reconnaissance and surveillance). It will be trained to achieve its capabilities and will also prepare forces to carry out assigned tasks. It will support Special Forces Groups and provide Force Protection.

Training Company will provide Special Forces MOS training and specialty skills training.

DEPLOYMENT DYNAMICS OF ARMED FORCES ORGANIZATIONAL UNITS

Targeted relocation of the Armed Forces' units to the planned locations and abandonment of non-perspective facilities will be carried out in two phases through the ten year period, depending on the dynamics of construction at single locations, i.e., creation of conditions for relocation.

- Phase 1: by the end of the year 2019
- Phase 2: year 2020 through the year 2024

Phase 1 (by the end of the year 2019)

FROM THE LOCATION	TO THE LOCATION
''LTC Milivoj Halar'', Except for the Centre for Training Police Dogs	''LTC Marko Živković'', Pleso
''Sveti Petar'', Ogulin	''Captain Josip Zidar'', Velika Buna
''Lučko'', Lučko	''LTC Marko Živković'', Pleso

Phase 2 (2020-2024)

FROM THE LOCATION	TO THE LOCATION
''Bilogora'', Bjelovar	''Eugen Kvaternik", Slunj
''Eugen Kvaternik'', Gospić	''Eugen Kvaternik'', Slunj
''Skakavac'', Karlovac	''Kamensko'', Karlovac
''General Andrija Matijaš – Pauk'', Knin	''Kralj Zvonimir'', Knin
''Benkovac'', Benkovac	''Zemunik'', Zemunik ''Kralj Zvonimir'', Knin
''Dračice'', Đakovo	''Gašinci'', Gašinci
''Našice'', Našice	''Gašinci'', Gašinci
Croatian Army Centre, Osijek	Barracks of the '123rd Brigade of the Croatian Army, Požega

Table 2: Review of the deployment dynamics of the organizational units of the Armed Forces according to phases

VI. HUMAN RESOURCES DEVELOPMENT

Management of Human Resources is implemented through four areas: Admission, Professional Development, Personnel Support, Transition and Separation of Personnel.

SITUATION IN THE AREA OF HUMAN RESOURCES

One of the main characteristics of the area of Human Potentials is harmonization of the personnel structure aimed to create an optimal ratio of officers, NCOs and Soldiers/Seamen in addition to downsizing the number of civil employees. Planned admission provides for gradual improvement of the age structure of the Active Duty military personnel.
Obligatory conscription has been suspended since the year 2008 and Voluntary conscription has been established. However, the annual number of voluntary conscripts (from 500 to 800) is significantly smaller compared to the planned (2000), primarily due to the insufficient funds.

Table 3:
Total personnel strength as of January 1, 2014

	CAF	Croatian MoD	Beyond MoD and CAF	TOTAL
ACTIVE DUTY MILITARY PERSONNEL	15,358	346	**5**	**15,709**
CIVIL EMPLOYEES	2,092	1040	**0**	**3,132**
TOTAL:	**17,450**	**1,386**	**5**	**18,841**

A new personnel category of Military Specialists has been introduced through the system in early 2014 whereas Contract and Mobilization Reserve are being established. The system of Deployment to International Operations and appointments to duties abroad has been established at satisfactory level.
The portion of female officers in Active Duty military composition has reached the targeted strength of 10% (on June 1, 2014 a total of 10.34%, female officers 15.66%, female NCOs 11.27%, and female Soldiers 5.71% respectively).
Designated strength of the Armed forces amounts to a total of 17,504 Active Duty military personnel and 1,905 civil employees. The real strength as of January 1, 2014 is shown in the following table.

DIRECTION OF HUMAN RESOURCES DEVELOPMENT

Targeted Personnel Strength and Structure

Total targeted strength of the Armed Forces is 15,000 employees (Active Duty military personnel and Civil employees) and up to 400 Cadets by the end 2017. Of the stated number there will be 14,380 Active Duty military personnel and 620 civil employees. By the end of the year 2020 a ratio from 1: 3 to 1: 5 should be

ORGANIZATIONAL UNITS	ACTIVE DUTY PERSONNEL (EMPLOYEES)							CADETS	VOLUNTARY CONSCRIPTS	RESERVE PERSONNEL				
	ACTIVE DUTY MILITARY PERSONNEL					Civil employees	TOTAL			Assigned reserve personnel				Contracted reserve
	Officers	NCOs	Military specialists	Soldiers / Seamen	Total					Officers	NCOs	Soldiers / Seamen	Total	
Beyond the CAF	190	20			210		**210**							
CAF GS	250	55	2		305	15	**320**							
Military Representative Offices/Missi-ons	18	6			24		**24**							
Staff Units	373	863	84	280	1,600	30	**1,630**							70
Croatian Army	899	2,546	55	4,350	7,850	80	**7,930**			1,600	5,600	11,800	19,000	390
Croatian Navy	336	515	19	330	1,200	100	**1,300**							100
CAF&AD	482	552	96	60	1,190	130	**1,320**							100
CDA	198	89	2	1	290	90	**380**							30
Support Command	315	464	337	284	1,400	170	**1,570**			68	367	565	1,000	295
SOFCOM	50	225		20	295	5	**300**							15
Court Martial	12					4	**16**							
TOTAL	3,122	5,334	595	5,325	14,364	624	**15,000**	Up to 400	Up to 2,000	1,668	5,967	12,365	20,000	up to 1,000

Table 4:
Planned personnel strength of the Armed Forces on December 31, 2017

reached compared to the total number of the NCOs and Soldiers at the level of the Armed Forces.

Within the category of Active Duty military personnel a newly established subcategory of Military Specialists will be fully developed. Their career will be regulated by separate regulations and a special system of salaries will be established for them. This way the need to staff especially demanding positions with experts will be solved.

In the first part of the planning period up to 2,000 conscripts annually will undergo voluntary military training for the purpose of manning Active Duty personnel positions and Assigned Reserve. That number will be increased respectively as required for manning Active Duty component and Assigned Reserve.

With the aim to provide for manning Active Duty military composition with officers, up to 400 Cadets will receive education at the CDA study programs in accordance with requirements of the Branches and Services of the Armed Forces.

Reserve Component of the Armed Forces

Active Duty composition of the Armed Forces will exist in peacetime and in war and it will form the basis for growth of the Forces. Reserve component will be formed of the Contract and Mobilization Reserve that will provide for growth of the Forces.
Part of the Active Duty military personnel will be deployed to additional duties, fulfilling the key organizational positions in Reserve units in conformity with the Wartime Formation.
Contracted reserve will fulfill insufficient Military-Occupational Specialties that are not adequate or cost-effective for organization in Active Duty composition. A part of the Contract Reserve members will be assigned to organizational positions in Reserve units, as required.
Mobilization Reserve will be formed of the Assigned and Non-assigned reserve.
Assigned reserve will be formed of the conscripts assigned to Military Occupational Specialty, after conscription, voluntary military training or Active Duty military service.
Non-assigned Reserve members will be listed in military records and in the case of required development of Defense Capabilities; they will have to undergo medical examinations and evaluation of their capability for military service. They will also be able to enter Active Duty military service.
Engagement of the Reserve component will result in growth of the overall Defense Capabilities of the Armed Forces to conduct missions and tasks at home and abroad.
Contracted and Assigned reserve members will be evaluated during training and execution of duties and will be upgraded or rather promoted to higher rank.
A special concept of military education will be developed for Contracted and Assigned Reserve members (for candidates for Reserve Officers and NCOs, for Reserve Officers and NCOs, as well as for more demanding Military Occupational Specialties).
For requirements of the Reserve Component, the Armed Forces will keep/store weapons and equipment.

Contracted Reserve

Contract Reserve will number up to 1,000 members, and for the most part it will comprise of organizational positions for specific Military Occupational Specialties indispensable for conduct of operations that, for some particular reasons, are not suitable for manning Active Duty military component of the Armed Forces. These will mainly be highly specialized medical personnel for ROLE-2 and other person-

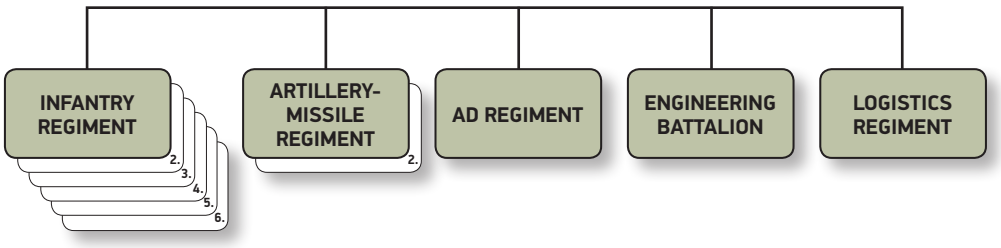


Figure 12:
Organizational chart of the Assigned Reserve.

nel, as required. Top sportsmen will be included in Contracted Reserve.
Recruitment of the Contracted Reserve will be carried out for requirements of the Armed Forces. Upon selection, the Ministry of Defense will sign a contract with Contracted Reserve that will regulate rights and duties of the Contracted Reserve member. Appropriate compensation will be given to Contracted Reserve members in conformity with the signed contract.
Training of the Contracted Reserve members will be organized and exercised in the Armed Forces and Contracted Reserve will participate in the organizational structure of the Armed Forces units, in missions and tasks at home and abroad.

Assigned Reserve

Assigned Reserve will be formed of the draftees who underwent training for Military Occupational Specialty during conscription, voluntary military training, in Active Duty military service or through some other forms of in-service training. Of the total number of Assigned Reserve members, 20,000 of them will be assigned to Reserve Units (Infantry, Artillery, Air Defense and Logistics regiments, Engineering and Signal Battalions) deployed to the territory of the Republic of Croatia.
Training of the Assigned Reserve will be organized and exercised in the Armed Forces. Together with other organizational units of the Armed Forces, Assigned Reserve will participate in conduct of the missions and tasks in our country.

Non-Assigned Reserve

Non-assigned Reserve will be formed of draftees listed in military records (who were not conscripts and did not undergo voluntary training). Only in the case of the required growth of the Armed Forces, their capabilities will be evaluated; they will undergo training and enter Active Duty military service.
Calling up of the Non-assigned Reserve will be carried out when professional composition and Assigned Reserve would not be sufficient to conduct missions and tasks in our country. Non-assigned Reserve will take part in conduct of the missions and tasks of the Armed Forces in our country. It will not be organized within mobilization-development of the Armed Forces nor will organizational positions of the Non-assigned Reserve be shown in Organizational Structure of the units and commands of the Armed Forces.

Improvements Personnel Management

Based on the analysis of the existing organizational framework and competences in Personnel Management, a more efficient and more simplified business processes and intensified procedures will be established in order to eliminate overlaps.
Management of civilian and military personnel will be improved by introduction of the Long-Term Personnel Planning based on available financial resources and on principles of equal opportunities and on clearly established standards and incentives for Professional Development.
Consistent, measurable and transparent criteria of advancement and retention in service will be established and applied as well as efficient protection from violation of individual rights. Career advancement of Active Duty military personnel will be harmonized with requirements of the future strength and structure of the Armed Forces.
Participation in Allied and other international operations will become an inseparable part of professional obligations and requirements. Instead of the previous voluntary nature of participation, future participation will be determined by the requirements of the Service.

GOALS OF HUMAN RESOURCES MANAGEMENT AREAS

Personnel Recruitment

A combined model will be retained for manning Officer's duties. This model presents a combination of the modified and upgraded "Cadet" model, granting scholarships in support of lacking Services and Occupations, admission from labor market, admission among employees from the category of NCOs and contract soldiers/seamen, education in foreign countries. The possibility of contract based admission will also be taken into consideration.

Soldiers/seamen will be, as so far, admitted to Contract service and NCOs solely from the ranks of the best soldiers/seamen who served at least one contract.

Standards for professional/contract soldier/seaman will be defined taking into account the heterogeneity of requirements and obligations resulting from missions of individual services of the Armed Forces, operations in international environment and roles of the Armed Forces in society.

Stimulating measures will be developed for unavailable, i.e., critical specialties of Active Duty military personnel aimed at more efficient attraction/recruitment and retention in service. A particular status and consideration will be given to the physicians, that is, to a model of attraction and retention that will be established and suitable for requirements of the military system and specific characteristics of the medical profession.

Up to 100 NCOs, 350 to 1000 soldiers/seamen and up to 80 officers will be annually admitted in service. Annual number for admission of Cadets and Contract Reserve will be established according to requirements for individual occupations and capacities of education. The number of conscripts will be up to 2,000 annually with increase in the second part of the planning period for the manning purposes of the Active Duty military composition and Assigned Reserve. Personnel who underwent military training or have given up Active Duty military service will enter Assigned Reserve on annual basis, and an equal number will be discharged. Exceptionally, a minimal number of candidates for officer and NCO duties of military specialists will be admitted directly from labor market and this will apply also to civil employees.

Professional Development

Professional Development of Active Duty military personnel during their service will be based on training and education, carrying out of duty, and continuous life-long learning and self-development. Educational system will be harmonized with national educational standards and with NATO recommendations. Advancement in service will be based on acquiring new knowledge and skills that will be evaluated, on building and maintaining capabilities that are necessary for carrying out duties at higher level. The existing system of Military-occupational specialties will be upgraded in support of development.

