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# Medium-Term Defence Programme of the Republic of Slovenia

2018-2023

April 2018

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#### SUMMARY

The Medium-Term Defence Programme of the Republic of Slovenia 2018-2023 (SOPR 2018-2023) sets out the objectives and the key guidelines for the operation and development of the defence system in the period 2018-2023. It takes account of the Resolution on the General Long-Term Development and Equipping Programme of the Slovenian Armed Forces up to 2025, Slovenia's medium-term financial capacities, the measures adopted by the Slovenian Government to increase defence spending, and the NATO 2017 Capability Targets for Slovenia.

The Government of the Republic of Slovenia is aware of the changed security situation, which requires appropriate defence capabilities able to tackle the current sources of threats and challenges faced by the international security environment, and to fulfil the commitments made within the framework of the Alliance and the European Union Common Security and Defence Policy. The Government has halted the nominal decline in defence expenditure; from 2018 to 2023 defence expenditure will gradually increase and will achieve 1.11% of GDP by 2023. The objective is to achieve 1.2% of GDP by 2025. As far as financial means are concerned, the SOPR 2018-2023 is particularly development-oriented, with the largest increases in expenditure planned for investment, operations and maintenance.

The defence policy will be oriented towards achieving Slovenia's defence interests and goals through bilateral and multilateral cooperation in the field of defence at the UN, NATO, the EU and the OSCE levels, i.e. with allied, partner and friendly nations, and will support the efforts of the international community with regard to achieving and keeping peace and increasing security and stability around the world. Slovenia's priority will be participation in international operations and missions in South-Eastern Europe with its military and civil capabilities. In addition, in the medium-term Slovenia faces the particular challenge of providing and funding the agreed contribution of capabilities in actions involving NATO's enhanced deterrence and defence posture, through which the Alliance will increase its collective defence capabilities and the related security assurances, and cooperation in the context of the EU's Permanent Structured Cooperation on Security and Defence (PESCO).

The development of military capabilities will primarily focus on improving the Slovenian Armed Forces (SAF) combat and combat support capabilities. The establishment of the medium-sized battalion battlegroup, which is the SAF's most important capability goal and development challenge, began in 2018.

The NATO Smart Defence Concept, the concept of Framework Nations, and the concentration and shared use of capabilities within the EU and the European Defence Agency or through regional cooperation are initiatives that will be given special attention in the next medium-term period, in order to establish stronger cooperation with allied and partner countries and for a more economically effective use of defence capabilities. This will enable the development of those capabilities Slovenia would be unable to provide independently. In Slovenia, the NATO Mountain Warfare Centre of Excellence and the regional Air Ground Operations School (AGOS) operate within the broader context of these concepts.

By creating the conditions for the operation of the overall defence system, and by providing support to the SAF and the Allied forces, the Republic of Slovenia will strengthen its resilience against threats. Civil capabilities to ensure host nation support, civil functional experts, geospatial support for defence, and communication support to defence system operators will be provided and developed. In the medium-term defence planning will be harmonised with the amended national defence-related legislation. Defence plans will be brought into line with the amended Acts and other legal provisions in this field, and will take into consideration both the national and the NATO and EU assessments of threats to the state from an attack. The defence plans will integrate innovations and new solutions in line with NATO and EU planning. The defence plan solutions will be verified through exercises planned and executed in accordance with the annual NATO schedule of defence exercises.

The SOPR 2018-2023 will enable Slovenia to meet its Wales Declaration commitments concerning the increase in military expenditure to 2% of GDP and the share of investments to 20% of defence expenditure, the achievement of capability targets, and support for common operations. Within the EU the SOPR will allow for honouring PESCO commitments concerning the continual increase in defence budgets in real terms, the increase in the share of investments up to 20% of the defence budget, the long-term earmarking of funds for research and development in the amount of 2% of the budget, the increased participation in EU military operations and missions, and the upgrading of bi- and multilateral cooperation in equipping and strengthening the European defence industry.

In the **Introduction**, the SOPR 2018-2023 lists the basic documents used for its preparation, and the strategic planning and guidance documents which serve as a platform for defence system and defence capabilities planning in the medium-term.

**Chapter Two** describes the strategic projection of Slovenia's security environment which dictates investments in defence capabilities and the implementation of measures aimed at improving defence readiness, capabilities and the resilience of the state.

**Chapter Three** defines the principal medium-term defence goals and the means of their implementation.

**Chapter Four** addresses the question of human resources with special attention to measures aimed at improving the number and quality of SAF personnel.

**Chapter Five** specifies the financial resources available for the implementation of the medium-term goals.

**Chapter Six** specifies the planned procurement of armaments and military equipment, and the building and modernisation of infrastructure.

**Chapter Seven** discusses platforms and guidelines for the development of military and non-military capabilities, communication and information capabilities, cyber-defence capabilities, intelligence and security capabilities, and research and development.

**Chapter Eight** specifies the operations of the SAF and other defence system capabilities at home and abroad (nationally and internationally).

In the **Conclusion** the importance of the SOPR 2018-2023 as a planning document and the risks linked to its implementation are discussed.

### **1 INTRODUCTION**

The Medium-Term Defence Programme of the Republic of Slovenia 2018-2013 (SOPR 2018-2023) was drafted in line with the Resolution on the General Long-Term Development and Equipping Programme of the Slovenian Armed Forces up to 2025 (Official Gazette of the Republic of Slovenia, No. 99/10).

The SOPR 2018-2023 takes into consideration the goals and guidelines of the Defence Strategy of the Republic of Slovenia (Government of the Republic of Slovenia, No. 80000-1/2012/4, of 7 December 2012), the Cyber Security Strategy of the Republic of Slovenia (Government of the Republic of Slovenia, No. 38100-12/2015/5 of 25 February 2016), NATO's Comprehensive Political Guidance (No. PO(2015)0580 of 16 October 2015), the NATO 2017 Capability Targets for Slovenia (C-M(2017)0021 (SVN) of 26 June 2017), and the resolutions of the Strategic Defence and Security Review 2016 (Government of the Republic of Slovenia's Decisions No. 80400-1/2016/6 of 22 December 2016 and No. 80400-1/2016/11 of 11 May 2017).

The SOPR 2018-2023 is a planning document defining the objectives, sources and key guidelines for the operation and development of Slovenia's defence system, as well as the priority areas of its defence capability development in the medium-term period 2018-2023. It takes into consideration the Government's decisions on the gradual increase in defence expenditure in accordance with the resolutions of the Strategic Defence and Security Review 2016, the participation of the Republic of Slovenia in the Permanent Structured Cooperation on Security and Defence (PESCO), and Slovenia's commitments to NATO.

The SOPR 2018-2023 is the basis for budget planning and for drafting the Ministry of Defence (MoD) and the Slovenian Armed Forces (SAF) operational plans. By incorporating NATO 2017 Capability Targets for Slovenia and the PESCO implementation plan, it ensures consistency between national defence planning and NATO and EU defence planning.

## **2 STATEGIC SECURITY ENVIRONMENTS**

The international security environment of the Republic of Slovenia is complex and subject to unpredictable changes. There are no longer clear boundaries between the internal and external aspects of security, so no country can totally independently ensure its own (national) security.

In the Euro-Atlantic area, which is characterised by intensive political, economic, cultural, scientific and technological, security, defence and other integration, the likelihood of interstate armed conflict has diminished significantly, but cannot be ruled out. At the same time complex and multidimensional threats, particularly from the South and East, varying in nature and intensity, increase the vulnerability of states to hybrid threats coming from state and non-state actors, whose impact may transcend national boundaries. To counter and effectively tackle these threats it is paramount to take an approach which ensures flexibility, responsiveness and multinational cooperation.

Slovenia will continue to advocate the building of international peace, security and stability in respect of international law and the principles of the UN and the OSCE. In the Euro-Atlantic region the most important security factors will continue to be NATO and the EU, so the stability and the security of the area are strongly dependent on their efficiency, and on their further enlargement and the strengthening of partnership relations between their members.

In the near future Slovenia will devote the utmost attention to crisis areas in those regions that directly affect its national security and the security of NATO and the EU. The real risk of military action at the borders of the Alliance should also be taken into account.

The unstable political and security situation and conflicts in Eastern Europe, the South Mediterranean, Sub-Saharan Africa and the Middle East show that military threats to the Euro-Atlantic area are real, which, in turn, impacts the security position of Slovenia.

The modified international security environment is reflected in the strengthening of NATO's deterrence posture, a higher level of readiness of forces, and increased efforts within the EU to tackle new security challenges; this situation demands from Slovenia increased investment in its defence system, the provision of defence capabilities and greater resilience of the state and society.

### **3 MEDIUM-TERM DEVELOPMENT GOALS**

Defence capabilities will be developed in accordance with funds available until 2023, and will focus on achieving the level of ambition in defence and military areas provided for by the Resolution on General Long-Term Development and Equipping Programme of the Slovenian Armed Forces up to 2025 (ReSDPRO SV 2025) while considering the NATO 2017 Capability Targets for Slovenia and Slovenia's decision to participate in PESCO.

The key priority areas of development and operation of Slovenia's defence system, implemented through SOPR 2018-2023, will be the following:

- Formulate and implement measures to achieve the planned volume of human resources in the SAF;
- Give new impetus to the modernisation of the SAF by implementing major equipping projects;
- Develop planned capabilities focusing on combat capabilities and, as a priority, to set up the first medium-sized battalion battlegroup (SrBBSK);
- Maintain the current level of cooperation of defence capabilities in international operations and missions (IOM) with the possibility of increasing them occasionally;
- Honour the commitments arising from Slovenia's membership of international organisations.

