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GENERAL INFORMATION

The education and training system in the defense encompasses the entire education and training throughout the career of the employees in the defense system. Within this system, through various forms of education and training, new knowledge, skills and abilities of all categories of employees are provided for the execution of the missions and tasks of the Ministry and the Army and the strategic determinations of the Republic of Northern Macedonia.

The new asymmetric forms of threats and endangering security in the region have spurred a new way of perceiving and assessing the security and defense environment that led to the need to create more flexible defense and armed forces that will be adapted to contemporary challenges.

In the current international security and defense context, education and training are an important tool in creating a common understanding of the principles and values of the concept of interoperability of forces acting jointly under the auspices of international security organizations.

Being fully aware of the new challenges, the Ministry of Defense of the Republic of Northern Macedonia through a variety of courses and trainings offers the opportunity to train its employees, as well as civil and military personnel from the partner countries in the existing facilities for education and training.

The Training Catalog is a tool that covers the full range of trainings and courses at the training centers available to our staff, as well as trainings and courses available to staff from partner countries. The catalog provides general information on training centers, their mission, training courses and courses offered and administrative details.

The organizational and functional connection of the entities in the education and training system in the Ministry of Defense and the Army are shown in Figure 1.
ENTITIES IN THE EDUCATION AND TRAINING SYSTEM IN MOD AND ARMY

Current E&T organizational and functional setup

- Minister of Defence
- State Secretary
- Communications, Analytics and Operative Support Department
- Human Resources Department
- Public Affairs Regional Center
- T.C. "Dr. Joseph Kruzel"
- Military Academy
- Pilot Training Center
- GS of Army
- Medical Training Department
- TRADOC
  - Centre for Individual Training
  - Cadets Center
  - Foreign Language Center
  - Canine Training Center
  - CWT
- University “Goce Delcev”

Other educational institutions in the country and abroad

Organizational connection
Functional connection
Cooperation links
M.01-1 Public Affairs Regional Centre (PARC)

About the Centre
The Public Affairs Regional Centre (PARC) is an accredited NATO Partnership Training and Education Centre and a renowned regional centre incorporated into the structure of the Ministry of Defence of the Republic of North Macedonia for conducting national and international courses.

The Centre was established by the Decision of the Government of the Republic of North Macedonia in 2005, and since then it has successfully conducted trainings that develop and enhance the national capacities for public affairs, and the capacities in the Ministries of Defence and the Armed Forces of NATO member states and partners.

Mission
PARC trains national and international PA personnel (not only from the Armed Forces and the Ministries of Defence but also from other state administration institutions) to develop their communication skills and techniques and to provide them with the necessary expertise in Public Affairs which will enable them to successfully work with the media in peacetime, during crises and when deployed in peace operations.

Types of training
PARC organizes and conducts national and international workshops, courses, seminars, conferences specializing in public affairs and strategic communications. The annual work programme of the Centre offers the following international courses (also available on e-Prime):

Basic Public Affairs Course, Crisis Communications, Public Affairs in International Operations,

Depending on the expressed needs the following national courses are organized for domestic audiences (MoD and ARM GS, as well as other state institutions): Basic Public Affairs Course for Army GS Chiefs of Sections, Basic Public Affairs Course for NCOs in the Army, Basic Public Affairs and Crisis Communications Pre-deployment Training for the Army units prior to their deployment in peace missions, Basic Public Affairs Course for Military and Civilian Officials referred and seconded to working positions abroad, Basic Public Affairs Course for middle and senior management in the MoD, Basic Public Affairs Course for other state institutions, Advanced Public Affairs Course for Spokespersons of state institutions.
In addition to the public affairs trainings (domestic and international) conducted at the Centre, PARC offers the opportunity for engagement of Mobile Media Teams (MMT), for conducting some of the already existing courses and/or specially tailored courses for a wider audience located outside the Центре (in country and abroad).

The training in the Centre is conducted by certified national and regional media trainers, and the content is regularly enriched by the contribution of eminent experts in public affairs and strategic communications from NATO member states and partner countries.

Profile of the participants attending the trainings
National and international personnel (military and civilian) for public affairs in the Ministries of Defence, the Armed Forces and other state institutions.

Facilities and administrative details
PARC provides the accommodation and working facilities. It is furnished with 18 single rooms for accommodation of the participants, and the activities are conducted in the auditorium equipped with a Danish translation/interpreting system for 35 people. In order to ensure the quality in performing the training, the Центре operates a semi-professional TV studio equipped with cameras, microphones, spotlights, television sets, chroma background and other technical equipment, and a computer lab with 14 personal computers with Internet connection. The Центре has two additional rooms for syndicate work, and a library equipped with foreign literature in public affairs.

Location/contact details
Goce Delchev Barracks, St.Vasko Karangelevski no.8, 1000 Skopje
tel. +389 23 28 38 60, e-mail: parc@mod.gov.mk, www.parc.mod.gov.mk
## INTERNATIONAL ACTIVITIES

### AREA:
**PUBLIC AFFAIRS**

### TRAINING CODE:
M.01-1/1

### Title of training:
**International activity - Basic Public Affairs Course**

### PURPOSE OF THE TRAINING
The purpose of the Basic Public Affairs Course is to provide the participants with basic knowledge and skills in the public affairs in accordance with the NATO Public Affairs Policy.

### DESCRIPTION OF THE TRAINING
The training is conducted through lectures, presentations and practical exercises in front of the camera.

**TOPICS**
- Public Affairs Basics
- NATO Public Affairs Policy
- Public Affairs Elements
- Communication Skills
- Working with the Media
- Key message
- Writing a Press Release
- Interview Techniques
- The role of social media

### REMARKS
The training is conducted by certified national and regional media trainers. Some of the topics are covered by guest lecturers/experts in the field.

The dress code is in accordance with the Code of Ethics of the MoD and Army - military personnel in service uniforms.

### FUNDING
The organizer covers the food and accommodation. The travel costs and the visa requirements are a national responsibility. In order to ensure the success of the training, the MoD earmarks and allocates 150 to 180,000 MKD in the annual budget of the DCAOS.

### TARGET GROUP
Maximum 20 participants (6 national and 14 international)

Officers, NCOs and civilians working in Public Affairs

### SELECTION CRITERIA
No previous knowledge and experience in the field is required

Knowledge of English language STANAG 3232

### DURATION
5 working days

### ACQUIRED QUALIFICATIONS
Certificate

Participants who successfully complete the course will be able to effectively make statements, TV interviews, write press releases and organize press conferences.

### FREQUENCY
1 training per year
**Title of training:** International activity - Crisis Communication Course

**PURPOSE OF THE TRAINING**

The purpose of the Crisis Communication Course is to provide the participants with skills in crisis communication and working with the media during crises.

**DESCRIPTION OF THE TRAINING**

The training is conducted through lectures, presentations and practical exercises in front of the camera.

**TOPICS**

- Introduction to Crisis Communication
- NATO Public Affairs Policy
- Crisis Communication in the NATO Public Affairs
- Crisis Communication Plan
- Communication theory, key message, techniques
- Crisis Communication and STRATCOM
- The role of the Journalist in the Crisis Communication
- TV Interview
- TV Debate
- Press Conference
- Media Monitoring
- The role of social media in crisis communication

**REMARKS**

The training is conducted by certified national and regional media trainers. Some of the topics are covered by guest lecturers/experts in the field.

The dress code is in accordance with the Code of Ethics of the MoD and Army - military personnel in service uniforms.

The organizer covers the food and accommodation. The travel costs and the visa requirements are a national responsibility. In order to ensure the success of the training, the MoD earmarks and allocates 150 to 180,000 MKD in the annual budget of the DCAOS.

**TARGET GROUP**

Maximum 20 participants (5 national and 15 international)

Officers, NCOs and civilians working in Public Affairs

**SELECTION CRITERIA**

Previous knowledge and experience in public affairs the field is required, preferably a completed Basic Public Affairs Course

Knowledge of English language STANAG 3232

**DURATION**

5 working days

**ACQUIRED QUALIFICATIONS**

Certificate

Participants who successfully complete the course will advance their communication skills and learn the tools necessary for facilitating their work with the media in crisis situations.

**FREQUENCY**

1 training per year (13-17 May 2019)
**Title of training:**
International activity - Public Affairs in International Operations

**PURPOSE OF THE TRAINING**
The purpose of the Public Affairs in International Operations is to provide the participants with the knowledge and skills in public affairs that will be useful when they are deployed on duties in international operations and missions.

**DESCRIPTION OF THE TRAINING**
The training is conducted through lectures, presentations and practical exercises in front of the camera.

**TOPICS**
- Introduction to International Operations
- Public Affairs in International Operations
- Building trust, integrity and respect
- Communication theory and key message
- Information operations STRATCOM
- The role of the journalist - interview techniques
- Social media in international operations
- Press Conference
- Media Monitoring and Analysis
- Cultural awareness

**REMARKS**
The training is conducted by certified national and regional media trainers. Some of the topics are covered by guest lecturers/experts in the field. The dress code is in accordance with the Code of Ethics of the MoD and Army - military personnel in service uniforms.

**TARGET GROUP**
- Maximum 20 participants (4 national and 16 international)
- Officers, NCOs and civilians from relevant national institutions working in public affairs

**SELECTION CRITERIA**
- Previous knowledge and experience in public affairs the field is required, preferably a completed Basic Public Affairs Course
- Knowledge of English language STANAG 3232

**DURATION**
5 working days

**ACQUIRED QUALIFICATIONS**
Certificate

**FREQUENCY**
1 training per year (04-08 November 2019)
## NATIONAL ACTIVITIES

### AREA:
**PUBLIC AFFAIRS**

### TRAINING CODE:
**M.01-1/4**

### Title of training:
**Basic Public Affairs Course for ARM GS Chiefs of Sections**

<table>
<thead>
<tr>
<th>PURPOSE OF THE TRAINING</th>
<th>DESCRIPTION OF THE TRAINING</th>
<th>REMARKS</th>
<th>FUNDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>The purpose of the Basic Public Affairs Course for Army GS Chiefs of Sections is to provide participants with the basic knowledge and skills in public affairs in accordance with NATO Public Affairs Policy.</td>
<td>The training is conducted through lectures, presentations and practical exercises in front of the camera. <strong>TOPICS</strong> - Public Affairs Basics - NATO Public Affairs Policy - Communication Skills - Working with the media - Key message - Writing a Press Release - Interview Techniques</td>
<td>The training is conducted by certified national media trainers. The dress code is in accordance with the Code of Ethics of the MoD and Army - military personnel in service uniforms</td>
<td>If necessary, the organizer covers the accommodation, while the travel costs and arrangements are the responsibility of the participants. In order to ensure the success of the training, the MoD earmarks and allocates 12,000 MKD in the annual budget of the DCAOS.</td>
</tr>
</tbody>
</table>

### TARGET GROUP
**SELECTION CRITERIA**

<table>
<thead>
<tr>
<th>Maximum 10 participants Officers, GS Chiefs of sections</th>
<th>No previous knowledge and experience in the field is required.</th>
<th>3 days</th>
<th>Certificate</th>
<th>On demand</th>
</tr>
</thead>
</table>

*Participants who successfully complete the course will be able to effectively make statements, TV interviews, write press releases.*
<table>
<thead>
<tr>
<th>PURPOSE OF THE TRAINING</th>
<th>DESCRIPTION OF THE TRAINING</th>
<th>REMARKS</th>
<th>FUNDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>The purpose of the Basic Public Affairs Course for NCOs in the Army is to provide participants with the basic knowledge and skills in public affairs in accordance with the NATO Public Affairs Policy.</td>
<td>The training is conducted through lectures, presentations and practical exercises in front of the camera. <strong>TOPICS</strong> - Public Affairs Basics - NATO Public Affairs Policy - Communication Skills - Working with the media - Key message - Writing a Press Release - Interview Techniques</td>
<td>The training is conducted by certified national media trainers. The dress code is in accordance with the Code of Ethics of the MoD and Army - military personnel in service uniforms</td>
<td>If necessary, the organizer covers the accommodation, while the travel costs and arrangements are the responsibility of the participants. In order to ensure the success of the training, the MoD earmarks and allocates 12,000 MKD in the annual budget of the DCAOS.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>Duration</th>
<th>ACQUIRED QUALIFICATIONS</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 20 participants NCO’s in the Army of the Republic of North Macedonia</td>
<td>No previous knowledge and experience in the field is required.</td>
<td>3 days</td>
<td>Certificate Participants who successfully complete the course will be able to effectively make statements, TV interviews, write press releases.</td>
<td>On demand</td>
</tr>
</tbody>
</table>
### Purpose of the Training

The purpose of the Public Affairs and Crisis Communication Pre-Deployment Training for Army units prior to their deployment in peace missions is to provide participants with the knowledge and skills in public affairs that will be useful when they are deployed on duties in international operations and missions.

### Description of the Training

The training is conducted through lectures, presentations and practical exercises in front of the camera.

**TOPICS**

1. Introduction to International Operations
2. Public affairs in International Operations
3. Building trust, integrity and respect
4. Communication theory and key message
5. Crisis communication in NATO Public Affairs
6. Information operations STRATCOM
7. TV Interview
8. The role of the journalist - interview techniques
9. The role of social media in crisis communication

### Remarks

The training is conducted by certified national media trainers.

The dress code is in accordance with the Code of Ethics of the MoD and Army - military personnel in service uniforms.

If necessary, the organizer covers the accommodation, while the travel costs and arrangements are the responsibility of the participants.

In order to ensure the success of the training, the MoD earmarks and allocates 12,000 MKD in the annual budget of the DCAOS.

### Target Group

**Maximum 20 participants**

Officers, NCOs selecting for deployment to a peace mission.

**Selection Criteria**

No previous knowledge and experience in the field is required.

**Duration**

3 days

**Acquired Qualifications**

Certificate

Participants who successfully complete the course will be able to effectively make statements, TV interviews, write press releases.

**Frequency**

On demand
### Purpose of the Training
The purpose of the Basic Public Affairs Course for Military and Civilian Officials referred and seconded to working positions abroad is to provide participants with basic knowledge and skills in public affairs in accordance with the NATO Public Affairs Policy.

### Description of the Training
The training is conducted through lectures, presentations and practical exercises in front of the camera.