Personnel Support

Particular attention will be paid to quality of living and the implementation of specific measures in the area of Support to Readiness, Welfare and Recreation of the members of the Armed Forces and protection of their rights. That will contribute to attracting and retaining quality-personnel as well as development and maintenance of appropriate organizational culture that should be monitored and systematically

built. In the forthcoming period, in the area of Personnel Support projects will be implemented with the aim to provide for conditions that can guarantee retention and attraction of quality, qualified and motivated personnel. The existing systems of selection, monitoring the state of personnel and support will be improved and upgraded, respecting medical, psychological and physical requirements and its scientific and professional foundation.

Through direct cooperation with Religious communities/unions and on the basis of signed Agreements, the implementation of the policy of openness in the area of spiritual guidance will continue, ensuring the freedom of religious expression and realization of the members' spiritual needs.

Health Care

Health care of the employees of the Ministry of Defense and members of the Armed Forces will be developed within the integral Health Care System of the Republic of Croatia and will be implemented through the system of Medical Support as part of the comprehensive system of logistics support of the Armed Forces.

Military Health Centre of the Ministry of Defense and Armed Forces, as a military health institution, will provide health care to employees of the Ministry of Defense and members of the Armed Forces at primary level. Health care of the employees of the Ministry of Defense and members of the Armed Forces not provided by capacities of the Armed Forces will be provided by the Public Health Service or through the network of Occupational Medicine physicians in the Republic of Croatia.

In operations abroad, Health Care of the members of the Armed Forces shall be provided and implemented through their own system of medical support and will also relay on Allied forces and their capabilities, based on contracts and technical agreements.

Transition and Separation of Personnel

The specificity and complexity of the military service will be followed by solutions that provide Active Duty military personnel retirement under the special conditions, which should go side by side with quality preparation for leaving the service, while respecting the principles of equality and fairness.

In order to achieve the strength of the Armed Forces of 15,000 employees and up to 400 Cadets that was also planned in the Strategic Defense Review from the year 2013, the planned downsizing has already begun in the year 2014. Within this downsizing about 4,200 Active Duty military personnel and 1,500 civil employees will be separated by the end of 2017. Separation of civil employees will be mostly carried out through outsourcing of the jobs of Supply and Maintenance of military locations and structures and Logistic services in barracks.

The program for preparation of the personnel for separation will be further developed. The program of transition and separation of the Contract Soldiers/Seamen who will be discharged from military service after one, two or three contracts will be developed. Moreover, special program of transition of civil employees will be taken into consideration.

Human Resources Management Area Tasks Review

PRIORITY LEVEL	PLANNING PERIOD		
	By the end of 2017	By the end of 2020	By the end of 2024
I.	To establish business processes in management of Human Resources, to simplify procedures, to remove overlapping and lengthiness and promulgate a new model of Personnel Management (2015).	To increase the annual number of voluntary conscripts to the level necessary for manning Active Duty military composition and Assigned Reserve (by end of 2018).	To maintain achieved Strength and Structure.
	To achieve targeted size of 15,000 employees and up to 400 Cadets with necessary changes of the organizational structure (by the end of 2017).	To achieve a ratio of 1:3 to 1:5 Officers compared to the total number of NCOs and Soldiers (by the end of 2020).	
	To establish efficient mechanisms of connecting development of the individuals with organizational positions, including synchronized planning of education, training, assigning specialties and promotions (2015).	To enact a new organizational structure with appropriate ratio of Officers, NCOs and Soldiers/ Seamen (by the end of 2020).	
	To improve the system of selection, monitoring the condition of personnel and support considering medical, psychological and physical requirements (2015).		
	To upgrade Programs for preparation of personnel for separation (2015).		
	To adjust to the existing solutions that allows retirement to Active Duty military personnel under special conditions (2015).		
	To introduce Long-term Personnel Planning based on realistically available financial resources (2015).		
	To develop Incentive models of with the purpose of more efficient attraction and retention in service for critically insufficient Specialties of the Active Duty military		

II.	To establish the System of Monitoring Organizational Culture and establishing its appropriate form (2015).	To develop appropriate Systems of Support to members of the CAF (by the end of 2018).	
	To establish a mechanism of increasing the overall Defense Capabilities by developing reserve, including the System of education of reserve officers and NCOs (2015).		
	To develop programs of Transition and Separation of Contract Soldiers and Seamen who will leave military service after one, two or three contracts (by the end of 2017)		
	To upgrade existing and develop new programs of Transition and Separation of civil servants and employees (2015).		
	To modernize the Information system of Personnel Management (by the end of 2017).		

VII. EDUCATION AND SCIENCE

Demands placed before the Armed Forces and the entire Defense Sector involve training of the personnel for undertaking actions in the new and increasingly complex circumstances, intricate/complicated Defense and Security structures and new technologies. Therefore, training of the new and in-service training of the existing personnel in the field of Defense and Security is of primary importance. Having in mind the vision of the Armed Forces where the military profession is being developed in accordance with the high professional principle, expertise and social responsibility, education for the needs of the Armed Forces and the Defense Sector respectively, as well as activities within the Science Sector -represent the core areas of the Long Term Development Plan.

This Plan is oriented towards increasing the quality of military education at all levels and categories of personnel. However, the capability to execute various programs of training has already been developed to a great extent, as e.g., Military-Occupational Training of NCOs and soldiers, various forms of functional training, learning foreign languages, etc., and the emphasis is placed on activities within higher level of education and science for requirements of the Armed Forces and the Defense Sector.

HIGHER MILITARY EDUCATION AND SCIENCE

In the period comprised within this Plan, higher education for defense requirements will be transformed. This process will be implemented in three phases:

1. The first phase will establish Undergraduate university study programs within Croatian Defense Academy, in cooperation with and in conformity with regulations that govern the Scientific Sector and higher education in the Republic of Croatia or rather Bologna Process. The academic year 2014/2015 begun with the implementation of two Undergraduate Study programs - Military Engineering and

Military Leadership and Management that will include the current program of Basic Officer Education. Afterwards, two Undergraduate Study programs for requirements of the Croatian Navy will be established (Military Nautical Science and Military Marine Engineering), and one Undergraduate Study for requirements of the Croatian Air Force and Air Defense (Military Aerospace Engineering). Development of these programs would place emphasis on development of Basic Military Competencies and adoption of the Officer's Code of Conduct by future Officers. Through the influence and contribution of the educative component of the Program, Officers will be prepared to respond to future challenges of the security environment.

2. In the second phase, also in cooperation with the University community, study programs at Undergraduate level will be established. They will comprise the current program of inter service Command and Staff education and Military Occupational Specialty education for Officers in functional area, and programs at Post-graduate level that will comprise the former program of strategic education (War College). These study programs will be established in the year 2018.
3. In the third phase, by the year 2020 at the latest, higher education for defense requirements at the Petar Zrinski CDA will be institutionalized, i.e., Croatian Defense Academy as an institution of higher level education and scientific-research institution organized in conformity with regulations governing higher education and scientific activities in the Republic of Croatia.

This process will be followed by further investments that will upgrade the standard of living and work of the students at all levels of education.

Selection and education of the teaching cadre represents the key element for implementation of all study programs, stimulation for earning higher academic degrees, selection to scientific-teaching and teaching professions and creating conditions to retain scientific-teaching cadre within Defense Sector.

Programs of Education and Training with other governmental bodies will concurrently be developed, focused on achieving capability for common response to challenges and threats, joint participation in operations and assistance to civilian institutions.

In addition to meeting the defense needs and to ensure the high-quality, also the mobility of the personnel from military environment to civilian and vice versa is being achieved in this manner. Higher level of education for Defense requirements should be organized in a way to provide training to future officers of the Croatian Armed Forces and more broadly, for experts in the Ministry of Defense and other government bodies whose activities are related to Defense and National Security, researchers in scientific research institutions and research institutions who conduct research in the field of Defense, and other entities outside the State administration system.

Furthermore, partner relations with educational institutions in other countries, primarily with NATO and the EU will be developed. These will provide for acquiring new knowledge, skills and capabilities that will contribute to more efficient development of the Armed Forces and fulfillment of their basic missions and assignments.

Institutionalization of education for Defense and Security requirements according to principles that govern scientific activities and higher level of education in the Republic of Croatia has created presumptions for a greater degree of integration and compatibility with NATO institutions and programs, harmonization with standards of the Bologna Process and use of NATO and EU resources.

In the recent years NATO has undertaken important steps directed towards harmonization of the education and training in educational institutions of the NATO member and Partner countries with standards of the Bologna Process.

The goal of these processes is to improve quality in education and training, as well as confidence and transparency, both among the states and within the states between the Armed Forces and society.

Harmonization of the education for Defense requirements in NATO member states with Bologna Process presumes that Defense educational institutions are integrated in scientific-educational systems of their countries. Attainment of the goals of this Plan provides for efficient application of the mechanisms developed to upgrade the quality of education, enable mobility of students and teachers and contribute to mutual confidence. Examples of such mechanisms are represented by:

- ERASMUS, educational program of the European Union for promotion of mobility of the European students and professors that has become a core factor in internationalization and 'Europeanization' of higher education in European Union.
- *European Initiative for Exchange of Young Officers Inspired by Erasmus Program ("Military Erasmus")* – a concept aimed at improving quality of education and training of the military personnel in the EU member countries. As a general goal of the *"Military Erasmus"* prominence is given to increased interoperability among European Armed Forces, development of the Common Security culture and sharing of same values.
- European Defense Agency (EDA) with numerous programs that include educational component.
- European Security and Defense College (ESDC) as a platform for connecting and networking of the institutions of higher level education for Defense and Security requirements of member states.
- *NATO Security through Science Programme* that contributes to security, stability and solidarity by application of science in problem solving.
- NATO concept of the Centers of Excellence that provides for development of expert opinions in areas that are of core importance for the Alliance, and in which a single nation can give its most visible contribution.

Scientific-research activity (work) will be primarily developed within Croatian Defense Academy. Strengthening scientific-

teaching potentials concurrently develops the capability of implementation of the study programs, as well as the capability of conducting scientific-research activity, particularly in areas of special interest, such as military technology, strategy research and military history.

In the other segment, Scientific and Research activities will enhance the development of the functions of articulating directions and the need for Research and Development, whereas implementation will be provided in cooperation with research potentials of the civilian sector.

Cooperation will be established with scientific institutions within their scope of work and activities during implementation of Research and Development projects needed in Defense field. They will contribute to development of the studies and expert opinions. Research and development for defense requirements will be directed toward a specific purpose and in support of development of the core capabilities.

LIFELONG EDUCATION AND MILITARY VOCATIONAL TRAINING

Acquiring competencies should be a continuous process, made relevant through activities of all forms of learning during life time and aimed to upgrade knowledge, skills, independence and responsibility for professional, social and personal requirements. Development of an individual during his/her working life in the Ministry of Defense and the Armed Forces should be, not only in function of upgrading overall capabilities, but also in acquiring competence that can be used for the well-being of the entire society. It is possible that an individual acquires competencies and continues to develop at the end of his/her military career through use of supportive Transition programs.

Requirements for implementation of military education in support of professional development, particularly officer's, are significantly greater than the present capacities. Therefore, the level of capabilities necessary to increase the level needed for enhancement of the present educational capacities will be continually developed.

For requirements of manning Reserve units in the later planning period, education of Reserve officers and NCOs will be initiated.

Learning foreign languages will be intensified, both within capacities of the Armed Forces (Foreign Language Centre, Foreign Languages Training in units), and through civilian capacities. Equipping units with multimedia language classrooms will also be continued.

Validation of the Training efficiency in comparison to operational/working requirements will be carried out on regular basis.

Education and Science Area Tasks Review

PRIORITY LEVEL	PLANNING PERIOD		
	By the end of 2017	By the end of 2020	By the end of 2024
I.	To accredit Military Engineering, and Military Leadership and Management Undergraduate University study programs with planned, beginning in academic year 2014/2015, and in the following years Military Nautical Science, Military Marine Engineering, Military Aerospace Engineering.	By amending the program of Inter Service Command and Staff Course to accredit Undergraduate study program. By amending the program of the War College to accredit the Post-graduate study program (by 2018).	
	For implementation requirements of the study programs to make relevant and to plan and implement development of the scientific teaching potentials and their selection for scientific teaching positions (2015).	To organize within Defense Sector an institution of higher education, in conformity with regulations that govern higher education and scientific activities in the Republic of Croatia (by 2020).	To continue with development of the institution of higher education within Defense field and integrate it in the system of Science and Education in the Republic of Croatia.
	To intensify learning English language in units and increase the capacity of STANAG testing (2015).		
	To systematically carry out validations that evaluates efficiency of education.		
II.	To join international programs and initiatives that enhances the quality of education and provide for mobility of the students and lecturers.	To define and adopt the Concept of Lifelong Education (by 2016).	
	To improve publishing and library activities.	To establish priorities and directions of research for requirements of the Defense Sector (by 2016).	

VIII. TRAINING AND DOCTRINE

TRAINING

Training in the Armed forces will be implemented on the single doctrinal principles, regardless of whether it is training for execution of tasks in our country or for participation in international Peace Support Operations, and it will focus towards development and maintenance of the capabilities of professional composition and for practice of the Reserve as a basis for growth of the Forces.