The main long-term objectives of the period up to 2023 are the following:

- Develop and increase the scope of defence capabilities;
- Focus on achieving Slovenia's defence interests and increase the visibility and public support of the Ministry of Defence and the SAF;
- Gradually increase the resilience and complexity of the SAF's operations;
- Modernise equipment, armaments and premises to ensure the development and operation of defence capabilities;
- Ensure a high level of readiness and resilience for defence and crisis management challenges;
- Increase the efficiency of the Ministry of Defence.

The expected results and measures in relation to medium-term objectives are discussed below.

# 1. Develop and increase the scope of defence capabilities (ReSDPRO SV 2025 Long-Term Goals 1 and 2)

#### From 2018 to 2020:

- Reorganise the tactical structure of the SAF:
  - Transform two infantry regiments into two medium-sized infantry battalions;
  - Transform two infantry regiments into one light infantry battalion and one light (mountain) infantry battalion, to be replenished with contract reserves;
  - Transform the logistic brigade into a logistic regiment;
  - Transform the Military Schools Centre;
  - Transform the Air Force regiment;
  - o Establish a unit for the management and maintenance of Cerklje ob Krki Military Airport;
  - Transform all tactical-level units that provide modules for Medium Battalion Battlegroups (SrBBSk) into modules in accordance with the principle that unit equals capability;
  - o Provide the basis for the development of a dedicated Special Operations Unit;
- Equip medium-sized infantry battalions with wheeled armoured combat vehicles (BKV) 8x8;
- Ensure the resilience capability of the Role 2 Medical Unit (Role 2B L) for 12 months;
- Implement the conditions to ensure the competitiveness of the military profession in the labour force market, and adapt the employment status of SAF personnel to the specificities of military service by taking into consideration internationally comparable solutions;
- Modernise the military education system by providing effective educational programmes and allowing certain programmes to be recognised within the public education system;
- Establish a system of imagery intelligence (IMINT) at the national level, ensuring interoperability with EU and NATO systems;
- Carry out the accreditation procedure of the network for the processing and storage of EU documents classified up to the »EU SECRET« level.

- Approach the long-term objective of 8000 active duty personnel (STAS) and 2000-strong contract reserves (PRS); by the end of the medium-term period, reach 7600 STAS members and 1500 PRS members;
- Achieve limited final operative capability with the first SrBBSk;
- Create the organisational and structural bases for the expansion of the SAF forces in accordance with the Military Strategic Reserve Doctrine;
- Implement the SAF Contract Reserve Concept within the scope, structure and capabilities of the SAF, and adapt the operation of the military service of the SAF reserve structure accordingly;
- Maintain the level of administrative personnel at least at the level of 2017;
- Establish, in cooperation with the Ministry of Public Administration, an information system for the management and development of human resources, and introduce a system of targeted acquisition, maintenance, transfer and upgrading of competences;
- Become the Framework Nation of the Balkan Medical Task Force (BMTF) by 2020;

- Develop Geospatial Intelligence capabilities (GEOINT);
- Prepare amendments to the legislation that will allow the introduction of capabilities for collecting, using and distributing biometric data in the context of NATO operations.

# 2. Resolutely pursue Slovenia's defence interests and increase the visibility and public support of the Ministry of Defence and the SAF (Long-Term Goal 3 ReSDPRO SV 2025)

#### From 2018 to 2020:

- Contribute a proportional share of capabilities to common security and defence, in line with the commitments undertaken;
- Increase the contribution to and participation in operations and missions as part of the EU's Common Security and Defence Policy;
- Participate in projects of multinational development, multilateral defence procurement and joint capability development;
- Promote the inclusion of small and medium-sized defence industry companies in the supply chain of military equipment and armaments;
- Establish coordinated cooperation with public interest societies and associations active in the defence field;
- Cooperate with leaders of local communities, in particular those hosting SAF infrastructure and operations, and assist them in their activities.

#### From 2021 to 2023:

- Contribute a proportional share of capabilities to common security and defence, in line with the commitments undertaken;
- Increase investment funds by 20% in accordance with the PESCO national implementation plan by 2021;
- Gradually increase research and development funds to achieve 1% of the financial plan by 2023.

# 3. Gradually increase the resilience of the SAF forces and the complexity of defence capability operations (Long-Term Goal 1 ReSDPRO SV 2025)

#### From 2018 to 2020:

- Incorporate battalion battlegroups in the NATO force structure;
- Upgrade cyber defence capabilities (amend normative documents, provide a cyber common operational picture of the Ministry of Defence Communication and Information System, improve readiness and response skills and understanding of the importance of cyber security);
- Modernise and upgrade the Communication and Information System (CIS) capabilities:
  - Build capabilities for participation in operations and exercises in line with the concept of Federated Mission Networking (FMN);
  - Provide adequate CIS solutions, normally by using NATO application tools, for the participation of commands and units in the NATO force structure;

- Ensure the confidentiality, integrity and authenticity of information in line with mission security requirements, while ensuring operability and harmonisation with NATO encryption;
- Enhance the traceability of material assets by the introduction of modern electronic technologies;
- Equip and make operational one third of the deployable SAF forces in areas with extreme weather conditions;
- Improve SAF logistic support;
  - Ensure systemic access to land strategic transportation capabilities;
  - Set up an intercontinental information system;
  - Provide medical equipment for Level 1 and 2 medical care, and ambulances for the medical evacuation of the injured and sick;
  - Create bases for providing remote diagnosis (telemedicine);
  - Provide part of the logistic equipment for a deployable base;
- Maintain the operability and readiness of SAF units to support the system of protection against natural and other disasters:
- Draft the proposal of Military Strategy and update Military Doctrine;
- Set up a comprehensive intelligence-reconnaissance system with adequate capabilities for the collection, retrieval and distribution of intelligence data for the first SrBBSk;
- Start equipping and training deployable SAF forces for joint branch operations in urban areas;
- Establish an Air Command and Control Centre within the NATO Air Command and Control System (ASBE).

- Maintain the participation of defence capabilities in IOM at a level of approximately 350-strong staff per rotation, with the possibility of increasing this number;
- Implement the minimum quality requirements of cyber defence: prevention, defence, assessment, maintenance and information;
- Provide manning of SAF contingents and commands, organs and other organisational structures of defence international organisations and initiatives with civilian functional experts (up to 10 per year);
- Maintain airlift and maritime strategic transportation capabilities through participation in NATO and EU projects;
- Maintain the operability and readiness of SAF units to support the system of protection against natural and other disasters:
- Upgrade the CIS capabilities;
  - Upgrade command and control communication systems at the tactical level in order to ensure the interoperability of communication and information systems within SAF units and commands and within the Alliance;
  - Upgrade basic CIS services in CIS MoD sub-systems to ensure high level of availability;
- Develop concepts and experiments to ensure science and technology supported capabilities.

# 4. Modernise equipment, armaments and premises to provide for the development and operation of defence capabilities (ReSDPRO SV 2025 Long-Term Goals 1 and 2)

#### From 2018 to 2020:

- Conclude activities leading to the signing of the contract for the acquisition of the BKV 8x8s and the establishment of the combat part of first SrBBSk by 2018;
- Carry out procurement procedures for:
  - Non-deployable communication and information systems;
  - Equipment and armaments for special forces;
  - Light wheeled armoured vehicles (LKOV) 4x4;
  - o Equipment for the Very Shallow Water (VSW) mine clearance divers unit;
  - Equipment for the Air Command and Control Centre within the NATO Air Command and Control System (ASBE);
  - o Tactical communication and information systems for support to deployable forces;
  - Equipment for enhancing cyber security;
  - Land sensors for reconnaissance and protection of forces;
  - Various engineering equipment;
- Carry out procedures necessary for upgrading aircraft with radio devices and IFF Mode 5 systems;
- Improve infrastructure and other conditions for the operation of the MoD and the SAF;
  - Set up a workshop for the maintenance of infantry armaments in the Ivan Cankar Barracks;
  - Provide premises for the MoD archives by reconstructing the premises in Vrhnika;
  - Optimise warehousing facilities and modernise warehouses which are viable in terms of providing an adequate microclimate and security;
  - Conclude the reconstruction of Cerklje ob Krki Military Airport and provide it with the necessary equipment, personnel and implementing documentation to allow it to operate as a Category I airfield according to International Civil Aviation Organisation (ICAO) standards;
  - Renovate and expand the premises of the Airspace Surveillance and Control Centre at Brnik.

- Carry out procurement procedures for:
  - PORS-2 missile systems;
  - Medical equipment;
  - Equipment for chemical, biological, radiological and nuclear (CBRN) collective protection;
  - Tactical cargo vehicles with ballistic protection;

- Continue to improve the operating conditions of the MoD and the SAF;
  - Set up a workshop for cleaning (decontamination) of equipment for chemical, biological, radiological and nuclear (CBRN) protection;
  - Modernise the military infrastructure at the central SAF training ground (OSVAD) in Postojna to support the development of priority capabilities;
  - Provide temporary berths for SAF vessels until the third pier in the Port of Koper is constructed;
  - Ensure that no more than 1% of all land plots and housing units are not registered in the Land Registry;
  - Update the automated firing range of medium sized infantry and tank units at Bač;
- Improve the level of standardisation and connectivity of equipment and reduce acquisition deadlines for goods and services;
- Ensure an appropriate share of basic research and primarily implement applied development and research projects in support of military capability development.