**TOPICS**
- Public Affairs Basics
- NATO Public Affairs Policy
- Communication Skills
- Working with the media
- Key message
- Writing a Press Release
- Interview techniques

The training is conducted by certified national media trainers. The dress code is in accordance with the Code of Ethics of the MoD and Army - military personnel in service uniforms.

If necessary, the organizer covers the accommodation, while the travel costs and arrangements are the responsibility of the participants. No funding is required for the successful implementation of the training.

### Target Group

<table>
<thead>
<tr>
<th>On demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers, ARM GS Chiefs of sections, civilian officials</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Selection Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>No previous knowledge and experience in the field is required.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Duration</th>
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</thead>
<tbody>
<tr>
<td>2 days</td>
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</table>

<table>
<thead>
<tr>
<th>Acquired Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
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</tbody>
</table>

Participants who successfully complete the course will be able to effectively make statements, TV interviews, write press releases.

<table>
<thead>
<tr>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>On demand</td>
</tr>
</tbody>
</table>
**TRAINING CODE:** M.01-1/8

**Title of training:** Basic Public Affairs Course for middle and senior management in the MoD

<table>
<thead>
<tr>
<th>PURPOSE OF THE TRAINING</th>
<th>DESCRIPTION OF THE TRAINING</th>
<th>REMARKS</th>
<th>FUNDING</th>
</tr>
</thead>
</table>
| The purpose of the Basic Public Affairs Course for middle and senior management in the MoD is to provide participants with the basic knowledge and skills in public affairs in accordance with the NATO Public Affairs Policy. | The training is conducted through lectures, presentations and practical exercises in front of the camera. **TOPICS**
- Public Affairs Basics
- NATO Public Affairs Policy
- Communication Skills
- Working with the media
- Key message
- Writing a Press Release
- Interview techniques | The training is conducted by certified national media trainers. The dress code is in accordance with the Code of Ethics of the MoD and Army - Military personnel in service uniforms. | If necessary, the organizer covers the accommodation, while the travel costs and arrangements are the responsibility of the participants. In order to ensure the success of the training, the MoD earmarks and allocates 10,000 MKD in the annual budget of the DCAOS. |

**TARGET GROUP**

- Maximum 20 participants
- Representatives of middle and senior management of the MoD

**SELECTION CRITERIA**

- No previous knowledge and experience in the field is required.

**DURATION**

- 2 days

**ACQUIRED QUALIFICATIONS**

- Certificate

- Participants who successfully complete the course will be able to effectively make statements, TV interviews, write press releases.

**FREQUENCY**

- On demand
### Purpose of the Training

The purpose of the Basic Public Affairs Course to other state institutions is to provide participants with the basic knowledge and skills in public affairs in accordance with the NATO Public Affairs Policy.

### Description of the Training

The training is conducted through lectures, presentations and practical exercises in front of the camera.

**TOPICS**
- Public Affairs Basics
- NATO Public Affairs Policy
- Communication Skills
- Working with the media
- Key message
- Writing a Press Release
- Interview techniques

The training is conducted by certified national media trainers.

The dress code is in accordance with the Code of Ethics of the MoD and Army.

### Remarks

If necessary, the organizer covers the accommodation, while the travel costs and arrangements are the responsibility of the participants. In order to ensure the success of the training, the MoD earmarks and allocates 10,000 MKD in the annual budget of the DCAOS.

### Target Group

Maximum 20 participants

Representatives from other state institutions and the MoD

No previous knowledge and experience in the field is required.

2 days

Certificate

Participants who successfully complete the course will be able to effectively make statements, TV interviews, write press releases.

On demand
**Title of training:** Advanced Public Affairs Course for Spokespersons of state institutions

### Purpose of the Training

The purpose of the Advanced Public Affairs Course for Spokespersons of state institutions is to provide participants with the basic knowledge and skills in public affairs in accordance with the NATO Public Affairs Policy.

### Description of the Training

The training is conducted through lectures, presentations and practical exercises in front of the camera.

**TOPICS**
- Public Affairs Basics
- NATO Public Affairs Policy
- Communication Skills
- Working with the media
- Key message
- Writing a Press Release
- Interview techniques

### Remarks

The training is conducted by certified national media trainers. The dress code is in accordance with the Code of Ethics of the MoD and Army.

If necessary, the organizer covers the accommodation, while the travel costs and arrangements are the responsibility of the participants. In order to ensure the success of the training, the MoD earmarks and allocates 12,000 MKD in the annual budget of the DCAOS.

### Target Group

Maximum 20 participants

Spokespersons and Public Affairs officers of state institutions

Previous knowledge and experience in the field is required.

3 days

Certificate

Participants who successfully complete the course will be able to effectively make statements, TV interviews, write press releases.

On demand
# Training Centre “Dr. Joseph Kruzel”

## For the Center
The Training Center was formed with a decision of the Government of the Republic of North Macedonia in April 1992. Since April 1996, the Center has been named "Dr. Joseph Kruzel". The Training Center has successfully carried out activities that helped to improve the managerial capabilities and implementation of work processes, and skills among civil servants, military and civilian staff.

## Mission
Planning, organization and realization of specialized trainings for the needs of the employees in the MOD and the Army, as well as for the employees of other state administration bodies related to the defense, security and crisis management.

## Types of training
Trainings and courses are from several areas related with: defense and security, crisis management, HR management, administrative work, training in the field of finance, protection and prevention of corruption, international humanitarian law, gender perspective, strategic planning, and development of information technology skills.

## Profile of participants trained
Civil servants from the MoD, Officers and NCOs from all ranks, civilian personnel serving in the army and personnel from other state bodies related with defense, security and crisis management

## Capacities of the center and administrative details
Classroom for 40 participants, Computer laboratory for 15 participants, Library, Offices for employees in the Training Center, Kitchen with a buffet/Coffee room, Accommodation facilities for the participants in the trainings

## Location / contact details
Military Barracks “Goce Delcev”, str. Vasko Karangelevski No.8, 1000 Skopje
tel. +389 23 28 36 06, e-mail: kruzel@mod.gov.mk
**SPECIALIZED TRAINING**

**AREA:**
**HUMAN RESOURCES**

**TRAINING CODE:** M.01-2/1

**TRAINING TITLE:** Seminar “Mobbing and Conflict Resolution”

<table>
<thead>
<tr>
<th>AIM of TRAINING</th>
<th>DESCRIPTION OF THE TRAINING/CURRICULUM</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>The aim of the training is participants to acquire knowledge and information related to mobbing and resolving conflicts at the workplace, and to be better acquainted with the legal framework, procedures and mechanisms for prevention, eradication and dealing with harassment at the workplace.</td>
<td>The course is carried out through lectures and exercises related to mobbing and resolving conflicts at the workplace. <strong>TOPIC - SUBJECTS</strong> - What is the conflict and the reasons for the occurrence of conflict at the workplace; - What is mobbing and differences between mobbing and conflict; - What is stress and the relationship between mobbing and stress at work; - How to recognize mobbing (Diagnostics), stages of mobbing and consequences of mobbing; - Familiarization with the legal framework, procedures and mechanisms for prevention, suppression and dealing with mobbing.</td>
<td>The course is realized by Certified trainers from the Ministry of Defense Working combat style duty uniform is required for the military personnel. For the civil servants it is smart casual (according to the Code of Ethics for the employees of the MoD and the Army)</td>
<td>25.000 MKD provided by the TC “Dr. Joseph Kruzel” in accordance with the financial plan for 2019</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>max. 25 participants from MoD and Army</strong></td>
<td>No previous experience is required for participants</td>
<td>1 day</td>
<td>Certificate of participation Participants will be able to recognize mobbing and to use their knowledge in the prevention of mobbing and conflict at the workplace</td>
<td>1 Seminar per year (February - March)</td>
</tr>
<tr>
<td>Civil servants of all categories and military personnel</td>
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<td></td>
</tr>
<tr>
<td>AIM of COURSE</td>
<td>DESCRIPTION OF THE COURSE</td>
<td>REMARKS</td>
<td>FEES</td>
<td></td>
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</tbody>
</table>
| The purpose of the seminar is to introduce the participants to the occupational Safety and Health Management System, the rights and obligations of employers and employees, and the practical application of the legislation in this area. | Topics that are processed during the seminar are the following:  
- Occupational safety and health management system;  
- Rights and obligations of employers and employees in the field of occupational safety and health;  
- Implementation of the Law on Safety and Health at Work in the construction activity;  
- Practical application of the legislation on safety and health at work. | The seminar is realized by experts from the State Labor Inspectorate.  
The dress code in accordance with the Code of Ethics of the employees of the MOD and the Army (formal dressing which aims to promote the professional appearance of the employee)  
- Military personnel in working uniform | 18,000 MKD provided under the Human Resources Sector's 2019 Budget  
The organizer does not cover travel expenses for the participants at the seminar |

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
</table>
| Maximum 35 participants  
Civil Servants of all categories, military and civilian personnel serving in the Army and employees of the Ministry of Internal Affairs (according to the stated needs of this type of training) | No previous experience is required for participants | 1 day | Certificate of participation | 1 Seminar per year |
<table>
<thead>
<tr>
<th>AREA:</th>
<th>HUMAN RESOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE/TRAINING CODE:</td>
<td>M.01-2/3</td>
</tr>
<tr>
<td>COURSE TITLE:</td>
<td>Seminar &quot;Strategic Leadership and Policy Making&quot;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AIM of COURSE</th>
<th>DESCRIPTION OF THE COURSE</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
</table>
| The aim of the seminar is for participants from a broader perspective to see the concept of strategic leadership, as well as developing skills for policy-making through understanding the importance of competency-based management. | Topics that are realized during the seminar:  
- Strategy and policies - definition and concept;  
- Policy-making framework; - Creating a vision of policies and defining policy objectives;  
- Defining the vision and presentation of the vision and goals;  
- Analysis and use of evidence;  
- Analysis of key stakeholders;  
- Strategic Analysis Tools;  
- Creating scenarios; - Solving problems and making decisions; - Risk analysis (Matrix of risks);  
- Strategy for communication of policies;  
- Evaluation of policies | The seminar is realized by a certified trainer in the field of Strategic Leadership  
The dress code in accordance with the Code of Ethics of the employees of the MOD and the Army (formal dressing which aims to promote the professional appearance of the employee)  
- Military personnel in working uniform | 15,000 MKD provided under the Human Resources Sector's 2019 Budget  
The organizer does not cover travel expenses for the participants at the seminar |

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
</table>
| Maximum 25 participants  
Civil servants of Category B, military personnel and employees in other state administration bodies (according to the stated needs of this type of training) | No previous experience is required for participants | 1 day | Certificate of participation | 1 Seminar per year |
## AREA:
HUMAN RESOURCES

## COURSE/TRAINING CODE:
M.01-2/4

## COURSE TITLE:
Workshop "Care for mental health, stigma, coping"

<table>
<thead>
<tr>
<th>AIM of COURSE</th>
<th>DESCRIPTION OF THE COURSE</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
</table>
| Acquiring basic knowledge of mental health. Provides prevention of psychological dysfunction provides psychosocial assistance and support, strengthens the capacity to cope and regain control over their own lives, professional efficiency and reduce the consequences of surviving stressful and traumatic situations. | - Understanding stress conditions; how and what are the effects on the person, the family and the workplace;  
- Recognizing the individual signs of stress in oneself and others, including understanding how stress affects the overall health of the person in the short and long term;  
- Getting acquainted with key strategies and techniques for dealing with stress.  
- Stigma, causes and handling | The workshop is realized by a psychologist, a certified trainer in the area  
The dress code in accordance with the Code of Ethics of the employees of the MOD and the Army (formal dressing which aims to promote the professional appearance of the employee)  
- Military personnel in working uniform | 15,000 MKD provided under the Human Resources Sector's 2019 Budget  
The organizer does not cover travel expenses for the participants at the seminar |

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
</table>
| Maximum 26 participants  
Civil servants of Category B, military personnel and staff of the Military Academy | No previous experience is required for participants | 1 day | Certificate of participation | 1 Workshop per year |
<table>
<thead>
<tr>
<th>AIM of COURSE</th>
<th>DESCRIPTION OF THE COURSE</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
</table>
| Acquiring basic knowledge of the participants for working and processing data through the use of the MS Access 2010 database application | Participants of the course during the four-day activities will have the opportunity to get acquainted with the following contents:  
- Database (basic concepts);  
- Application Database - MS Access 2010;  
- Tables (syllables, database design);  
- Displaying information (basic operations, questionnaires);  
- Objects (templates);  
- Reports (Reports and Export Data, Printing) | The course is realized by professors / experts from the Military Academy "General Mihailo Apostolski"  
The dress code in accordance with the Code of Ethics of the employees of the MOD and the Army (formal dressing which aims to promote the professional appearance of the employee)  
- Military personnel in working uniform | 6,000 MKD provided under the Human Resources Sector's 2019 Budget  
The organizer does not cover travel expenses for the participants at the seminar |

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
</table>
| Maximum 15 participants from MoD and Army  
Civil Servants of all categories, military and civilian personnel who work on task scheduling and data processing | Participants need to have a good knowledge of MS Excel as a prerequisite for participating in the course | 4 days | Certificate of participation | 1 Course per year (January) |
## AIM of COURSE
To gain the basic skills of the participants to work in the Microsoft Office Excel program

## DESCRIPTION OF THE COURSE
Participants of the course during the two-day activities will have the opportunity to get acquainted with the following content related work in MS Excel:
- Basic elements;
- Creating, opening and recording workbooks;
- Data entry;
- Working with cells, rows, columns and worksheets;
- Forms and functions;
- Edit data;
- Formatting data;
- Charts;
- Printing

## REMARKS
The course is realized by experts from the Sector K-4 in the MoD.

The dress code in accordance with the Code of Ethics of the employees of the MOD and the Army (formal dressing which aims to promote the professional appearance of the employee)

- Military personnel in working uniform

## FEES
3,000 MKD provided under the Human Resources Sector's 2019 Budget

The organizer does not cover travel expenses for the participants at the seminar

## TARGET GROUP
Maximum 15 participants from MoD and Army

Civil Servants from all categories, military and civilian personnel serving in the Army who need to acquire knowledge and basic skills for work in MS Excel