Training priorities in this planning period will be put on development and maintenance of the capabilities for defense of the national territory and implementation of the NATO Capability Targets in order to ensure capabilities for participation in on-going operations and to maintain the Level of Ambition regarding participation of the deployable forces in NRF and EUBG and other UN/NATO/EU forces. Interoperability and development of the operational capabilities aimed to ensure elements of Combat Readiness for possible operations have remained the main training objectives. Interoperability will be achieved through joint training and exercises with Allies and declared forces will join NATO components and formations. Special emphasis will be placed on participation of the members and units of the Armed forces in various forms of multinational training and practice at all levels. These will provide intellectual, procedural and technical interoperability and cohesion with Allied forces.

Training will have an important role in support to multinational and regional cooperation. Stability and good neighborly relations will be strengthened through training, by focusing on support to countries from the Region that expressed interest in joining into NATO and/or EU, passing on their own experiences. Focus will also be placed on development of the capabilities to provide support to civilian institutions in natural, technical and technological disasters.

Development of the Training System and Improvement of Training Infrastructure

The organization, contents, standards and methodology of implementing training will be affected by reform of the Armed Forces, application of modern techniques and technologies that are being introduced gradually and by establishment of Reserve composition training. New training programs will be developed in conformity with tactical-technical requirements of the new equipment and contemporary tactics, techniques and procedures.

Further development and adoption of new

methods and equipping with new training assets (simulators, simulations, modern shooting ranges, drill grounds and other training facilities) will reduce training costs. However, high level of realism and challenge will be retained. Capabilities that are not cost-effective or do not have relevance of being developed or maintained independently, will be developed within NATO initiatives and projects and in cooperation with partners.

For the purpose of development of capabilities of the Armed Forces, the projects of equipping, modernization and construction will be aimed towards development of the training infrastructure and procurement of training aids and assets, mainly simulators and simulation systems.

Drill grounds and shooting ranges will be built for individual and joint training up to the level of platoon/company for weapons/firearms handling.

Barracks will also be equipped with labs and training simulators. Conditions will be created for distance learning aimed to accelerate gaining of new knowledge and skills and faster exchange of information.

Equipping and modernization projects of the training infrastructure will be developed as a integral part of the development projects for the barracks and military training areas, taking into account the type, kind and required operational capabilities of the units. Projects will also include requests for development of the training infrastructure that are based on Allied documents and international agreements.

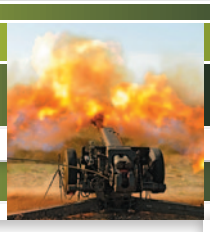
Individual Training

The goal of individual training will be training for a prompt and qualified inclusion in unit's training at all levels, integration of gained knowledge and skills into multi-branch training and taking over the role of trainers. It is expected of each individual to adapt to technological progress and changes in security environment. The focus of individual training will be training aimed at gaining personal Military-Occupational Specialty.

Manning of the Armed Forces that is based on voluntary principle enables training with motivated personnel and an easier achievement of the training goals. Basic military training will be exercised through voluntary training for all categories of military personnel. The goal of conducting voluntary military training is to gain basic military knowledge and skills and to improve physical and psychological readiness for service in the Armed Forces.

Training for personal Military Occupational Specialty (MOS) will be organized in the following manner:

- Branch Specialty Training of the Croatian Army will be organized in centers



and branch units of the Croatian Army,
- Branch Specialty Training and specialties of the Croatian Navy within technical service will be conducted at the Navy Training Centre,
- Branch Specialty Training and technical service of the Croatian Air Force and Air Defense will be carried out in the Air Force Training Centre,
- for acquiring Military Occupational Specialty of the Support services and occupations, logistics training will be organized in the Logistics Training and Doctrine Center,
- for acquiring Military Occupational Specialty of the Signal branch, training will be organized in the CIS Centre and at the Signal Battalion of the Croatian Army,
- for acquiring Military Occupational Specialty of the Military-Intelligence branch, training will be organized in the Centre for Intelligence Operations
- for acquiring Military Occupational Specialty of the MP branch training will be organized in the Military Police Regiment.

Centers and branch units that conduct individual training for acquiring MOS in the branches/support services are also responsible for implementing functional courses and other forms of training of Soldiers/Seamen, NCOs and officers for the purpose of their professional development in the branch/support service.

Collective Training

Collective training (Commander training, Staff training, and unit training) of all levels will be mission focused and based on doctrine and experiences of the present time operations. The goal will be to attain excellence of the unit as a whole and readiness for active participation within the higher level of units. Efficiency of joint training will be provided through further equipping with modern teaching assets and aids, development of training infrastructure at barracks, drill grounds, shooting ranges and training areas and upgraded training for Commander and Staff. An integrated environment will create conditions for realistic evaluation and certification of the units designated for participation in NATO-led operations and exercises.

Reserve Training

Training of Reserve units will be managed according to the same standards as training of the professional composition, with the employment of the same doctrine and training process. It will differ only in various degrees of readiness for conduct of the mission.

Focus of the Contract Reserve training will be on an individual, or rather refresher training and maintaining of individual capabilities and skills and on pre-deployment training for Peace Support Operations.

Individual training of the Assigned Reserve will be focused on refresher training of basic soldier's skills and maintaining of the training for Military Occupational Specialty, especially of the critical ones. Training of the units will be concentrated on firing and tactical tasks of the squads and platoons in addition to conduct of tactical exercises.

Training of the Non-assigned reserve will be composed according to training phases for development of individual capabilities and skills, mainly basic military skills and training for Military Occupational Specialty.

Joint Training

Joint training will be oriented towards training of the Commands for planning, conduct and participation in joint operations. Single Commands, units, groups and individuals will be trained and prepared accordingly for efficient planning, organization and participation in joint systems.

General Staff will lead the joint training in the Armed Forces and it will be carried out through joint exercises.

Training Doctrine of the Armed Forces will be revised with the particular emphasis on further decentralization of training.

DOCTRINE

Doctrine represents the doctrinal foundation and fundamental principles of operations and a guide for the military forces in support of national goals. It deals with missions, functions and capabilities and represents a common frame of reference for operations that are conducted or could be conducted in the very near future. Although this doctrine should be seen in its entirety, and not only as a publication alone, in this planning period the emphasis will be placed on doctrinal organization of the entire system that will be obtained through consistent doctrinal hierarchy, from the top to the bottom. This will ensure consistency in using unified terminology and harmonization of doctrinal standpoints at all levels.

In conformity with defined hierarchy of doctrinal publications, the process of developing Joint, Functional and Service doctrinal publications will continue. This will also apply to publications that, in terms of their content, are aimed at integral understanding of military terms and symbols.

Joint and Service doctrinal publications will describe the use of operational component of the Armed Forces in operations (campaigns, major operations and tactical activities), whereas preparation of the Armed Forces will be standardized through administrative, technical, training and teaching publications. An exception is Training Doctrine that will, although it belongs to the field of preparation of the Armed Forces, be included in doctrine hierarchy due to the commitment that we will conduct training in the manner we conduct operations.

By the year 2017 Joint and Service doctrinal publications will be prepared - ZDP-1: Croatian Armed Forces Doctrine (2nd edition), ZDP-10: Human Resource Management, ZDP-35: Special Operations, ZDP-36: Psychological Operations, ZDP-40: Logistics Support Doctrine, ZDP-70: Training, DPM-100: Maritime Doctrine, DPK-200: Land Forces Doctrine, ZDP-S: Military Symbols, ZDP-30: Joint Operations, ZDP-50: Operations Planning, and ZDP-60: Communication and Information Systems. Drafting and adoption of doctrinal and other publications will be in function of establishing procedures and processes in the Armed Forces that are not regulated by legislative or by-law provisions.

Development of the branch doctrinal publications, particularly those that prescribe tactics, techniques and procedures of single commands and units, falls solely within national jurisdiction, while individuals, units and temporary compositions that have been preparing for participation in NATO Command Structure and Force Structure and NATO led operations will use original NATO doctrine.

By the year 2020 publications will be developed for operations of Naval, Land and Air Forces or their parts in support of joint operations, functional joint concepts and service doctrinal publications for staff functions and tactics of the units and employment of the units of service support.

Guidance given through doctrinal publications will be built into teaching and training processes. In that manner, in addition to adoption and understanding doctrinal principles, their feasibility and application in practice will be verified.

LESSONS LEARNED

The process of recognizing, processing and applying positive experiences/best practices in the Armed Forces is distinctive to a military organization and it is one of the obligations of the Commanders and Heads of the organizational units at all levels. In the forthcoming period, the system of Lessons Learned with clearly defined tasks, competencies and responsibilities will be established in terms of organization and its structure.

In development of the Lessons Learned System, focus will be on establishment of the processes, building structure and development of tools at all levels that will contribute to enhancement of the interoperability of forces, or rather overall development of the Armed Forces' capabilities.

Training Area Tasks Review

PRIORITY LEVEL	PLANNING PERIOD		
	TRAINING		
	By the end of 2017	By the end of 2020	By the end of 2024
I.	**Building training infrastructure in barracks and at military training areas** (Shooting ranges and Drill grounds for individual and joint training, Sporting facilities, Labs and Classrooms) – Realization: in conformity with the Barracks' development dynamics.		
	Simulator for training of Infantry squads – realization period: in 2015	Simulator for Ground Air Defense – realization period: 2018 (together with procurement of the ground Air Defense System).	Simulator for Anti-Armor Combat – realization period: in 2023
	Simulator for DUOS, Patria – realization period: in 2015 (realization from the project Patria)	Equipping of the Naval tactical practice rooms	
	Simulator for tank M84 SONG – realization period: in 2016	Equipping the training area for combat resilience of the ship	
	Multifunctional tower for Parachute and Alpinist training, 'J. Jović' Barracks in Udbina – realization period: in 2015	Equipping of the Diving training centre	
	Parachute air tunnel, Drill ground ''J. Jović'', Udbina – realization period: in 2015		
	Construction of the Distance Learning System – realization period in 2016		
II.	Modernization of the Flight Simulator for airplane MIG21 aircraft – realization period : in 2015		Reconstruction and equipping of the training vessel ŠB 72 Andrija Mohorovičić– realization: in 2023

PRIORITY LEVEL	PLANNING PERIOD		
	LESSONS LEARNED		
	By the end of 2017	By the end of 2020	By the end of 2024
I.	To build the capability for Lessons Learned that consists of: - establishment of the process - building structure - development of the tools in support to the process that enables monitoring of the development of observation into recognized and learned lesson: - Lessons Learned database (LLDB) - gateway for exchange of Lessons Learned To establish business processes in the field of Lessons Learned, to simplify procedures and to remove excessive complexity, overlapping and lengthiness of the observation process and to bring forward and determine the model of observation (2015).	To increase the number of Staff Officers for Lessons Learned, to plan positions in new organization for Staff Officers for Lessons Learned to the level of independent battalion (by the end of 2018).	To maintain the achieved capability for Lessons Learned and to establish a Learning Organization, Knowledge Management from the scope of its work and from experiences of other organizational entities and from other NATO members.
	To insert in the Curricula at all levels of sequential-progressive education contents of familiarization with the process of Lessons Learned and thus upgrade the level of training for conduct, participation and monitoring the process of Lessons Learned	To advance and upgrade the Lessons Learned Database (transition to Shared Point), for monitoring the state and development of the observation into Lessons Learned (by the end of 2018).	
	To introduce Long-Term Planning based on realistically available funds for implementation and application of the Lessons Learned System (2015).		

IX. EQUIPPING AND MODERNIZATION

Despite improvements that have been made in single areas in recent years, in reference to implemented projects of Equipping and Modernization, material assets and equipment at the disposal of the Armed Forces are at present partly obsolete. That affects efficiency and hinders full interoperability with the Allies.

Due to the complex process of procurement and modernization and lengthy service life of the weaponry and military equipment, decisions that are made regarding Equipping and Modernization of the Armed Forces will significantly affect capabilities in the forthcoming 30 years and more.

Limited funds for defense requirements have resulted in decisions on retaining or abandoning certain capabilities. Some of the capabilities have already been significantly limited and without new investments in Equipment or Modernization, they would practically be lost. With the aim to retain key capabilities and bearing in mind the uncertainty of long-term challenges of the Security environment, plans will also be developed for Equipping and Modernization to begin at the end of the planning period. Their completion and financial effect mostly extend to the next planning period. Projects that are singled out due to their high financial demands and due to the importance of the capabilities that are realized within them are:

1. CROATIAN ARMY

a. Armored Vehicles

- A total of 48 tanks will be retained in operational use in the Armed Forces and they will be subjected to revision process; one Tank Company will be modernized;
- End of equipping and phasing into operational use of the APC Patria with other weapon and military systems (anti-armor system, remote weapon station of 30 mm, communication equipment);
- Maintenance and modernization of the infantry combat vehicle BVP M-80, including modernization with new anti-armor systems;
- Equipping with new mobile anti-armor system.

b. Air Defense Assets

- Equipping with Man Portable Short Range Air Defense System (MANPADS).

c. Enginery

- Further development of the Engineer branch and phasing in of the mines with self-destruction or self-deactivation, the system of distance mine planting, the system of quick opening of passages in mine fields and replacement of the launching systems for quick bridging over and floating bridges systems;

- Equipping with engineer assets and equipment for general and combat support and explosive ordnance disposal (EOD).

2. CROATIAN NAVY

a. Equipping with Coastal Patrol Boat;
b. Equipping with Offshore Patrol Vessel (OPV);
c. Equipping with Anti-Ship Missile System.

3. CROATIAN AIR FORCE AND AIR DEFENSE

a. By the end of the year 2016 decision will be made regarding retaining or abandoning Autonomous Protection of the Air Space;
b. Equipping with Air Defense system of mid-range.