# 5. Ensure a high level of readiness and resilience for defence and crisis management challenges

#### From 2018 to 2020:

- Ensure capabilities are in compliance with the SAF permanent readiness plans;
- Ensure harmonised crisis management in the field of defence, including by participating in crisis management operations in the international environment;
- Upgrade the material and technical capabilities of the connectivity and response of government bodies in charge of the protection of classified information at the higher security levels, to enable the operation of the CIS of the National Crisis Management Centre;
- Draft a harmonised inter-ministerial proposal for activities and measures for the implementation of criteria to assess the resilience of the State and society;
- Harmonise defence planning with amended defence-related legislation;
- Verify defence plan solutions and crisis management capabilities through defence exercises.

- Ensure capabilities are in compliance with the SAF permanent readiness plans;
- Assess the level of resilience of the state and society, including resilience to hybrid threats in line with Alliance activities;
- Implement activities in compliance with the Internal Security Fund (ISF) programme to finance crisis management and the protection of critical infrastructure projects;
- Ensure harmonised crisis management in the field of defence, including by participating in crisis management operations in the international environment;
- Verify defence plan solutions and crisis management capabilities through defence exercises.

#### 6. Increase the operational efficiency of the Ministry of Defence (ReSDPRO SV 2025 Long-Term Goals 2 and 3)

From 2018 to 2020:

- Analyse and implement the measures proposed in the Functional Analysis (FA 2015) of public sector bodies;
- Review and amend the MoD Rules on planning;
- Optimise reporting through a process of automation and informatisation, and removal of duplicate documents and documents not generating added value.

- Optimise administrative processes by implementing new information technology solutions for the automatic processing of documents, to combine applications and to concentrate similar administrative activities;
- Set up a system of regular self-assessment in compliance with the Common Assessment Framework (CAF) for Public Sector Organisations.

### **4 HUMAN RESOURCES**

The measures aimed at improving the staff composition of the SAF and an increase in its numbers will focus on reducing unplanned departures and on boosting interest in employment in the military. Systemic changes to the status of SAF members will be proposed to allow them to have adequate labour law status, based on the needs and nature of work in a predominantly professional armed forces organisation, and will be comparable to that enjoyed by members of established armed forces around the world.

A proposal of measures for improving the status of SAF members will be drafted. The proposed measures will include: an increase in SAF members' salaries; a waiver of level of education for members having secondary vocational education; a more appropriate assessment of the specificities of the military profession; the establishment of a system of redeployment within the state administration for members who have reached the age of 45; and the regulation of rights stemming from public employee status, taking into consideration the requirements linked to the operation of the professional armed forces. Normative changes will be introduced concerning special working conditions and work time so as to provide for better operability, in particular in periods of high readiness and during operations abroad.

The introduced systemic changes will enable the dedicated rejuvenation of the SAF regular formation, by ensuring the employment of 400 candidates per year. The introduction of changes to the organisation and methods for recruiting SAF personnel will also be considered, and the physical fitness criteria for carrying out professional military service will be reviewed.

The remodelling of the structure of military specialists will continue, so that military specialists' posts will be established only for the tasks for which qualifications are obtained within the public educational system.

This system of manning the SAF will enable units to be replenished sustainably and in the long term with an appropriate number and quality of staff. The system of career paths will be upgraded in 2019 and will be based on the progressive gain of competences. The SAF's military leadership and combat capabilities will be strengthened.

The procedures for the recruitment and training of the contract reserve will allow us to appropriately man and use the reserve structure. The SAF will be more active in the recruitment procedures for manning the contract reserve formation. By 2019 the obligations and levels of integration of contract reserve members in SAF commands and units will be defined, in compliance with the contract reserve concept. The required competences of the contract reserve members will be adapted to the planned tasks and the method of their use. The contract reserve formation will participate in SAF tasks at home and in IOM, and will participate in joint military training at home and abroad, depending on requirements.

From 2019 onwards, contracts for serving in the SAF reserve formation will normally be extended for five years; this will allow a pool of qualified staff to be recruited, if need be, for peacetime military service at home and abroad.

On the basis of the amended normative acts, military education and training programmes will be modified so that they can be adapted to the contract reserve staff in terms of content and training periods. Conditions for the regular implementation of the basic military professional training of contract reserve members who have not completed their military service will be ensured, which will result in the rejuvenation of the reserve. Training within units will be carried out in a scope that will allow the maintenance of at least the minimum standards of readiness.

Group training will reflect the mission, purpose and tasks of the contract reserve, with the objective of creating cohesion and developing the units' operational capabilities. Members of the contract reserve will be called up for training at least once a year.

Voluntary military service (PSVR) will be modified as early as 2018, so that 300 people will be allowed to join and serve in different locations within the territory of Slovenia. It will be opened to a maximum number of interested citizens who fulfil the necessary conditions. Deployment will be made in periods that correspond to the candidates' needs. Modifications will be introduced to the content and the methods of implementation of voluntary military service, as well as to the assessment of participants, so that the voluntary military service mission can be accomplished.

A system for keeping in contact with those who have successfully completed voluntary military service will be established. After the Defence Act has been amended, the PSVR programme, which is currently defined as the primary means of joining the contract reserve formation, will be changed, and will not be analogous to the TVSU programme, which is the condition for joining the SAF regular formation.

The system of scholarships will be maintained for programmes providing specialist knowledge which is important for ensuring SAF capabilities, and to promote vocations which have a shortage. Scholarships will also be available to secondary-school students. The conditions for training SAF medical personnel in public health structures will be provided.

Comprehensive care of staff will be focused on SAF members and their families during training and the implementation of tasks that require regular and prolonged absences from home. A proposal to upgrade the current system of care for SAF members with a wider palette of measures will be drafted. Special attention will be dedicated to maintaining the current level of comprehensive care for SAF members in IOM, to SAF members' sports activities, in particular their engagement in traditional military sports, and to encouraging the participation of their family members.

Preparations for leaving after termination of contract will include activities for members' redeployment, retraining and the acquisition of rights, so as to maintain and improve the status of SAF members after the end of their military career.

The Ministry of Defence will implement and develop a policy of management of human resources in its administrative sector that will allow for optimal results, transparent and dedicated employment, advancement, career development and remuneration. Current and future needs in human resources will be regularly reviewed in accordance with strategic plans. Employees will be involved in developing and reviewing the relevant strategy, policies and plans.

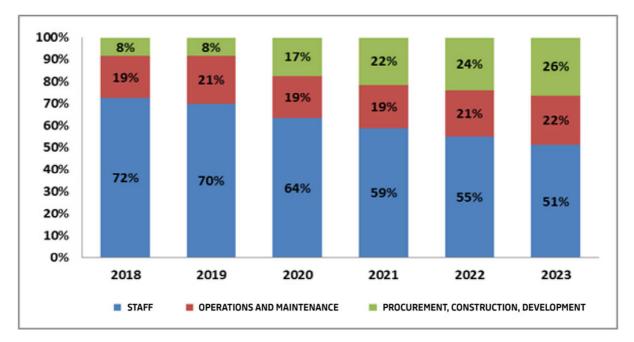
A culture of learning will be promoted and employees will be motivated to develop their competences. Good environmental working conditions will be provided throughout the organisation, including for a focus on health and safety at work.

Actions to promote health and safety at work will be carried out, and media campaigns will be launched to promote a healthy lifestyle and work-life balance.

### **5 FINANCIAL RESOURCES**

The medium-term financial projection is based on approved financial spending together with additional funds for 2018 and 2019, and on a gradual minimum increase in defence expenditure<sup>1</sup> in the period 2020-2023. Defence expenditure will be increased yearly by approximately EUR 43 million and will reach EUR 679 million in 2023, which is EUR 26 million more than in 2017.

In the period between 2018 and 2023, the proportion of expenditure earmarked for personnel in the structure of planned defence spending will be reduced, and the share of expenditure for purchases of principal equipment, construction and development and research will be increased, representing 26% of defence expenditure by 2023. The ratio between personnel, operational and investment expenditure will have already improved by 2021, as the proportion of investment expenditure will increase by 14%. In 2023 the structure of defence expenditure will be 51:22:26. Efforts in the further increase of defence expenditure after 2023 will aim towards the target ratio of 50:30:20.



STAFF, OPERATIONS AND MAINTENANCE, AND PROCUREMENT, CONSTRUCTION, DEVELOPMENT

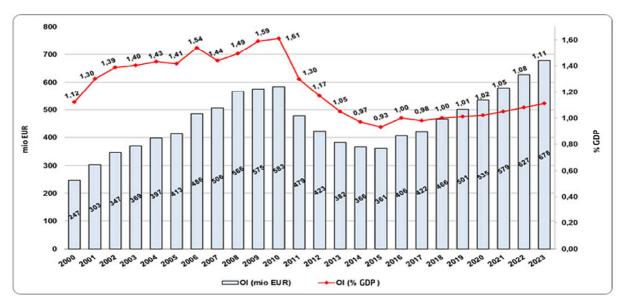
Personnel expenditure is the largest component in the structure of defence expenditure. This covers personnel salaries, military pensions and funds for training, education, exercises, accident insurance and the provision of military uniforms. In the medium-term personnel expenditure will decrease by 21% so that by 2023 the target proportion of 50% will almost be reached. Spending on military pensions is gradually decreasing. The funds earmarked are between EUR 42 and 49 million and represent 12-15% of personnel expenditure or an average of 8% of total defence expenditure.