## SELECTION CRITERIA
No previous experience is required for participants

## DURATION
2 days

## QUALIFICATIONS GAINED
Certificate of participation

## FREQUENCY
1 Course per year
## AIM of COURSE

The purpose of the workshop is to raise awareness among the employees on Cyber Security

## DESCRIPTION OF THE COURSE

The participants will have the opportunity to get acquainted with the following contents:
- Data protection;
- Dangers that lurk in the Internet;
- Best Practices (passwords, software’s, installations, user rights, etc.) and bad habits;
- Safe use of official email;
- Working with classified data, personal data, limited use data;
- Dangers of using portable memory devices;
- Safe use of an official computer;
- Safe surfing, safe environment, submission of reports for detected irregularities, personal responsibility;
- Social engineering - what is it and how to protect it

## REMARKS

The workshop is realized by certified trainers from MOD and Army

The dress code in accordance with the Code of Ethics of the employees of the MOD and the ARM (formal dressing which aims to promote the professional appearance of the employee)

- Military personnel in working uniform

## FEES

20,000 MKD provided under the Human Resources Sector’s 2019 Budget

The organizer does not cover travel expenses for the participants at the workshop

## TARGET GROUP

Maximum 25 participants per training

Administrative officers of all categories, military and civilian personnel serving in the Army

## SELECTION CRITERIA

No previous experience is required for participants

## DURATION

1 day

## QUALIFICATIONS GAINED

Certificate of participation

## FREQUENCY

10 workshops over a year
AREA: INFORMATIC COMMUNICATION TECHNOLOGY

COURSE/TRAINING CODE: M.01-2/8

COURSE TITLE: "Personnel Training Management Information System - HERMES"

<table>
<thead>
<tr>
<th>AIM of COURSE</th>
<th>DESCRIPTION OF THE COURSE</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>The purpose of the training is to acquire participants with skills and knowledge on the process of entering, updating and using data from PMIS through work with the application solution HeRMeS.</td>
<td>The training is realized at the computer laboratory in the CO &quot;Dr. Joseph Krusel&quot;, with expert lectures and exercises for work in the application, through which the participants have the opportunity to enter, update and use data.</td>
<td>The course is realized by experts from the MoD. The dress code in accordance with the Code of Ethics of the employees of the MOD and the Army (formal dressing which aims to promote the professional appearance of the employee): - Military personnel in working uniform</td>
<td>10,000 MKD provided under the Human Resources Sector’s 2019 Budget. The organizer does not cover travel expenses for the participants at the workshop.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 20 participants per training</td>
<td>Employees in the MOD and Army who work and have access to personnel management information system - HERMES</td>
<td>One-day and two-day trainings</td>
<td>Certificate of participation</td>
<td>One-day – 3 trainings Two-day – 2 trainings</td>
</tr>
</tbody>
</table>
**AREA:** FIGHT AGAINST CORRUPTION

**COURSE/TRAINING CODE:** М.01-2/9  
**COURSE TITLE:** Seminar "Anti-Corruption Measures and Policies"

<table>
<thead>
<tr>
<th>AIM of COURSE</th>
<th>DESCRIPTION OF THE COURSE</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
</table>
| The purpose of the seminar is to strengthen employee awareness of recognizing, preventing and repressing corruption and preventing conflict of interests. | Topics that are realized during the seminar:  
- Corruption as a phenomenon and learning problem;  
- Legal and institutional measures for preventing corruption in the Republic of North Macedonia;  
- Record and monitor property status - legal framework and conduct; and  
- State of conflict of interests - legal framework and conduct | The seminar is realized by experts from the State Commission for Prevention of Corruption (SCPC)  
The dress code in accordance with the Code of Ethics of the employees of the MOD and the Army (formal dressing which aims to promote the professional appearance of the employee)  
- Military personnel in working uniform | 6,000 MKD provided under the Human Resources Sector's 2019 Budget  
The organizer does not cover travel expenses for the participants at the workshop |

**TARGET GROUP**  
Maximum 25 participants from the MOD and Army  
Civil Servants from all categories, military and civilian personnel who have not received training in this field  

**SELECTION CRITERIA**  
No previous experience is required for participants  

**DURATION**  
1 Day  

**QUALIFICATIONS GAINED**  
Certificate of participation  

**FREQUENCY**  
1 Seminar per year
### Area:
**Protection of Classified Information**

<table>
<thead>
<tr>
<th>Course/Training Code:</th>
<th>M.01-2/10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Course Title:</strong></td>
<td>Seminar &quot;Law on Classified Information, application of Security Measures for Classified Information&quot;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>AIM of Course</strong></th>
<th><strong>Description of the Course</strong></th>
<th><strong>Remarks</strong></th>
<th><strong>Fees</strong></th>
</tr>
</thead>
</table>
| The purpose of the seminar is to introduce the participants to the method of classification of information, conditions, criteria, measures and activities undertaken for their protection, the rights, obligations and responsibilities of the creators and users of classified information and other issues related to the use of classified information as well as achieving the necessary level of knowledge and skills in the application and procedure of the legal regulations for classified information. | Topics that are realized during the seminar:  
- Practices and procedures in the area of personal and industrial safety;  
- Conditions for storing and protecting classified information;  
- The need for classification of information and related issues with reclassification;  
- Information security of classified information. | The seminar is realized by experts from the Directorate for Security of Classified Information (DSCI)  
The dress code in accordance with the Code of Ethics of the employees of the MOD and the Army (formal dressing which aims to promote the professional appearance of the employee)  
- Military personnel in working uniform | 6,000 MKD provided under the Human Resources Sector's 2019 Budget |
| **Target Group** | **Selection Criteria** | **Duration** | **Qualifications Gained** | **Frequency** |
| Maximum 25 participants from the MOD and Army  
Civil Servants from all categories, military and civilian personnel who have not received training in this field | No previous experience is required for participants | 1 Day | Certificate of participation | 1 Seminar per year |
## Area:
HUMAN RIGHTS PROTECTION

### Course/Training Code:
M.01-2/11

### Course Title:
Seminar "Gender Equality and Gender Perspective"

<table>
<thead>
<tr>
<th>Aim of Course</th>
<th>Description of the Course</th>
<th>Remarks</th>
<th>Fees</th>
</tr>
</thead>
</table>
| The aim of the seminar is to find out the possibilities and ways of integration of the gender perspective and the implementation of the legal provisions in this area. | Topics that are realized during the seminar:  
- getting acquainted with gender concepts and definitions;  
- the international legal framework for the implementation of the United Nations Resolution 1325 on Women, Peace and Security and the national action plan of the Republic of North Macedonia for the implementation of this resolution;  
- sexual violence in conditions of warfare and peace;  
- gender equality in international peacekeeping missions;  
- strengthening the legal and practical knowledge for the implementation of the Law on Equal Opportunities for Women and Men and the Law on Prevention and Protection against Discrimination | The seminar is realized by certified gender trainers from MoD and Army, experts from MLSP  
The dress code in accordance with the Code of Ethics of the employees of the MOD and the Army (formal dressing which aims to promote the professional appearance of the employee)  
- Military personnel in working uniform | 8,000 MKD provided under the Human Resources Sector’s 2019 Budget  
The organizer does not cover travel expenses for the participants at the workshop |

### Target Group

<table>
<thead>
<tr>
<th>Selection Criteria</th>
<th>Duration</th>
<th>Qualifications Gained</th>
<th>Frequency</th>
</tr>
</thead>
</table>
| Maximum 25 participants  
Civil Servants of all categories, military and civilian personnel, employees of the Military Academy, as well as employees in other state administration bodies (according to the stated needs) | No previous experience is required for participants | 1 Day | Certificate of participation | 2 Seminars per year |
# AREA:
**DEFENSE AND SECURITY**

**COURSE/TRAINING CODE:** M.01-2/12  
**COURSE TITLE:** Seminar "Management and coordination of the security sector in Republic of North Macedonia"

<table>
<thead>
<tr>
<th>AIM of COURSE</th>
<th>DESCRIPTION OF THE COURSE</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
</table>
| The aim of the seminar is to acquire knowledge and to exchange experiences related to the management and coordination of the security sector and the ways of efficient functioning of the entire security system | The seminar is conducted through expert lectures and presentations by professors in the area of security and defense, including joint discussions with the participants as part of the security system of the Republic of North Macedonia | The seminar is realized by professors from the Institute for Security, Defense and Peace at the Faculty of Philosophy Skopje (University "St. Cyril and Methodius")  
The dress code in accordance with the Code of Ethics of the employees of the MOD and the Army (formal dressing which aims to promote the professional appearance of the employee)  
- Military personnel in working uniform | 25.000 MKD provided under the Human Resources Sector’s 2019 Budget  
The organizer does not cover travel expenses for the participants at the workshop |

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
</table>
| Maximum 25 participants  
Civil Servants in category B, military personnel, as well as employees in other state administration bodies related to defense and security | Participants should have good knowledge related to the management and coordination of the security sector in the Republic of North Macedonia | 2 Days | Certificate of participation | 1 Seminar per year |
### Area:
**Defense and Security**

#### Course/Training Code:
M.01-2/13

#### Course Title:
Seminar "Global Security"

<table>
<thead>
<tr>
<th><strong>AIM of COURSE</strong></th>
<th><strong>DESCRIPTION OF THE COURSE</strong></th>
<th><strong>REMARKS</strong></th>
<th><strong>FEES</strong></th>
</tr>
</thead>
</table>
| The purpose of the seminar is to provide participants with knowledge and information related to global security and future challenges seen from several aspects | The seminar is conducted through expert lectures by professors / experts in this field, including recent research, critical views and defining new challenges to global security | The seminar is realized by professors from the Faculty of Security - Skopje, at the University "St. Kliment Ohridski" - Bitola
The dress code in accordance with the Code of Ethics of the employees of the MOD and the Army (formal dressing which aims to promote the professional appearance of the employee)
- Military personnel in working uniform | 25.000 MKD provided under the Human Resources Sector’s 2019 Budget
The organizer does not cover travel expenses for the participants at the workshop |

<table>
<thead>
<tr>
<th><strong>TARGET GROUP</strong></th>
<th><strong>SELECTION CRITERIA</strong></th>
<th><strong>DURATION</strong></th>
<th><strong>QUALIFICATIONS GAINED</strong></th>
<th><strong>FREQUENCY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 25 participants</td>
<td>No previous experience is required for participants</td>
<td>2 Days</td>
<td>Certificate of participation</td>
<td>1 Seminar per year</td>
</tr>
</tbody>
</table>

| **Civil Servants in categories B and V, military personnel, as well as employees in other state administration bodies related to defense and security** | | | | |
**AREA:** FINANCE

**COURSE/TRAINING CODE:** M.01-2/14

**COURSE TITLE:** Seminar "Implementation of the new budget process for medium-term planning of the budget"

<table>
<thead>
<tr>
<th>A IM of COURSE</th>
<th>DESCRIPTION OF THE COURSE</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>The aim of the seminar is to inform the participants and to improve their knowledge in the part of the implementation of the new budget process for medium-term planning of the budget</td>
<td>The seminar contains expert lectures related to the practical application of the new budget process for medium-term planning, existing documents and processes.</td>
<td>The seminar is realized by experts from the MoD (Finance Sector)</td>
<td>8.000 MKD provided under the Human Resources Sector’s 2019 Budget</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The dress code in accordance with the Code of Ethics of the employees of the MOD and the Army (formal dressing which aims to promote the professional appearance of the employee) - Military personnel in working uniform</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 25 participants</td>
<td>MoD and Army employees whose tasks are related to budget planning in the organizational units where they work</td>
<td>1 Day</td>
<td>Certificate of participation</td>
<td>1 Seminar per year</td>
</tr>
<tr>
<td>Civil Servants, military personnel and civilians from the MOD and Army</td>
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</tr>
</tbody>
</table>
A.01 Training and Doctrine Command

Training and Doctrine Command of the Army of the Republic of Macedonia was founded on 19th March 2001 in “Goce Delchev” barracks in Skopje. The following three training centres were joined:

- Infantry Training Centre, located in “Stiv Naumov barracks in Bitola;
- Border servicemen Training Centre, located in “Alekso Demnievski Bauman” barracks in Veles;
- Branches and services Training Centre, located in “Ilinden” barracks in Skopje.

On 15th December 2006, by implementation of Strategic defense plan and the dynamic units’ transformation plan, Training Command was transformed. The following units became part of it:

- Command of Training Command, located in “Alekso Demnievski Bauman” barracks in Veles;
- Centre for Individual Training, “Alekso Demnievski Bauman” barracks in Veles;
- Canine breeding and training Centre, located in “Gjorche Petrov” barracks in Skopje;
- Training Area Krivolak, located in “Krivolak” barracks in Krivolak;
- Centre for training in winter conditions, located on Popova Shapka;
- Centre for training on water, located in Ohrid;
- Shooting Range “Petrovec”, located in garrison-barracks Petrovec;
- Foreign Language Training Centre, located in “Goce Delchev” barracks in Skopje.

Cadets Training Centre located in “Goce Delchev” barracks in Skopje became part of Training Command in March 2010. With the transformation order in March 2012 Training Command was transferred into Training and Doctrine Command located in “Alekso Demnievski Bauman” barracks in Veles. The Command of the Training and Doctrine Command includes the following units:

- Centre for Individual Training, “Alekso Demnievski Bauman” barracks in Veles;
- Cadets Training Centre located in “Goce Delchev” barracks in Skopje;
- Foreign Language Training Centre, located in “Ilinden” barracks in Skopje;
- Canine breeding and training Centre, located in “Gjorche Petrov” barracks in Skopje;
- Training Support Centre with a command located in “Krivolak” barracks in Krivolak (the following units are under the command of this centre: Training Area Krivolak located in “Krivolak” barracks in Krivolak, Shooting Range “Petrovec”, located in garrison-barracks Petrovec, Centre for training in winter conditions, located on Popova Shapka and Centre for training on water, located in Ohrid).
- Doctrine, regulations, instructions and lessons learned Centre located in “Alekso Demnievski Bauman” barracks in Veles;
Simulation Centre located in “Alekso Demnievski Bauman” barracks in Veles. Training and Doctrine Command works in accordance to the activities determined with the Annual Training Calendar of Army.

Mission
Organization, coordination and realization of individual training for soldiers, cadets, non-commissioned officers and officers of the active and reserve personnel, support of the collective training of Army commands and units, as well as development of the Army doctrines and lessons learned.