Equipping and Modernization policy is oriented towards development and maintenance of the targeted capabilities of the Armed Forces defined by basic documents in Defense Sector. Additionally, equipping and modernization policy will include monitoring and analyzing possibilities of national and foreign capacities involvement in equipping and modernization processes.

Priorities in equipping and modernization are aimed at achieving and maintaining the capabilities in support of the missions and tasks of the Armed Forces, realization of the NATO Capability Targets and completion of the initiated projects.

Equipping and modernization will be implemented in accordance with requirements, technical and economic validity of requirement, available budget allocations and applicable regulations. Wherever possible manufacturing capacities of the domestic Defense Industry as the sources of equipping and modernization will be taken into consideration to the maximum extent as well as international agreements under which equipping and modernization could be realized through donation or procurement of weapons and military equipment under favorable financial conditions.

As one of the methods of financing equipping and modernization, consideration will also be given to the possibility of using EU funds (EU funding for Dual Use), with focus on procurement of equipment necessary for development and achievement of the targeted capabilities of using Armed Forces in support of civilian structures.

Research and Development in support of equipping and modernization will be implemented in cooperation with Croatian scientific research institutions, as well as institutions of NATO and European Defense Agency. Their resources and potentials can contribute to research and development of weapons and military equipment for the Ministry of Defense and the Armed Forces. In addition, cooperation with NATO institutions and European Defense Agency will be considered as well. Their developmental projects for weapons and military equipment are available and of interest for development and achieving of the targeted capabilities of the Armed Forces.

Projects of equipping and modernization shown in the Long Term Development Plan are mostly divided in two priority levels, and some in three levels. Projects of the first level represent absolute priority because they comprise projects that

are of key importance in building capabilities, through which NATO Capability Targets are reached. Therefore, they are necessary for the efficient execution of the missions and tasks. Projects of the second priority level are important for Armed Forces activities; they upgrade capabilities, and affect dynamics and quality of single capabilities. However, the scope and dynamics of their realization are to the certain degree subject to corrections. Priorities of the third level are subject to significant corrections in the scope and dynamics of realization.

CROATIAN ARMY PRIORITIES

The priority of the Croatian Army is modernization and equipping of the key maneuver units of the Armed Forces. In the period till the year 2020 priority will be given to equipping of the Mechanized Guard Brigade and that represents a direct contribution to realization of the NATO Capability Targets. The second priority in the period till the year 2020 is equipping other declared units. In the period from 2021 till the end of 2024 and even beyond that period, projects of equipping and modernization of the Guards Armored-Mechanized Brigade will be initiated as indispensable for retaining and increasing the level of its capabilities.

Infantry Weapons and Equipment

The quantities of serviceable infantry weapons in the Armed Forces meet requirements of the proposed structure. These weapons are technologically obsolete and their calibers and maintenance requirements do not provide for harmonization of the operational activities with the Armed Forces of NATO and EU members.

In the previous planning period the Armed Forces began equipping with the new VHS assault rifle and accompanying equipment (of NATO caliber) in a quantity of 6,000 pieces. Equipping will continue in the first two planning periods in order to complete equipping of the CAF Active Duty component by late 2020. Equipping of the CAF Reserve component with the VHS assault rifle is planned for the third planning period.

By late 2020 it is necessary to equip other units of the Croatian Army declared for the NATO Pool of Forces with machine guns and universal machine guns of NATO caliber. Equipping of the Active Duty component with this type of weapon should be completed by the end of the entire planning period. Given the fact that the Armed Forces have no ammunition of NATO caliber in stock, along with procurement of the new assault rifles, machine guns and light machine guns, it is necessary to equip the CAF with accompanying ammunition.

Within the planning period, priority is given to continued equipping the troops with individual equipment until the Armed Forces are fully equipped, including renewal of the following equipment: camouflage uniforms with digital press, military boots and combat helmets, combat modular vests, backpacks and individual night vision devices. CAF units declared for NATO and EU operations should be equipped to operate under extreme weather conditions. The project of equipping troops with upgraded systems of performance, protection and communication will begin in the second part of the planning period. Priority in equipping with infantry weapons and equipment will be given to units scheduled for deployment to NATO / EU operations.

Support Artillery

The Armed Forces are equipped with artillery weapons of various origin and caliber (105, 120, 122, 130, 152, 155 mm). They are technologically obsolete; computing of the initial elements is slow as well as correction of fire and velocity of reaction. Features regarding range and precision are also unsatisfactory.

In view of the new requested capabilities, it is necessary to begin a process of equipping with new artillery systems of unified 155 mm caliber. In that way, mobility and interoperability in joint operations with NATO and EU forces members will be increased. Putting new artillery systems into operational use will enable implementation of the NATO Capability Targets to operate at distances up to 40 km by using various types of precise ammunition, fire control system and exchange of information with Partners. Equipping and putting the system into operational use will be completed by the year 2019, and full operational capability will be reached by the year 2022.

Anti-Armor Combat Assets

Armed Forces are equipped with obsolete anti-armor systems of unsatisfactory performance regarding range, guidance and penetrability. Anti-armor guided missile system (POVRS) has a range of 2, 5 km, and mobile anti-armor system Maljutka has been declared non-prospective.

The capability of anti-tank combat will be upgraded in the forthcoming period by equipping of the armored personal carrier Patria (APC), with modern anti-tank systems of the 3rd generation. Replacement of the mobile systems Fagot and Metis with more advanced ones will be also taken into consideration, or the existing systems will be equipped with modern/advanced ammunition of greater range and greater penetrability and easier launching of anti-tank projectiles.

Armor Assets

Armed Forces are equipped with the tank M-84, which has (after the revision process) fulfilled requirements for the planning period.

Mechanized infantry of the Croatian Army is equipped with full tracked infantry combat vehicle BVP M80A for which modernization will be considered at the end of the planning period.

Equipping with modern armor vehicle on wheels APC Patria (in 7 various versions) and phasing into operational use of 126 carriers will end in the year 2016. The combat armor vehicle (BOV) will be equipped with modern communication system and remote controlled machine gun of 12, 7 mm caliber. By the end of 2016 part of the vehicles will be equipped with remote controlled gun of 30 mm caliber and advanced anti-armor system.

Light Armor Vehicle (Combat)

By the end of 2017 equipping and phasing into operational use of the light armor vehicles (M-ATV, MRAP) will be carried out in cooperation with bilateral partner.

Air Defense Assets

Weapons of the Croatian Army comprise of Air Defense guns of 20 mm caliber, self-propelled surface to air missile systems S-10 CRO and S-10M and shoulder launched "IGLA" and "S2M" light missile systems.

All artillery AD systems as well as man-portable, shoulder-fired low altitude surface-to-air missile system S-2M have been proclaimed non-prospective. For requirements of the Air Defense capability for protection of maneuver units, Croatian Army will be equipped with systems of short range for Air Defense of the maneuver units (MANPADS).

Engineering Assets

The existing bridging and pontoon assets and equipment are tactically and technically outdated and are not meeting the new requirements. Consequently, there is a high level of malfunctioning, high maintenance costs and the inability to provide full engineering combat support in the segment of ensuring mobility of the maneuver units in operations.

In conformity with the new operational requirements for maintaining operational tempo in high mobility operations, in the forthcoming period priority for the Armed Forces will be to finish equipping of the declared Engineering forces for NATO (one Platoon and one Company for general engineering support, one platoon for engineering combat support and one EOD platoon) with engineering machines, trucks, EOD equipment and special EOD vehicles. The Armed Forces will also begin equipping with new engineering systems necessary for realization of the accepted NATO Capability Targets.

NBCD Assets and Equipment

Resource life cycle has expired for most of the personal Nuclear, Biological and Chemical protective equipment (PPE), self-protection and personal decontamination assets. Priority in the forthcoming period will be given to equipping of the Armed Forces units with individual protective equipment, treatments for the first self-help, dosimeter, and equipment for personal decontamination of the skin, clothes, personal gear and personal weapons as well as equipping of the multifunctional NBC protection platoon.

The adopted Capability Targets also involve obligation of providing networked chemical and radiological point-detectors, deployable assets for collective protection against NBC agents/hazards and assets for establishment and development of the NBC Warning and Reporting System.

Signal Assets and Systems

The priority in the forthcoming period will be equipping of the Croatian Army units with assets that provide conditions for implementation of the NATO Capability Targets. Signal assets and systems will also be provided simultaneously with the equipping with combat armor vehicles, self-propelled artillery systems, light armor combat vehicles, Air Defense systems and BVP vehicles.

Overview of the Equipping and Modernization Projects of the Croatian Army

PRIORITY LEVEL	PLANNING PERIOD		
	By the end of 2017	By the end of 2020	By the end of 2024
I.	Equipping with VHS assault rifle and pertaining equipment.	Continuation of equipping with VHS assault rifle and pertaining equipment.	Continuation of equipping Reserve Corps with VHS assault rifle and pertaining equipment.
	Equipping with self-propelled artillery system of 155 mm.	To complete equipping self-propelled artillery system of 155 mm.	
	Equipping Support Artillery with artillery ammunition.	To complete equipping Support Artillery with artillery ammunition.	
	Equipping with soldier's personal equipment.	Continuation of equipping troops with Personal Load Carrying Equipment.	Continuation of equipping troops with Personal Load Carrying Equipment.
	To continue equipping of the Special Operation Forces with weapons and military equipment.	To complete equipping of the Special Operation Forces with weapons and military equipment.	
	Equipping with assets for NBC (priority –NBC platoon).	Equipping with NBC assets for NBC platoon and the entire CAF (personal and collective).	Continuation of equipping with assets for NBC (personal and collective).
	Equipping with engineering assets and equipment for general and combat support and EOD (NATO declared units are the priority).	To complete equipping with engineering assets and equipment for general and combat support and EOD for NATO declared units.	To continue equipping with engineering assets and equipment for general and combat support and EOD.
	To begin equipping of the units with essential camping equipment.	To complete equipping of the units with essential camping equipment.	
	To begin equipping with new machine guns and universal machine guns of NATO caliber.	To continue equipping with new machine guns and universal machine guns of NATO caliber.	To complete equipping with new machine guns and universal machine guns of NATO caliber.
	Equipping of the units with individual optoelectronic and night vision devices and gear for severe weather conditions (through Aid program – donation).	Continuation of equipping troops with individual optoelectronic devices and night vision devices and gear for severe weather conditions (through the Aid program – donation).	To complete equipping troops with individual optoelectronic devices and night vision devices and gear for severe weather conditions.

		Equipping with equipment and Role 1 assets.	
	Equipping and phasing into operational use of the light armored vehicle - Mine Resistant Ambush Protected - MRAP (Aid Program EDA).		
II.		To modernize or equip the CAF with short range AD system of maneuver units (MANPADS).	
		To begin equipping with new mobile AD systems.	To complete new mobile AD systems.
	Technical inspection of tanks (conducted on the lower level, to determine the status and required steps of modernization process)	Beginning the modernization process of the tanks.	To continue the modernization process of the tanks.
		Equipping of the deployable forces for operations in extreme weather conditions.	To complete equipping of the deployable forces for operations in extreme weather conditions.
III.			To modernize infantry combat vehicle BVP M-80 including equipping with new AD system.

CROATIAN NAVY PRIORITIES

Croatian Navy will be developed as a navy with a limited range of combat capabilities focused on Defense and Crises Management. Firstly, it will develop capabilities that are recognized as critically important for conduct of the basic missions of the defense and protection of national interests at sea. These are:

- Capability to act against surface targets,
- Capability for mine and anti-mine operations,
- Capability for Command and Control, Information-Communication networking, data gathering and sea monitoring.

Having in mind the responsibility of the Croatian Navy for the safety at sea in peace-time, the priority of equipping and modernization of the Croatian Navy is aimed at developing the capability of the Coast Guard through continuation of the project of equipping the Coast Patrol Boats.

By the year 2017 another two projects have been defined as priority-projects: (1) Achieving full capability of control of the sea surface through modernization of the radar system Enhanced Peregrine and procurement of the alternate radars for obsolete GEM radars. The priority of this project is to achieve integration of

all national sources in one radar picture of the naval situation in the Adriatic Sea in addition to the capability of sharing information with NATO; (2) In the period from 2015 - 2018 to achieve the capability of anti-mine operations by procurement of two mine hunters and their equipping and modernization by the end of 2020.

At the end of the planning period, the project of multi-role patrol boat will begin; it will be designed to carry out a variety of tasks, i.e., to have the capability of combating surface targets and elements of anti-submarine combat.,

Depending on the analysis of the security environment, the Navy will be equipped

Overview of the Projects of Equipping and Modernization Projects of the Croatian Navy

PRIORITY LEVEL	PLANNING PERIOD		
	By the end of 2017	By the end of 2020	By the end of 2024
I.	Equipping of the Coast Guard with five coastal patrol boats.	Complete equipping and phasing into operational use of the coastal patrol boats.	Equipping with used off-shore patrol vessel (OPV).
	Modernization of the Radar System "Enhanced Peregrine", integration of the maritime surveillance sensor data into a single network and reaching the capability of sharing data and radar picture with NATO.		To begin equipping with new anti-mine missiles.
	Equipping with two Autonomous Underwater Vehicles (AUVs) aimed at developing mine countermeasures (MCM) capabilities in shallow sea.		
	To begin equipping with two Mine hunters.	To complete equipping and phasing into operational use two Mine hunters.	