Investment expenditure, which covers investment in the modernisation of defence capabilities, construction, and investment in research and development, is gradually increasing; in 2023, it will

<sup>&</sup>lt;sup>1</sup> In compliance with NATO methodology, the Republic of Slovenia defence expenditure includes funds for financing the defence system (the defence administration of the MoD and the SAF), funds earmarked for military pensions provided by the Pension and Disability Insurance Institute of the Republic of Slovenia (from the state budget and the MoD budget), and funds of the Government Office for the Protection of Classified Information of the Republic of Slovenia. Defence expenditure does not include funds earmarked for the Administration of the Republic of Slovenia for Civil Protection and Disaster Relief or the Inspectorate of the Republic of Slovenia for Protection against Natural and other Disasters.

represent 26% of defence expenditure and exceed the target proportion by 6%. In the period from 2018 to 2023, EUR 595 million are earmarked for planned purchases of main equipment. The largest proportion, 69.4%, is for combat vehicles, 18.7% is for electronic and communications equipment, 3.0% for missiles, 2.5% for infantry armaments, 2.1% for artillery, 1.9% for transport vehicles, 1.7% for engineering equipment, 0.4% for missile systems and 0.3% for aircraft. In the same period EUR 15.5 million will be earmarked for military construction.

The decline in the proportion of defence expenditure of GDP was halted in 2015 and is now 0.93%. From 2018 to 2023 defence expenditure will gradually increase and will reach 1.11% of GDP in 2023 (UMAR, Spring Forecast of Economic Trends 2018). The objective is to reach 1.2% of GDP by 2025.



Defence expenditure in the period 2000-2023

The tables below show defence expenditure in nominal amounts by category and by budget users for the period between 2013 and 2018.

# Defence expenditure by cost category (in euros)

KATEGORIJA	2018	2019	2020	2021	2022	2023
1 OPERATING COSTS	412.594.457	437.929.495	426.920.185	440.121.032	456.718.384	485.208.381
1.1 MILITARY PERSONNEL	252.879.021	269.009.292	259.480.325	262.988.021	266.431.054	270.009.452
1.1.1 Salaries and allowances	206.700.639	208.879.964	211.482.546	213.823.057	216.168.270	218.618.210
1.1.2 Pension insurance contribution by employer	31.941.282	32.741.228	33.567.779	34.394.963	35.222.783	36.051.242
1.1.3 Other	14.237.100	27.388.100	14.430.000	14.770.000	15.040.000	15.340.000
1.2 CIVILIAN PERSONNEL	35.156.718	35.178.078	35.376.459	35.552.493	35.737.811	35.922.841
1.2.1 Salaries and allowances	32.371.752	32.386.764	32.571.189	32.733.196	32.904.418	33.075.281
1.2. Pension insurance contribution by employer	2.784.966	2.791.314	2.805.270	2.819.297	2.833.393	2.847.560
1.3 PENSIONS	49.387.109	46.981.102	44.875.224	43.037.798	42.537.798	42.037.798
1.3 Pensions	49.387.109	46.981.102	44.875.224	43.037.798	42.537.798	42.037.798
1.4 OPERATIONS AND MAINTENANCE	75.171.609	86.761.023	87.188.177	98.542.721	112.011.722	137.238.290
1.4.1 Ammunition and mine explosive devices	3.850.000	4.350.000	4.000.000	4.000.000	5.000.000	5.000.000
1.4.2 Fuel and lubricants	2.843.040	2.932.740	3.027.620	3.327.820	3.829.480	4.032.780
1.4.3 Spare parts for main equipment	26.895.302	32.681.191	32.760.333	32.768.283	38.000.453	42.758.418
1.4.4 Other equipment and supplies	3.710.500	4.495.539	3.755.150	13.032.132	16.030.000	33.460.000
1.4.5 Rent	1.437.869	1.434.739	1.477.809	1.520.809	1.563.809	1.603.809
1.4.6 Other operations and maintenance	36.434.898	40.866.814	42.167.265	43.893.677	47.587.980	50.383.283
2 PROCUREMENT AND CONSTRUCTION	38.660.085	41.935.822	91.886.652	121.863.435	144.711.853	171.823.506
2.1 MAIN EQUIPMENT	37.993.585	40.069.322	90.011.152	119.837.935	141.186.353	166.298.006
2.1.1 Missile systems					1.800.000	600.000
2.1.2 Missiles				1.000.000	5.000.000	12.000.000
2.1.3 Aircraft		2.000.000				0
2.1.4 Artillery				450.000	5.000.000	7.000.000
2.1.5 Combat vehicles	25.900.000	28.037.211	77.765.464	103.052.051	84.399.821	93.828.471
2.1.6 Engineering equipment	3.010.000	1.830.000	2.960.000		1.200.000	1.200.000
2.1.7 Infantry and hand-held firearms	1.500.000	500.000	1.300.000	1.000.000	6.200.000	4.500.000
2.1.8 Transport vehicles	508.600	427.700	56.960	30.700	8.044.700	2.030.700
2.1.9 Ships and port vessels						
2.1.10 Electronic and communications equipment	7.074.985	7.274.411	7.928.728	14.305.184	29.541.832	45.138.835
2.2 NATIONAL MILITARY CONSTRUCTION	666.500	1.866.500	1.875.500	2.025.500	3.525.500	5.525.500
2.2 NATIONAL MILITARY CONSTRUCTION	666.500	1.866.500	1.875.500	2.025.500	3.525.500	5.525.500
3 RESEARCH AND DEVELOPMENT	287.284	343.555	1.500.000	3.000.000	4.500.000	6.300.000
3 RESEARCH AND DEVELOPMENT	287.284	343.555	1.500.000	3.000.000	4.500.000	6.300.000
3.1 Research and development for main equipment	287.284	343.555	1.500.000	3.000.000	4.500.000	6.300.000
4 OTHER DEFENCE EXPENDITURE	14.335.174	20.863.238	14.301.683	14.303.683	21.305.683	15.307.683
4 OTHER DEFENCE EXPENDITURE	14.335.174	20.863.238	14.301.683	14.303.683	21.305.683	15.307.683
4 OTHER DEFENCE EXPENDITURE	14.335.174	20.863.238	14.301.683	14.303.683	21.305.683	15.307.683
Total	465.877.000	501.072.110	534.608.520	579.288.150	627.235.920	678.639.570
IMAD Spring Forecast of Economic Trends, 2018	46.588	49.611	52.413	55.170	58.077	61.139
% of GDP	1,00	1,01	1,02	1,05	1,08	1,11

# Cost categories and budget users (in euros)

CATEGORY	2018	2019	2020	2021	2022	2023
1 OPERATING COSTS	412.594.457	437.929.495	426.920.185	440.121.032	456.718.384	485.208.381
1.1 MILITARY PERSONNEL	252.879.021	269.009.292	259.480.325	262.988.021	266.431.054	270.009.452
01 SALARIES AND ALLOWANCES FOR WORK IN SLOVENIA	212.108.671	214.837.942	217.826.325	220.869.401	223.917.190	226.969.720
02 EDUCATION, TRAINING AND EXERCISES	2.958.100	2.958.100	3.130.000	3.360.000	3.520.000	3.710.000
03 CURRENT BUSINESS	8.279.000	21.280.000	8.100.000	8.110.000	8.120.000	8.130.000
06 INVESTMENT PROCUREMENT	400.000	400.000	400.000	400.000	400.000	400.000
09 INTERNATIONAL COOPERATION	29.133.250	29.533.250	30.024.000	30.248.620	30.473.863	30.799.732
1.2 CIVILIAN PERSONNEL	35.156.718	35.178.078	35.376.459	35.552.493	35.737.811	35.922.841
01 SALARIES AND ALLOWANCES FOR WORK IN SLOVENIA	32.152.488	32.230.403	32.394.180	32.555.927	32.718.481	32.881.848
02 EDUCATION, TRAINING AND EXERCISES	362.642	356.274	366.239	361.979	366.139	368.139
03 CURRENT BUSINESS	55.850	55.850	62.000	62.000	62.000	63.000
06 INVESTMENT PROCUREMENT	58.000	58.000	58.000	58.000	58.000	58.000
09 INTERNATIONAL COOPERATION	2.527.738	2.477.551	2.496.040	2.514.587	2.533.191	2.551.853
1.3 PENSIONS	49.387.109	46.981.102	44.875.224	43.037.798	42.537.798	42.037.798
00 MILITARY PENSIONS	49.387.109	46.981.102	44.875.224	43.037.798	42.537.798	42.037.798
1.4 OPERATIONS AND MAINTENANCE	75.171.609	86.761.023	87.188.177	98.542.721	112.011.722	137.238.290
00 OFFICE FOR THE PROTECTION OF CLASSIFIED INFORMATION	481.668	481.668	468.531	500.000	500.000	500.000
02 EDUCATION, TRAINING AND EXERCISES	3.154.550	3.654.550	3.777.650	4.376.650	5.276.650	5.876.650
03 CURRENT BUSINESS	20.308.181	20.712.137	21.758.180	22.875.822	24.320.022	25.589.369
04 MAINTENANCE OF MTS	26.895.302	32.681.191	32.760.333	32.768.283	38.000.453	42.758.418
05 INFRASTRUCTURE	6.006.553	9.034.553	6.792.553	7.295.553	9.297.553	9.347.553
06 INVESTMENT PROCUREMENT	8.606.790	10.298.419	9.761.650	18.348.632	23.096.500	41.026.500
07 CO-FINANCING	2.200.070	2.185.110	2.185.130	2.185.130	2.185.170	2.230.650
09 INTERNATIONAL COOPERATION	6.657.377	6.852.277	8.784.150	9.292.651	8.435.374	9.009.150
12 DEDICATED REVENUE	861.118	861.118	900.000	900.000	900.000	900.000
2 PROCUREMENT AND CONSTRUCTION	38.660.085	41.935.822	91.886.652	121.863.435	144.711.853	171.823.506
2.1 MAIN EQUIPMENT	37.993.585	40.069.322	90.011.152	119.837.935	141.186.353	166.298.006
06 INVESTMENT PROCUREMENT	37.993.585	40.069.322	90.011.152	119.837.935	141.186.353	166.298.006
2.2 NATIONAL MILITARY CONSTRUCTION	666.500	1.866.500	1.875.500	2.025.500	3.525.500	5.525.500
05 INFRASTRUCTURE	665.500	1.865.500	1.874.500	2.024.500	3.524.500	5.524.500
06 INVESTMENT PROCUREMENT	1.000	1.000	1.000	1.000	1.000	1.000
3 RESEARCH AND DEVELOPMENT	287.284	343.555	1.500.000	3.000.000	4.500.000	6.300.000
3 RESEARCH AND DEVELOPMENT	287.284	343.555	1.500.000	3.000.000	4.500.000	6.300.000
08 RESEARCH AND DEVELOPMENT	287.284	343.555	1.500.000	3.000.000	4.500.000	6.300.000
4 OTHER DEFENCE EXPENDITURE	14.335.174	20.863.238	14.301.683	14.303.683	21.305.683	15.307.683
4 OTHER DEFENCE EXPENDITURE	14.335.174	20.863.238	14.301.683	14.303.683	21.305.683	15.307.683
07 CO-FINANCING	14.335.174	20.863.238	14.301.683	14.303.683	21.305.683	15.307.683
TOTAL	465.877.000	501.072.110	534.608.520	579.288.150	627.235.920	678.639.570