Crucial mission tasks - Types of training
- Preparation and development of plans and programs for individual training of soldiers, cadets, non-commissioned officers and officers of the active and reserve personnel;
- Realization of basic military training for military voluntary servicemen, cadets and candidates for officers for Army services;
- Realization of professional soldiers and NCOs training for their professional development;
- Realization of language training for the needs of MOD and the Army;
- Breeding and training of military working dogs and training of military working dog handlers;
- Support of the collective forms of training and exercises of Army units;
- Support of winter conditions training and water conditions training;
- Development of Army doctrine, regulations, instructions and lessons learned.

Profile of participants trained
Soldiers, military volunteers, cadets, NCOs and officers of the Army active and reserve personnel.

Capacities of the center and administrative details
Classrooms, computer labs, libraries, accommodation facilities, polygons, shooting ranges, training areas and small training polygons.

Location / contact details
“Alekso Demnievski Bauman” barracks in Veles
tel. +389 43 21 57 41
e-mail: vp2733@arm.mil.mk
## Mission
Organization, preparation and realization of individual training for soldiers and non-commissioned officers of the active and reserve personnel.

### Essential mission tasks - Types of training
- Advanced courses for NCOs of the Army active and reserve personnel;
- Basic course for NCOs of the Army active and reserve personnel;
- Professional soldiers training;
- Voluntary military servicemen training.

### Profile of participants trained
Soldiers, military volunteers, and NCOs of the Army active and reserve personnel.

### Capacities of the center and administrative details
Classrooms - 6, accommodation facilities, shooting ranges - 1, training areas - 4 and small training polygon - 1.

### Location / contact details
“Alekso Demnievski Bauman” barracks in Veles
tel. +389 43 21 56 60
### Area: Advanced NCO Training

**Course/Training Code:** A.01-1/1 ANCOC  
**Course Title:** Advanced NCO Course

<table>
<thead>
<tr>
<th>Aim of the Course</th>
<th>Description of the Course/Curriculum</th>
<th>Remarks</th>
<th>Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>The aim of the course is to train the participants for their responsibilities in 1st section and 3rd platoon, as well as for the appropriate responsibilities in the service.</td>
<td>Training of NCOs for leading and managing in peacetime and battle, as well as during execution of other tasks depending on the mission. The course is carried out through classes, presentations, work in groups, consultations, analyses, exercises and practical work.</td>
<td>The course is delivered by certified trainers-instructors of the Centre for Individual Training. The dress code is in accordance with the Army regulations and the ethical dress code of the Army.</td>
<td>The course is held during working hours and there are no planned fees for the course participants. Note: The participants who do not use organized transportation are provided with free accommodation and meals at the barracks.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Subjects/Topics</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General training;</td>
<td>Communication skills;</td>
<td>Leadership skills;</td>
<td>Managing the training;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Combat skills.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Target Group</th>
<th>Selection Criteria</th>
<th>Duration</th>
<th>Qualifications Gained</th>
<th>Frequency</th>
</tr>
</thead>
</table>
| Maximum 30 participants Army NCOs | Despite the general terms, the candidates should also fulfill certain special terms, such as:  
- To have a rank Sergeant-Staff Sergeant First Class;  
- To have the rank Sergeant for at least 3 years and to be appointed Commander of 2nd and 3rd section in a branch or service;  
- To have official performance grade at least “Exceeds”. | 34 work days/214 classes | Certificate for a successful completion of the course  
The participants will be trained for Commanders of 1st section and Commanders of 3rd platoon. | 1-2 courses per year |
**AREA:**  
ADVANCED NCO TRAINING

<table>
<thead>
<tr>
<th>COURSE/TRAINING CODE:</th>
<th>CSNCOC</th>
<th>COURSE TITLE:</th>
<th>Combat-Staff NCO Course</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>AIM OF THE COURSE</strong></th>
<th><strong>DESCRIPTION OF THE COURSE/CURRICULUM</strong></th>
<th><strong>REMARKS</strong></th>
<th><strong>FEES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The aim of the course is to train the participants for staff work at a battalion and brigade level.</td>
<td>Training of NCOs for staff responsibilities and work in staffs at a battalion and brigade level. The course is carried out through classes, presentations, work in unions, consultations, analyses, exercises and practical work.</td>
<td>The course is delivered by certified trainers-instructors of the Centre for Individual Training and in case of a need, personnel from TRADOC Command and Staff and external associates-facilitators, as well. The dress code is in accordance with the Army regulations and the ethical dress code of the Army.</td>
<td>The course is held during working hours and there are no planned fees for the course participants. Note: The participants who do not use organized transportation are provided with free accommodation and meals at the barracks.</td>
</tr>
</tbody>
</table>

**SUBJECTS/TOPICS**
- Staff organization and staff duties;
- Tactics.

<table>
<thead>
<tr>
<th><strong>TARGET GROUP</strong></th>
<th><strong>SELECTION CRITERIA</strong></th>
<th><strong>DURATION</strong></th>
<th><strong>QUALIFICATIONS GAINED</strong></th>
<th><strong>FREQUENCY</strong></th>
</tr>
</thead>
</table>
| Maximum 20 participants Army NCOs | Despite the general terms, the candidates should also fulfill certain special terms, such as:  
- To have a successfully completed advanced NCO course;  
- To have a rank Staff Sergeant First Class – Sergeant Major;  
- To have official performance grade at least “Exceeds”;  
- General military and professional training and competence. | 23 work days/138 classes | Certificate for a successful completion of the course | 1-2 courses per year |
| The participants will be trained for staff responsibilities and work in a staff at a battalion and brigade level. |
**AREA:**
ADVANCED NCO TRAINING

**COURSE/TRAINING CODE:**
A.01-1/3  FSC

**COURSE TITLE:**
First Sergeant Course

<table>
<thead>
<tr>
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<th><strong>FEES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The aim of the course is to train the participants for the appointment of Company First Sergeant.</td>
<td>Identifying the duties and responsibilities of the First Sergeant about implementation and monitoring the individual training in the unit, personnel management in a company, administration, logistics and maintenance, leadership, discipline, moral, physical fitness training, combat operations, counseling and solving problems. The course is carried out through classes, presentations, work in unions, consultations, exercises and practical work.</td>
<td>The course is delivered by certified trainers-instructors of the Centre for Individual Training.</td>
<td>The course is held during working hours and there are no planned fees for the course participants.</td>
</tr>
</tbody>
</table>

**SUBJECTS/TOPICS**
- Communication skills;
- Leadership skills;
- General training.

**TARGET GROUP**

<table>
<thead>
<tr>
<th><strong>SELECTION CRITERIA</strong></th>
<th><strong>DURATION</strong></th>
<th><strong>QUALIFICATIONS GAINED</strong></th>
<th><strong>FREQUENCY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 20 participants</td>
<td>22 work days/132 classes</td>
<td>Certificate for a successful completion of the course</td>
<td>1 course per year</td>
</tr>
<tr>
<td>Army NCOs</td>
<td></td>
<td>The participants will be trained for the appointment of Company First Sergeant</td>
<td></td>
</tr>
</tbody>
</table>
## AREA:
ADVANCED NCO TRAINING

### COURSE/TRAINING CODE:
A.01-1/4 IC

### COURSE TITLE:
Instructor Course

### AIM OF THE COURSE
The aim of the course is to train the participants for training NCOs and soldiers in the process of improving and acquiring new knowledge, skills and habits that the instructor/leader of a small group should improve and implement during training.

### DESCRIPTION OF THE COURSE/CURRICULUM
Modernizing and improving the type, shape and manner of conducting the training, as well as the manner of working on the topics and exercises during classes, high quality individual, group and methodological preparation of the training facilitators, rational use of the assets and equipment during the training.

The course is carried out through classes, presentations, work in unions, consultations, exercises and practical work.

**SUBJECTS/TOPICS**
- Technique of military training and instructions;
- Methodology.

### REMARKS
The course is delivered by certified trainers—Instructors of the Centre for Individual Training.

The course is held during working hours and there are no planned fees for the course participants.

Note: The participants who do not use organized transportation are provided with free accommodation and meals at the barracks.

### FEES

### TARGET GROUP
Maximum 15 participants
Army NCOs

### SELECTION CRITERIA
Despite the general terms, the candidates should also fulfill certain special terms, such as:
- To have a rank Staff Sergeant – Master Sergeant;
- To serve in the army for at least 3 years;
- To be directly included in the delivering of the professional training of professional soldiers and NCOs of the Army;
- To have official performance grade at least “Exceeds” in accordance with all assessment criteria.

### DURATION
20 work days/120 classes

### QUALIFICATIONS GAINED
Certificate for a successful completion of the course

The participants will be trained for training NCOs and soldiers in the units of the Army.

### FREQUENCY
1-2 courses per year
<table>
<thead>
<tr>
<th>AIM OF THE COURSE</th>
<th>DESCRIPTION OF THE COURSE/CURRICULUM</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
</table>
| To train team/section leaders who have:  
- high moral,  
- decent professional military appearance and conduct,  
- necessary interpersonal skills applied during daily training and carrying out obligations,  
- military and methodology skills for doing training in order to use correct combat tactics, techniques and procedures. | The courses are carried out through classes, presentations, exercises and practical work. Specialized training is carried out through specialized internship – specialized training in army units. | The course is facilitated by certified trainers – instructors at the Center for Individual Training and from the commands and units of the Army. | Total of 60 per diems for maximum 10 trainers-instructors for training in night conditions within general training. Total of 30 per diems for maximum 6 trainers-instructors for training in night conditions within specialized training. |
| SUBJECTS/TOPICS  
Basic military training:  
- Ethics education;  
- General military regulation for the Army;  
- Leadership skills;  
- Management training;  
- Foot drill;  
- Infantry weapons and marksmanship;  
- NBC training;  
- Signals and communications training;  
- First-aid training;  
- Tactical training;  
- Physical fitness training.  
Specialized training:  
- Optional subjects for infantry (Small units tactics);  
- Optional subjects for artillery (Artillery weapons and equipment, Map reading in field artillery, Commanding field artillery rocket units, Field artillery tactics);  
- Optional subjects for AMU (Armoured Mechanized Units) (Armoured vehicles, AMU tactics, AMU weapons);  
- Optional subjects for RAU (Rocket Artillery Units) and AAD (Anti-Aircraft Defence) (RAU and AAD tactics, RAU and AAD weapons, Rules and Theory for shooting from RA and AAD weapons);  
- Optional subjects for Engineers (Setting up and breaching obstacles, Military bridges, roads, Military | The dress code is in accordance with the army regulations and the ethical dress code of the Army. | Note: The participants are provided with free accommodation and meals at the barracks. |
- Optional subjects for NBCU (Nuclear Biological and Chemical Units) (NBCU nuclear, chemical and biological weapons and equipment, Radiation measurement, Nerve agents, NBC tactics);
- Optional subjects for Signals and Communications (Radio devices and systems with computers, Radio relay sets, Telephones, Telephone poles, Informatics, Telecommunications traffic, Signals and Communications tactics);
- Optional subjects for ARSR (Air Reconnaissance, Surveillance and Report) ARSR tactics, Radar interference);
- Optional subjects for Technical Service (Technical service tactics, Maintenance and storage of ammunition and explosive devices, Weapons and fundamentals of rockets, Car engines and motorized vehicles, Communications devices and electromagnetic radiation, Financial and material management);
- Optional subjects for Procurement Service (Procurement Service tactics, Food service, Military acquisition, Financial and material management);
- Optional subjects for Medical service (Medical service tactics, Preventive healthcare, First-aid and basic medical training, Care for wounded, injured and ill service personnel, Medical supplies and documentation);
- Optional subjects for Military Traffic Service (MTS) (MTS tactics, Maintenance and repair of motorized vehicles, Communications, Transportation and vehicle recovery, Organization and economics of traffic, Railway traffic, Financial and material management, Traffic and road safety regulations).

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 60 participants</td>
<td>General terms: - To be a citizen of the Republic of North Macedonia - To be in excellent health</td>
<td>65 work days/390 classes</td>
<td>Certificate for successful completion of the course</td>
<td>1-2 courses per year</td>
</tr>
<tr>
<td>Army professional soldiers</td>
<td></td>
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</tr>
</tbody>
</table>
and physical condition

Special terms:
- To be required for appointing as an NCO in accordance with the Army Formation Act;
- To meet the criteria required according to the appointment in the military formation;
- To have at least 4 years of work experience in the Army and the rank of corporal.
### AREA:
ADVANCE TRAINING FOR PROFESSIONAL SOLDIERS

