

UDK: 355.02-027.1(497.16):341.71(4-12)

**REGIONAL COOPERATION COUNCIL OF THE
SEE COUNTRIES AND THE NEEDS FOR
DEFENSE REFORMS IN THE REPUBLIC OF
MONTENEGRO FOR EURO-ATLANTIC
INTEGRATION**

Keywords: Regional cooperation, defense reform, Republic of Montenegro, SEE, Euro-Atlantic integration

INTRODUCTION

After the breakup of Yugoslavia and the creation of new states, they made their best choice to create the need for establishment of their own security and defense systems to defend their sovereignty. One of these newly formed states was the Republic of Montenegro, which gained its independence after the independence of the former Federal Republic of Yugoslavia. After the independence, Montenegro was forced to transform their defense system and to create its own strategy that will be able to meet all future security challenges. Montenegro gain with no expected possibilities for former classical warfare and began to build its national defense strategy according to the new challenges and threats that were not of a territorial character. The new security threats are of completely different forms from the past. Montenegro is forced to join the collective defense systems because alone will not be able to respond with the new threats. Montenegro is a part of Regional cooperation incentives of the Balkan region and an applicant country for joining the NATO and EU. The Regional cooperation incentives aim with security cooperation of the Balkan countries, while the other countries, which are NATO and EU countries, have observer the status with mission to help in comprehensive reforms in our paper in the defense reforms as one of the key priorities for membership in the NATO and EU.

In the first part of this paper, we are representing the security challenges and threats which could threaten the Defense system of Montenegro. The second part of this paper is dedicated on Montenegro joining in the regional security cooperation incentives, as well as the application for membership in NATO and the EU. The third part has a more extensive analysis and comparison of the current reform in the defense system that is realized in Montenegro and the future activities in accordance with the tasks from the Strategic Defence Review. The Republic of Montenegro after its independence escaped the classical system of command and control from all three components: defense from the land, sea, and air. Unlike the previous strategy, the current required reform of the Defense system will meet the new challenges and threats to security. It resulted in a transformation of the full range of security and coordination of all activities, respecting the principles of good governance and democratic civilian control.

STRATEGIC DEFENSE, SECURITY ENVIRONMENTS OF MONTENEGRO

The reason for the redefinition will be found in the fact that Montenegro, as a sovereign state has the obligation to fulfill the primary mission of the state to protect its sovereignty, territorial integrity and independence. An important benchmark for redefining the future mission is to develop a system of defense capabilities by engaging in operations to preserve world peace and contribute to the development of security states.

A key part of the CSP is committed to the reorganization of the Ministry of Defense and the Army of Montenegro in which direction they steer the development and what kind of structure should be the ministry and army in order to be more effective in the management of the processes and programs. This implies finding the right model for more efficient management of human and material resources, which ultimately results in a more efficient and economical management and disposal of defense spending. Development of relevant military capabilities and establishing systems of sea and airspace are the key challenges for ensuring sovereignty over the territory of Montenegro and they secure the data exchange with partners and allies in order to improve security in the country and environment (Strategy for National security on Montenegro No 75/08)¹. It is imperative to ensure a stable defense budget in order to ensure the continuous defense reforms, modernization of the army and achieving the required level of interoperability. The most important decision of SOP should mitigate the difficulties, misunderstandings and doubts so far in the reform of defense and army to provide a foundation for building defense capabilities that will improve security and stability and thus to contribute the strengthening of the global peace and security. Creation and development of the defense system of Montenegro is essential to evaluate the impact of the strategic environment. This should be done according to defense interests, goals, challenges, risks and threats to the security of Montenegro. The changes on global security plan, after the disappearance of bipolarity seeks a radical change in approaches and perception of the security and defense relations in the world. Montenegro considered that for secure future, conventional military threats are reduced to a minimum opposed to the dominant types of threats from a non-military nature. Countries must modernize its defense and security sector, not only to maintain the territorial integrity and sovereignty, but also for the prevention of all forms of asymmetric threats that had transnational character (Strategic defense

¹ Strategy of National Security (Official Gazette of Montenegro, No. 75/08)

review, 2013: 3)². Taking into account the nature of the new defense security phenomena, they cannot be taken only at the national level. Asymmetric threats, according to the defense and security strategies of the NATO and EU members must increased interaction on globally threatened states and its citizens. Considering the fact that none state can independently and effectively respond to these threats, the importance of the states to be a part of regional and global security organizations such as the UN, NATO, EU, OSCE are a real need (National security strategy of Montenegro, 2008: No.75)³. The hybrid nature of the modern security challenges implied the need for a change in the structure and organization of national defense systems. In accordance with this reality, the Republic of Montenegro decided to adapt and significantly redefine their security and defense system. Global security dynamics and the complex security factors in accordance with the geo-strategic position of Montenegro, certainly have a significant impact on the security situation in Montenegro.

Challenges, risks and threats

The development of the defense system of Montenegro is very important and objective according to the assessment of the new risks and threats. The role of the immune system is now significantly changed compared to the traditional understanding of defense, having in mind the wide range of security risks and threats, their unpredictable and unconventional nature. Security threats today are less directed against the territory of the state and military facilities and they are more dedicated to the national infrastructure (embassies, airports, power plants, railways, civilian population, etc.) (Strategic defense review, 2013: 7)⁴. The instability of some countries and regions, terrorism in all its forms, the proliferation of weapons of mass destruction, religious and ethnic disputes, organized crime, illegal migration, cyber terrorism and crime, environmental pollution and climate change, pandemics, poverty, lack of food and drinking water, lack of strategic energy sources threatened any country in the world (Military law of Montenegro, 2014: No.32)⁵. Global terrorism became a threat to the democratic societies, through a various conventional and unconventional forms and methods. The availability of weapons of mass destruction by non-democratic regimes, various organizations and groups are threats to the