#### **6 MATERIAL RESOURCES**

#### 6.1 Procurement of armaments and military equipment

The development of equipment will be in line with the development goals concerning defence capabilities, changed legal solutions, and Slovenia's commitments within the framework of international establishments.

Procurement of armaments and military equipment will be primarily focused on the maintenance of existing capabilities, the establishment of SrBBSk, and the further development of operational capabilities. Procurement of armaments and military equipment will respond to the actual need, in terms of both quantity and quality. The guiding principles will be efficiency, optimal protection of military personnel, standardisation, connectivity, quality, operational effectiveness, cost-efficiency and consideration of the cost of the whole life cycle of armaments and military equipment, which includes, besides the purchase cost, the cost of maintenance, upgrading during the life cycle, and decommissioning from operative use. The priorities will be defined in the medium-term defence goals.

When it is not possible to maintain the planned pace of equipping due to procurement procedures, the production of armaments and military equipment, or for other reasons, the Ministry of Defence will adopt executive plans to be able to launch a project that is next in line in terms of priority, instead of a project that, for objective reasons, may not be implemented within the planned time period.

In formulating the requests, planning the required sources and implementing the procurement of armaments and military equipment, the provision of modularity, uniformity of platforms and multipurpose use will be a primary consideration. Procurement proceedings for armaments and military equipment will, in principle, take into consideration the subject of the contract, and framework agreements will be signed with the best bidders in order to ensure a reliable supply of armaments and equipment in the following three to five year period. This will ensure short deadlines for acquisition and efficient management of financial resources; in addition, uniformity of armaments and military equipment in operative use will allow efficient logistic processes.

As far as common NATO and EDA projects are concerned, we will focus on fulfilling our past obligations and on future participation in those projects which will be assessed as the most appropriate and rational for the development of national capabilities, or which provide access to common capabilities which have not been developed either due to lack of resources or because it would be uneconomical to do so. In compliance with the PESCO criteria, common procurement will be carried out on the basis of bi- and multilateral agreements. Solutions will be sought for the purchase or acquisition of relevant second-hand systems.

By 2023 several important equipping projects will have been implemented.

#### Wheeled armoured combat vehicles (BKV) 8x8

The process of the acquisition of the new BKV 8x8s for the combat section of the first SrBBSK began in 2018. A market survey was carried out, investment documents prepared, and the advantages, shortcomings and risks of different methods of selection of the supplier of the BKV 8x8s were considered; the result was that the most appropriate solution for Slovenia was to join the multinational programme "Boxer", managed by the OCCAR international organisation.<sup>2</sup>

In the event of a delay in the supply of the new BKV 8x8s, priority will be given to those programmes that support the creation of the first SrBBSK and the achievement of other capability targets.

<sup>&</sup>lt;sup>2</sup> At the proposal of the Ministry of Defence, the Government is expected to discuss the finalised version of the proposal of integration into the OCCAR multinational programme Boxer and to adopt the relevant legally binding documents in September 2018. By cooperating in the provision of capabilities under OCCAR, Slovenia will meet several PESCO criteria, particularly with regard to a common approach to eliminate shortfalls perceived in the framework of capability development, and the use of OCCAR as the preferred collaborative programme managing organisation within PESCO, enhancing interoperability between participating Member States and strengthening the industrial base.

#### Light wheeled armoured vehicles 4x4

The procedure for the acquisition of the new light wheeled armoured vehicles LKOV 4x4 for the first SrBBSK will begin shortly (basic versions, for artillery and for air defence).

#### Infantry weapon systems

Stocks of personal infantry armaments and hand-held anti-armour devices will be replenished by additional procurement. Optical and opto-electronic equipment for high-precision targeting in any weather, climate or poor visibility conditions will be procured progressively.

#### <u>Artillery</u>

The preparation of the investment documentation and the procurement procedure for 120 mm mortars will be launched in line with the adopted priorities: (1) self-propelled mortars 120 mm and related ammunition, and (2) artillery information system, light wheeled armoured vehicles LKOV 4x4 with a mounted artillery reconnaissance system, and a portable artillery reconnaissance system.

In 2020, self-propelled 120 mm mortars will be purchased to be used as a fire support element for a medium-sized infantry battalion.

Modern artillery systems with integrated fire management systems will be purchased after 2022, due to insufficient funding.

#### Engineer equipment

In 2019 enhanced capabilities for engineer support will be provided by the procurement of demolition kits and systems for rapid remote mine-laying, remote vehicle breaching, and crater forming. To meet the requirements of general engineer support, existing construction machinery will undergo modernisation and purchases of new machinery will be made in 2019.

#### Air defence

Equipment for the development of air defence capabilities will be purchased from 2022 onwards. In 2022 air defence will be equipped with tactical radar and several LKOV 4x4 vehicles.

#### Naval division equipment

The acquisition of an autonomous underwater vessel, a remotely operated underwater vessel, an underwater demining kit and additional equipment for the mine clearance divers unit are planned. In 2020 life-support diving equipment that is reaching the end of its life cycle will be replaced. The naval command CIS will be replaced by a new one that is being introduced by the Alliance. The equipment for the Destruction of Unexploded Explosive Ordnance Platoon will be acquired in 2018.

#### Ammunition and explosive ordnance (SiMES)

By replenishing the existing stocks of SiMES and by procuring new items, the required quantity and appropriate quality of SiMES stocks will be ensured for training, combat operations capability and the logistic resilience of the SAF, taking into consideration economic efficiency and the NATO 2017 Capability Targets for Slovenia.

#### Other collective and individual equipment

Appropriate quantities of individual and collective equipment for poor visibility conditions and night and thermal imaging observation, laser bore sighters and sighting devices will be acquired to enable the successful performance of SAF functions. For preparation and participation in international operations and missions (IOM) a limited quantity of non-lethal equipment, together with up-to-date individual and group equipment, will be procured. Priority will be given to the provision of uniforms and equipment ensuring adequate level of protection of SAF members.

Appropriate equipment for providing ground fire support coordination will also be purchased.

By 2020, the purchase of a system for group protection and automatic biological detectors will increase survivability during CBRN-contamination. To facilitate the building of explosive ordnance disposal facilities, new equipment for the detection, disposal and demolition of ordnance will be procured by 2019, providing appropriate protection of EOD personnel.

The augmentation of military logistic capabilities will be achieved by the purchase of mobile workshops, forward line servicing systems, and mobile power supply systems. The necessary logistic equipment for autonomous field operations, including laundry, cooking, accommodation, heating, provision and storage of water, storage and distribution of fuel and lubricants, and the maintenance of armaments and military equipment will be procured. The purchase of ballistic armoured transport vehicles and the upgrading of existing ones will increase battlefield survivability.

With the purpose of providing efficient medical care for SAF members, equipment for the storage, preservation and distribution of medical equipment, blood stock and blood substitutes, and equipment for the medical evacuation and treatment of the sick and injured at levels 1 and 2 will be procured. New medical equipment and ambulances for the medical evacuation and treatment of sick and injured SAF members at levels 1 and 2 will be procured.

#### Electronic and communications equipment

Combat radio networks will be replaced with new narrow band radio equipment in line with current Alliance standards. Tactical radio devices used by fighters and in vehicles will be upgraded with screens, battlefield identification and advanced navigation systems.

The tactical command and control system KIS PINK will be integrated with the battlefield system of command and control, functional information systems, and the system for tracking the location of our own forces (blue force tracking system). Units that will operate within the NATO Force Structure will be equipped with CIS that are in line with FMN standards.

In stages from 2019 the module IFF Mode 5 will be installed in helicopters that will operate in the NATO Force Structure, and in long-range radars.

By 2022 the current satellite system – the Super High Frequency X-Band (SHF-X) – will have been upgraded.

Part of the fleet of aircraft will be upgraded with radio devices in line with civil aviation standards. Radio devices will be upgraded to the Saturn system.

The system of command and control of air defence will be updated.

