

## *Defence Directive 2013*

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The year 2012 marked a number of qualitative achievements for the Armed Forces in their entire activity and engagement. Important steps were made regarding the perfection of the planning process and AF integration in NATO. The basic document of Defence Strategic Review, which sets out medium and long term development path of AF was designed; in cooperation with NATO Command for Transformation the 5th Conference of Integration into NATO was conducted, the main purpose of which was to certify the major achievements of AF; modernization process made headway with the introduction in the Air Force and Naval Force inventory, respectively, the two helicopters and two new vessels; an important element was the introduction of new uniforms with the best standards and quality of NATO armies, which transformed the aesthetic appearance of the AF; based on NATO assessment standards our engagement in NATO operations in Afghanistan had a new level by increasing more than two times the share of our contribution if compared to that of four years ago; we successfully followed the process of ammunition demolition and removal of excess materials thus creating the appropriate conditions for the conclusion of these processes in 2013; a series of important documents regarding a better management of personnel were designed and we prepared the perspective of implementing gender and equal chances policies, environmental policies etc. Many of these achievements and projects should be consolidated and have further progress during 2013.

This directive is the foundation where the plans, working programs and activities of all structures of the Ministry of Defence of the Armed Forces will rely on to fulfil the constitutional mission and obligations as a NATO member, during 2013.

### **I. Priorities for the year 2013**

The motto of this directive is: **Year 2013-a decisive year to carry out the process of full integration into NATO and the improvement of the planning process in AF structures.**

In this context, the main priorities for 2013 are:

1. Achievement of the Objectives of NATO Integration Plan;
2. A detailed planning of the recommendations of the Strategic Defence Review (SDR), the drafting of the Medium-Term and Long-Term Development Plan of the Armed Forces and Capability Targets (CT) implementation plan.

**Achievement of the Objectives of NATO Integration Plan:** The period after membership and especially since 2012 has served to create enough experience on the full integration into NATO. Based on this experience, the year 2013 should be a decisive year for the full implementation of the Objectives of NATO Integration Plan. Special attention should be paid to the concrete implementation of the measures anticipated in the Integration Plan with NATO Allied Command for Transformation (ACT) and the Joint Force Command in Naples (JFC-N). The 6th Integration

Conference should successfully crown the 4-year process of integration of the Armed Forces into NATO.

**Strategic Defense Review (SDR) and the drafting of Medium Term and Long-Term Plan of the Development of the Armed Forces and a detailed planning of the Achievement of Capability Goals:**

SDR clearly defines what will the Armed Forces of the Republic of Albania be and what is track of its further development. MoD / GS and all leading structures of AF should focus their attention on breaking down the objectives and planning how to implement SDR. At the same time, in accordance with these objectives, they should design a Medium Term and Long Term Development Plan of the Armed Forces. Harmonization of medium-term budgetary programs with the conclusions of the Strategic Defence Review, CT Implementation Plans, Medium Term and Long Term Development Plans and Force Operational Status Plan remain a major challenge of 2013 for all directors and the strategic and operational level planners of AF structures.

The plan for the implementation of SDR recommendations for the structure and personnel is to be designed within May 2013. Implementation takes place on 1 October 2013.

The new package of objectives, the "Blue Book", defines the main obligations of the Republic of Albania as a NATO member. This package includes the major obligations for AAF as Battalion Group, Special Forces Task Group (SFTG), Role 2 Medical Team, etc., which will require the establishment of special working groups that analyze, study and break down into concrete and realistic plans of implementation of these objectives in compliance with NATO requirements and standards.

**II. Implementation of the objectives of the year 2013**

Objectives that guide the implementation of this year's priorities should be broken down into all areas of the main activities of the Armed Forces and the way they are going to be achieved should be clearly planned. This Directive is a guideline in planning and evaluation of activities of 2013 and a concrete product that emerges from should be "AF Main Activities Plan for 2013", which should be a product of interaction and targets set by every subsequent AF structure.

**Strategic Defence Review:** The General Staff of the Armed Forces should coordinate the work and engage the best military experts for a detailed breakdown of the needs for the concrete development of operational capacities and deadlines for their implementation.