² Strategic overview of Defense of Montenegro – 2013, p. 3

³ Strategy of National Security (Official Gazette of Montenegro, No. 75/08 from 08.12.2008)

⁴ Strategic overview of Defense of Montenegro – 2013, p. 5

⁵ Law on the army of Montenegro (Official Gazette of Montenegro, No. 88/09 from 31.12.2009, 75/10 from 21.12.2010, 40/11 from 08.08.2011, 32/14 from 30.07.2014) I General decisions

global security (National security strategy of Montenegro, 2008: No.75)⁶. The answer to these threats includes a whole society and the cooperation between states. Permanently, more of the present security risks should be seen in various natural and man-made disasters. Global warming and climate change add a new dimension on the Army as part of the security system to assist civil authorities in rescuing people and properties. Also, in the expansion of information technology, social networks and virtual computer programs, it is impossible to ignore the fact that all IT resources can be used against a company and thus pose a serious security threat. This wide range of threats requires a constant adjustment and reform of the defense system, which will allow the creation of the necessary skills, organization of interoperable forces and requirements for collective security and defense (Military law of Montenegro, 2014: No.32)⁷.

Incentive for membership in NATO and the EU

SEE region still partially loaded the events of the past and current problems, which can cause certain forms of instability in the future. International organizations such as the UN, NATO, EU and OSCE through its security concepts are trying to find the most appropriate and effective responses to a wide range of threats endangering the security in the world. Their role in this direction increases significant responsibility for the overall security.

Considering that Montenegro stepped deep in the process of accession negotiations with the EU, it is important to mention the Common Foreign and Security Policy (CSFP) and the Common Security and Defense Policy (CSDP) as significant achievements in this sector of the EU, which must be taken into account, which are the subject of negotiations between Montenegro and the EU (Montenegrin government, Strategy for NATO and EU integration, 2007)⁸. A significant political and security goal of the EU is continuing to stabilize the Western Balkans, which at the end of the last century was hit by war destructions. Considering the security status in the wider environment and its demographic, economic and overall circumstances, the new security defense model of Montenegro should be incompatible as other NATO and EU members. Montenegro believes that the political and security situation in the region can be stabilized and held

⁶ Strategy of National Security (Official Gazette of Montenegro, No. 75/08 from 08.12.2008)

⁷ Law on the army of Montenegro (Official Gazette of Montenegro, No. 88/09 from 31.12.2009, 75/10 from 21.12.2010, 40/11 from 08.08.2011, 32/14 from 30.07.2014)

⁸ Government of the Republic of Montenegro, Ministry of Defense, Ministry of Internal Affairs, Agency for Public Relations, Communication Strategy on the Euro-Atlantic integrations of Montenegro, 11 October 2007

through the regional cooperation, joint projects and integration into the EU and NATO.

Application for membership in NATO and EU

Cooperation Process in SEE is a forum for political and diplomatic dialogue between the participating countries that are open for cooperation in future development of the region, defining common goals and exchange of experiences. The incentive was established in Sofia in July 1996 with a meeting of foreign ministers from SEE, where the countries in the region were in the process of democratic reform. In order to strengthen the process of transforming the region into more secure area, in Sofia they adopted the Declaration on the expression of the will of the countries to begin the long process of multilateral cooperation in the following areas:

- Strengthen the stability, security and good neighborly relations;
- Economic development;
- Humanitarian, social and cultural issues;
- Justice, fight against organized crime, trafficking, narcotics, illegal weapons and fight against terrorism (Process of cooperation in SEE)⁹.

International community recognized the process as the authentic voice of the region, which includes all the countries of SEE. The Republic of Montenegro signed the Stabilization and Association Agreement (SAA) in 2007 and applied for full membership in December 2008. The Council of the EU invited the Commission to prepare an opinion on this application, which was issued in 2010. Montenegro is making a substantial progress in meeting the political criteria for accession, but in the short term it must improve its administrative capacity. The ambassadors of the NATO member states on 31 March 2008 expected Montenegro to become a part of "*intensive dialogue*" with the upcoming NATO summit in Bucharest. The ambassadors are in constant talks with the Montenegrin Prime Minister Milo Djukanovic. Podgorica support their country's membership in NATO and the government of Montenegro. The Ambassadors of the NATO assessed that Montenegro has made an "*Impressive progress in reforming the defense system and willingness of their countries to continue with providing political and technical support in the process of Euro-Atlantic integration.*" Djukanovic met with the ambassadors of NATO Government planned to intensify the process of the Montenegrin membership in the Alliance¹⁰. The Prime Minister of Montenegro said that Montenegro welcomes the decision to

"NATO's expansion in the region", which was supported from Albania, Croatia, and Macedonia. He said: "*This will contribute to the security of the region and confirm the Euro-Atlantic perspective of the Western Balkans*". But Djukanovic welcomed the "open door NATO policy" and the principle that each country is assessed according to their individual progress.

RACVIAC was founded in 2000 as a regional center for the control and verification of arms and assistance of the Stability Pact in order to provide training for arms control for promoting confidence and security measures, as well the better cooperation in SEE¹¹. Later, the focus shifted to a broader range of political-military issues, including the reform of the security sector as a building confidence and security in order to strengthen regional security in order to improve the Euro-Atlantic integration. In the current situation there is a need to adapt the new circumstances RACVIAC SEE, revised mission, goals and organizational transformation in the Center for Security Cooperation. All this resulted in a process of transformation of the Centre in 2007 and signing the agreement in 2010 and the adoption of a new strategy in 2011. After the ratification of the Agreement in December 2011 the Center granted a status of a regional organization and was renamed in Center for Security Cooperation. Montenegro's application in RACVIAC as a full member is from 21 March 2007¹². Founded in 1996, the incentive of the defense ministers of SEE is a process of cooperation in defense, which began meeting at the level of defense Ministers in Tirana. In March 1996 was the first in a series of meetings at the level of Ministers of Defense and Meeting of the Deputy Chief of Staff SEE. With SEDM was established a strength political-military and security cooperation in SEE by strengthening the regional cooperation and good neighborly relations and capacity of regional defense through collective efforts to facilitate integration into Euro-Atlantic organizations. Montenegro actively participates in the project "*Building integrity and the women leaders in security and defense*", which was established with SEDM. On the Ministerial meeting in Sofia 20 / 21.10.2009 the Ministers agreed Serbia and Montenegro to join the SEDM. In March 2010 Montenegro and in June 2010 the Republic of Serbia informed the SEDM-CC that have completed their internal procedures for access in the SEDM, after which they became full members¹³.