In order to develop cyber protection, equipment for network security at different levels of confidentiality will be procured. This will include next-generation firewalls, combined with network intrusion detection and prevention sensors; hardware for malicious code verification on closed-loop systems; and intrusion detection hardware, including advanced persistent threat (APT) detection. The equipment will include networking hardware and software, ensuring the consistent operation of the SAF Air Traffic Control Centre. Software and hardware for the protection, control and management of peripheral devices will be procured.

In order to prevent cyber security incidents, software and hardware for the operation of Military Computer Emergency Response Teams (Mil-CERT) with digital forensic capabilities will be procured. The Mil-CERT and digital forensics equipment will enable work under tactical conditions. Appropriate equipment allowing operation in both stationary and tactical environments will be procured for the purpose of testing hardware and software vulnerability.

A test networking environment will be set up for training, education, exercises, and hardware and software testing. For the purpose of recovery after possible cyber-attack, hardware and software will be procured to provide data recovery regimes in both integrated and non-integrated modes.

The equipment for ensuring cyber protection will be acquired by 2020 and will be replaced according to capability requirements. The new equipment will ensure that capability targets are met. For the

purposes of ensuring cyber defence, appropriate premises will be provided which will allow a swift response to any cyber threat.

#### Uneconomical armaments and military equipment

By 2020, surplus armaments and military equipment will have been reviewed and removed from operational use. Financial resources resulting from the sale of armaments and military equipment will be earmarked for the operation of equipment and systems contributing to the development of key SAF capabilities during the medium-term period under consideration.

With reference to larger armament systems, the plan is to remove from operational use and sell the M55S tanks by 2020, and the same for the Roland air defence missile system by 2023. The M84 tanks will be retained until the end of their lifespan. On the basis of an analysis of the vehicle fleet and the MoD's strategy of modernisation of the fleet, older vehicles will be progressively put up for sale.

After an analysis of the needs and expenditure required to make the concept of a strategic military reserve (VSR) operational, the scope of resources for the strategic reserve will be reassessed in 2019, and a decision on whether to keep or decommission equipment that is not currently in operative use by the SAF will be taken.

#### 6.2 Infrastructure

Investments in military infrastructure will focus on ensuring the conditions for the operation, military education and training, and the maintenance of and improvement in the accommodation capabilities of the SAF, in accordance with the needs of a professional military organisation. In the period 2018-2023 a comprehensive energy renovation of the SAF's barracks and other premises managed by the Ministry of Defence will be carried out. Funds for energy renovation will be provided through regular budgetary resources, the sale of uneconomical property, funds for the promotion of the energy renovation of buildings, and ECO Fund grants. Energy renovation will take the form of a private-public partnership.

Structures and areas that are not necessary for defence will gradually be abandoned, and the process of sale of real estate will continue. The scope of real estate and premises will be rationalised and reduced and adapted to the defence needs of the state. Energy performance certificates will be provided for all housing units, and for all buildings and parts of buildings defined by the Rules on the Methodology for the Production and Issuance of Energy Performance Certificates for Buildings.

By 2020 all housing units will be registered in the Land Registry, although units for which court proceedings are pending will be registered later. By 2019 we will have regularised the property situation of land owned by municipalities by signing land exchange agreements. Military property on private land will be gradually acquired, in accordance with the available financial means.

The Ministry of Defence will adapt the number of managed housing units to the needs of the SAF's personnel and its scope, under the principle of economy. By the end of 2018, 58 housing units will have been transferred to the Housing Fund of the Republic of Slovenia, with an additional 13 housing units transferred in 2019. In accordance with the plan of acquisition of physical assets of the state for 2018 and 2019, 15 housing units in chosen locations will be acquired.

Infrastructure maintenance will primarily comprise the maintenance and upgrading of infrastructure, equipment and facilities; the modernisation of our own telecommunication and optical networks and training infrastructure; the energy and environmental renovation of infrastructure; and meeting legal conditions for the use of infrastructure.

Concerning the reconstruction of facilities, special attention will be paid to increasing their energy efficiency and the use of renewable energy resources. Replacement of asbestos roofing on the facilities will be continued. For the purpose of managing infrastructure and carrying out maintenance, a modern computer application will be introduced.

All plans for the reconstruction of existing facilities and the building of new ones for personnel accommodation and operations will consider the accommodation standards and needs in accordance with the policy for the comprehensive care of SAF members (CSP).

#### <u>Airports</u>

At the main military airport in Cerklje ob Krki, conditions will have been provided and certificates obtained for the airport to be able to operate day and night and in all weather conditions (ICAO CAT 1 category) by 2020. Functionality will be guaranteed, partly by Alliance funds, which presupposes a time-limited class E use of the airport. The airfield will permanently provide level VI fire and rescue services, and occasionally, in accordance with international agreements, level IX.

By 2020 organisational preparations will have been carried out, and by 2023 procedures will have been put in place and the airfield will have obtained the status of an entry/exit reporting point in international airspace for military aircraft. At the same time appropriate organisational and other activities will be carried out, enabling occasional or at request take-off, landing and handling of civilian aircraft. Actions will be coordinated with the neighbouring communities in order to ensure the best synergy effects.

Procedures for ensuring additional warehousing facilities necessary for airport operations, aviation and the Alliance will be commenced in the area of the air base Cerklje ob Krki.

By 2020 a by-pass of Drnovo-Črešnjice-Cerklje ob Krki and the south and west airport entrances will have been constructed. A system of environmental impact monitoring will be set up on the airfield and in its vicinity. The requirements of the local community in the development of the airport in Cerklje ob Krki will be considered and based on a special agreement.

Part of Jože Pučnik Airport will remain in the use of the SAF, specifically for the operation of SAF helicopter units for the support of rescue and relief operations, and for the surveillance, control and protection of the Republic of Slovenia's airspace. Jože Pučnik Airport is the airport of origin for providing Host Nation Support (HNS). In 2021, following the provision of appropriate capabilities, the Cerklje ob Krki Airport will become the primary HNS Airport, and Jože Pučnik Airport will be the secondary HNS.

#### Airspace surveillance

Between 2018 and 2020 preparations for the modernisation of the system of aircraft communication will be carried out. Funds will be made available by the Alliance and partly by Slovenia.

In 2020 the premises of the Airspace Surveillance and Control Centre at Brnik will be renovated and expanded.

#### Naval capability infrastructure

As part of the third pier construction project in the Port of Koper, infrastructure for berthing and maintaining the SAF patrol and multi-purpose boats will be provided in accordance with a comprehensive port restructuring plan. In the interim period, a temporary berth will be provided for these vessels at the current port location; in the period from 2018 to 2023 pontoon berths and a quay will be provided along the southern part of the Ankaran channel outfall in Basin III.

Maritime medicine and logistic support infrastructure will be provided to support SAF naval forces operations.

#### Training infrastructure

Military infrastructure at locations of key capabilities (General Maister Barracks in Maribor and Edvardo Peperko Barracks in Ljubljana) and the SAF Central Training Area (OSVAD) in Postojna will be modernised in accordance with the national spatial plan and investments plan. The SAF firing ranges will be modernised and by 2023 the modernisation of the firing range in Apače will have been concluded. Modern firing ranges and simulators will be constructed or upgraded gradually within the

existing SAF premises and in accordance with the available financial means, with the aim of making training activities more effective and economically viable.

The Baron Andrej Čehovin Barracks in Postojna will be modernised for the purpose of providing training and HNS accommodation capacities.

#### Logistics infrastructure

By 2021 warehousing facilities will have been optimised and warehouses that are viable in terms of providing an appropriate microclimate and security will have been modernised. The infrastructure for storing fighting vehicles at their respective locations will be modernised and expanded.

SAF workshops will continue to be built, modernised and adapted. In 2018 a workshop for the maintenance of infantry armaments will be set up in the Ivan Cankar Barracks, and by 2021 a workshop for the chemical, biological, radiological, and nuclear (CBRN) decontamination of materiel. By 2023 workshops for the fighting vehicles will have been modernised.

At the locations of barracks, explosive ordnance (SIMES) warehouses and special facilities for information and telecommunication operations, electronic warfare and air space surveillance outside security fences will be overhauled and the video surveillance systems will be updated.

### 7 DEVELOPMENT OF DEFENCE CAPABILITY

Development of military capabilities will primarily focus on an improvement in the capabilities for combat and combat support. On the other hand, the development of civil capabilities will focus on those necessary for HNS, intelligence and security, cyber protection and readiness and resilience for defence and providing crisis management.

Certain capabilities will be developed within the framework of enhanced cooperation with NATO and EU Member States. The best conditions and options for quality training and achieving interoperability, joint deployment in international operations and missions, the provision of NATO and EU rapid response forces, and affiliation to NATO's military structure will be explored. Priority cooperation areas in terms of capability development will be medium-sized battalion units, CBRN special forces, and helicopter, medical and naval capabilities. In particular defence and military cooperation with Germany, Italy, France and the United States will be enhanced, and cooperation with countries within the framework of DECI and CEDC initiatives, the Benelux countries and the Western Balkans will be promoted.

The NATO Smart Defence Concept, the Framework Nations Concept and the concentration and shared use of capabilities within the EU and the European Defence Agency or regional cooperation are initiatives that will be given special attention in the next medium-term period, in order to establish a stronger cooperation with allied and partner countries and a more economically effective use of defence capabilities. This will enable the development of those capabilities Slovenia would be unable to provide independently.

#### 7.1 Development of military capabilities

The organisation of the SAF will reflect its primary mission as defined in Slovenia's Defence Act. Its organisation will enable operation at the strategic, operative and tactical levels.