**Military Strategy (MS)** to based on SDR Document conclusions and NATO's Strategic Concept. MS draft to be completed by March 2013.

**Medium Term and Long-term Development Plan of the Armed Forces** should be designed taking SDR into account, the obligations arising from "Capacity Package" (CT), but also a more realistic assessment of financial resources. Its preparation process is guided by the highest level of the General Staff. Medium Term Plan document and that of the Long Term Development Plan of the Armed Forces to be prepared within 6 months of the year 2013 and cover a period of time until 2018 for the Medium Term Plan and up to 2023 for the Long-Term Plan.

**The Package of Objectives Capacity (CT)** to be conceived as an integral part of the Medium Term and Long-Term Plan of Development of the Armed Forces, as well as other supporting plans. GS should break down each of the capacity objectives into programming documents with

detailed measures to be taken for their implementation along with cost and deadlines by the end of August 2013.

**The Package of Leading Policies** of AAF activity, to include the policy for the creation of operational capacity, focusing on personnel, education-training, defence planning, AF support services policies etc. Their themes submitted for approval to the Minister immediately after the completion of the Strategic Defence Review along with preliminary drafts for each of them.

### **Improvement and modernization of the planning process for all structures of FA**

During 2013 directorates in MoD / GS and all the structures of the Armed Forces to focus on modernization and improvement of the planning process, acquisition and wide use of modern computing methods in planning and designing of detailed, controllable and enforceable plans. Harmonization and breaking down of all strategic documents requirements into action plans of operational and tactical levels by setting targets and timelines to become a common method for planners of all structures of the Armed Forces. AF's educational institutions to include in their programs more topics and projects related to understanding and breaking down of the modern planning process.

**Standardization:** The year 2012 was a year of consolidation and significant extension of the standardization process, making possible the ratification of 62 STANAG- s. 2013 should mark a further expansion of the process and work to focus not only on ratification, but especially in the implementation plans and practical use of STANAG-s in AF structures. General Staff to report in May on the implementation of STANAG-s adopted. Selection of STANAG / AP-s to rely on priorities, CT package and AF development plans.

**Finalization of Legal Reform AF:** within 2013 we should finalize the legal reform with a focus on five main laws that regulate the activity of the AAF, such as: "On the ranks and military career in the AAF", " On military discipline in AAF ", "On medals for AAF staff ", " On the status of the military men in AAF "and the law" On the powers and authorities of strategic leadership and command of the AAF.”

**Personnel Reform:** during 2013 we should improve and complete policies, procedures, plans and programs for the integrated management of personnel lifecycle components according to the requirements and deadlines fixed in Human Resources Management Strategy 2011-2015.

Following the documents compiled during the year 2012 we should design three new documents which describe the policies for selecting and sending of the personnel on overseas operations, for education, training and qualification of the personnel inside the country, for the physical and medical assessment of the personnel and a guide for the control of annual evaluation process for military personnel.

Review job descriptions of all military personnel serving in the Armed Forces with the aim of introducing and widely applying standard procedures and the inclusion of NATO standards.

Computerization of accurate data is the basis for the provision of equal opportunities for advancement in rank and career and for training and education of the Armed Forces personnel. The database of the Armed Forces personnel to be improved and enriched with information during 2013. The automation system of the testing process of candidates for professional soldiers to be finalized, the files of the active and reserve personnel to be screened in order to increase computer access and efficiency of their use, and the supplement of data of the citizens who have performed the compulsory military service over the years.

Procedures for calculation of pensions for all retired and reserve military personnel to be finalized at the end of the first half of 2013 and all active and reserve military personnel should be provided with the military man identity card.

The program for psychological support and rehabilitation of military participants in international missions, as well as the differentiated psycho-social support to their families to be implemented during 2013.

A comprehensive study of marketing based on the needs and requirements of a professional military force to be conducted within the first 6 months in order to promote and improve the motivation of young people to become part of the armed forces.

A study and long-term plan for social support of military men with a focus on qualification of their spouses for labour market in collaboration with NGOs and the Ministry of Labor with the main goal to strengthen the sustainability of the family to be conducted within the first 6 months.