On the NATO Riga summit, 28 - 29.11.2006, one of the significant decisions was: Montenegro, Serbia, and Bosnia and Herzegovina to join the Partnership for Peace. At the NATO summit in Riga, the second day of the

session. Montenegro, Serbia, and Bosnia and Herzegovina joined the Partnership for Peace. The NATO leaders concluded that the membership of the three countries in the program is important for the security in the region (Bosnian incentive, 2010)¹⁴. After a few months, Montenegro deeply stepped on the adherence to the EU, it is important to highlight the common army and Security Policy (CSFP) and the Common Security and Defense Policy (CSDP) as important preconditions for the EU in these sectors, which must be considered subject to negotiation of Montenegro and the EU (Montenegrin government, Strategy for NATO and EU integration, 2007)¹⁵. A significant political and security goal of the EU is the sequel to the stabilization of the Western Balkans region.

FUTURE PRIORITIES FOR DEFENSE REFORM IN MONTENEGRO

Reorganization of the Ministry of Defense and the Army is a key priority, which will establish appropriate structures to ensure efficient operation and management process. It involves finding the right model for more efficient management of human and financial resources, which will ultimately allow a more efficient management and disposal of defense costs. Development of relevant military capabilities and establishing a system of surveillance at sea and airspace is a key challenge for ensuring the sovereignty of the territory on Montenegro and efficient exchange of information with partners and allies. Reorganization of the Army and the passage to the battalion organization will provide a more efficient structure of the units in the Army, adapting a wide range of security challenges and standards of the modern armies. Priority in the modernization, equipping and training the Army will be crucial for the Partnership goals and a performance standard for a given missions and tasks

Department of Defense

To achieve a more efficient use of resources and to improve management programs and processes continues the process of harmonization and improvement of existing structures through the Ministry:

- Integration of certain parts of the Ministry and the General Staff in a way that is unique to create functional units in the area of human and

¹⁴ The Atlantic, Incentive of Bosnia and Herzegovina (2010) Brochure - "Bosnia and Herzegovina in NATO"

¹⁵ Government of the Republic of Montenegro, Ministry of Defense, Ministry of Internal Affairs, Agency for Public Relations, Communication Strategy on the Euro-Atlantic integrations of Montenegro, 11 October 2007

material resources, smart defense and financial services and to provide the functions of General Staff;

- Decentralizing the management and transfer of powers to a lower level;
- Improving the capacity to fight against corruption in accordance with the National strategy to combat corruption, organized crime and international obligations. A special emphasis will be placed on improving the training of civilian and military personnel. Improving the coordination on the work of the authorities responsible for the control and strengthen the transparency of procedures for the procurement and implementation of defense spending (Strategic defense review, 2013:24)¹⁶.

Development priorities will be:

- The development of the military-intelligence system;
- The development of the new organizational unit for Public Relations of the Ministry;
- The Establishment of Operational command center for uninterrupted command with military operations and crisis response;
- Functional reorganization of the Ministry of Defense which should allow connecting and promoting of various operational defense capabilities within the system, optimal and efficient use of resources and reduce unneeded administration.

Reorganization of the Armed Forces

The future structure of the Army is necessary to ensure a harmonized system of relations for defense and development opportunities of modern equipped and trained forces, which will be able to respond on all security challenges. Taking into account the demographic capacity of the state and strategic commitment to joining the European and Euro-Atlantic institutions, the Army will keep the existing unit structures without classical commands.

The size of peaceful composition will still be in line with the needs and opportunities of Montenegro with about 0.3% of the total population. The new organization of the Army will keep the strategic and tactical levels. The General Staff will provide continuous command, development and maintenance of combat readiness, implementation of defense policy making, doctrinal documents, international cooperation and other matters of defense. The General Staff will be the main expert and advisory body to the Minister of Defense and on other military security issues.

The General Staff of the Army of Montenegro will establish a Command operations center (COC), which will provide uninterrupted

¹⁶ Strategic overview of Defense of Montenegro – 2013, p. 24

command with the units during the execution of the missions at home and abroad. Abolition of the brigade organization is based on the organizational structure that will represent battalion level or equivalent combination of navy and air units. A unified system of command and control in order to effectively manage all the Army forces in the country and abroad to provide monitoring of sea and air, forming a unified command information system. This will ensure the integration and networking of all components of the Army in a modular structure, capable for joint action and perform operations with different characters. This established an Army system which will model the joining forces depending on the specific tasks and challenges. The basic unit of action will be declared company which will be trained and evaluated in accordance with the NATO standards (Montenegrin government, Strategy for NATO and EU integration, 2007)¹⁷.