Changes in the organisational and formation structure of the SAF will be implemented on the basis of the findings of SPO 2016, the adopted NATO 2017 Capability Targets for Slovenia, and commitments given under the EU Capability Development Mechanism (CDM). The goals to be achieved are effectiveness, readiness and the establishment of organisational and other conditions for the development of target capabilities for operations within the Alliance and for national defence.

The organisational and formation changes will focus on harmonisation of the SAF formations with the aim of establishing target capabilities, achieving greater operational effectiveness, and ensuring the constant readiness and responsiveness of task forces. Changes in the SAF structure will be target-oriented towards achieving the capability of joint operations of different branches of the armed forces. They will also provide better conditions for the development of military doctrine, more effective command, better use of human and material resources, the building of capabilities of armed forces branches, and more appropriate replacement of personnel and equipment in units that are the basic formations ensuring the readiness of the Slovenian Armed Forces.

Armed forces branches and services units will be able to provide support to other SAF units with part or all of their capabilities, and train their own expert personnel. The development of SAF branches and services will enable the SAF to attain its operational goals both in terms of the military defence of the Republic of Slovenia and of cooperation in the Alliance. Effective interoperability of different branches and services will be established and maintained.

SAF development will primarily focus on developing capabilities which will enable the deployability of at least 50% of Slovenia's land forces (deployable out of Slovenia's territory) and the sustainability of at least 10% of land forces (deployable to international operations and missions, or high-readiness long-term sustainability on Slovenia's territory).

As part of its combat capabilities, in the medium-term period SAF will primarily develop infantry and special force capabilities.

Medium-sized infantry capabilities will be deployable. Light and mountain infantry capabilities will be developed as part of infantry capabilities. Part of infantry capabilities will receive training in vertical airlift.

Special forces capabilities will be equipped and trained to carry our basic special operation tasks. The building element of the special forces will be a task battlegroup for special operations (platoon level), capable of integration into the wider framework of special forces within the Alliance.

The SAF will develop up-to-date self-propelled fire support, air defence, engineering, CBRN, MP, naval, intelligence and reconnaissance capabilities, electronic combat, CIS, the pooling and processing of data, and cyber-operation capabilities.

Combat service support capabilities (supply, maintenance, land transport, medical care, security and legality of operations) will be used for operations and maintaining the resilience of the SAF in the national context, while part of the forces will be able to provide support for SAF operations abroad. Combat service support capabilities will also participate in the system of protection against natural and other disasters, and provide appropriate assistance to other state authorities and local communities.

The logistic capabilities are both deployable and non-deployable. Level I logistic capabilities will be integrated into basic tactical units and will become an organic part of their capabilities. Level II logistic capabilities for supply, maintenance, services and support to the operation of basic tactical units will be established. It will be possible to integrate these capabilities in logistic formations of units at brigade or division level. Level III capabilities for company level land transport and movement and coordination control will be maintained. For the purposes of operations outside Slovenia's territory, targeted level III capabilities will be established as national support elements to provide support in accordance with national needs. Level II and III logistic capabilities will be deployable by modules in relation to the actual need, and to ensure multinational logistic support.

Non-deployable logistic capabilities will be designed for operation in the national context and will manage the supply of SAF commands and units with armaments, ammunition, explosive ordnance, military and other equipment, food, and transport. They will ensure the maintenance of material resources at levels I, II, and III, and the maintenance of ammunition, explosive ordnance (SiMES), warehousing, holding of military stocks and reserves, and the distribution and decommissioning of materiel. They will further provide services for peacetime operation of commands and units at military posts, the management of firing ranges and training grounds, and the management and maintenance of designated military infrastructure and property.

Military medical capabilities will provide medical support to SAF commands and units during training on the territory of the RS and during operation in IOM, as well as providing preventive medical checkups of SAF members. As part of the military medical capabilities, deployable capabilities of Level 1 and 2 medical care (ROLE 1 and ROLE 2B LAND) and the existing veterinary capabilities with epidemiological and dog handler centres will be maintained. For the purpose of maintaining contact with advances in medical science, and of acquiring and exchanging knowledge and experience necessary for military care, some of the Military Medical Unit (VZE) staff will participate in training provided by the public medical services.

Rotary and fixed wing capabilities will be used for the airlift of forces and equipment during their deployment, and for supply and evacuation both at home and abroad. The capabilities will provide the transport and supply of SAF units in Slovenia and abroad, generally for distances up to 500 km. As part of the airlift capabilities, the deployable helicopter medevac (Medical Evacuation) capabilities will be maintained.

The system of air defence and of Slovenian airspace surveillance and control will remain fully integrated into the NATO Air Defence System, and Slovenia will continue to endeavour to ensure that Allies' airspace control and protection of our airspace is implemented in the scope and manner provided for by Slovenia's Technical Agreement with NATO. As part of the Allies' surveillance and protection of airspace, Slovenia will provide systems of airspace surveillance (long-range radar

systems) and a management, control and command system. As part of the protection of airspace Slovenia will also provide a permanent search and rescue service.

By replenishing the existing stocks of SiMES and by procuring ammunitions and mine explosive devices, the required quantity and appropriate quality of SiMES stocks will be ensured for training and maintaining units' resilience at the highest level for SAF operations, in particular in IOM. Quantities will be determined in relation to strategic stock needs, materiel life cycles, and their planned use in operations and training.

Maintenance of materiel will focus on providing the availability and operability of those material assets that are crucial for ensuring necessary capabilities and their operation in IOM. Priority maintenance operations up to 2023 will concern the armoured wheeled vehicles 8x8, air and maritime materiel, and the materiel of the high readiness units deployable as the NATO Response Force. Other materiel will be maintained at the level ensuring the normal operation of the SAF and achieving operational capabilities. Materiel to be decommissioned will be maintained in a way that will ensure the preservation of their value for the purpose of their potential sale.

The SAF will ensure capabilities for transfers and transport in the territory of Slovenia and for the purpose of exercises abroad and participation in IOM. Strategic maritime and air transport will continue to be provided on the basis of international agreements, and through domestic and foreign contractors.

Military education and training will focus on supporting the development of military capabilities and the readiness of the SAF for the performance of its tasks, stepping up the quality of education and training of SAF members and commands and units so as to achieve a quality level of programmes and competences comparable to that of other allied countries. The quality of education and training will also be enhanced by the dedicated support of research and development and by promoting the cooperation of the SAF with institutions at home and abroad. The education and training system will be organised so as to allow the integration of providers from defence and other environments and education and training institutions at home and abroad.

The purpose of military exercises as the most demanding form of training will not only be to provide training, but also to test the operational readiness of the SAF commands and units to cover the full spectrum of activities. The infrastructure of Alliance members and partner countries will also be used for the purpose of providing training to commands and units.

Slovenia will prioritise participation in those multinational military exercises which support the development of its target capabilities, and which are included in the NATO Military Training and Exercises Programme (MTEP). The ambition concerning the organisation, preparation and implementation of national military exercises is to connect national exercises with NATO exercises, and to have at least one national exercise included in the MTEP.

#### 7.2 Development of civilian capabilities and strengthening of state and societal resilience

The response to the changed situation in the international security environment will be harmonised with national and international instruments governing crisis response. In the medium-term period defence planning will be harmonised with defence legislation amendments and Slovenia's international commitments, such as the fulfilment of PESCO operational commitments. Defence plans will be brought into line with amended Acts and other legal provisions in the field of defence planning, and the national, NATO and EU assessments of threats to the state from an attack.

By strengthening societal resilience, in particular by the seamless provision of public services and transport, energy, food, water, information and communication support and other resources necessary for the operation of the state, by ensuring the permanent operation of state authorities at all levels, and by the ability to treat mass casualties and control movement of people, state resilience against current treats will be increased. Necessary activities will be carried out in compliance with the Allies' criteria for building resilience. The resilience of the Republic of Slovenia against hybrid threats will be increased in line with EU directives, which will require inter-institutional and inter-ministerial coordination.

Host nation support (HNS) will be provided in compliance with Slovenia's Host Nation Support Plan. The HNS Plan will be updated in line with NATO developments and upgraded with EU (PESCO) solutions. The computerised database of registered civilian capabilities for HNS will be regularly updated, and the information and communication support for HNS will be upgraded. Depending on the amount of EU funds available by the end of 2023, various projects for the protection of critical infrastructure and crisis management under the ISF Action Plan will be implemented.

The scope of participation of civilian functional experts in international operations and missions will be adapted to the changed security and other circumstances, and to the operational and development needs of individual IOM. As part of ensuring good coordination of participation in IOM, endeavours will be made for civilian capabilities to integrate strategic civilian posts within the NATO command structure. The training of civilian functional experts and procedures for their selection for participation in IOM, commands and international initiatives will be adapted accordingly. Planning of financial funds will be tailored to the needs of the expected increase in and upgrading of military activities with civilian capabilities in crisis and other areas where the cooperation of civilian functional experts is anticipated.

The concept of national exercises in crisis management will be drafted.

Support for the implementation of crisis management tasks will be provided by the National Crisis Management Centre communication system. The operation of the National Crisis Management Centre will be adapted to the changes introduced to the defence and crisis management sector, in line with new normative solutions.

#### 7. 3. Development of communication and information system capabilities

The development of the MoD CIS and services will focus on the upgrading of the information infrastructure (work stations operating system, server infrastructure, network and communication infrastructure), the consolidation (centralisation) of information sources, and the functional and technological upgrading and security consolidation of information solutions and information infrastructure.

As part of the optimisation of the operation and management CIS, the sub-systems for the processing of national and foreign (NATO, EU) data with the higher levels of classification will be upgraded and linked with different security domains.