A study should be conducted and a concrete plan for the creation in TRADOC of support units for the children of military personnel (kindergarten and crèches) to be designed within the first six months.

The implementation of the project for the construction of military men residential compound in Kuçova to start within this year. GS and the Directorates of Personnel Management to follow the implementation of gender equality and equal chances policies which should be always considered as a priority.

### **Defence Resources Management**

**Human Resources:** The main objective is the completion of Defence structures with a real professional staff, able to accomplish the mission, in accordance with the conclusions of the SDR. We should work for an integrated structuring of MoD staff with the objective of shortening or reduction of certain structures that have completed their mission like Procurement Directorate and IT Directorate and empowering and filling the Directorate of Defence Policies with the certain capacities as a step towards full reform of the integrated staff in medium term.

Enhancing the quality of education of the officers, NCOs and soldiers to be taken into account during 2013.

This year has as one of its main facets the qualitative development of NCO corps, making them and the officer corps conscious of the challenges ahead, on the duties and responsibilities that NCOs have in carrying out the mission and increase the professionalism of the Armed Forces. All force commands, supporting commands and units of the Armed Forces should be involved in this process. Starting from 2013 we should make it a tradition to select the 10 best NCOs from force commands, supporting commands and other units of the Armed Forces and on this basis to select the best NCO of the Year.

**Material Resources:** Establishment and consolidation of the Codification System and E-Logistics to serve for the unification of procedures and codes of materials management, according to the NATO system. This system becomes fully operational during 2013.

**Programming of defence resources:** 2014-2019 Defence Programs aim at medium-term development programming of AF, modernizing and transforming them into a force with operational capacities capable to accomplish its constitutional missions and to fulfil the obligations as a NATO member. Synchronization and further harmonization of the programming

phase within the structure of the MoD / GS with the National Integrated System by anticipating the need for financial support for the objectives of the SDR, CT, Medium-Term and Long-Term Development Plans of the Armed Forces to be carried out during the period of January-July 2013. Defence Resources programming to take into account the statements of the Armed Forces to participate in projects under the Alliance's concept of "Smart Defence".

**Budget implementation:** Year 2013 will be the year of the implementation of strict financial discipline based on the priorities of the Armed Forces and strengthening of control over budget execution with a focus on efficiency in the use of funds. "Alpha" accounting software to be implemented and the finalization of the process of accounting computerization in all structures of AF to be achieved within the first 6 months. Complete review of the staff responsible for finance, on the basis of tests conducted during 2012 to be finished within the first three months.

### **Engagement in NATO, EU and UN led operations**

AF engagement in the NATO-led ISAF operation to proceed in accordance with the approved engagement levels for the period 2013-2014 as well as with Alliance's policy scenarios for Transition in Afghanistan, and seeks to increase the quality representation with training personnel and participation with staff officers in Regional Commands under which our country has deployed troops. GS to take all necessary measures to plan, prepare and support in a qualitative way the MAT contingents of mentoring teams, "Eagle" Special Forces and our representatives in the NTM-A, PAT and staffs of Regional Commands in Afghanistan. Alongside with the measures for the continuation of our personnel participation in KFOR and EUFOR operations, GS should start preparatory work for future engagements of the Armed Forces in UN-led operations.

**Security and Intelligence:** In the field of security, a special attention should be given to the security of information classified as NATO and "State Secret", the establishment of new elements of Cyber Defence and the increase of physical safety standards, through putting the systems and integrated electronic security equipments in AF structures in full efficiency. In the field of intelligence the focus of attention will be on informing decision-making authorities for current problems and prospects of military operations at home and abroad. A concrete objective is capacity development of intelligence at the tactical level in line with the needs and capacities of the Armed Forces.

**Military Education:** The major task for all levels of the education system in the AF will be its further consolidation and connection with the happenings of AF and contemporary standards aiming at the education of personnel with the necessary skills to fulfil the mission of the Armed Forces. A working group, which will conduct a full-fact-finding research problems related to the education system in FA, teaching, personnel quality, standards and content of curricula should be set up by the end of April. In conclusion, the group should present concrete proposals for a radical improvement of the educational system in AF.