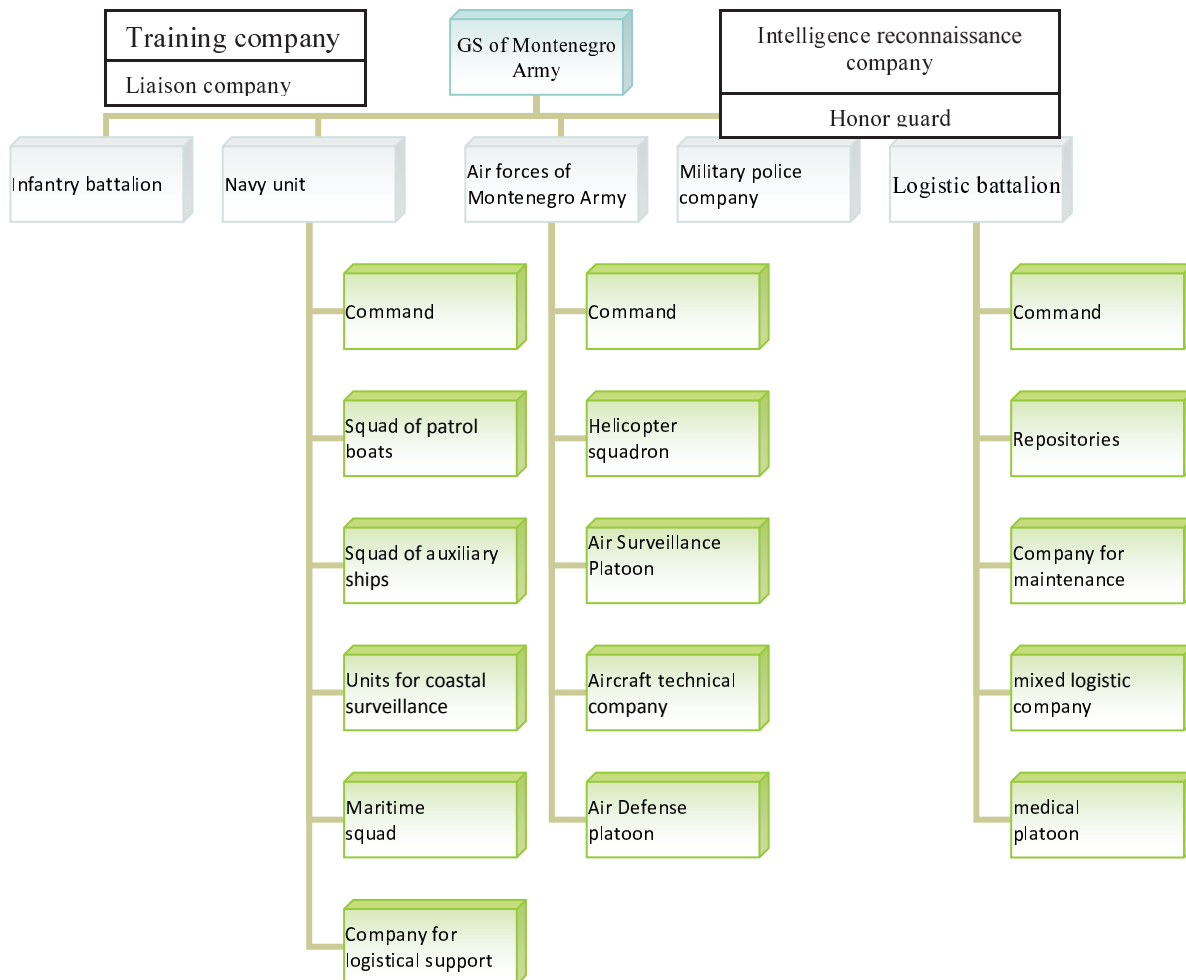
The dynamics of the process of reorganization on the army will be with adapting future concepts of defense, which will depend on the amount of funds allocated for defense spending, solving problems with excess equipment and infrastructure, as well as the projected development for the purpose of participating in the assigned missions and operations. The new organizational structure of the army will be established by the end of 2015.

Ground forces

Ground forces will develop smaller, mobile, sustainable, interoperable and deployable units. Transforming from brigade to battalion level, Montenegro will create composition with effective operational capabilities. The abolition of the brigade command will reduce the number of employees who participate in the decision making process. It will not affect the quality of decision-making, but they will generate key tasks and shorter time for decision-making performance (Strategic defense review, 2013: 27)¹⁸. Battalion level organizations will provide more favorable conditions for the planning, organizing and successful use of power in specific operational situations by date, time and space.

¹⁷ Government of the Republic of Montenegro, Ministry of Defense, Ministry of Internal Affairs, Agency for Public Relations, Communication Strategy on the Euro-Atlantic integrations of Montenegro, 11 October 2007

¹⁸ Strategic overview of Defense of Montenegro – 2013, p. 26



Picture 1: Future structure of the Montenegro Army

Ground forces (Attachment 4) consist of an infantry battalion, military police detachments, intelligence -Reconnaissance Company, and an honor guard. Ground forces would have sole command which will function as an independent command which will be placed under the Chief of Staff, from the composition of the infantry battalion and a squad of military forces to pose for engaging in international missions and operations. The main strength of the infantry battalion should have two companies, which will be trained by NATO standards, simultaneously with undertake obligations partner goals to achieve readiness to perform tasks within NATO by 2017 (Law for use of Montenegro military forces in NATO missions, 2008:

No.61)¹⁹. The main infantry force which are trained by the partnership goals should be able to achieve readiness to perform in 2017. The new organizational structure of the Army will be part of the process of integration on parts of the company special forces squad of military police in a military-police unit. Military-police unit in the area of implementation of technical measures prescribed identification processing perpetrators of offenses (criminal operations), physical security of the defense minister, army chief, foreign military and state representatives and delegations which visited the Ministry of Defense and military (Law for the number of active and reserve military forces, 2010: No.74)²⁰.