<table>
<thead>
<tr>
<th>COURSE/TRAINING CODE:</th>
<th>COURSE TITLE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.01-1/6 PLC</td>
<td>Primary Leadership Course</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AIM OF THE COURSE</th>
<th>DESCRIPTION OF THE COURSE/CURRICULUM</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>To train participants in order to gain:</td>
<td>The courses are carried out through classes, presentations, exercises and practical work.</td>
<td>The course is facilitated by certified trainers – instructors at the Center for Individual Training.</td>
<td>Total of 24 per diems for maximum 6 trainers-instructors for training in night conditions.</td>
</tr>
<tr>
<td>- basic interpersonal skills applied during everyday work with soldiers,</td>
<td></td>
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<td></td>
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<tr>
<td>- specialized military and methodology skills for carrying out assignments,</td>
<td></td>
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<tr>
<td>- well developed skills to do training,</td>
<td></td>
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<tr>
<td>- skills to command and manage a team/section</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

| SUBJECTS/TOPICS | |
|-----------------| |
| - Methodology; | |
| - Leadership skills; | |
| - Foot drill; | |
| - Infantry weapons and marksmanship; | |
| - Engineers training; | |
| - NBC training; | |
| - Signals and communications training; | |
| - First-aid training; | |
| - Tactical training; | |
| - Physical fitness training. | |

| SUBJECCTS/TOPICS | |
|-----------------| |
| - Methodology; | |
| - Leadership skills; | |
| - Foot drill; | |
| - Infantry weapons and marksmanship; | |
| - Engineers training; | |
| - NBC training; | |
| - Signals and communications training; | |
| - First-aid training; | |
| - Tactical training; | |
| - Physical fitness training. | |

| SUBJECTS/TOPICS | |
|-----------------| |
| - Methodology; | |
| - Leadership skills; | |
| - Foot drill; | |
| - Infantry weapons and marksmanship; | |
| - Engineers training; | |
| - NBC training; | |
| - Signals and communications training; | |
| - First-aid training; | |
| - Tactical training; | |
| - Physical fitness training. | |

| SUBJECTS/TOPICS | |
|-----------------| |
| - Methodology; | |
| - Leadership skills; | |
| - Foot drill; | |
| - Infantry weapons and marksmanship; | |
| - Engineers training; | |
| - NBC training; | |
| - Signals and communications training; | |
| - First-aid training; | |
| - Tactical training; | |
| - Physical fitness training. | |

| SUBJECTS/TOPICS | |
|-----------------| |
| - Methodology; | |
| - Leadership skills; | |
| - Foot drill; | |
| - Infantry weapons and marksmanship; | |
| - Engineers training; | |
| - NBC training; | |
| - Signals and communications training; | |
| - First-aid training; | |
| - Tactical training; | |
| - Physical fitness training. | |

| SUBJECTS/TOPICS | |
|-----------------| |
| - Methodology; | |
| - Leadership skills; | |
| - Foot drill; | |
| - Infantry weapons and marksmanship; | |
| - Engineers training; | |
| - NBC training; | |
| - Signals and communications training; | |
| - First-aid training; | |
| - Tactical training; | |
| - Physical fitness training. | |

| SUBJECTS/TOPICS | |
|-----------------| |
| - Methodology; | |
| - Leadership skills; | |
| - Foot drill; | |
| - Infantry weapons and marksmanship; | |
| - Engineers training; | |
| - NBC training; | |
| - Signals and communications training; | |
| - First-aid training; | |
| - Tactical training; | |
| - Physical fitness training. | |

| SUBJECTS/TOPICS | |
|-----------------| |
| - Methodology; | |
| - Leadership skills; | |
| - Foot drill; | |
| - Infantry weapons and marksmanship; | |
| - Engineers training; | |
| - NBC training; | |
| - Signals and communications training; | |
| - First-aid training; | |
| - Tactical training; | |
| - Physical fitness training. | |

| SUBJECTS/TOPICS | |
|-----------------| |
| - Methodology; | |
| - Leadership skills; | |
| - Foot drill; | |
| - Infantry weapons and marksmanship; | |
| - Engineers training; | |
| - NBC training; | |
| - Signals and communications training; | |
| - First-aid training; | |
| - Tactical training; | |
| - Physical fitness training. | |

| SUBJECTS/TOPICS | |
|-----------------| |
| - Methodology; | |
| - Leadership skills; | |
| - Foot drill; | |
| - Infantry weapons and marksmanship; | |
| - Engineers training; | |
| - NBC training; | |
| - Signals and communications training; | |
| - First-aid training; | |
| - Tactical training; | |
| - Physical fitness training. | |

| SUBJECTS/TOPICS | |
|-----------------| |
| - Methodology; | |
| - Leadership skills; | |
| - Foot drill; | |
| - Infantry weapons and marksmanship; | |
| - Engineers training; | |
| - NBC training; | |
| - Signals and communications training; | |
| - First-aid training; | |
| - Tactical training; | |
| - Physical fitness training. | |

| SUBJECTS/TOPICS | |
|-----------------| |
| - Methodology; | |
| - Leadership skills; | |
| - Foot drill; | |
| - Infantry weapons and marksmanship; | |
| - Engineers training; | |
| - NBC training; | |
| - Signals and communications training; | |
| - First-aid training; | |
| - Tactical training; | |
| - Physical fitness training. | |

| SUBJECTS/TOPICS | |
|-----------------| |
| - Methodology; | |
| - Leadership skills; | |
| - Foot drill; | |
| - Infantry weapons and marksmanship; | |
| - Engineers training; | |
| - NBC training; | |
| - Signals and communications training; | |
| - First-aid training; | |
| - Tactical training; | |
| - Physical fitness training. | |

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 30 participants</td>
<td>General terms: - Personal leadership capabilities; - Leadership potential; - Basic military training and specialized training. Special terms: - To have at least 3 years of work experience; - To have official performance grade at least “Exceeds”.</td>
<td>35 work days / 210 classes</td>
<td>Certificate for successful completion of the course</td>
<td>1-2 courses per year</td>
</tr>
<tr>
<td>Army professional soldiers</td>
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</tr>
<tr>
<td>AIM OF THE COURSE</td>
<td>DESCRIPTION OF THE COURSE</td>
<td>REMARKS</td>
<td>FEES</td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
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</tr>
<tr>
<td>The aim of the course/training is to develop personnel who will join the Army defense system, capable to meet the defense requirements, to train the personnel to effectively handle personal weapons and equipment, and to apply tactics, techniques and procedures for conducting combat tasks appropriately.</td>
<td>The course is carried out through classes, presentations and practical work. <strong>SUBJECTS/TOPICS</strong> Basic combat training; - Moral education; - General military regulations in the Army; - Foot drill; - Infantry weapons with shooting training; - Engineering training; - Anti nuclear, chemical and biological safety; - Signals and communication; - Medical training; - Tactical training; - Physical education. Basic specialized training - Optional subjects from the branch of infantry (small infantry units tactics); - Optional subjects from the branch of artillery (artillery weapons and equipment, and artillery tactics); - Optional subjects from the branch of AMU (armoured combat vehicles, AMU weapons and AMU tactics); - Optional subjects from the branch of engineering (setting up and breaching obstacles, military bridges, roads, engineering machinery); - Optional subjects from the branch of NBCW (tactics of the branch NBCW, nuclear, chemical and biological weapons, nuclear, chemical and biological protection, radiological, chemical and biological detection, dosimetry and identification, radiological, chemical and biological decontamination and meteorology);</td>
<td>The course is delivered by certified trainers-instructors of the Centre for Individual Training, and from the Army units and commands. The dress code is in accordance with the Army regulations and the ethical dress code of the Army.</td>
<td>Total of 25 per diems for total of 25 instructors for realization of planned shootings with infantry arms, and total of 91 per diems for total of 13 trainers-instructors for realization of the training in night conditions within the basic combat training. <strong>Note:</strong> The participants are provided with free accommodation and meals at the barracks.</td>
<td></td>
</tr>
</tbody>
</table>
- Optional subjects from the branch of signals and communication (tactics of the branch of signals and communications, radio devices and systems, radio-relay devices and systems, telephone devices and systems, cables, line equipment and devices, informatics devices, systems and equipment, traffic of the signals and communication apparatus, usage and maintenance of MTS);
- Optional subjects from Technical service (tactics of technical service, know-how, maintenance and storage of ammunition and MES, armaments and basics of rocket weapons, engines and motor vehicles, signals and communication apparatus and electric-energy sources, financial and material management);
- Optional subjects from Procurement service (tactics of procurement service, food, procurement equipment, and materials and finances operations);
- Optional subjects from Medical service (tactics of medical service, preventive-medical care, first and general medical aid and care for ill and wounded in war and state of emergency, medical supply and keeping medical and materials records);
- Optional subjects from Traffic service (tactics of traffic service, motor vehicles maintenance, communications, transport and towing, organization and economics of the traffic, railway traffic, materials and finances operations, regulations for safety in road traffic);
- Optional subjects from ARU and AAD (tactics of the branch ARUAAD, artillery rocket armament – PAT20/3 mm, rocket armament LPRK IGLA and rocket armament SLO STRELA 10 m);
- Optional subjects from the branch of ARR (tactics of the branch EW, familiarization with the structure of the military forces of the neighbouring countries and NATO, basics of electrotechnics, documents of EW, data processing for ER and duties of station attendant, telegraphics and ER devices).
<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 80 participants</td>
<td><strong>General conditions:</strong></td>
<td>65 work days/390 classes</td>
<td>Certificate for a successful completion of the course</td>
<td>1-2 courses per year</td>
</tr>
<tr>
<td>Army professional soldiers</td>
<td>- Citizens of the Republic of Macedonia;</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- Older than 18 years;</td>
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<tr>
<td></td>
<td>- Excellent health and physical condition.</td>
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<tr>
<td></td>
<td><strong>Special conditions:</strong></td>
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<tr>
<td></td>
<td>- Completed high school;</td>
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<td></td>
<td>- Completed voluntary military service;</td>
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<tr>
<td></td>
<td>- Not older than 25 years.</td>
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</tbody>
</table>
### AIM OF THE COURSE

The aim of the course/ training is to build soldiers who will join the army and will be able to:
- perform tasks and duties;
- handle individually assigned weapons and equipment;
- apply tactics, techniques and procedures when performing combat tasks.

### DESCRIPTION OF THE COURSE/CURRICULUM

The training is carried out through classes, presentations and practical work.

**SUBJECTS/TOPICS**
- Ethics education;
- General regulations for the Army;
- Foot drill;
- Infantry weapons and marksmanship;
- Engineers;
- Nuclear, biological and chemical training;
- Signals;
- First aid training;
- Tactical training;
- Physical fitness training.

### REMARKS

The course is delivered by trainers/instructors from the Centre for Individual Training.

The dress code is in accordance with the Army regulations and the ethical dress code of the Army.

Note:
- The participants are provided with free accommodation and meals in the barracks.

### FEES

Total of 25 per diems wages for 25 trainers/instructors for the shooting practice with infantry weapons which is part of the basic combat training.

### TARGET GROUP

**SELECTION CRITERIA**

- All citizens of MKD who meet the criteria for voluntary military service are eligible. The candidates must be between 18 and 26 years old.

**DURATION**

- 64 work days / 394 classes.

**QUALIFICATIONS GAINED**

- Successful completion of the Basic Combat Training.

**FREQUENCY**

- 3 courses (generations) per year.
### About the Center
The Foreign Language Training Centre was founded in 2001 and it is a part of the Training and Doctrine Command of the Army. The Centre develops curricula and materials, delivers general and specialized English language courses, and conducts language testing. Since its foundation, more than 3000 employees from the Army and the Ministry of Defence have completed language training, and have acquired level appropriate language skills.

### Mission
Planning, preparation and conduct English language courses to meet the needs of the Army and the Ministry of Defence.

### Types of training...
- **Two cycles of intensive English language courses (spring and autumn cycle):**
  - Intensive English Language Course - Preparatory;
  - Intensive English Language Course – Level 1;
  - Intensive English Language Course – Level 2;
  - Intensive English Language Course – Level 3;
- **English for Specific Purposes (ESP) courses:**
  - English Language Refresher Course- 1;
  - English Language Refresher Course -2;
  - English Language Refresher Course- 3;
  - Course for Giving Military Briefings in English;
  - Course for Military Terminology in English;
  - Course for Language of Meetings in English.

### Profile of participants trained...
Officers and NCOs from all ranks, professional soldiers, civilian personnel serving in the Army and administrative officers from the Ministry of Defence.

### Capacities of the center and administrative details ...
10 classrooms for 12 students at four locations (Skopje, Petrovec, Veles and Shtip), and 6 language laboratories.

### Location / contact details ...
Foreign Languages Training Centre  
Barracks “Ilinden”, Skopje  
tel. +389 2 282 932  
mobile: +38970403616
AREA: Language Training

COURSE/TRAINING CODE: A.01-2/1 IELC - P
COURSE TITLE: Intensive English Language Course - Preparatory

<table>
<thead>
<tr>
<th>AIM OF THE COURSE</th>
<th>DESCRIPTION OF THE COURSE/CURRICULUM</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Intensive Preparatory English Language Courses designed to develop the language skills of the personnel from the Army and MoD, in order to meet NATO language standards, as part of their participation in international missions, exercises and military courses in an English-speaking environment.</td>
<td>Upon completion of the course participants should be able to: - listen and understand simple, basic and specific words and expressions connected to personal information, family and everyday situations when the speech is slow and clear; - read and comprehend simple sentences and short paragraphs on certain topics; - ask questions and give short answers to simple questions on certain topics by using simple expressions and sentences in order to give basic information about themselves and other people; - write short and simple sentences by using basic conjunctions; - understand and use basic military terminology on certain topics.</td>
<td>The course is delivered by instructors from the Foreign Languages Training Center (TRADOC, Army). The classes are held Monday to Friday, from 8:30 a.m. to 2:50 p.m.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 12 participants (COs, NCOs, professional soldiers, civilians)</td>
<td>English language proficiency: none is required</td>
<td>480 hours</td>
<td>Report for attending the level</td>
<td>2 courses per year (spring – autumn)</td>
</tr>
<tr>
<td>COs, NCOs, professional soldiers, MoD employees.</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

<p>| COs, NCOs, professional soldiers, MoD employees. | | | | |</p>
<table>
<thead>
<tr>
<th>AREA:</th>
<th>Language Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE/TRAINING CODE:</td>
<td>A. 01-2/2 IELC - 1</td>
</tr>
<tr>
<td>COURSE TITLE:</td>
<td>Intensive English Language Course – Level 1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AIM OF THE COURSE</th>
<th>DESCRIPTION OF THE COURSE/CURRICULUM</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Intensive English Language Course – Level 1 is designed to develop the language skills of the personnel from the Army and MoD, in order to meet NATO language standards, as part of their participation in international missions, exercises and military courses in an English-speaking environment.</td>
<td>Upon completion of the course participants should be able to: - listen and understand the main idea and specific information, words and expressions on certain topics when the speech is slow and clear; - read and comprehend short, simple texts and locate certain information and the main idea in texts on a certain topic; - speak on common everyday topics and activities, and use simple expressions in order to elicit and provide information, express satisfaction and dissatisfaction, give simple and short reasons for plans and opinion, describe places and people; - write a short and simple description of a place, person and activity by using basic conjunctions; - understand and use basic military terminology on certain topics.</td>
<td>The course is delivered by instructors from the Foreign Languages Training Center (TRADOC, Army). The classes are held Monday to Friday, from 8:30 a.m. to 2:50 p.m. Combat uniform is required.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 12 participants (COs, NCOs, professional soldiers, civilians)</td>
<td>English language proficiency, minimum 40 points (ALCPT Test)</td>
<td>480 hours</td>
<td>Report for attending the level</td>
<td>2 courses per year (spring – autumn)</td>
</tr>
</tbody>
</table>
**AIM OF THE COURSE**

The Intensive English Language Course– Level 2 is designed to develop the language skills of the personnel from the Army and MoD, in order to meet NATO language standards, as part of their participation in international missions, exercises and military courses in an English-speaking environment.