Deployable SAF CIS will be upgraded with new technological solutions for broadband and narrow band tactical solutions in consideration of the recommendations from the Alliance, in particular the concept of Federated Mission Networking (FMN). Tactical communication systems will be updated in the medium-sized battalion battlegroup, and elsewhere, if possible.

CIS will be managed in line with recommendations applicable to this technology (Information Technology Infrastructure Library –ITIL) and relevant NATO policies and standards.

#### 7.4 Development of cyber defence capabilities

The development of cyber defence capabilities will focus on providing high level cyber security of stationary and mobile MoD CIS, including the SAF command and control support system, in line with national and NATO policy and requirements for meeting the Alliance's cyber defence capabilities objectives. Cyber security will be provided by strengthening the CIS infrastructure and solutions, enhancing control and sensors in the MoD CIS, improving organisational and human resources structures that will be able to effectively manage cyber threats and respond to information security events, and raising the overall information security culture.

Elements of cyber defence will be integrated into all levels of SAF operations, tactical, operative and strategic, and will include the design and building of capabilities facilitating the use of all other SAF capabilities. The modular nature of these elements will enable their use in other capabilities in relation to the perceived risks and threats to cyber space. Cyber defence capabilities will be developed in line with the needs of both stationary and tactical CIS and the FMN concept. They will provide interoperability with Allied capabilities and allow for cyber defence synergies.

#### 7.5 Development of intelligence and security capabilities

The intelligence and security activities of the MoD and SAF will be upgraded in organisational, personnel and technical terms, which will allow the effective provision of intelligence, counterintelligence and security at the strategic, operational and tactical levels. Accordingly, the integration of processes in intelligence and security between the Intelligence and Security Service and the SAF will be continued.

For the purpose of effective operation in intelligence and security, an electronic modular system for the education, training and advanced training of personnel will be established by 2023, which will include members of the Intelligence and Security Service and the SAF. The Intelligence and Security Service and the SAF will cooperate in the processes of maintenance and upgrading of the national network for transferring, processing and storing information classified as SECRET, in accordance with the Classified Information Act. The MoD will continue to collaborate closely with other entities of the Republic of Slovenia national security system in the sphere of intelligence and security. Cooperation at different levels with partner military defence intelligence and security services, in particular from NATO and EU member states, will be expanded.

#### 7.6 Research and development

Research and development will primarily focus on advancing the military capabilities of the state. The financing of research and development will be provided under a single budget heading so as to ensure the stability, transparency and continuity of R&D financing. Funding for the basic level of research and development activity will be guaranteed by gradually increasing the annual earmarked funds by 1% of the military budget, so that by 2023 it will attain the target value.

A balance between basic research and technological projects at an advanced stage of development will be maintained. Projects in areas which raise research and development to a higher level of technological maturity and allow for the participation of companies from Slovenia will be prioritised.

A research and technology basis for defence purposes will be built, with the integration of research and development institutions and research-oriented companies. Slovenia will participate in defence research in the international environment, in particular with the NATO Agency for Science and Technology, the European Defence Agency (EDA) and PESCO. The participation of Slovenian institutions and companies will be supported with necessary information and advice, which will ensure their visibility in the international environment. In this way we will provide those capabilities that are not nationally developed because it would be uneconomical to do so.

Research and development projects will prioritise development in the following areas:

- Training and exercises in advanced distance learning;
- Analysis of systems and development of knowledge by using artificial intelligence, cognitive and behavioural sciences, modelling and simulation;
- Information security and cyber defence;
- Mobile land warfare, efficient warfare and survival skills;
- Operations in urban areas and any weather conditions;
- Situational awareness in zones of operations;
- Electronic warfare;
- Air-ground operations technologies;
- Processing, aggregation and use of intelligence data;
- Use of publicly accessible data and processing of large amounts of data in support of operations;
- Provision of communication services;

- Improvement in the provision of air navigation services;
- Enhanced capability of survival on the battlefield;
- Enhanced capabilities of land vehicles through the use of hybrid systems of propulsion, and the development of alternative or auxiliary energy solutions with a low infrared signature;
- Advanced unmanned mini-, micro- and nano-vehicles or vessels and multi-sensor systems for reconnaissance and protection of forces;
- Increased self-sufficiency, autonomous supply, transport, reconnaissance and surveillance systems;
- Defence against vessels with a low infrared signature, target detection and engagement;
- Defence against directed-energy sources;
- Defence against improvised explosive devices;
- Defence against low-flying aircraft.

# 8 OPERATION OF DEFENCE CAPABILITIES NATIONALLY AND INTERNATIONALLY

During the planned period the SAF will provide the intended level of readiness for the operation of SAF commands and units. This will be achieved by ensuring that operational staff are equipped, trained and prepared to provide military defence for the Republic of Slovenia, a military contribution to international peace, security and stability, cooperation in the system of protection against natural and other disasters, and support to other national authorities and organisations in ensuring security.

For the purpose of cooperating in the system of prevention against natural and other disasters certain operational plans will be upgraded, in particular in terms of the integration of new, up-to-date equipment. Capabilities available for protection, rescue and relief will be modular components deployed on request in relation to the nature of the threat.

The SAF will provide support to the system of protection against natural and other disasters in compliance with the National Protection Programme against Natural and Other Disasters 2016-2022. The following SAF resources will be made available: nuclear, radiological, chemical and biological defence (CBRN), engineers, EOD, helicopter transport, firefighting, medical evacuation, water purification, accommodation, medical support, and search and rescue. The system of activation of SAF forces for engagement in protection, rescue and relief operations in the event of natural and other disasters will be simplified. Rules of procedure for gradually increasing readiness for contingencies such as natural or other disasters will be drafted. Training for cooperation in relief operations during natural and other disasters will be carried out both within SAF commands and units and in cooperation with the Civil Protection Service and other organisations. The SAF units' readiness will be assessed during protection, rescue and relief exercises.

Particular attention will be given to the readiness of commands and units planned to operate under Alliance readiness capability. The assessment of readiness of commands and units at home will be in line with the Alliance's assessment.

In the medium-term defence capabilities will be deployed at home and abroad to support the national and common interests of the UN, NATO, the EU, OSCE and other international frameworks. Cooperation with allied and partner countries to strengthen security and stability in South-Eastern Europe will be prioritised. The utmost attention will be devoted to crisis areas in those regions with a direct impact on Slovenia's national security and the security of NATO and the EU.

The scope, form and intensity of participation of defence capabilities in international operations and missions (IOM) will be adapted to the available SAF resources and capabilities, Slovenia's interests and foreign policy goals, and the meeting of agreements with NATO and the EU. We will pursue a policy of balanced distribution of IOM, increasing quality, and a comprehensive approach in compliance with the basic goals and principles of the Strategy of the Participation of the Republic of Slovenia in International Operations and Missions. We will maintain the participation of defence capabilities in IOM at a level of 350 staff per rotation, with the possibility of increasing this number, with particular emphasis on EU operations and missions.

In compliance with Slovenia's commitments, command posts in NATO's Command Structure (NCS), the NATO Force Structure (NFS) and the NATO Force Integration Units (NFIU) will be manned. Slovenia's contribution to the NATO Response Forces (NRF) will be planned and balanced with Slovenia's participation in IOM and will provide an appropriate national response to current and future security threats.

In the second half of 2020 Slovenia will participate in the European Union Battlegroup (EUBG) organised under Italian command within the Defence Cooperation Initiative (DECI).

Slovenia will also actively participate in the establishment of the Balkan Medical Task Force (MNTS) and will act as the Framework Nation in 2020.

To ensure peace and security nationally and internationally, UNSCR 1325 and related UN resolutions on women, peace and security (the WPS Agenda) and the integration of gender perspectives will be implemented in all Ministry of Defence work processes. The SAF will implement the WPS Agenda by integrating gender perspectives in its human resources policies, staff procedures and functional work areas of commands and units, at all levels of military training and education, and in the processes of planning and carrying out exercises. Deployment in IOM will also consider gender perspectives, so that female SAF members will be deployed to targeted tasks (for instance, tasks involving frequent contact with civilian populations) with the aim of increasing operative effectiveness, the protection of our own forces and the development of capabilities.

The SAF will also implement WPS Agenda and integrate the gender dimension in its work by cooperation and exchange of good practices with national actors in the field of defence, such as the Ministry of Foreign Affairs, the Ministry of Work, Family, Social Affairs and Equal Opportunities, the Ministry of Internal Affairs, the Police and the interested public (civil society, non-governmental organisations etc.)

# 9 CONCLUSION

SOPR 2018-2023 is the key defence area programme and planning document; it promotes the balanced development of medium-term defence capabilities by providing the available defence-related resources in compliance with the principle of priority. It defines priority tasks on the basis of ReSDPRO SV 2025 long-term goals and levels of ambition, the NATO 2017 Capability Targets for Slovenia, and Slovenia's decision to participate in PESCO.

SOPR 2018-2023 is deeply development-oriented. It actually provides for an exit from the crisis of the defence system and for the relaunching of the process of the modernisation and development of the SAF.

The key risk to the implementation of the SOPR 2018-2023 is a failure to achieve the planned level of financial and human resources, which could result in delays in developing crucial defence capabilities of the Republic of Slovenia. The late development of defence capabilities (human resources, organisation, and equipment) may compromise the defence ability of the state to respond effectively to current sources of threat and national security risks. Slovenia's defence ability will, in particular, depend on the timely achievement and maintenance of the planned readiness level of the Slovenian Armed Forces to operate in compliance with requirements, both national and deriving from NATO capability goals and commitments given to the EU.