The new organizational structure of the Army will perform integrating intelligence squad of special forces and electronic reconnaissance in intelligence-reconnaissance unit. Intelligence-reconnaissance company's organizational ability of the army in order to achieve the interoperability in the field of military intelligence and in accordance with accepted partnership goals, developed skills for collecting military intelligence for making decisions about the use the units of the army. The intelligence - reconnaissance units would undertake and provide support to Montenegro army in international missions and operations.

The Honorary guard is designed to perform military honors, duties related to state and for protection of persons and objects of particular importance in crisis situations. Reorganization of ground forces will be implemented through the planned reduction of units, leaving and reducing unnecessary infrastructure location and speed commands for newly formed units. The active reserve is part of the reserve forces on the armed forces in size from 400 people. The composition of the active reserve is: 30 reserve officers, 70 NCOs and 300 reserve soldiers (Law for the number of active and reserve military forces, 2010: No.74)²¹.

Reforms in aviation

With the reorganization of the Air Force, Montenegro Army will provide monitoring, control and protection of air space in cooperation with allies, improving mobility units and improving the ability to respond in

¹⁹ Decree on announcement of the Law on assignment of the units of the army of Montenegro in the international forces and participation of the members of the civil protection, police and employees of the organs of the state administration in the peace missions and other activities abroad (Official Gazette of Montenegro, No. 61/08 from 13.10.2008)

²⁰ Regulation on the number, composition, and the manner of engagement of the active reserve army of Montenegro (Official Gazette of Montenegro, No. 74/10 from 17.12.2010)

²¹ Regulation on the number, composition, and the manner of engagement of the active reserve army of Montenegro (Official Gazette of Montenegro, No. 74/10 from 17.12.2010)

crises. Air represents the kind of army designed to monitor, control, and protect the airspace of Montenegro through cooperation with the regional partners and allies. Aviation composition will have helicopters, easy system for air defense system for monitoring airspace. They will give a support to the ground forces, navy and civilian institutions. Air Force will be equipped with a helicopter, lake systems of defense forces, and system for searching. The main challenge will presents establishment of the modern operating center, which will have the ability to continuously monitor the situation in the air space and collecting data from their own sources and their substitution by Montenegrin Civil Aviation, NATO, neighbors and future operational command center. This includes the purchase of new modern radar that will allow integration of radar image at national and regional level and data exchange with NATO. The Government of Montenegro adopted the recommendation in consultation with NATO experts and they chose the location Brsuta over Bar, as the optimal solution for setting up military radar control for airspace (Defense strategic review, 2013: 29)²². The protection of airspace ("Are Policing") is one of the most important and complex challenges facing the country. Having in mind the position and size of the space, possible threats endangering the airspace will be protected by NATO (Defense Law, 2009: No.86)²³.

In relation to the provision of goods, the aircraft developed a capable tactical transport, tactical skills for transport, search and rescue on land and sea, medical evacuation and firefighting. Therefore, priority will be buying multipurpose medium helicopters. Air Force will protect the airspace and develop other elements for support, primarily for search and rescue capabilities (Strategic defense review, 2013: 27)²⁴. Air opportunity of Montenegro army will be achieved by adjusting the activity of the organizational structure of the army integration in NATO and equipment necessary for multipurpose helicopters and means for monitoring and control of air space, through a regional approach. The economic opportunities of the country, capacity of the Air Force and non-profitability of its use are the issues for the protection of airspace which will be determined with NATO support.

Reforms in Navy

Building the capacity of the Navy will provide an oversight of the sea and the effectiveness of the protection of the interests of Montenegro in the sea and will get a new quality with the purchase of new patrol boats through

²² Strategic overview of Defense of Montenegro – 2013, p. 28

²³ Law on Defense (Official Gazette of Montenegro, No. 47/07 from 07.08.2007, Official Gazette of Montenegro, No. 86/09)

²⁴ Strategic Defense Overview of Montenegro, 2013, p. 27

sale or conversion of existing ships of the Navy. Navy is the kind of army designed to control and protect the sovereignty of the internal waters and territorial sea and the protection of the sovereign rights of Montenegro external zones and continental coast (Military Law of Montenegro military forces, 2014: No.32)²⁵. Sovereignty of the Sea includes smooth execution on the functions of the command, control, and communication (C2I), electronic monitoring and control of the territorial sea, the presence and function of the naval force at sea. Implementation of the "Navy Information Management Systems - NIMS" in cooperation with the USA will provide the necessary conditions for integrated control of sea and C2I system. The C2I system will allow continuous monitoring of the Montenegrin territorial waters and continental coast of the electronic exchange of data in real time, with the state institutions and countries in the Adriatic-Ionian region, NATO and the EU. This will be part of the national command information system (CIS) in future operational command center. The presence of the Navy for purchase of two new modern patrol boats will be realized by introducing the operational use of two ships of the type "Koncar" and a universal transport ship. Current patrol boats will be withdrawn from operational use. Providing funds to purchase the two new and modern patrol boats are the major challenges for the long term to solve the problem of office presence at the sea and protection of sovereignty in the territorial sea (The decision on determination of prohibited zones, 2008: No.37)²⁶. By providing the necessary funds and implementation of this project it is planned to make the sale or conversion of existing buildings of the Navy. The Navy plans equipping and developing explosive devices for protection of the ports from possible terrorist attacks. The navy in cooperation with the state institutions and the countries of the region will develop the ability to respond on different crisis, primarily for search and rescue (SAR), environmental incidents, and the fight against terrorism.