II.	To replace through interdepartmental cooperation three GEM 2050 XS radars with new radar automated systems.	To continue replacement of the GEM 2050 XS radars.	
	To run testing and prolong service life of the anti-ship missiles RBS-15B (Robot system 15B).	Modernization of the missile boat RTOP 11 and 12 sensor, weapon and operating systems.	
		Equipping and reconstruction of the missile boat RTOP 41 and 42 for operations of interception at sea.	
		Reconstruction and equipping of the ship SB-73 Faust Vrančić for ecological operations.	
		Furnishing and equipping of the Repair shop.	
		Equipping of the training area for ships combat resistance.	
		Equipping of the Diving training centre.	
III.		Equipping of the naval tactical exercise room.	
			Equipping of the open-sea tugboat.

CROATIAN AIR FORCE AND AIR DEFENSE PRIORITIES

Croatian Air Force and Air Defense will develop capabilities of control and protection of the air space of the Republic of Croatia within NATO Integrated System of Air Defense (NATINADS). It will also give support to execution of the Coast Guard's missions, helicopter air transportation, support to paratrooper training and light air transportation, support to aerial fire-fighting, aeronautical-technical logistic support to its own forces and Allied forces as well; execute all types of training of individuals and units for conduct of missions of the Armed forces' services in the Republic of Croatia and in Peace Support Operations and assistance to civilian institutions in the Republic of Croatia.

As the service life cycle of the overhauled airplanes MiG-21 expires by the end of 2024, the priority is to find a permanent solution for protection of the air space. Possible solution for protection of the air space lays in development of the multinational approach based on the principles of cooperation, sharing resources and capa-

bilities with Allies and Partners, or rather within the system NATINAMDS. Decision regarding possibilities and modalities for development of this capability will be made by the end of 2016.

Having in mind specific features of the existing transport helicopter capabilities that are currently in operational use, during the planning period consideration will be given to options and modalities for replacement of transport helicopters, and depending on the resources, for the beginning of the process of transition and introduction of new helicopters which will ensure sustainability of the CAF transport helicopter capabilities.

In addition to the above stated, within the framework of available programs of cooperation with strategic partners, possibilities will be further explored for continuous improvement of the overall helicopter capabilities by putting into operational use other types of helicopters in addition to transport helicopters. Such projects will be implemented if they would present a significant contribution to the overall capabilities of the Armed Forces and if at the same time they would not create such a resource burden that could affect the implementation of other planned projects.

Overview of Equipping and Modernization Projects of the Croatian AF&AD

PRIORITY LEVEL	PLANNING PERIOD		
	By the end of 2017	By the end of 2020	By the end of 2024
I.		To initiate modernization of the FPS-117 Radar system.	To continue modernization of the FPS-117 Radar system.
	To finish NATINADS project and to begin the ASBE (*Air Command & Control System Software-Based Element*) project.	To finish the project ASBE.	
	Equipping with R-60MK missiles.	To continue equipping with R-60MK missiles.	
	Procurement and installation of the equipment for aircraft self-protection on 4 helicopters Mi-171Sh.	To continue procurement and installation of the equipment for aircraft self-protection of the helicopters.	
II.		Equipping of aircraft for tactical air transportation and parachute training.	
	Equipping (procurement and installation) with IFF/COMM helicopter devices for Mi-171 Sh. (from the program FMF).		
		Construction and equipping of the maintenance shop for A/CT assets in the 93rd Air Force Base Zadar.	
		Development of the Multinational Centre for Pilot Training.	
		Equipping with testing -measuring equipment and tools for aircraft maintenance.	
III.			Equipping Air Defense Battery of mid range.

SUPPORT COMMAND PRIORITIES

Overview of the Support Command Equipping and Modernization Projects of the Support Command

PRIORITY LEVEL	PLANNING PERIOD		
	By the end of 2017	By the end of 2020	By the end of 2024
I.	Equipping with used non-combat vehicles.		
	To initiate equipping with assets and equipment for accommodation, work and logistics support in the field and in extreme climate conditions, for the capacity of 1,000 people.	To continue equipping with assets and equipment for accommodation, work and logistics support in the field and in extreme climate conditions, for the capacity of 1,000 people.	
	Equipping with water purification equipment.	Continuation of the equipping project for water purification equipment.	
		Equipping with medical equipment, field equipment and vehicles for support ROLE 2 capability.	To finish equipping with medical equipment, field equipment and vehicles for support ROLE 2 capability.
II.		Equipping with new non-combat vehicles.	To continue equipping with non-combat vehicles.

EQUIPPING AND MODERNIZATION OF THE COMMUNICATION AND INFORMATION SYSTEM

Communication and information systems have an increasing importance in all segments of the Defense Sector. Informatization of the Command and Control System (C2) is among the priorities at tactical, operational and strategic level. Such systems integrate traditional distribution in stationary and deployable (mobile) systems. Integration of information from other sources and sensors has also progressively developed. Informatization of the single processes in the Ministry of Defense and the Armed Forces has been carried out with continuity. However, the greatest challenge in the future period will be their integration and consolidation into an integral system capable of immediate mutual exchange of information according to requirements and authorizations. In this process, particular atten-

tion will be given to security and defense of that system. Building of an integral system will be carried out gradually and it will include integration, optimization and consolidation of the existing systems and upgrading of their capabilities.

The framework for construction of the Communication-Information system comprises a mobile system, the system of basic and the system of functional services. The mobile system includes technical levels of signal transmission, and the system of basic services includes those services that are common for the entire Defense field. They contain systems for transmission of messages and circulation of documents, systems for text processing, systems of identity authorization and verification and access to other basic services. Functional part of the system is specific for single functional areas and it is built on basis of the services and capabilities of the database and of the basic layer.

The focus on development will be placed on consolidation and modernization of the mobile system and the system of basic services on which functional services will perform.

Functional services will be built according to requirements of single functional areas and in conformity with solutions that are accepted and used by NATO. Applications will be developed with the aim to be mutually open for data exchange and open for capabilities to connect with adequate systems of the Allied countries.

In the Defense Sectors worldwide an increasing importance has been given to the defense of the information area, due to the growing importance of the Communication-Information systems and their vulnerability. Systems for defense of the communication-information system will be developed in Defense Sector.

Development of the information systems and their modernization and consolidation will ensure the basic elements of information systems reliability: confidentiality (secrecy), integrity and continued availability and elements of their security as, for example, authentication (verification of identity), authorization (verification of authorization) and irrevocability of all transactions in the entire information system of the Defense Sector. This requires development and constant upgrading of the system of cryptographic protection and digital signature throughout the entire Communication-Information System according to the level of secrecy.

Modernization of Data Centers makes the specific part of information protection and defense of the IT space that will allow for more efficient physical and technical protection of the file Server and other central network equipment, as well as for security of data and information systems. Building of the detached Redundant Data Centre will allow for separate secure Data Backup and Data Recovery systems, as special security function of the information systems against threats that could come either from the information area (Cyber attack) or classical kinetic attack or rather natural threat to the Data Centre. At the same time, this will also correct or remove observed deficiencies of the current Data Centre.

In addition to stationary and deployable communication capabilities, a system will be developed that allow communication (voice and data) with members of the Ministry of Defense and the Armed Forces who are deployed on assignments abroad, either in missions and operations or on Defense Attaché duties or similar tasks.

In order to achieve these goals it will be necessary to continuously carry out equipping and modernization of the existing Communication-Information Systems that have progressively short life cycle before becoming technologically obsolete. Reorganization of the existing

systems must ensure integral management of the Communication-Information System and consolidation of the mobile system and the system of basic services. Continuous, quality, reliable and sufficient protection for all types of the Communication-Information services will be necessary in the area of fixed communications, mobile communications (mobile GSM networks, mobile radio networks), satellite communications and all types of information services and services that use networks for data transmission. This includes equipping with assets and signal systems earmarked for troops, team leaders, commanders of all levels, as well as systems that provide contribution to the common operational picture, distribution of data in real time and use of indispensable functional services.

In addition to the modernization of equipment and consolidation of the data and processes, high level of expertise of the specific cadre and organizational solutions of their positioning in the system must be ensured.

Overview of the Equipping and Modernization Projects of the Communication and Information System

PRIORITY LEVEL	PLANNING PERIOD		
	By the end of 2017	By the end of 2020	By the end of 2024
I.	Building and consolidation of stationary networks of the MoD and the Armed Forces, basic services and systems of their management, including the system for storage of security data and the system for recovery of damaged data.	Continuation of building of the stationary networks of the MoD and the Armed Forces, basic services and of the management system.	Modernization of the stationary networks of the MoD and the Armed Forces, basic support services and the system of their management.
	Establishment of the Data Centers (energy supply, air conditioning, fire-alarm, physical security, surveillance etc).	Modernization of the Data Centers.	Modernization of the Data Centers.
	Consolidation and standardization of the MoD and Armed Forces' joint services– management of the business processes, document management, GIS, user support, network services.	Modernization of the joint services of the MoD and the Armed Forces – management of the business processes, document management, GIS, user support, network services.	Modernization of the joint services of the MoD and the Armed Forces – management of the business processes, document management, GIS, user support, network services.
	Consolidation and construction of the functional services according to requirements of the functional areas	Modernization of the functional services according to requirements of the functional areas	Modernization of the functional services according to requirements of the functional areas

I.	Equipping of troops and combat/non-combat platforms with combat CIS (the 1st and 2nd combat group)	Equipping of troops and combat/non-combat platforms with combat CIS (the 3rd combat group and other units)	Equipping of troops and combat/non-combat platforms with combat CIS (brigade and other units)
	Equipping with devices and equipment of the deployable systems (the first and the second combat group)	Equipping with devices and equipment of the deployable systems (the third combat group and other units)	Equipping with devices and equipment of the deployable systems (brigade and other units)
	Equipping with supporting combat equipment (the first and second combat group)	Equipping with supporting CIS combat equipment (the third AD combat group and other units)	Equipping with supporting CIS combat group (brigade and other units)
	Construction and consolidation of the system of defense of the information area	Upgrading of the system of defense of the information area	Upgrading of the system of defense of the information area
	Modernization of the user's terminal and peripheral CI equipment	Modernization of the user's terminal and peripheral CI equipment	Modernization of the user's terminal and peripheral CI equipment
	Establishment of interoperability according to NATO standards for functional areas	Upgrading interoperability according to NATO standards for functional areas	Upgrading interoperability according to NATO standards for functional areas
II.	Consolidation of the process of sustaining service life of the CI equipment and system – development, use, maintenance of equipment	Modernization of the process of sustaining service life of the CI equipment and system – development, use, maintenance of equipment	Modernization of the process of sustaining service life of the CI equipment and system – development, use, maintenance of equipment
	Consolidation and standardization of the user's interactive services	Modernization of the user's interactive services	Modernization of the user's interactive services

X. FACILITIES AND INFRASTRUCTURE

CURRENT STATUS OF FACILITIES AND INFRASTRUCTURE

Military properties intended for defense purposes are owned by the Republic of Croatia while the Ministry of Defense has received them for property management and utilization. These military properties are categorized as follows:

- prospective military properties (properties built for military purpose, utilized by the Ministry of Defense),
- temporarily prospective military properties (properties that are built for military purpose and used by the Ministry of Defense, and are in the process of being abandoned), and
- Non-prospective military properties (properties built for military purpose and not utilized by the Ministry of Defense).

Through the rationalization process of utilizing military properties, the Ministry of Defense will use only prospective properties whereas all non-prospective and temporarily prospective military properties (after abandonment) will be given to the management by the State Office for State Property Management.

By the transfer of the non-prospective and temporarily prospective military properties, the Ministry of Defense will reduce the costs of passive standby regime, protection, and guarding of such properties whereas the State Office for State Property Management may initiate the procedure of their conversion to for different utilization in accordance with the physical planning documentation.

COURSE OF DEVELOPMENT IN THE AREA OF FACILITIES AND INFRASTRUCTURE

Construction, renovation and reconstruction of the facilities and the infrastructure at the locations that are foreseen for the planned deployment of the Armed Forces will mainly adhere to the principle that main barracks having no capacity for development for more than 2000 persons and do not have exercise areas or training facilities will be considered to be non-prospective. With the purpose to increase effectiveness, at prospective locations, first of all the accommodation capacities, training and logistics in training areas and barracks will be improved. The total number of non-prospective properties will be rationalized and the abandoning and transfer of non-prospective properties will be intensified aiming at decreasing the costs for their insurance and maintenance.

The standards of work, accommodation and training at the prospective locations will be raised continually, and the renovation of the facilities will be in accordance with the legal

regulations of the Republic of Croatia in the field of physical planning, construction, fire protection, work safety, environment protection and technical safety.

Systems of technical safety for protection of military locations will be built during the construction of new facilities and reconstruction of the existing buildings and infrastructure, which enables rationalization of military personnel guarding military locations.

In order to achieve faster accommodation of the Armed Forces at prospective military locations, the concept of building housing facilities, logistic and other facilities in the form of prefabricated, modular buildings and fast build systems.

During construction, reconstruction, and adaptation, the Energy Efficiency and Waste Management procedures will be applied. Funding will be accomplished through Environmental Protection and Energy Efficiency Fund subvention for building and reconstruction of military facilities. Biomass Energy Plants will be designed and built at military training ranges and other military locations where there are resources and possibilities of biomass preparation.