**DESCRIPTION OF THE COURSE/CURRICULUM**

Upon completion of the course participants should be able to:
- listen and understand the main idea and information on certain topics, to understand the time sequencing of events, as well as the connection between people and events;
- listen, read and understand information from different media;
- read and comprehend different general and factual authentic texts on certain topics, short articles, news extracts on social, political and military topics;
- speak about facts on certain topics, narrate present, past and future events, compare and contrast;
- take part as listeners and produce not very complicated presentations in briefings and at conferences;
- write formal and informal letters, stories, reports and presentations by using appropriate conjunctions and time phrases;
- understand and use military terminology.

**REMARKS**

The course is delivered by instructors from the Foreign Languages Training Center (TRADOC, Army). The classes are held Monday to Friday, from 8:30 a.m. to 2:50 p.m.

Combat uniform is required.

---

**TARGET GROUP**

Maximum 12 participants (COs, NCOs, professional soldiers, civilians)

**SELECTION CRITERIA**

English language proficiency, minimum 60 points (ALCPT Test)

COs, NCOs, professional soldiers, MoD employees.

**DURATION**

600 hours

**QUALIFICATIONS GAINED**

Report for attending the level

**FREQUENCY**

1 course per year (spring)
**Course/Training Code:**  
A.01-2/4  IELC - 3  

**Course Title:**  
Intensive English Language Course– Level 3

---

<table>
<thead>
<tr>
<th><strong>Aim of the Course</strong></th>
<th><strong>Description of the Course/Curriculum</strong></th>
<th><strong>Remarks</strong></th>
<th><strong>Fees</strong></th>
</tr>
</thead>
</table>
| The Intensive English Language Course– Level 3 is designed to develop the language skills of the personnel from the Army and MoD, in order to meet NATO language standards, as part of their participation in international missions, exercises and military courses in an English-speaking environment. | Upon completion of the course participants should be able to:  
- listen and understand dialogues and speeches, differentiate between a formal and informal speech on familiar and unfamiliar, general, professional and abstract topics;  
- listen and identify the speaker’s attitude, humor, irony and other emotional nuances;  
- read and comprehend longer specific, factual and abstract texts on different topics;  
- speak, understand and explain cause and effect, give arguments and examples, ideas, opinion, inferences, analyze, hypothesize and persuade in a specific or abstract context;  
- write well-structured and well supported essays, reports and other compositions and documents on everyday, professional, social, general and abstract topics;  
- understand and use military terminology. | The course is delivered by instructors from the Foreign Languages Training Center (TRADOC, Army).  
The classes are held Monday to Friday, from 8:30 a.m. to 2:50 p.m.  
Combat uniform is required. |          |

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<table>
<thead>
<tr>
<th><strong>Target Group</strong></th>
<th><strong>Selection Criteria</strong></th>
<th><strong>Duration</strong></th>
<th><strong>Qualifications Gained</strong></th>
<th><strong>Frequency</strong></th>
</tr>
</thead>
</table>
| Maximum 12 participants (COs, NCOs, professional soldiers, civilians) | English language proficiency, minimum 80 points (ALCPT Test)  
COs, NCOs, professional soldiers, MoD employees. | 480 hours | Report for attending the level | 2 courses per year (spring – autumn) |
### AREA:
Language Training

### COURSE/TRAINING CODE:
A.01-2/5  ELRC - 1

### COURSE TITLE:
English Language Refresher Course – 1*

<table>
<thead>
<tr>
<th>AIMS OF THE COURSE</th>
<th>DESCRIPTION OF THE COURSE/CURRICULUM</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
</table>
| Refreshing and expanding the acquired knowledge of English. | Upon completion of the course participants should be able to:  
- listen and understand simple, common expressions, dialogues and roles, directions when the speech is slow and clear;  
- read and comprehend short, simple texts, locate the main idea in a text and recognize certain information;  
- speak and play simple roles in short dialogues, ask simple questions and give short answers on certain topics;  
- write a simple description of a place, person and activity by using basic conjunctions;  
- understand and use basic military terminology on certain topics. | The course is delivered by instructors from the Foreign Languages Training Centre (TRADOC, Army).  
The classes are held Monday to Friday, from 9 a.m. to 2 p.m. | |

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
</table>
| Maximum 12 participants  
(COs, NCOs, professional soldiers, civilians) | English language proficiency, minimum 45 points (ALCPT Test)  
MoD officials, COs and NCOs who participate in international missions, regional exercises, and/or work in multilingual and multicultural environment | 4 weeks | Certificate | 1 Course per year  
(May or June) |

* The course is under development
## COURSE/TRAINING CODE
A.01-2/6  ELRC - 2

## COURSE TITLE
English Language Refresher Course – 2*

### AIM OF THE COURSE
Refreshing and expanding the acquired knowledge of English.

### DESCRIPTION OF THE COURSE/CURRICULUM
Upon completion of the course participants should be able to:
- listen and understand dialogues and activities for following instructions, locate and understand the main idea and specific information on certain topics;
- read and recognize key words in a context, locate the main idea and specific information, order headings in texts on certain topics;
- speak and ask simple questions, give information;
- write different types of formal and informal letters and short stories;
- understand and use military terminology.

### REMARKS
The course is delivered by instructors from the Foreign Languages Training Centre (TRADOC, Army).
The classes are held Monday to Friday, from 9 a.m. to 2 p.m.

### FEES
* The course is under development.

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 12 participants (COs, NCOs, professional soldiers, civilians)</td>
<td>English language proficiency, minimum 65 points (ALCPT Test) MoD officials, COs and NCOs who participate in international missions, regional exercises, and/or work in multilingual and multicultural environment.</td>
<td>4 weeks</td>
<td>Certificate</td>
<td>1 Course per year (May or June)</td>
</tr>
</tbody>
</table>

At the end of the course participants should refresh and expand their knowledge of English by improving their language skills in listening, reading, writing and speaking.
## Aim of the Course

- Refreshing and expanding the acquired knowledge of English.

### Description of the Course/Curriculum

Upon completion of the course participants should be able to:
- listen and understand dialogues and speeches with an appropriate pace on different topics, understand the main idea and specific information, time sequence of events, the connection between people and events, the cause and effect connection;
- read and comprehend longer specific, factual and abstract texts on different topics, understand and use the expressions for the cause and effect connection in sentences, paragraphs and texts;
- speak the standard English language, give facts supported by examples in a specific or complicated situation and give appropriate comparisons;
- write appropriately structured texts (essays, reports) on given topics by using appropriate conjunctions and phrases in order to give detailed explanations, comparisons and contrasts;
- understand and use military terminology.

### Remarks

The course is delivered by instructors from the Foreign Languages Training Centre (TRADOC, Army). The classes are held Monday to Friday, from 9 a.m. to 2 p.m.

## Target Group

**Maximum 12 participants**

(COs, NCOs, professional soldiers, civilians)

**Selection Criteria**

- English language proficiency, minimum 85 points (ALCPT Test)
- MoD officials, COs and NCOs who participate in international missions, regional exercises, and/or work in multilingual and multicultural environment.

**Duration**

4 weeks

**Qualifications Gained**

Certificate

**Fees**

At the end of the course participants should refresh and expand their knowledge of English by improving their language skills in listening, reading, writing and speaking.

**Frequency**

1 Course per year (May or June)
### AIM OF THE COURSE

Training the personnel to give various types of military briefings in English, using the appropriate terminology and techniques.

### DESCRIPTION OF THE COURSE/CURRICULUM

Upon completion of the course participants should be able to:
- recognize the phases of giving a briefing;
- recognize the types of briefings and the steps of preparing a briefing;
- select and organize the materials for preparing a briefing;
- practice active listening and take notes;
- give recommendations and answer questions;
- use appropriate phrases for beginning and ending the briefing.

### REMARKS

The course is delivered by instructors from the Foreign Language Training Center (TRADOC, Army). The classes are held Monday to Friday, from 9 a.m. to 2 p.m.

### FEES

The fees are not specified in the given text.

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<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 12 participants (Officer Rank OF1-OF4 NCOs Rank OR1-OR4)</td>
<td>English language proficiency, minimum 80 points (ALCPT Test) COs, NCOs and MoD civilians who participate in international missions, regional exercises, and/or work in multilingual and multicultural environment.</td>
<td>2 weeks</td>
<td>Certificate</td>
<td>1 Course per year (May or June)</td>
</tr>
</tbody>
</table>

At the end of the course the successful participants should be able to use terminology necessary for giving military briefings in English, and prepare and give an individual and authentic briefing.
### Aim of the Course
Training the personnel to use the appropriate military terminology in English used during peace operations.

### Description of the Course/Curriculum
Upon completion of the course participants should be able to:
- understand and talk about army organization;
- understand and talk about international peace organizations;
- understand and talk about First Aid and evacuation;
- understand and talk about types of weapon;
- understand and talk about radio communication;
- understand and talk about terrain features;
- understand and talk about patrols;
- understand and talk about convoys.

### Remarks
The course is delivered by instructors from the Foreign Languages Training Center (TRADOC, Army).
The classes are held Monday to Friday, from 9 a.m. to 2 p.m.

### Fees

<table>
<thead>
<tr>
<th>Target Group</th>
<th>Selection Criteria</th>
<th>Duration</th>
<th>Qualifications Gained</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 12 participants (Officer Rank OF1-OF4 NCOs Rank OR1-OR4)</td>
<td>English language proficiency, minimum 75 points (ALCPT Test) COs and NCOs who participate in international missions, regional exercises, and/or work in multilingual and multicultural environment.</td>
<td>2 weeks</td>
<td>Certificate</td>
<td>1 Course per year (May or June)</td>
</tr>
<tr>
<td></td>
<td>At the end of the course the successful participants should be able to use the appropriate military terminology in English used during peace operations.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## AIM OF THE COURSE

Training the personnel to use the appropriate terminology and functional language used during meetings in English.

## DESCRIPTION OF THE COURSE/CURRICULUM

Upon completion of the course participants should be able to:
- present and support arguments;
- participate in a discussion;
- interrupt the discussion in order to tell their opinion;
- express agreement;
- express opposition;
- express dissatisfaction;
- recognize and use verbal and non-verbal communication.

## REMARKS

The course is delivered by instructors from the Foreign Languages Training Center (TRADOC, Army). The classes are held Monday to Friday, from 9 a.m. to 2 p.m.

## FEES


## TARGET GROUP

Maximum 12 participants (Officer Rank OF1-OF4 NCOs Rank OR1-OR4)

## SELECTION CRITERIA

- English language proficiency, minimum 85 points (ALCPT Test)
- MoD and Army officials at managerial positions who participate in official meetings at international level.

## DURATION

1 week

## QUALIFICATIONS GAINED

Certificate

At the end of the course the successful participants should be able to use the appropriate functional language used during meetings in English.

## FREQUENCY

1 Course per year (May or June)
### Mission

Breeding and training of dogs for various purposes and training of instructors and soldiers as dog handlers of military working dogs (MWD) for the needs of the Army.

### Essential mission tasks - Types of training

- breeding, proper care and feeding of the military working dogs;
- military working dogs training for different purposes (guard, protection and specialist);
- specialised training of the instructors / dogs handlers of military working dogs for various purposes;
- re-training of the military working dogs by Army units;
- training of military working dog soldiers / dog handlers.

### Profile of participants trained

Professional soldiers and non-commissioned officers of the Army active and reserved forces.

### Capacities of the center and administrative details

1 classroom and 4 training areas.

### Location / contact details

Barracks “Gjorche Petrov”, Skopje
phone: +389 2 282 932
mobile: +389 02 328 32 93
**AREA:**
ADVANCED MILITARY WORKING DOG HANDLERS TRAINING

<table>
<thead>
<tr>
<th>COURSE/TRAINING CODE:</th>
<th>COURSE TITLE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.01-3/1 ARM VET 006</td>
<td>Military working dog handlers and search and rescue dog handlers for locating injured and missing people during natural disasters (earthquakes, avalanches and floods)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AIM OF THE COURSE</th>
<th>DESCRIPTION OF THE COURSE/CURRICULUM</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>The aim of the course is to produce qualified military working dog handlers and search and rescue dog handlers for locating injured and missing people during natural disasters (earthquakes, avalanches and floods) in various conditions, situations, locations and ways of alerting /indicating the discovery.</td>
<td>The training is carried out through classes, presentations and practical work. <strong>SUBJECTS/TOPICS</strong>  - Breeding, grooming, feeding and kenneling of the military working dogs;  - Socialization and handler-canine bonding;  - Obedience training;  - Agility/ Physical fitness training training;  - Training dogs to locate injured and missing people (earthquakes) in and out of an enclosed space (crate) and voice command (barking);  - Training dogs to locate injured and missing people (earthquakes) using eyesight to locate decoys concealed in three barrels;  - Training dogs to locate injured and missing people (earthquakes) using odour to locate decoy concealed in three barrels;  - Training dogs to locate injured and missing people (earthquakes) using eyesight to locate decoy concealed in ruins;  - Training dogs to locate injured and missing people (earthquakes) using odour to locate decoy concealed in ruins;  - Training dogs to locate injured and missing people (earthquakes) using eyesight to locate decoy concealed in open space;  - Training dogs to locate injured and missing people (earthquakes) using odour to locate decoy concealed in open space;</td>
<td>The course is delivered by trainers/instructors from the Centre for Individual Training.</td>
<td>Total of 20 per diems for 2 trainers/ instructors for the night time training and field training.</td>
</tr>
<tr>
<td>Note: The participants who do not use organized transportation are accommodated in the nearest Army barracks.</td>
<td></td>
<td>The dress code is in accordance with the Army regulations and the ethical dress code of the Army.</td>
<td></td>
</tr>
<tr>
<td>TARGET GROUP</td>
<td>SELECTION CRITERIA</td>
<td>DURATION</td>
<td>QUALIFICATIONS GAINED</td>
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</tr>
<tr>
<td>Maximum 3 participants Army professional soldiers and non-commissioned officers</td>
<td>The criteria and methods of selecting the candidates for military dog handlers are in accordance with the needs of the service, the personal affection towards working with dogs, as well as basic knowledge about dogs and good psychological and physical readiness.</td>
<td>160 work days/ 960 classes.</td>
<td>Certificate for a successful completion of the course.</td>
</tr>
</tbody>
</table>
### Aim of the Course
The aim of the course is to produce qualified military working dog handlers and military working protection dog handlers for border security, apprehending insurgent groups, terrorist groups, diversionists, spies and their elimination.