Improving the management of human resources

Through the long-term planning, a system of professional development and career for every member of the Army will be built, which will enable the planning of the training according to the "next duty and improvements" (Procedure of promotion military personnel, 2010: No.23)²⁷. The amendments of the existing organizational structure and formation of the

²⁵ Law on the army of Montenegro (Official Gazette of Montenegro, No. 88/09 from 31.12.2009, 75/10 from 21.12.2010, 40/11 from 08.08.2011, 32/14 from 30.07.2014)

²⁶ Decision on defining forbidden zones and their labeling (Official Gazette of Montenegro, No. 37/08)

²⁷ Rulebook on ranks and way of promotion of professional military employees, (Official Gazette of Montenegro, No. 23/10)

Army comply "formation place-act" to achieve an appropriate rank pyramid structure in order to build a sustainable pyramid officer ranks and to invest in additional efforts which in short term will be recruited large number of officers as well as to create different career paths, with the best rated officers provide improvement in service²⁸. Existing decision made by the officers automatically meet the formal requirements, based on the provisions of the armed forces which will need to be adjusted in accordance with the actual needs of the Army of Montenegro. Therefore it is necessary to develop a mechanism that will detect the individual abilities and results achieved during the best performing tasks. This method of evaluation of the armed forces will be an incentive for successfully completing work tasks with the ultimate goal of establishing a system that relies on the knowledge, training, and ability. By analyzing the existing structure of the employees, they are expected to achieve a balanced structure to the 2020 ratio: Officers: NCO: contract soldiers = 1: 2.5: 3.5.

At the same time, special attention should be paid to the specifics or individual modes and services, which will not be possible to fully implement this connection (Strategic defense review, 2013:31)²⁹. Also, it is important to establish mechanisms for planning outflow of the existing staff. Thanks to the efforts of the Ministry of Defense which invested in the development of incentives for gender equality in the sector of defense and security, it is important to make progress in representation of women in the defense system, talking about sex structure of soldiers under contract, the participation of women in the modern armies. For this purpose, it is necessary to develop mechanisms that will enable a more equal representation of women in the structure of the NCO and officer personnel. For the purposes of the quality of human resources, the Ministry of Defense will continue to lead and ensure the quality of living standards of its staff in a way that will be through the valorization of military property and solving housing issue of the members of the Ministry of Defense and Armed Forces Montenegro (Regulation on amount wages of the persons in Armed Forces of Montenegro, 2010: No.66)³⁰.

Improving the educational system

One of the priorities of the future system development capacity of modern educational officers is the existing system of higher education in

²⁸ Rulebook on ranks and way of promotion of cadets (Official Gazette of Montenegro, No. 41/08 from 04.07.2008)

²⁹ Strategic overview of Defense of Montenegro, Podgorica, 2013, p. 31

³⁰ Regulation on close establishments, Manners of realization and the amount of earnings of employed in the service of the army of Montenegro (Official Gazette of Montenegro, No. 66/10)

Montenegro. Accordingly, educational programs for higher education institutions will cover part of the military education. In this way the future officers would get licensed education. This type of education will enable the conclusion of appropriate partnership arrangements between the Ministry of Defense and current University of Montenegro, which together with the training of cadets at military academies partner countries will provide a sufficient number of junior military personnel or proper filling of gender issues. When it comes to the top-level of training, the command HQ will plan leadership duties to manage the policies and programs for Master's and doctoral studies. In order to improve the leadership skills, in Montenegro it will be developed specifically military education system, but it will use the capabilities of NATO and the partner countries.

Material resources

Depending on the needs and changes in Montenegro, the army will change their organizational and functional structure of logistics, with the rational and successful resource management. The directorate of material resources is responsible for the management policy development process, logistics, equipment and modernization, standardization and investment³¹. On the other hand, the army should take the executive functions and implementation of operational tasks support maintenance and improvement of military capabilities (Strategic defense review, 2013: 32)³². To achieve a more efficient use of resources it is needed:

- Integrated logistic support in a way that the Department of Logistics executive functional unit has Directorate of material resources and the command subordinate to the Chief of Staff;
- Reduction of the number of functional relations and decision-making levels;
- Clearly define the responsibilities and powers in every levels of decision-making;
- Provisions for regulating the logistics system and the shape of the structure.

Logistic Support

The structure of logistical base will be adjusted according to the assigned missions and tasks which will be organized at battalion level. The Navy and Air Force will be the reserved current elements of logistics support. To achieve more efficient management of inventories and improve

³¹ Decision on defining of the subjects and services of special importance for the defense (Official Gazette of Montenegro, No. 15/08 from 05.03.2008)

³² Strategic overview of Defense of Montenegro, 2013, p. 32

supply planning implementation of integrated logistics information system, the optimization of infrastructure facilities use elements of logistics support. One of the first steps in this direction will reduce the number of storage capacity from the current to a large number of objects that can be used in the future (Regulation of reconstruction on military facilities, 2008: No.48)³³. Besides improving the health of members of the Army, this will enable achievement of the skills for engaging the medical staff in the module ROLL - 1 in international missions and assistance for civilian authorities during emergencies. The support of the host country will define the capacity that will be required to accept the Allied forces (Decree on reconstruction of military facilities, 2008: No. 48)³⁴. Providing logistical support to the forces deployed outside the territory of Montenegro will be governed by the conclusion of appropriate agreements with the partners and allies.

Weapons and Equipment

Key priorities for equipping and modernization are:

- Purchase of equipment for the reporting units;
- Modernization of command and operative centers;
- Purchase of multipurpose helicopters;
- Purchase of modern air radars;
- Center for aviation;
- Acquisition of patrol boats (Strategic defense review, 2013: 32)³⁵.

The main priorities of equipping the army will be aimed at increasing mobility, movement and protection of individuals and units, solving the problem of controlling the sea and air space to improve control of information systems. The long-term plan for the development of defense will define the dynamics and development of future opportunities through:

- Equipping declared forces for participation in international operations in accordance with the dynamics of the realization on the objectives of the partnership;
- Use on development projects for international cooperation;
- Development of a single command and control system.