In the upcoming planning period the focus will be on rationalization and downsizing of non-prospective properties through the following actions:

- transfer of non-prospective properties to the State Office for State Property Management,
- selling the part of military properties in accordance with the legal prerequisites, and
- increasing and centralizing accommodation capacities, administrative, storing, training and other capacities, as well as through targeted move of the Armed Forces for which building and organizing of the needed capacities at the prospective locations is required.

Pursuant to the Act on Management and Disposal of the Property Owned by the Republic of Croatia, the Ministry of Defense is no longer required to pay utility fee which reduces the costs of using prospective properties.

The financial means obtained from selling non-prospective and temporarily prospective military properties will be invested in the modernization of the Ministry of Defense infrastructure.

The European Union funds and other possible resources will be taken into consideration when financing projects of infrastructure building and modernization.

Military Geographic Information System

Military Geographic Information System

will develop topographic and cartographic database of geospatial data for the territory of the Republic of Croatia, and printed charts of new military topographic maps in the range of 1:50.000 and 1:250.000 scale in accordance with NATO standards. The goal of Military Geo Information System is to equip the Armed Forces with updated, digital, standardized, functional and interoperable geospatial data. Geospatial data obtained through the project of the Military Geographic Information System are in direct support of the NATO Capability Targets. Standardization of geospatial data and products, will allow their exchange with other NATO members.

Overview of Major Construction Projects

PRIORITY LEVEL	PLANNING PERIOD		
	By the end of 2017	By the end of 2020	By the end of 2024
I.	**Construction of Explosive Ordnance Warehouse** Continuation of building standardized facilities in the military storage compound **Hrvatski Ždral, Doljani**. Designing and preparing for the construction of standardized facilities in the Military Storage Compound Debela Glava, Slunj	**Military Storage Compound Debela Glava, Slunj** Construction of new storage facilities for explosive ordnance with the supporting buildings (Delaboration facility) and infrastructure and technical protection.	**Military Storage Compound Debela Glava, Slunj** Continuation and completion of the construction of storage facilities for explosive ordnance, supporting infrastructure and Headquarters.
	Lieutenant Colonel Petar Matanović Barracks, Petrinja Construction of Lodging, Command and Teaching facilities. The reconstruction of horizontal building infrastructure.	**Lieutenant Colonel Petar Matanović Barracks, Petrinja** The continuation of the construction of facilities and infrastructure according to physical planning documentation until the full functionality of the barracks.	
	Ministry of Defense HQ in Zagreb Renovation and reconstruction of the existing facilities. Renovation of the facility and infrastructure with the purpose of increasing energy efficiency. Preparation of project documentation for building the facility with the purpose of providing work premises and lodging within the existing HQ.	**Ministry of Defense HQ in Zagreb** Construction of the working space and lodging within the existing HQ.	**Ministry of Defense HQ in Zagreb** Finalization of the facility construction, infrastructure, and supporting facilities with the infrastructure until the full functionality of the HQ has been reached.
	Deployable Communication Module of the Croatian Army NATO – Lieutenant Colonel Marko Živković Barracks, Zagreb Providing temporary accommodation through the reconstruction of the building and providing telecommunication infrastructure.	**Deployable Communication Module of the Croatian Army NATO – Lieutenant Colonel Marko Živković Barracks, Zagreb** Construction of new building for the permanent accommodation of the National Deployable Communication Module of the Croatian Army NATO.	After the construction, financial means will be compensated from NATO Fund.

I.	**Petar Zrinski Croatian Defense Academy, Zagreb** Renovation and reconstruction of the facilities needed for the transformation of the Croatian Defense Academy and conducting of study programs. Renovation of facilities and infrastructure in order to increase energy efficiency.	**Petar Zrinski Croatian Defense Academy, Zagreb** Upgrading capacities and standards of buildings (lodging, classrooms and teaching rooms).	
	Eugen Kvaternik Training Range, Slunj Renovation and reconstruction of the Training Range water supply system. Construction of facility for the disposal of explosive ordnance. Review of physical planning documentation and elaboration of project documentation. Construction of prefabricated facilities for the lodging of units during exercises. Construction of prefabricated lodging facility, garage, repair shop and supporting infrastructure for the deployment of 155 mm Artillery Squadron from the barracks in Bjelovar.	**Eugen Kvaternik Training Range, Slunj** Construction of lodging facilities with supporting infrastructure due to the deployment of units from the barracks in Gospić and Bjelovar. Renovation and modernization of training facilities within the Slunj Training Range.	**Eugen Kvaternik Training Range, Slunj** Continuation of the building of facilities, infrastructure and supporting facilities pertinent to the physical planning.
	Depot Overhaul Center, Jankomir, Zagreb Building of Logistic-Distribution Center.	**Depot Overhaul Center, Jankomir, Zagreb** Building and equipping of Logistic-Distribution Center.	

II.	**Lieutenant Colonel Marko Živković Barracks, Zagreb** Construction of the facilities for Multi Task Helicopter Squadron (moving the Lučko Barracks), and Combat Aircraft Squadron. Renovation and enlargement of the facilities for the integration of NATO Aircraft System of Command and Control (abandoning Podvornica location). The elaboration of physical planning documentation and elaboration of project documentation.	**Lieutenant Colonel Marko Živković Barracks, Zagreb** Building of hangar and enlargement of the apron for the purpose of the moving the Lučko Barracks. The renovation of the Jet fuel storage. Building the garage space for techniques and weapons for the Army. Building a garage space for techniques and weapons for the Army.	**Lieutenant Colonel Marko Živković Barracks, Zagreb** Construction of teaching, storage and supporting facilities up to the level of the barracks functionality.
	Zemunik Barracks Reconstruction of the runway. Reconstruction of the thermo energy and electro energy system of the barracks with the purpose of implementing the energy efficiency policy. Reconstruction of kitchen and restaurant facility. Reconstruction of buildings for lodging of units.	**Zemunik Barracks** Reconstruction of buildings for accommodation of units from the barracks in Benkovac. Reconstruction of the existing hangars for aircraft maintenance.	**Zemunik Barracks** Reconstruction of the hangars for aircraft maintenance and the enlargement of the aircraft apron. Building of teaching, warehouse and supporting facilities until the full functionality of the barracks.
	Gašinci Training Range Building of the Field Training camp. Review of physical planning documentation and elaboration of project documentation.	**Gašinci Training Range** Building of the kitchen and restaurant facility.	**Gašinci Training Range** Building of lodging facilities with the supporting infrastructure due to the moving from Našice and Đakovo Barracks. Building of facilities, infrastructure and supporting facilities in compliance with the physical planning.
	Sv. Nikola Barracks in Lora Renovation and reconstruction of facilities, military harbor and infrastructure for the needs of the Croatian Navy. Reconstruction of the military storage Brižine.	**Sv. Nikola Barracks in Lora** Renovation of facilities and infrastructure in order to increase energy efficiency (renovation of facades, openings, roofs).	**Sv. Nikola Barracks in Lora** Reconstruction of the military storage Brižine for storage of reserve power supplies. Building of teaching, storage and supporting facilities until the full functionality of the barracks.

II.	**Meja Naval Harbor, Korčula** Preparation of project documentation. Abandoning of Privala Barracks and the enlargement of the breakwater pier.	**Meja Naval Harbor, Korčula** Building of lodging capacities for the needs of the Coastal Guard.	
	Croatia Barracks, Zagreb Reconstruction of buildings with the purpose of implementing the Energy Efficiency Policy. Reconstruction of kitchen and restaurant facilities.	**Croatia Barracks, Zagreb** Continuation of Reconstruction of buildings with the purpose of implementing the Energy Efficiency Policy. Reconstruction of horizontal infrastructure.	**Croatia Barracks, Zagreb** Building of teaching, storage and supporting facilities until the full functionality of the barracks.
	Vargarola Barracks, Pula The elaboration of physical planning documentation and elaboration of project documentation. Reconstruction of the lodging facilities, storage and repair shop facilities. Renovation of the Communication and Information System Center and DTK.	**Vargarola Barracks, Pula** The completion of the reconstruction of the lodging facilities, storage and repair shop facilities for the needs of the Croatian Navy.	
	123rd Brigade Barracks, Požega Reconstruction and building of facilities and infrastructure for accommodation of Training and Doctrine Command of the Croatian Army and the abandonment of the Croatian Army Supply Unit in Osijek.	**123rd Brigade Barracks, Požega** Preparation and planning for facility reconstruction and building of infrastructure for the accommodation of ZOD HKoV-a.	
	Kamensko Barracks, Karlovac The elaboration of physical planning documentation and project documentation.	**Kamensko Barracks, Karlovac** Building of teaching, storage and supporting facilities	Construction of other facilities and infrastructure until the full functionality of the barracks.

II.	**Military Canine Breeding and Training Center – Dugo Selo** The elaboration of physical planning documentation and project documentation and building of lodging facility.	**Military Canine Breeding and Training Center- Dugo Selo** Construction and renovation of all facilities and infrastructure in compliance with the physical planning until the full functionality of the barracks.	
	Captain J. Zidar Barracks, Velika Buna The elaboration of physical planning documentation and project documentation for the facility and infrastructure of the Intelligence Operation Center.	**Captain J. Zidar Barracks, Velika Buna** Construction and renovation of facilities in compliance with the physical planning.	**Captain J. Zidar Barracks, Velika Buna** Continuation of the construction of facilities and infrastructure according to physical planning documentation until the full functionality of the barracks.
	Knez Trpimir Barracks, Divulje The elaboration of physical planning documentation and project documentation	**Knez Trpimir Barracks, Divulje** Building of teaching, storage and supporting facilities in compliance with the physical planning.	**Knez Trpimir Barracks, Divulje** Continuation of the construction and renovation of facilities in compliance with the physical planning until the full functionality of the barracks.
	King Zvonimir Barracks, Knin Reconstruction of lodging facilities due to moving out of non-prospective locations.	**King Zvonimir Barracks, Knin** The construction of technical facility and the one for maintenance and storage of armored personnel carrier Patria.	**King Zvonimir Barracks, Knin** Reconstruction of teaching, storage and supporting facilities up to the level of the barracks functionality.
		Drgomalj Barracks, Delnice The elaboration of physical planning documentation and project documentation	**Drgomalj Barracks, Delnice** Construction and renovation of facilities in compliance with the physical planning until the full functionality of the barracks.
	Elaboration of the Study on Energy Efficiency and construction of the Thermo energy plant on biomass for the Eugen Kvaternik Training Range in Slunj and Gašinci Training Range.	**Eugen Kvaternik Training Range, Slunj** Construction of Thermo energy Plant on biomass.	**Gašinci Training Range** Construction of Thermo energy Plant on biomass.

XI. LOGISTICS SYSTEM

CURRENT STATUS OF THE LOGISTICS SYSTEM

Logistics system of the Armed Forces is unique for all services and parts of the Armed Forces, taking into account the particularities of logistic support of combat service units and combat service support units, services and elements. The present concept of the logistic support has been developed through the transformation and abandonment of the territorial placement and organizational structure of the Armed Forces. The main features of this system are numerous stationary logistic elements that offer logistic support in the barracks, mobile capacities of field logistics and abandonment of certain logistic activities and some of civil logistics personnel separation. Food services, catering and cleaning have been singled out and are now being performed by newly established company Pleter-usluge d.o.o. and the overhaul tasks are being done by Aeronautics Technical Centre Ltd.

Logistics system has fulfilled the requirements of accomplishing tasks on the territory of the Republic of Croatia, while the field logistics capabilities have not been fully developed in accordance with the planning. The process of abandoning logistics catering services has not ended yet and more civil persons have been retained than previously planned.

GOALS OF THE LOGISTICS SYSTEM DEVELOPMENT

The goal is to develop the process oriented, reliable and adaptable logistics system with greater emphasis on mobile capacities of field logistics and more efficient lifecycle management of combat technique. Logistics system will acquire new capabilities regarding the integration of new combat resources that are obtained through the equipping programs.

Rationalization of the organizational structure will be conducted and similar logistic activities will be linked together and that way the number of personnel will be decreased and their competencies will be

equaled/balanced. Greater efficiency will be achieved, resource e expenditure will be reduced, supplies will be optimized, and the quality of logistic information will be raised. Moreover, the speed of their exchange will be increased and the capabilities for integration into collective logistics will be enhanced in accordance to NATO Logistics Doctrine.

The objectives of the Logistics Systems development are:

1. To ensure the logistics readiness and continuation of logistics support to the Armed Forces pertinent to missions, tasks and the level of ambition;
2. To rationalize logistics support by integration of logistic activities and application of new organizational solutions;
3. To optimize logistics processes in the Ministry of Defense and the Armed Forces by developing logistic standards and criteria, codification, quality control, and automatization of the logistics information exchange process;
4. To reform the procurement system and supply chain management;
5. To maintain combat resources in terms of readiness requirements;
6. To develop capabilities for operations within collective logistics.

Logistics Readiness

Logistic readiness refers to the timely availability of armament and military equipment, availability of classes of supplies, efficiency of the procurement system and the sustainability capability of the forces participating in operations. Capability of the logistics system is expressed through the ratio of logistics readiness in relation to the amount of invested financial resources. Funding for logistics support is intended for maintenance of armament and military equipment, energy supplies, accommodation, food and other types of logistics support. In the past five years, financial means invested in logistic support had a tendency of decreasing and amounted to an average of less than 15% of Defense Budget. In order to keep logistic readiness according to its missions and tasks, and to enable logistics to respond to challenges and needs while supporting the Armed Forces, the objective is to keep the logistic share at the same level in the following three years, and after that to gradually increase to optimal 20% of the overall value of Defense Budget.