A concrete plan for the opening of the School of Cadets should be designed within the first six-months and appropriate measures should be taken to open it at the beginning of the academic year 2013-14.

Compilation and publication of the Military Doctrine of the Armed Forces (DP-01) and the further development of the system of "lessons learned" are specific tasks for 2013.

**Training:** Regarding exercise during 2013 we should implement an objective system of measuring results and progress in the training of forces, units and subunits. This system should be simple, understandable, applicable and in compliance with NATO standards. Empowering the role of the NCO as a leader should constitute one of the main goals of training activity. In regard to subunits declared in NATO as "Pool of Forces" the process of evaluation and certification according to NATO standards should continue. Special attention should be paid to the programming, training and certification of forces stated in NATO grouping forces.

A joint exercise with the Ministry of Interior, the State Police and other security structures for EOD should be planned and conducted within April.

**Research and Development:** Completion of National Centre for Security and Defence with qualified personnel to continue and within the first three months its research plans to be designed. During 2013 its research work will focus on supporting MoD with advanced expertise for fundamental issues of full integration into NATO, reforms in security and defence of the country that derive from SSK, the MS, the Strategic Defence Review and implementation of the package of Capacity Objectives.

The electronic library of research documents to be set up in MoD and put into operation in April. Computerization plan of AF archives to be finalized within this year.

**Logistical support:** The focus of the work of logistics structures of the Armed Forces to be the functioning and integrated logistics planning based on life cycle logistics support and advanced standards of NATO as well as the extensive use of information technology logistics.

Rigorous enforcement of laws and regulations for procurement of funds allocated for the purchase of goods, services and investments for 2013; continuing with the project of completion of the Armed Forces with new uniforms; construction and improvement of existing infrastructure; completion of the master plans for the main garrisons in accordance with the distribution plan; finalization of plans for transport support of AF structures; implementation of norms and standards in the field of environmental protection constitute the main directions of activity of logistical support.

The master plan for Kuçova airbase to be completed in the first 6 months and the procedures for its implementation to be followed.

**Medical Support:** The main duties include planning for the full implementation of CT-related medical operational capabilities, computerization of individual health data, training of medical personnel, strengthening of periodic health checks to all Armed Forces personnel, vaccination and early planning for the support of the structures with medications.

**Support and coping with civil emergencies:** Training in "task force" formations in accordance with the experience of conducting operations in the field, the use of computer simulation training, keeping alert military assets, planning to support their operation, as well as coordination with other relevant national civil emergency structures to have a special attention.

**Dismantling of excessive ammunition:** Year 2013 is the final year for the disposal of the entire quantity of ammunition in fulfilling the objective of the Government of RA. Dismantling of all other calibre ammunition except 7.62mm cartridges which will require a special plan to be achieved within 6 months of the year 2013. Demolition by industrial dismantling of the entire remaining amount of ammunition by increasing the capacity of industrial dismantling workshops and making them more effective to be scheduled during this year. Dismantling process to be

completed by June 2013. Special attention to be paid to the security measures, environmental protection and the avoidance of accidents or exceptional events. Ten storage groups should be reduced by the end of 2013, six of which within the first 6 months. Only 4 storage groups should remain for the end of the year in order to meet the needs of the Armed Forces.

**Evading surplus materials:** While 2012 was a year of evading the majority of materials, devices and systems redundant July 2013 should mark the completion of this process. The process of destruction of small weapons which are disposed of to start within May, and the process to be concluded within 2013.

**Surplus properties** that are out of the Settlement Plan and deployment of AF to be transferred from MoD management responsibility in cooperation with relevant institutions of priority for; restitution and compensation of owners; their capital pass over under the central and local public institutions responsibility should be conducted; they should be passed over METE for sale through relevant legal procedures. The type of file with the documents every property should have within the first 3 months. All files of surplus properties under the administration of MoD to be completed during 2013.