To equip and modernize it is necessary to allocate about 70 million, with no infrastructure costs. (Appendix 7). Financing costs for equipment is

³³ Regulation on the planning and management of space, building, reconstruction, and maintenance, military objects in the military surrounding (Official Gazette of Montenegro, No. 48/08)

³⁴ Regulation on the planning and management of space, building, reconstruction, and maintenance, military objects in the military surrounding (Official Gazette of Montenegro, No. 48/08)

³⁵ Strategic overview of Defense of Montenegro, 2013, p. 32

planned to provide the defense budget, donations and revenue from the sale of weapons and military equipment.

Infrastructure

In the next period, infrastructure development will focus on:

- Optimization of the infrastructure which is projected that by 2017 the ground forces will have 4-5 barracks. The Navy will be stationed in Bar, while the Air Force will keep the existing location. Logistic base will develop their capacities in three locations (Decision of collecting data for objects from significant defense importance for defense, 2008: No.30).³⁶
- Raising the standards of work and accommodation of the Army. In order to raise labor standards and improve the training process will continue with infrastructure improvement of barracks and polygons.
- To promote the storage of weapons. The process of improving the safe storage of ammunition continued the modernization of stack "Brezovik", where the pace of work will depend on available funding. It is necessary to accelerate and reduce the number of individual storage capacities (Strategic defense review, 2013: No. 33)³⁷.
- Raising the standards of the Army, in order to improve the standards of the soldiers and their families to continue construction of residential buildings.

Defense spends

For the successful continuation of defense reforms, modernization of the Army and achieving the necessary level of interoperability, providing a stable defense budget will become an imperative in the time of economic crisis. In order to achieve a balanced and sustained defense budget is necessary:

- to ensure sustainable cost structure 50:30:20. Ministry of Defense is committed to the establishment in 2017 of defensive structures staff about 60%, operating costs 25% and for modernization and equipping

³⁶ Decision on defining of data on military objects and regions with those objects and other objects of special importance for the defense which are approved to enter in the cartographic and other publications (Official Gazette of Montenegro, No. 30/80)

³⁷ Strategic overview of Defense of Montenegro, 2013, p. 33

about 15%. Planning target structure of defense costs will be related 50:30:20 and it can be achieved by 2020.

- to provide the division level of the defense budget of 1,4% . Taking into account the fact that economic growth has slowed due to the economic crisis and the GDP growth will take place in the planned dynamics, it is necessary to ensure sustainable and balanced structure of defense costs. In the period of lower GDP growth (next two - three years) it is necessary to take the division of 1,2-1.3% of defense spending with positive and progressive upward trend and reached the level of distribution of 1.4% of GDP. This section doesn't include retired military. Such an approach would establish balanced structure of defense spending, which would facilitate the implementation of major projects in order to reach the relevant military capabilities, especially in terms of equipping and modernization³⁸.

Table 1: Structure on defense spending of the budget (in millions of Euros)³⁹

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Administration	28.47	28.88	27.86	28.60	28.95	30.40	30.99	30.06	36.11	38.27
Operations	9.49	11.00	12.28	14.30	15.01	16.95	18.59	20.40	21.66	22.96
Modernization	5.18	5.96	7.08	8.17	9.65	11.11	12.39	13.62	14.44	15.31
Total	43.14	45.84	47.21	51.07	53.62	58.47	61.97	68.12	72.21	76.54

CONCLUSION

The need for reforms in the defense system of the Republic of Montenegro for Euro-Atlantic integration is not forcibly imposed by some external factors, but the necessary criteria set up by the European Union and NATO. Before they enter into membership of these organizations in the aspiration for membership, each state has certain obligations and current tasks through reforms in their defense system. Today and in the future it is impossible every country independently to build their national security of its citizens if they do not cooperate with their neighbors and even more in the region and beyond. Therefore, regional cooperation in SEE countries, the Euro-Atlantic integration is especially important in the field of defense.

Most of the countries in SEE, much earlier perpetrated their reforms and they were willing to join EU and NATO, while a part of them started their reforms much later in defense the sector. Defense reforms of Montenegrin Army face many challenges in the personal sector, the release of excess material and technical resources, facilities, ammunition, military

³⁸ Law on the budget and fiscal responsibility (Official Gazette of Montenegro, No. 20/14 and 56/14) and Article 10 and 11 from the Law on the budget of Montenegro for 2015

³⁹ Strategic overview of Defense of Montenegro, 2013, p. 34

equipment. Most of the equipment was outdated and require for additional funding, but less approved budget for defense was not able to respond the modern challenges. However, a long-term defense review of Montenegro Army provides continuing reforms in the defense sector. In order to form a small, well-trained, and mobile equipped Army with modern equipment capable for meeting all challenges in the country and outside of Montenegro with their armies of Allied forces.

The emphasized reform process in some countries is well under way. Perhaps they wait for the invitation as in these countries there are no political disagreements or national problems. The political disputes with veto on individual countries will prevent the further countries for aspiring membership in NATO and the EU. However, in Montenegro unlike these countries there are not external factors that would be an obstacle to the EU and NATO. The membership of the countries in this region that long ago fulfilled their membership obligations must wait further and they must fear for their security. The conflict in Ukraine which has destruction of the casualties should be a signal of NATO and EU to hurry with the entrance of the small states. Are we to expect the next invitation wave for Montenegro to join the NATO and EU is still needed time to show? As things stand now, the Republic of Albania should no later than 2016 join the EU, while Montenegro NATO. The long-term goal is the development of military units which will be ready, efficient, fully equipped, trained, and motivated. This provides decentralization of the command function in a way that will take the command and responsibility of the Army Command and Operations Center which will be a professional staff of the Ministry of defense and they will deal with the implementation of defense policy, planning, military cooperation and the development of doctrine and regulations (Iliev et.al, 2013: 593)⁴⁰. The development of Army legislative will focus on the harmonization of national legislation that would facilitate the participation of membership in the collective defense and will allow improved management and disposal of defense budgets. Realization of the key development priorities of the Ministry of defense and strategic Army will be able to meet the challenges and responsibilities in accordance with the Constitution and laws for international obligations.