Rationalization of Logistics Support

Personnel structure will be balanced within combat support services, i.e., the number of personnel will be downsized in Army Service Corps, construction and transport services. Technical and medical service will be improved by intensified specialization of capabilities and capacities corresponding with the major requirements of combat service and combat service support. Measures and ways of rationalization of logistics system organization are as follows:

- Transfer of the remaining operational and technical functions of logistics support from the Ministry of Defense and General Staff of the Armed Forces to the Armed Forces units which will be accomplished in accordance with changes of Regulations on Material Procurement of the Armed Forces;
- Logistics functions of procurement will be unified as well as transport and construction support in the Support Command which will be accomplished within the re-organization of the Ministry of Defense and the Armed Forces;
- Downsizing of personnel working within stationary logistics system in all combat service support units.
- Abandonment of tasks related to direct maintenance and logistics support to units and locations of the military facilities. Infrastructure maintenance and military facility management will be outsourced to contractors, and the existing personnel will be reorganized within the existing or within a new company.

Optimization of Logistics Processes

Optimization will contribute to faster and more efficient logistics system that will remove redundant parallel activities at several management levels. The goal is to establish a process, organization and functioning of logistics and to clearly define the purpose and tasks of the organizational units. This will be achieved by several measures and ways through the procedure of procurement, acquisition and distribution, by defining and informatisation of process documentation as well as through the better contracting of logistics support including the contracting abroad. Within the optimization of the logistics system, the following initiatives have been taken:

- Optimization of public procurement through harmonizing competencies and responsibilities of organizational units and by conducting automated operational-technical communication within procurement procedure. The objective is to obtain and maintain complete transparency of public procurement and to shorten the duration of procedures for obtaining funding for the Armed Forces including procurement in the Area of Operations.
- Reform of the standards of materiel supplying. Legal and regulatory framework of materiel supplying will be reformed in view of future cooperation with business entities of domestic military industry and providers of logistic support services. The goals of equipment and modernization will be linked to the strategy of equipping with the purpose of better cooperation of all state institutions involved in procurement of combat systems. In terms of increasing international defense cooperation, the strategy of equipping will bring harmonized and a unique approach of all national stakeholders being a part of the international Defense market. There will be a transparent decision making on the procurement of combat systems and their efficiency.
- Codification and optimization of the procurement and distribution system and the inventory monitoring. The new procurement system based on modern codification and informatization is introduced with the purpose of affordable management of the resources and shortened period of distribution to a unit as the end user. The goal is to reform the Codification System in accordance with NATO standards, and to develop organizational and technical capacities in the Ministry of Defense for the systematic codification of weaponry and military equipment.
- Implementation of the Quality Management System in accordance with NATO standards. The purpose is to conduct weaponry and military equipment quality management in its entire life cycle. The implementation of the Quality Management System will bring better technical specification for procurement and maintenance, more transparent procurement procedure, better quality equipment and weaponry procurement for the Armed Forces in terms of the invested money and greater interoperability of military equipment and weaponry.
- Automatization of the logistic information exchange and the knowledge about logistic situational awareness information is a basic prerequisite for the planning of the logistics support. Therefore, it is necessary to develop logistics information system that will give logistics information and be compatible within a unique information system of the Defense Sector. With the purpose of logistic operational reporting at the national level, the NATO program tools will be used. Implementation of logistic information system will enable the complete

control and visibility of material assets and will support material and financial operations in the Ministry of Defense and the Armed Forces.

Supply and Supply Chain Management

The goal of material inventory management is to reduce the cost of obtaining and keeping the supplies by providing logistic readiness of the Armed Forces.

Supply of Fuel and Lubricants. The goal is to enable independent activities of the Armed Forces in the period of 30 days through their planning, storing and distribution system. A strategic and operational level location is designated for storing the fuel and lubricant supplies and several locations are being designated at the tactical level. The goal is to build and improve the conditions for safe storage of fuel and oil derivatives in compliance with the Environment Protection standards.

In the next planning period, the implementation of the Concept of One Type of Fuel in the Armed Forces will be finalized. The Armed Forces will withdraw the majority of the equipment that uses petrol as a fuel.

Supplies of Lethal Ordnance. The goal is to ensure funds for the procurement of new lethal ordnance by decreasing the costs of keeping the inventory. Lethal ordnance reserve will be optimized according to caliber and types and the total of the required quantities. By the end of 2017 all perspective lethal ordnance will be kept in the functional storage facilities with high standards of counter-explosive protection and environment protection. In modern warehouses better atmospheric conditions are achieved with which resource life cycle is prolonged and the costs of maintenance are optimized as well as the reliability of lethal ordnance. NATO standards will be respected in dealing with lethal ordnance.

Supplies for the Reserve Component. Strategic Defense Review has foreseen the establishing of mechanisms for the enhancement of Defense Capabilities by developing the Reserve component for which the weaponry and equipment will be obtained and stored. This means that needs/requirements should be defined and logistics requirements fulfilled at the national level. All material resources for the needs of the Assigned Reserve will be stored by the Support Command. Functional storage and garage facilities will be built in the perspective barracks for storing and keeping the weaponry and basic means for the Reserve component.

Logistic Distribution Center. In order to reduce the costs of storage and distribution, a Central Logistic Distribution Center will be built in Zagreb. The objective is to achieve organizational savings in personnel and decrease of operational costs in distribution and manning. Moreover, better overview of the inventory will be achieved as well as monitoring of the

inventory and the status of military equipment taken out.
The costs of storing the supplies of medical material and equipment will be analyzed and consequently, the surpluses will be determined, the obsolete items will be defined as well as the way of their disposing in affordable and ecologically acceptable way.

Maintenance of Combat Assets

The goal is to improve the present way of maintenance in conceptual and organizational terms. The integrated model of quality keeping for certain technical means or platform and upgrading in its life cycle will be established. Maintenance capacities will be organized in accordance with specific maintenance procedure conducted by the staff and users of material resources, organic logistic units for maintenance, and Support Command units for maintenance, Depot Overhaul Center or outside suppliers of maintenance services. The emphasis will be on military capacities for the overall maintenance of all types of weapons whereas the maintenance of other technique will be conducted by combined military and civilian capacities of maintenance.
Military capacities and maintenance capabilities will be defined for the designated preventive maintenance and repair of combat technique and means in field conditions as well as for the repair shop maintenance and servicing. The size and the distribution of capacities will be determined according to the types and number of technique that are being maintained including technical means for the Reserve component.

The capacities for wider repair shop maintenance and overhaul of combat platforms will be developed in Economic Sector through the program of strategic partnership and will be provided by contract. The Armed Forces will develop technical and engineer capabilities for the quality control of the work in civil maintenance companies. The capacities of the maintenance of technical materials for civil purpose and the overhaul of non-combat vehicles will not be developed.

Depot Overhaul Center of the Support Command will be transformed having the capacities of maintenance and overhaul of combat vehicles, weaponry, target and measuring devices, military electronics and capabilities of weapons modification except for the vessel artillery weaponry and platforms. In the Depot Overhaul Center there will be new capabilities for technical testing, measurements, assessments, control and other expertise of the weaponry and lethal ordnance, expertise to test the reliability of weapons and technical expertise in management processes of the life cycle of the combat systems. Depot Overhaul Center will provide military and technical assistance to the Ministry of Defense and the General Staff and participate in programs of Research and Development in cooperation with civilian scientific and technical institutions. Maintenance of ships and other naval technical resources will be carried out mainly by entities from the corporate sector, with the exception of specific assets to be maintained in the Croatian Navy capacities.
Organization of aviation maintenance will be implemented in accordance with the regulations governing the airworthiness and maintenance of military aircraft. Capacities for maintenance in the Air Force and Air Defense will be modernized and rationalized through specialization and optimization. Aeronautical Technical Institute is a strategic partner in the maintenance of military aircraft and its engineering.
The integration of new weapons systems that are introduced in the Armed Forces will require systematic rethinking of organizational solutions and establishing of structures that will be responsible for the

logistic support of the new systems, the capacities for the maintenance and locations of these capacities. The Croatian Army and The Support Command shall be organized in a way to enable capacities for maintenance and servicing and the light overhaul of Armored Personnel carrier Patria and all Mine-Resistant Ambush Protected vehicles (MRAPs).

Capabilities to Operate as a Part of Collective Logistics

The Armed Forces will not develop all logistics capacities for logistics support and sustainability within the operations abroad. According to the principles of cost effectiveness and cooperation, and in accordance with NATO Logistics Doctrine, comprehensive logistics support is provided through collective logistics. In accordance with the tasks and the overall Capability Targets of the Armed Forces, national capabilities of the non-stationary (mobile) logistics will be developed. The Logistics units will be equipped with mobile logistics modules. For those logistics capabilities that cannot be developed by the Republic of Croatia, multinational solutions will be found. Therefore, the Armed Forces will intensify cooperation with logistics agencies and other organizations of NATO and the EU.
The Republic of Croatia will not develop its own strategic transport capabilities, but, by participating in NATO and other international initiatives, bilateral agreements and commercial contracts, it will ensure timely access to facilities of strategic deployment, in accordance with the needs and decisions on the engagement of the units of the Armed Forces outside Croatian territory.

Development of Medical Support Capabilities

The development of medical support capabilities will focus on providing continuous medical and veterinary protection for the needs of all activities and planned goals of the Armed Forces target capabilities alongside with the rationalization of material and human resources.
Combat branches develop their own medical support. The lowest tactical levels will train and organize Combat Rescue Team as additional combat capability with their task to provide emergency first response until the arrival of professional medical help. Special operation units will train and organize combat medics. Medical support of the maneuver units will be carried out primarily relying on the organic unit at the Role 1 level that provides health care for their members in the Theatre of Operations. For the purpose of providing medical support to the activities and tasks of the Support Command and providing medical support to the units that do not have their own elements of medical support, the Military Health Center has been established as a military health institution. Military Health Center is responsible for the implementation of health care at the primary level and specific health care, and is responsible for the development of medical support at the Role 2 level. Through the project of equipping and modernization the pool of vehicles will be expanded and modernized having medical equipment in accordance with applicable standards, and the Role 1 maneuver units will be equipped. Military Health Center will carry out veterinary preventive activities and veterinary care for service animals and will continuously monitor monitoring of safety and hygienic standards of food, water and work surfaces at home and abroad.

Military Health Center will have capabilities of deploying individuals and teams to support the conduct of operations and other specific activities of the Armed Forces at home and abroad, especially in cases when it comes to operations of consequence management/mitigation of impacts of natural and technical disasters.
Proper training capabilities will be developed as well as training programs for medical staff and personnel who provide health care support, primarily in the Logistics Doctrine and Training Center of the Support Command as well as in other organizational units of the Armed Forces.

XII. FINANCIAL RESOURCES

Appropriations for Defense for the period covered by the Long Term Development Plan will depend on real annual growth rate of the Gross Domestic Product (GDP).

The starting point of this Plan is to stop the multi-year trend of falling Defense Budget and to keep it, in the initial three year period, within the real amount at the level of the year 2014. Financial analysis and assessments from the existing perspective suggests that in order to complete the project and reach the capabilities defined by this Plan, in the next 10 year period, the defense funding should amount to at least 48 billion Kuna. Therefore, the objective is to maintain the existing level of Defense Budget within real amount until 2017, and together with the economic recovery and GDP growth make prerequisites for significant real growth of Defense Budget in the continuation of the planning period which implies gradually reaching the long term ambition of the Defense funding up to 2% of GDP. In this way the funding will be provided in the ten year period needed for the development of planned capabilities together with flexible and efficient conduct of operational tasks in the Defense Sector.

Financially the most challenging final decision regarding the possibilities and the model of maintenance of the com-

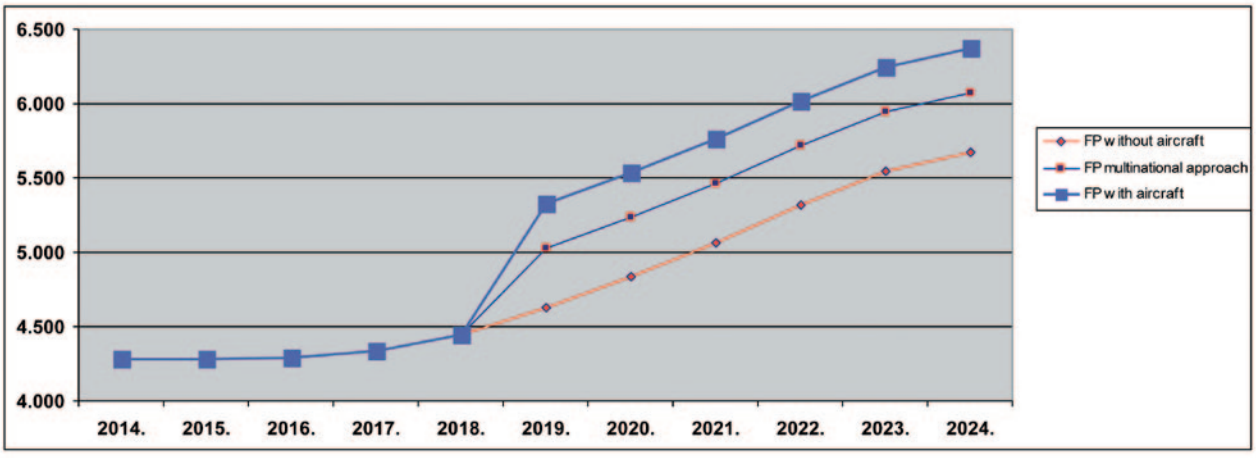


Figure 13: Projection of the growth of defense budget in the absolute amount per year (in bill. KN)

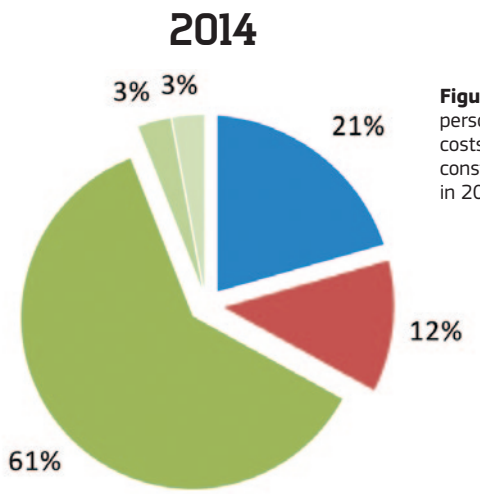


Figure 14: The costs of personnel, operational costs and equipping and construction costs ratio in 2014.