### Description of the Course/Curriculum
The training is carried out through classes, presentations and practical work.

**Subjects/Topics**

**Basic training:**
- Basics of breeding military working dogs;
- Obedience training and obstacle course;
- Agility/Physical fitness training.

**Specialised training:**
- Introduction to protection work, agitation and controlled aggression, and self-defence;
- Terrain search;
- Protection drills.

**Remarks**
The course is delivered by trainers/instructors from the Centre for Individual Training. The dress code is in accordance with the Army regulations and the ethical dress code of the Army.

**Fees**
Total of 45 per diems for 3 trainers/instructors for the night time training and field training.

Note: The participants who do not use organized transportation are accommodated in the nearest Army barracks.

### Target Group
Maximum 10 participants

### Selection Criteria
The criteria and methods of selecting the candidates for military dog handlers are in accordance with the needs of the service, the personal affection towards working with dogs, as well as basic knowledge about dogs and good psychological and physical readiness.

### Duration
50 work days/300 classes.

### Qualifications Gained
Certificate for a successful completion of the course.

### Frequency
2 courses per year
## Aim of the Course

The aim of the course is to produce qualified military working dog handlers and handlers of trained military working tracker dogs.

## Description of the Course/Curriculum

The course is carried out through classes, exercises and practical work.

**Subjects/Topics**
- **Basic Training:**
  - Basic Cynology and veterinary service;
  - Basic obedience training;
  - Agility/Physical fitness training;
- **Specialized Training:**
  - Tracking.

## Remarks

The course is delivered by certified trainers-instructors of the Canine Breeding and Training Centre.

The dress code is in accordance with the Army regulations and the ethical dress code of the Army.

## Fees

Total of 20 per diems for 2 trainers-instructors for the night time training and field training.

Note: The participants who do not use organized transportation are accommodated at the nearest Army barracks.

### Target Group

<table>
<thead>
<tr>
<th>Max 3 participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army professional soldiers</td>
</tr>
</tbody>
</table>

### Selection Criteria

The criteria and methods of selecting the candidates for dog handlers are in accordance with the needs of the service, the personal affection towards working with dogs, as well as the basic knowledge about dogs and the good psychological and physical readiness.

### Duration

120 work days/720 classes

### Qualifications Gained

Certificate for a successful completion of the course

### Frequency

1 course per year
### Area:
**Advanced Military Working Dog Handlers Training**

#### Course/Training Code:
A.01-3/4 ARM VET 005

#### Course Title:
Military working dog handlers and handlers of military working dogs for detecting mine-explosive devices

<table>
<thead>
<tr>
<th>Aim of the Course</th>
<th>Description of the Course/Curriculum</th>
<th>Remarks</th>
<th>Fees</th>
</tr>
</thead>
</table>
| The aim of the course is to produce qualified military working dog handlers and handlers of trained military working dogs for detecting explosive devices in various conditions, situations and locations and alerting in case of detecting the devices. | The course is carried out through classes, exercises and practical work. **Subjects/Topics**
**Basic Training:**
- breeding, grooming, feeding and kenneling of the military working dogs;
- Socialization and familiarization of the handlers with the dogs;
- Obedience training and agility/physical fitness training.
**Specialized training:**
- Training the dogs for detecting explosive devices (space and command “search”);
- Training the dogs for detecting explosive device boxes by using eyesight;
- Training the dogs for detecting explosive devices by detecting an odor, memorizing it and alerting;
- Advanced dog training for detecting explosive devices in various conditions and areas. | The course is delivered by certified trainers-instructors of the Canine Breeding and Training Centre. The dress code is in accordance with the Army regulations and the ethical dress code of the Army. | Total of 10 per diems for 2 trainers-instructors for the field training. Note: The participants who do not use organized transportation are accommodated at the nearest Army barracks. |

#### Target Group Selection Criteria Duration Qualifications Gained Frequency

| Maximum 2 participants Army professional soldiers and NCOs | The criteria and methods of selecting the candidates for dog handlers are in accordance with the needs of the service, the personal affection towards working with dogs, as well as the basic knowledge about dogs and the good psychological and physical readiness. | 120 work days/720 classes | Certificate for a successful completion of the course | 1 course per year |
## AREA:
**ADVANCED MILITARY WORKING DOG HANDLERS TRAINING**

| COURSE/TRAINING CODE: A.01-3/5 ARM VET 004 | COURSE TITLE: Military working dog handlers and handlers of military working dogs for detecting explosive devices |

### AIM OF THE COURSE
The aim of the course is to produce qualified military working dog handlers and trained military working dogs for detection and signalization when searching and detecting explosive devices in different conditions, situations and locations.

### DESCRIPTION OF THE COURSE/CURRICULUM
The course is carried out through classes, exercises and practical work.  
**SUBJECTS/TOPICS**  
- Breeding, brooming, feeding and accommodation of military working dogs  
- Socialization and familiarization of the military working dog handler with the military working dog  
- Obedience training and agility/physical fitness training.  
**Specialized training:**  
- Basic training for detection of explosives through the sense of sight  
- Advanced training for detection of explosives through the sense of scent, memorization and signalization;  
- Advanced training for detection of explosives in different conditions and facilities through signalization.

### REMARKS
The course is delivered by military working dog handlers– instructors from Canine breeding and training Centre.  

**FEES**  
Total of 20 per diems for 2 instructors for realization of the training and terrain work.

### FEES
Note: The participants, who do not use organized transportation, are accommodated in the nearest Army barracks.

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 3 participants NCOs, Army professional soldiers</td>
<td>The conditions and the method of selection of candidates are in accordance to the needs of the service, personal preferences for working with dogs, previous knowledge about dogs and good psycho-physical preparedness.</td>
<td>120 work days/720 classes</td>
<td>Certificate for a successful completion of the course</td>
<td>1 course per year</td>
</tr>
</tbody>
</table>
## Area:
ADVANCED MILITARY WORKING DOG HANDLERS TRAINING

### Course/Training Code:
A.01-3/6 ARM VET 008

### Course Title:
Military working dog handlers and military working protection dogs retraining

<table>
<thead>
<tr>
<th>Aim of the Course</th>
<th>Description of the Course/Curriculum</th>
<th>Remarks</th>
<th>Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>The aim of the course is to produce qualified military working dog handlers and retrain protection military working dogs.</td>
<td>The course is carried out through classes, exercises and practical work. SUBJECTS/TOPICS - Basics for military working dogs breeding - Obedience training and obstacles overcoming - agility/physical fitness training Specialized training: - Introduction to protection work, irritation and military working dogs self-protection; - Terrain search; - Protection exercises.</td>
<td>The course is delivered by military working dog handlers– instructors from Canine breeding and training Centre.</td>
<td>Total of 18 per diem for 2 instructors for realization of night training and terrain work <strong>Note:</strong> The participants who do not use organized transportation are accommodated in the nearest Army barracks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Target Group</th>
<th>Selection Criteria</th>
<th>Duration</th>
<th>Qualifications Gained</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 10 participants Army professional soldiers</td>
<td>To have completed patrol military working dogs course.</td>
<td>15 working days/90 classes</td>
<td>After completing the course soldiers and patrol military working dogs return to their barracks.</td>
<td>2 courses per year</td>
</tr>
</tbody>
</table>
### AREA:
BASIC MILITARY WORKING DOG HANDLERS TRAINING

| COURSE/TRAINING CODE: A.01-3/7 ARM VET 001 | COURSE TITLE: Military working dog handlers and handlers of military working guard dogs |

<table>
<thead>
<tr>
<th>AIM OF THE COURSE</th>
<th>DESCRIPTION OF THE COURSE/CURRICULUM</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
</table>
| The aim of the course is to produce qualified military working dog handlers and handlers of trained military working guard dogs for protection of buildings, warehouses and other assets of the Army. | The course is carried out through classes, exercises and practical work.  
**SUBJECTS/TOPICS**  
**Basic Training:**  
- Use value, care and most important diseases of the military working dogs;  
- Creating habits for general training and obedience training;  
- Agility/Physical fitness training.  
**Specialized training:**  
- Guard service and dog training. | The course is delivered by certified trainers-instructors of the Canine Breeding and Training Centre.  
The dress code is in accordance with the Army regulations and the ethical dress code of the Army. | Total of 18 per diems wages for 2 trainers-instructors for the night time training.  
**Note:** The participants who do not use organized transportation are accommodated at the nearest Army barracks. |

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
</table>
| Maximum 10 participants  
Army professional soldiers | The criteria and methods of selecting the candidates for dog handlers are in accordance with the needs of the service, the personal affection towards working with dogs, as well as the basic knowledge about dogs and the good psychological and physical readiness. | 20 work days/120 classes | Certificate for a successful completion of the course | 2 courses per year |
### Aim of the Course

The aim of the course is to train the soldiers, military working dog handlers, for an appropriate use of the military working guard dogs and to refresh the training for the military working guard dogs.

### Description of the Course/Curriculum

The course is carried out through classes, exercises and practical work.

**SUBJECTS/TOPICS**
- **Basic Training:**
  - Use value, care and most important diseases of the military working dogs;
  - Creating habits for general training and obedience training;
  - Agility/Physical fitness training.
- **Specialized training:**
  - Guard service and dog training.

### Remarks

The course is delivered by certified trainers-instructors of the Canine Breeding and Training Centre.

The dress code is in accordance with the Army regulations and the ethical dress code of the Army.

### Fees

Total of 12 per diems for 2 trainers-instructors for the night time training.

Note: The participants who do not use organized transportation are accommodated at the nearest Army barracks.

### Target Group

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum 10 participants</td>
<td>Successfully completed Course for military working dog handlers.</td>
<td>10 work days/60 classes</td>
<td>After the course, the soldiers and the military working guard dogs go back to their units.</td>
<td>2 courses per year</td>
</tr>
<tr>
<td>Army professional soldiers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A.02 Joint Operational Command

A.02-1 Regional Medical Training Center

For the Center
Medical Training Center was established in 2002 in barracks „Gjorche Petrov“ Skopje. Starting from 2004, the training was conducted in Military Hospital Skopje, which was transformed into Military Medical Center in 2010. In October 2012, Forum for Western Balkans Defence Cooperation promoted it in Regional Medical Training Center. The same year, the Center was renamed Medical Training Department, in accordance with the new Army formation.

Mission
Planning, organization and realization of specialized medical training for non-medical and medical personnel, in order to acquire knowledge and improvement of previously acquired skills.

Types of training
Basic medical training for giving first aid, basic and advanced training for lifesavers, pre-deployment training, advanced training for medical personnel.

Profile of participants trained
Officers and NCOs in Army, civil servants from the MoD, representatives from Ministries of Defense of Balkan Region countries, employees in Ministry of Interior of Republic of Macedonia, volunteers from Macedonian Red Cross and civilian personnel from other governmental and non-governmental institutions.

Capacities of the center and administrative details
1 conference room for 25 participants, 2 theoretical classrooms for 20 and 15 participants, 6 practical classrooms, 1 instructors’ working room, 2 offices, 2 storage rooms, wardrobes, kitchen with dining room.

Location / contact details
Military Medical Center, Blvd. Ilinden 1000 Skopje; tel. +389 23 28 33 85; e-mail: irena.dinova@arm.mil.mk
### COURSES

**AREA:**

**MEDICAL**

**TRAINING CODE:** A.02-1/1  
**TRAINING TITLE:** Basic Self Aid and Buddy Care Course

<table>
<thead>
<tr>
<th>AIM of TRAINING</th>
<th>DESCRIPTION OF THE TRAINING/CURRICULUM</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>The aim of the training is participants to acquire basic lifesaving skills, according to the principles of first aid.</td>
<td>The course is carried out through lectures and exercises for gaining basic knowledge in the medical field and ability to perform self aid and buddy aid.</td>
<td>The course is conducted by certified medical instructors.</td>
<td>3200 MKD</td>
</tr>
<tr>
<td><strong>TOPIC - SUBJECTS</strong></td>
<td></td>
<td>Working combat style duty uniform is required for the military personnel. For the civil servants is smart casual (according to the Code of Ethics for the employees of the MoD and the Army)</td>
<td></td>
</tr>
<tr>
<td>- Shock - definition, types, signs, treatment</td>
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</tr>
<tr>
<td>- CPR - Cardio Pulmonary Resuscitation</td>
<td></td>
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<tr>
<td>- AED - Automatic External Defibrillator</td>
<td></td>
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<tr>
<td>- Haemostasis</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- Immobilization – splints, neck collar, boards, vacuum mattress</td>
<td></td>
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<tr>
<td>- Evacuation and transport</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Positions</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>- Gunshot wounds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Snakebite, insect bite</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- Sun stroke, overheating</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Frostbite, hypothermia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Burns</td>
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<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Max. 12 participants. Officers, NCOs and civil servants.</td>
<td>No previous experience is required. Language proficiency: ENGLISH STANAG 6001 2221</td>
<td>5 days</td>
<td>Participants will be able to recognize life-threatening condition and apply first aid procedures.</td>
<td>2 Courses per year.</td>
</tr>
<tr>
<td><strong>AIM of TRAINING</strong></td>
<td><strong>DESCRIPTION OF THE TRAINING/CURRICULUM</strong></td>
<td><strong>REMARKS</strong></td>
<td><strong>FEES</strong></td>
<td></td>
</tr>
<tr>
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</tr>
</tbody>
</table>
| The aim of the training is participants to acquire basic knowledge in the medical field and gain ability to perform basic medical aid on injured person as lifesavers. | The course is carried out through lectures and exercises for gaining knowledge in the medical field and ability to perform medical care. **TOPIC - SUBJECTS**  
- Anatomy of Respiratory and Cardio-Vascular System  
- Shock - definition, types, signs, treatment  
- CPR - Cardio Pulmonary Resuscitation  
- Bandages  
- Haemostasis  
- Subcutaneous and intramuscular injections  
- Immobilization – splints, neck collar, boards, vacuum mattress  
- Evacuation and transport  
- Positions, body check  
- Snakebite, insect bite  
- Stress – management  
- Sun stroke, overheating  
- Frostbite, hypothermia  
- Epidemiology | The course is conducted by certified medical instructors.  
Working combat style duty uniform is required for the military personnel. For the civil servants is smart casual (according to the Code of Ethics for the employees of the MoD and the Army) | 3950 MKD |

<table>
<thead>
<tr>
<th><strong>TARGET GROUP</strong></th>
<th><strong>SELECTION CRITERIA</strong></th>
<th><strong>DURATION</strong></th>
<th><strong>QUALIFICATIONS GAINED</strong></th>
<th><strong>FREQUENCY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Max. 12 participants. Officers, NCOs and civil servants.</td>
<td>No previous experience is required. Language proficiency: ENGLISH STANAG 6001 2221</td>
<td>10 days</td>
<td>Participants will be able to conduct field medical care.</td>
<td>2 Courses per year.</td>
</tr>
</tbody>
</table>
### Training Code: A.02-1/3

### Training Title: Advanced Combat Lifesavers Course

<table>
<thead>
<tr>
<th>Area: Medical</th>
</tr>
</thead>
</table>

#### Aim of Training

The aim of the training is for participants to acquire advanced knowledge in the medical field and gain ability to perform advanced medical aid on injured person as lifesavers.