**Environmental Protection:** The work started for the implementation of tasks defined in the Document of Environmental Policies of MoD, laws and regulations, NATO and EU standards in all activities of MoD structures, inside and out of the country to continue during 2013. The integrated management of urban waste, the systemization and treatment of sewage in Jala, Pashaliman, Durrës, Ground Force and Support Regiment in accordance with the projects prepared by ISPD to be carried out during the first half of 2013. Logistic Brigade (LBr) to rehabilitate the dismantling ranges environment within 2013; the entire amount of oil and tires fallen out of use should be accumulated in LBr and be further treated in accordance with the applicable guidelines within February 2013. Military factories should take measures to obtain the environmental license, reduction of environmental emissions in the atmosphere and conservation of ashes within April.

**Modernization of the Armed Forces:** The focus of work should be proceeding with those projects which are under way. Expectations of budgetary support should be considered in planning new projects of modernization. Design of projects should continue to be oriented towards fully integrated solutions and extended in several budget years in order to create balanced reports on the modernization of units and services.

**In The Ground Forces,** investments should intend to finalizing the launched projects for modernization of the Special Forces battalion, of the project of logistical support, deployment and efficient use other investments made in years. Mid-term modernization plan for Ground Force with light weaponry with priority on Special Forces Battalion and motorized battalion to be designed within May 2013.

**In the Navy:** Intended outcome should be the finalization of the project for construction of navy patrolling vessels and the design of a plan for maintaining Pashaliman shipyard fully efficient in the future.

**In the Air Force** Making Cougar helicopters operational, the increase technical readiness standards for helicopters in general and the operational capability of flying crews for the use of helicopters. Meeting the full operational requirements of NATINADS to be finalized within this year. Procedures for ACCS system should continue.

Commands should design support programs for the investments made and the implementation of a new maintenance concept by transforming this investment into an operational indicator. New investments should be guided by analysis and management of their life-cycle and be in harmony with development trends of NATO forces.

**Automation:** The focus of work should be complete implementation of the concept of the integrated automation of all structures of the Armed Forces, distribution, and extensive use of the constructed modules. Attention should be concentrated on the design of plans for identification, training and qualification of the staff that uses the constructed modules and plans for vitalizing computer infrastructure necessary for the operation of systems. Logistics areas during 2013 continue to be a priority in the process of resources automation by acquiring current logistical computer programs used by NATO today as well.

**Military cooperation with NATO countries and the region:** The extension of the map of cooperation based on the principle of "cost-sharing" and for the benefit of the growth and consolidation of our capacities and AF development; cooperation in order to achieve the Capacity Objectives (CO), participation in NATO, EU or UN-led operations, and facing civil emergencies constitute the main goals in the field of military cooperation with NATO countries and the region. Map of bilateral cooperation in specific areas of consolidated during 2012 should be further advanced.

The detailed plan for fill allocated positions for the Armed Forces in NATO commands should be designed during 2013. Particular attention should be paid to the development of defence diplomacy and cooperation within SEEDM and A-5, as very viable initiatives.

**Cooperation with Kosovo Security Force** in addition to the field of education and civil emergencies lies in the areas of troops and staffs training, simulation training, logistical support and health services, procurement, etc. Working groups from MoD and GS will work to make cooperation concrete and design detailed action plans in the first quarter of 2013.

**Accountability, Monitoring and Reporting:** Directorates in MoD, GS, Force, Brigade and Autonomous Unit Commands to issue guidelines and design concrete plans for their activities and subordinate structures for the implementation of this Directive. The link among priorities, objectives, planning and results of work of each structure will constitute the basis of its finalization.

General Staff and Directorates in MoD to report quarterly on the progress of the applicability of this Directive. Reporting deadlines are the third week of April, July, October 2013 and January 2014.

The General Directorate for Defence Policies is responsible for monitoring work based on this Directive and the preparation of summarizing reports on the progress of its implementation to Defence Minister. Requirements of this Directive will be applicable immediately. This directive will be published online as an unclassified document in MoD MM: [www.mod.gov.al](http://www.mod.gov.al)

### **Members of the Armed Forces,**

Your work to transform the priorities and objectives of Defence Directive for 2013 in plans and concrete outcomes of work of every structure constitutes the basis for its successful finalization.



Even in the future our permanent challenge will continue to be the achievement and maintenance of the standards of a country member of the North Atlantic Alliance.