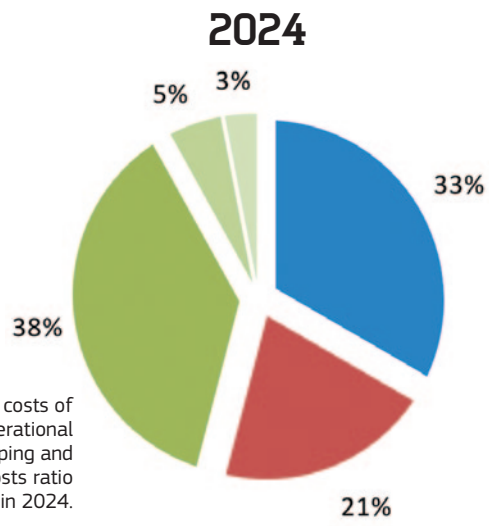


Figure 15: The costs of personnel, operational costs and equipping and construction costs ratio in 2024.

bat aircraft capabilities will be adopted by the end of 2016. The complexity of this capability, or the time required to introduce the new aircraft, as well as calculations based on the ten years of investment, indicate that there is a need for such a process, which will begin in 2019 and the continued investment in the next planning period. Consequently, this decision will affect the sheer size of the Defense Budget in 2019. Projected total Defense Budget in the ten-year period covered by this Plan is increased, depending on the variants of the financing capability of combat aircraft in amount varying between 2.4 and 4.2 billion HRK. Figure 13 shows projections of the Defense Budget with three versions of its growth from the year 2019. In addition to the basic version that implies around

48 billion HRK of the total defense allocation in the planning period, there are also shown two possible versions that provide combat aircraft maintenance capability through the multinational approach and initiative, and through self-financing. The overview as such is indicative and it implies a multi-year funding model requiring further, more in-depth and detailed analysis that will be prepared by the end of 2016 to support final decision-making.

During the planning period, together with the end of the declining period and with the gradual growth of the Defense Budget, special emphasis will be put on the improved budget structure underlining the direction and increase of the available resources in equipping and construction[6] which amounts to 67:21:12 in the year 2014 (Figure 14), and it will change gradually in the direction of 46:33:21 ratio at the end of the period comprised in this Plan (Figure 15). Downsizing of the total number of personnel in the Armed Forces and administration in the Ministry of Defense will gradually decrease the annual expenditure for personnel by the end of the planning period.

In projections that include means for retaining combat aircraft capabilities in one or the other option, anticipated cost ratio would be even more favorable (Figure 16 and Figure 17).

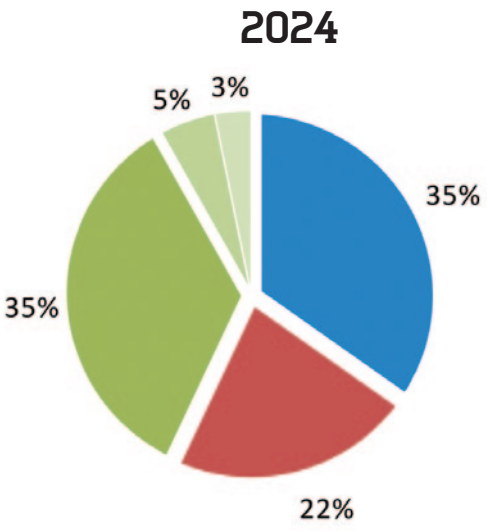


Figure 16: The costs of personnel, operational costs and equipping and construction costs ratio in 2024. (Multinational approach to development and financing of combat aircraft capabilities)

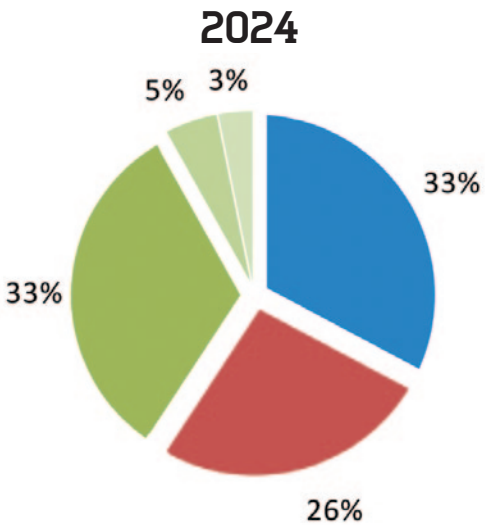


Figure 17: The costs of personnel, operational costs and equipping and construction costs ratio in 2024. (Independent financing of combat aircraft capabilities)

6 Costs of the personnel comprise salaries, fiscal giving, different allowances, such as allowances for participation in international missions and operations

Operational costs comprise costs of regular functioning of the Armed Forces units and the Ministry of Defense organizational units and they include costs of equipment and infrastructure maintenance, procurement costs of materiel and raw materials, energy, services, membership fee etc., costs of the support to civil institutions and other expenditures for the employees.

Equipping and construction costs comprise the costs of major projects of equipping and modernization, supporting projects that are in support of introducing major projects, and costs of construction and modernization of facilities and infrastructure defined in chapters: Equipping and Modernization, and Facilities and Infrastructure.

XIII. MANAGEMENT PROCESSES

Realization of the goals and ambitions of the Long-Term Development Plan (LTDP) requires continuous management of its implementation with clear division of competencies and responsibilities. Croatian Parliament will regularly monitor implementation of the LTDP through examination of the Annual Report on Defense and of the Defense Budget proposal within the framework of the State Budget of the Republic of Croatia. To support the role of the Croatian Parliament, the Ministry of Defense will, during the preparation of the Annual Report on Defense, report in a separate chapter about the LTDP implementation.

Government of the Republic of Croatia will establish dynamics and priorities of the LTDP implementation through the Strategy of the Governmental Programs and Guidelines of the Economical and Fiscal Policy.

The Ministry of Defense will ensure operationalization of the LTDP through the Defense Planning Process. Analyses will also be carried out and proposals will be put forward of all regulations that represent normative presumptions for the efficient implementation of the LTDP.

Regulations regarding Defense Planning will be of special importance in operationalization of the LTDP. It is particularly important in this process, to sustain and improve three planning processes:

1. To determine the state of capabilities, or rather, identify missing or unsatisfactory elements of individual capabilities and priorities in their development and financing.

2. To identify a starting point and priorities of the realization and financing of the projects in mid-term period.

3. To establish Financial and Human Resources framework for mid-term and short-term period.

Fundamental risks that could occur during management of the LTDP implementation are:

- Insufficient resources for financing priorities of the highest level in defined time frame
- Occurrence of new, higher level priorities, than those for which realization has entered the phase of significant financial expenditures.

Government of the Republic of Croatia and the Ministry of Defense will manage the process of overcoming the risks connected with realization of priorities.

The LTDP will be reviewed every third year. In the case of major and more significant changes in strategic and security environment, in facilitating social and economic processes, primarily connected with the state of financial resources or with the occurrence of other circumstances that could indicate a requirement for a substantial revision of the document, the process of Strategic Defense Review will be previously carried out as established by the Defense Act. With the aim to ensure an optimal level of implementation and adaptability to changes that could have implications on planning solutions identified within this document, the Government of the Republic of Croatia could, if required, propose its minor amendments on annual basis.

ANNEXES

Plan to Abandon CAF Facilities

FACILITIES TO BE ABANDONED BY 2019

Number	MILITARY FACILITY	NOTE
1.	Kupa Barracks in Karlovac	
2.	Rudiščak Barracks in Dugo Selo	Part of the Rudiščak Barracks remains for requirements of the Centre for Training Police Dogs /MP Regiment
3.	Sv. Petar Barracks in Ogulin	
4.	Lučko Barracks in Zagreb	
5.	Neretva Barracks and port in Ploče	
6.	V-3 Military Storage Compound in Delnice	
7.	Barutana Military Storage Compound in Požega	Location of the Military Storage Compound after relocation of the material assets is adjoined to Glavica Drill ground of the Logistics Training and Doctrine Center in Požega
8.	Gromačnik Military Storage Compound in Slavonski Brod	
9.	Jamadol Military Storage Compound in Karlovac	
10.	Panikovac Military Storage Compound in Šibenik	
11.	Brdo Military Storage Compound in Petrinja	Location of the Military Storage Compound after relocation of the material assets is adjoined to Predrag Matanović Barracks in Petrinja for training requirements
12.	Perušić Military Storage Compound in Perušić	
13.	Golubić Military Storage Compound in Knin	
14.	Jasikovac Military Storage Compound in Gospić	
15.	Lučani Military Storage Compound in Sv. Rok	
16.	Croatian Army Centre in Karlovac	

VOJNE LOKACIJE PREDVIĐENE ZA NAPUŠTANJE DO 2024. GODINE

Number	MILITARY FACILITY	NOTE
1.	Benkovac Barracks in Benkovac	
2.	Skakavac Barracks in Karlovac	
3.	E. Kvaternik Barracks in Gospić	
4.	General A. Matijaš – Pauk Barracks in Knin	
5.	Bilogora Barracks in Bjelovar	
6.	Našice Barracks in Našice	
7.	Dračice Barracks in Đakovo	
8.	Croatian Army Centre in Osijek	

LIST OF ABBREVIATIONS AND ACRONYMS

A-5	The US – Adriatic Charter
ASDE	Air Command & Control System Software-Based Element
GDP	Gross Domestic Product
APC	Armored Personal Carrier
LLDB	Lessons Learned Database
ICV	Infantry Combat Vehicle
C2	Command & Control
CSDP	Common Security and Defense Policy
GS SU	General Staff Support Unit
DCM	Deployable Communication Module
LFD	Land Force Doctrine
MD	Maritime Doctrine
LTDP	The Croatian Armed Forces Long-Term Development Plan
CS&GE	Civil Servants and Government Employees
RWS	Remote Weapons Station
EDA	European Defense Agency
EOD	Explosive Ordnance Disposal
ESDC	European Security and Defense College
EU	European Union
EU BG	EU Battle Group
FP	Financial Plan
GIS	Geo Information System
CAF GS	General Staff of the Croatian Armed Forces
CA	Croatian Army
CN	Croatian Navy
CAF&AD	Croatian Air Force and Air Defense
HUMINT	Human Intelligence
CDA	Croatian Defense Academy
IMINT	Imagery Intelligence
IRF	Immediate Response Forces
JISR	Joint Intelligence Surveillance and Reconnaissance
CI	Communication and Information
CIS	Communication and Information System
M-ATV	MRAP All Terrain Vehicle
MRAP	Mine-Resistant Ambush Protected
MANPADS	Man-portable Air-Defense Systems
MoD	Croatian Ministry of Defense
IMO	International Military Operation
NATO	North Atlantic Treaty Organization
NATINAMDS	NATO Integrated Air and Missile Defense System
NCS	NATO Command Structure
NFS	NATO Force Structure
CGS	Chief of the General Staff
N HRV DCM	Croatian National Deployable Communication Module
NCBD	Nuclear, Chemical and Biological Defense
NMCC	National Movements Control Centre
NRF	NATO Response Forces
CS	Coastal surveillance
OSINT	Open Source Intelligence
AA	Anti-Armor
AAGM	Anti-Armor Guided Missile
SSU	Sub-Staff Unit
MPR	Military Police Regiment
HGB	Honor Guard Battalion
AD	Air Defense
RFP	Response Forces Pool
SEDM	Southeast Europe Defense Ministerial
SIGINT	Signal Intelligence
CCIS	Center for Communication and Information Systems
IOC	Intelligence Operations Center
PMC	Personnel Management Center
MPD	Military Police Division
UN	United Nations
MGS	Military Geo Information System
MR	Military Representation
MSC	Military Storage Compound
CM	Court Martial
MOS	Military Occupational Specialty
AFB	Air Force Base
AS	Air Surveillance
TDC	Training and Doctrine Command
COS	Command Operations Center
SOFCOM	Special Operations Forces Command
SC	Support Command

THE CROATIAN ARMED FORCES **LONG-TERM DEVELOPMENT PLAN** 2015 - 2024