#### Description of the Training/Curriculum

The course is carried out through lectures and exercises for gaining knowledge in the medical field and ability to perform advanced medical care.

**Topics - Subjects**

- Airway management
- AED – Automatic External Defibrillator
- Haemostasis
- Extraction techniques and devices
- Intravenous infusion
- Intraosseous line
- Gunshot wounds
- Pleurocentesis
- Triage
- Drowning
- Electrical accidents, burns
- PTSD - Post Traumatic Stress Disorder

#### Remarks

The course is conducted by certified medical instructors.

Working combat style duty uniform is required for the military personnel. For the civil servants is smart casual (according to the Code of Ethics for the employees of the MoD and the Army)

| Fees | 3950 MKD |

#### Target Group

Max. 12 participants.

Officers, NCOs and civil servants.

#### Selection Criteria

Certificate for a Basic Combat Lifesavers Course is required.

Language proficiency: ENGLISH STANAG 6001 2221

#### Duration

10 days

#### Qualifications Gained

Participants will be able to conduct advanced medical care.

#### Frequency

2 Courses per year.
**TRAINING TITLE:**
Lifesavers Refreshment Course

**AIM of TRAINING**
The aim of the training is to refresh already gained knowledge as lifesavers.

**DESCRIPTION OF THE TRAINING/CURRICULUM**
The course is carried out through lectures and exercises for repetition of basic and advanced medical care skills.

**TOPIC - SUBJECTS**
- CPR - Cardio Pulmonary Resuscitation and airway management
- AED - Automatic External Defibrillator
- Bandages
- Haemostasis
- Immobilization – splints, neck collar, boards, vacuum mattress
- Evacuation and transport
- Positions, body check
- Subcutaneous and intramuscular injections
- Intravenous infusion
- Intraosseous line
- Gunshot wounds
- Pleurocentesis

**REMARKS**
The course is conducted by certified medical instructors.

**FEES**
3200 MKD

**TARGET GROUP**
Max. 12 participants.
Officers, NCOs and civil servants.

**SELECTION CRITERIA**
Certificate for a Basic and Advanced Combat Lifesavers Course is required.
Language proficiency: ENGLISH STANAG 6001 2221

**DURATION**
5 days

**QUALIFICATIONS GAINED**
Participants will be able to conduct advanced medical care.

**FREQUENCY**
2 Courses per year.
**AREA:**

**MEDICAL**

<table>
<thead>
<tr>
<th>TRAINING CODE:</th>
<th>TRAINING TITLE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.02-1/5</td>
<td>Medical Trauma Life Support – Level I</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AIM of TRAINING</th>
<th>DESCRIPTION OF THE TRAINING/CURRICULUM</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
</table>
| The aim of the training is participants to improve knowledge of first aid and advanced medical care and to unify the approach in life saving. Training of medical teams before deployment. | The course is carried out through lectures and exercises for improvement of the medical knowledge. **TOPIC - SUBJECTS**
- Patient assessment and management
- Airway and ventilation
- Shock
- CPR - Cardio Pulmonary Resuscitation
- AED - Automatic External Defibrillator
- Head trauma
- Spinal trauma
- Thoracic trauma
- Abdominal trauma
- Burn injuries
- Musculoskeletal trauma
- Triage | The course is conducted by certified medical instructors. Working combat style duty uniform is required for the military personnel. For the civil servants is smart casual (according to the Code of Ethics for the employees of the MoD and the Army) | 3200 MKD |

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>QUALIFICATIONS GAINED</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Max. 12 participants. Officers, NCOs and civil servants.</td>
<td>Previous medical education is required. Language proficiency: ENGLISH STANAG 6001 3332</td>
<td>5 days</td>
<td>Participants will be able to conduct advanced medical care.</td>
<td>1 Course per year.</td>
</tr>
</tbody>
</table>
### Area: Medical

#### Training Code:
A.02-1/6

#### Training Title:
Medical Trauma Life Support – Level II

<table>
<thead>
<tr>
<th>AIM of TRAINING</th>
<th>DESCRIPTION OF THE TRAINING/CURRICULUM</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>The aim of the training is to improve practical skills of emergency interventions that are used in the resuscitation process.</td>
<td>The course is carried out through lectures and exercises for improvement of the medical knowledge.</td>
<td>The course is conducted by certified medical instructors.</td>
<td>3200 MKD</td>
</tr>
</tbody>
</table>

**TOPIC - SUBJECTS**
- Sterilization
- Defibrillation, aspiration and respiration
- ECG - Electrocardiogram
- GCS - Glasgow Coma Scale, Field Medical Card, Patient evacuation card
- Urgent medical procedures
- Urgent interventions instruments
- Pre-operative measures
- Airway, Intubations and Coniotomy
- Vascular ligature
- Bladder catheter
- Suprapubic drainage
- Venous cut-down
- Pleurocentesis and Thorax drainage

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**TARGET GROUP**

- Max. 12 participants.
- Officers, NCOs and civil servants.
- Previous medical education is required.
- Language proficiency: ENGLISH STANAG 6001 3332

**SELECTION CRITERIA**

- Participants will be able to conduct invasive medical procedures.

**DURATION**

- 5 days

**FREQUENCY**

- 1 Course per year.
VA.01 MILITARY ACADEMY “General Mihailo Apostolski” - Skopje

About the Military Academy
The Military Academy was established by the Law on Military Academy, adopted by a decision of the Government on 07.06.1995, which sets out the Academy’s operation in accordance with the Law on Higher Education and the Law on Scientific Research in the Republic of North Macedonia.
The Military Academy was registered under the name “General Mihailo Apostolski” in 1996.
The Academy has been accredited by the Ministry of Education and Science in accordance with the European Credit Transfer system, as an autonomous higher education and scientific research institution.

Mission
The Military Academy, as the only military higher education and scientific institution in the Republic of North Macedonia, educates and trains personnel for the: Ministry of Defense, the Armed Forces, the Crisis Management System and the Protection and Rescue System.

Type of education/training
The Military Academy conducts first cycle (graduate), second cycle (master studies and specialization) and third cycle (doctoral studies in the field of military sciences, defense and security) university studies.
The primary level of education of officer candidates with civilian diplomas for the logistic and other Armed Forces services (in the form of a 6-month course);
The following middle-level course are conducted in the scope of a continuous professional education of the officer corps in the Armed Forces:
- Company Commander Course by branches and logistic duties, and
- Battalion Staff Duties Course.
Specialization for command and staff duties (battalion commanders, staff duties at a brigade level and beyond, and Army GS duties)

Participants
Civilians, officers up to the rank of LTC serving in the military, and personnel employed in other state administration bodies related to defense, security and crisis management, protection and rescue.
## Facilities and administrative details

<table>
<thead>
<tr>
<th>Facilities and administrative details</th>
</tr>
</thead>
<tbody>
<tr>
<td>A lecture hall – 50 participants, 2 laboratories – 30 participants, 4 classrooms – 40 participants, 4 smaller classrooms – 6-15 participants, 2 computer laboratories – 15 participants, a Library, a conference room, accommodation facilities (first cycle of studies) and a gym</td>
</tr>
</tbody>
</table>

## Location/Contact details

<table>
<thead>
<tr>
<th>Location/Contact details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barracks “Goce Delchev”, Vasko Karangelevski bb, 1000 Skopje</td>
</tr>
<tr>
<td>tel. +389 23 28 36 03, e-mail: <a href="mailto:va@ugd.edu.mk">va@ugd.edu.mk</a>, website: <a href="http://www.ma.edu.mk">www.ma.edu.mk</a></td>
</tr>
</tbody>
</table>
**PROFESSIONAL DEVELOPMENT**

**AREA:**
**DEFENSE RESOURCES MANAGEMENT**

<table>
<thead>
<tr>
<th>TRAINING CODE:</th>
<th>TRAINING TITLE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA.01-1</td>
<td>“Company Commander Course for the Different Branches and Logistic Duties”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AIM OF TRAINING</th>
<th>DESCRIPTION OF TRAINING</th>
<th>REMARKS</th>
<th>FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>The aim of the course is to enable the participants for command duties, through acquiring the basic knowledge on organization, planning and realization of their mission at the company level, as well as enabling participants to conduct national and joint military operations and non-military operations.</td>
<td>The course includes lectures, presentations, syndicate work and tactical exercises at the company level related to simulating various battlefield situations. <strong>TASKS</strong>  - Organization and management of the command personnel of the company and unit;  - Realization of training and performing basic tactical exercises, as well as practicing basic tactical units at the company level;  - Development of leadership skills and effective decision making abilities;  - Development of abilities for administrative and technical defense resources management.</td>
<td>The course is conducted by renowned Military Academy professors, as well as SMEs from MoD and Army. Dress code in accordance with the Ethical code of MoD and Army  - Military uniform – Officers.</td>
<td>MKD 130,000.00 provided by the Military Academy in accordance with the 2019 Budget. The organizer does not cover transport expenses for course participants, as well as accommodation and meals.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>SELECTION CRITERIA</th>
<th>DURATION</th>
<th>ACQUIRED QUALIFICATIONS</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Max. 20 participants from MoD and Army Active duty officers</td>
<td>Rank: Lt - LTC On the position of a company commander or officers planned for this position.</td>
<td>1 month</td>
<td>Certificate of successful course completion. The participants who will successfully finish the course will acquire basic knowledge and skills for the position of a company commander.</td>
<td>1 iteration per year (April - May)</td>
</tr>
</tbody>
</table>
### Aim of Training

The aim of the course is to enable the participants for staff duties, through acquiring the basic knowledge regarding the organization, planning and realization of the mission at the battalion level, as well as conducting national and joint military operations and operations of non-military character.

### Description of Training

The course is conducted through lectures, presentations, syndicate work and tactical exercises at the level of a company-battalion related to different battlefield situations.

**Tasks**
- Performing staff functions and staff duties (Chiefs S-1 to S-9 at the battalion level), in conducting national and joint military operations and operations of non-military character.
- Realization of training and conducting basic tactical exercises and practicing basic tactical units at the level of a company-battalion;
- Development of leadership skills and effective decision making abilities;
- Development of administrative technical defense resources management.

The course is conducted by renowned Military Academy professors, as well as SMEs from MoD and Army.

Dress code in accordance with the Ethical code of MoD and Army
- Military uniform – Officers.

### Fees

MKD 193,000.00 provided by the Military Academy in accordance with the 2019 Budget.

The organizer does not cover transport expenses for course participants, as well as accommodation and meals.

### Target Group

Max. 20 participants from MoD and Army
Active duty officers

### Selection Criteria

Rank: CPT-MAJ
On the position of company commander, or officers planned to be assigned in the battalion command headquarters.

### Duration

1 month and half (35 working days)

### Acquired Qualifications

Certificate of successful course completion.

The participants who will successfully finish the course will acquire basic knowledge and skills for working in (sections S-1 – S9) in the headquarters of a Battalion command.

### Frequency

1 iteration per year (October - November)
**AREA:**

**HUMAN RESOURCES MANAGEMENT**

**COURSE/TRAINING CODE:**
BA.01-3

**TRAINING TITLE:**
Course “Professional Development of the Army Services Officers”

<table>
<thead>
<tr>
<th>AIM OF TRAINING</th>
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</tr>
</thead>
<tbody>
<tr>
<td>The aim of the course is acquiring the fundamental knowledge in the social and military and military professional-specialist educational and scientific areas, as well as the necessary practical knowledge, skills and habits, and enabling participants for the initial duties in the branch and services and other positions in the Army units.</td>
<td>The course is conducted through lectures, presentations, syndicate work, field training and military internship in the ARM units.</td>
<td>The course is conducted by renowned Military Academy professors, as well as SMEs from MoD and Army. Dress code in accordance with the Ethical code of MoD and Army. - Military uniform – Officers.</td>
<td>TBD - the fees are determined in accordance with the type of services participants are educated and trained for. It is provided by the Military Academy in accordance with the 2019 Budget. The organizer does not cover transport expenses for course participants, as well as accommodation and meals.</td>
</tr>
</tbody>
</table>

**TASKS**
- Management and command in the branch-service in the basic tactical units in all forms of military warfare and combat actions in accordance with the requirements of the country’s defense and protection conception;
- Working with personnel, command and control in ever complex, changeable and unpredictable conditions of the military practice.

**TARGET GROUP**

Max. 30 participants
- MKD citizens;
- Finished first cycle of studies in the respective scientific fields in accordance with the announced criteria;
- Up to the age of 28;
- Psychologically and physically fit;
- Adequate English language proficiency.

**SELECTION CRITERIA**

General average grades from the first cycle of studies, English language proficiency, physical fitness, and interview. The selection criteria also take into consideration the principle of adequate and just representation of the different communities.

**DURATION**

6 months

**ACQUIRED QUALIFICATIONS**

Certificate of course completion;
The participant who are going to successfully finish the course will be promoted in the rank of 2nd Lt/Lt in the respective service and will start working in the MoD.

**FREQUENCY**

Upon request (April - October)