⁴⁰ Andrej Iliev, Drage Petreski, Dragan Gjurcevski. Euro-Atlantic integration in SEE trough regional cooperation, International conference in EURM, 2013, p. 593

ATTACHMENTS:

Table 2 : Pyramid structure of the ranks

generals	2				1 general
Colonel	21				11 Colonel
Lieutenant colonel	82				52 Lieutenant colonel
111	majors				65 majors
First lieu.- capt.	73				101 First lieu.- capt.
Formation requirements		289		230	Real requirements

Table 3 : Projection structure of personnel

Personal category	Formation	Present condition	(+) Over (-) Missing	Designed structure from 2015	Designed structure for 2018
Officers	289	232	-57	260	240
NCOs	872	803	-69	780	640
Soldiers	693	555	-138	670	720
Civilians	240	261	+21	240	200
Total	2094	1831	-264	1950	1800

Table 4 : Future personal structure of Montenegro Army

Unit	General Staff	Infantry battalion	Navy	Air units	Logistic battalion	Intelligence reconnaissance	Military police company	Training Center	Honor Guard	Signal company
Designed structure of personnel 2015	85	600	350	200	350	80	110	50	80	70

Table 5 : Movement of real GDP growth and separation of defense (in million / EUR)

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Growth of GDP	1,5%	2%	3%	4%	5%	5%	5%	5%	5%	5%
Calculations	3,595	3,667	3,777	3,928	4,125	4,331	4,591	4,866	5,158	5,467
Spending	1.20%	1.25%	1.25%	1.30%	1.30%	1.35%	1.35%	1.40%	1.40%	1.40%
Amount	43.14	45.84	47.21	51.07	53.62	58.47	61.97	68.12	72.21	76.54

Table 6: Structure of expenses for defense budget

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Administration	66%	63%	59%	56%	54%	52%	50%	50%	50%	50%
Operation	22%	24%	26%	28%	28%	29%	30%	30%	30%	30%
Modernization	12%	13%	15%	16%	18%	19%	20%	20%	20%	20%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

REFERENCES

Military Law of Montenegro ("Official Gazette of Montenegro", No. 88/09, 75/10 from 21.12.2010, 40/11, 32/14)

Decision on businesses in which the civil servants and the employees in the Ministry of Defense earn their salary ("Official Gazette of Montenegro", No. 12/08 from 22.02.2008)

Government of the Republic of Montenegro, Ministry of Defense, Ministry of Internal Affairs, Agency for public relations, Communication Strategy on Evro-Atlantic Integrations of Montenegro, 11 October 2007

Rulebook on ranks and way of promotion of cadets ("Official Gazette of Montenegro", No. 41/08 from 04.07.2008)

Decision on selling of excess of armament and military equipment ("Official Gazette of Montenegro", No. 15/08 from 05.03.2008)

Decision on defining of data on military objects and regions with those objects and other objects of special importance for the defense which are approved to enter in the cartographic and other publications, (Official Gazette of Montenegro, No. 30/80 from 09.05.2008)

Decision on participation of members of the army of Montenegro in peace missions of the United Nations "United Nations Mission in Liberia (UNMIL)", "Official Gazette of Montenegro", No. 51/09 from 04.08.2009

Decision on the direction of the army of Montenegro in the peace mission of the United Nations "International Security Assistance Force (ISAF)" in Avghanistan ("Official Gazette of Montenegro", No. 51/09 from 04.08.2009)

Decision on defining of the subjects and services of special importance for the defense ("Official Gazette of Montenegro", No. 15/08 from 05.03.2008)

Decision on defining of forbidden zones and their designation ("Official Gazette of Montenegro", No. 37/08 from 13.06.2008)

Regulation on the planning and management of space, building, reconstruction, and maintenance, military objects in the military surrounding ("Official Gazette of Montenegro", No. 48/08 from 11.08.2008)

Decree on announcement of the Law on assignment of the units of the army of Montenegro in the international forces and participation of the members of the civil protection, police and employees of the organs of the state administration in the peace missions and other activities abroad ("Official Gazette of Montenegro", No. 61/08 from 13.10.2008)

Law on the budget and fiscal responsibilities ("Official Gazette of Montenegro", No. 20/14 and 56/14) and Article 10 and 11, Law on the budget of Montenegro for 2015

Regulation on close establishments, Manners of realization and the amount of earnings of employed in the service of the army of Montenegro ("Official Gazette of Montenegro", No. 66/10, 2010)

Regulation on the planning and management of space, building, reconstruction, and maintenance, military objects in the military surrounding ("Official Gazette of Montenegro", No. 48/08)

Regulation on the number, composition, and the manner of engagement of the active reserve army of Montenegro ("Official Gazette of Montenegro", No. 74/10)

Government of Montenegro, Ministry of Defense, Ministry of Interior, Agency for Public Relations, Communication Strategy on the Euro-Atlantic Integrations of Montenegro, 2007

Rulebook and procedure of promotion of military professionals ("Official Gazette of Montenegro", No. 23/10)

Law on Defense ("Official Gazette of Montenegro", No. 47/07, ("Official Gazette of Montenegro", No. 86/09)

Andrej Iliev, Drage Petreski, Jance Ilievski. Incentives of NATO and the EU for regional collaboration of the countries of South East Europe, Security dialogues, Skopje, 2011

Andrej Iliev, Drage Petreski, Dragan Gjurcevski. Euro-Atlantic integration in SEE through regional cooperation, International conference in EURM, 2013

Danopoulos, C. Messas, K., "Crises in the Balkans", Westview Press, 1997

Enlargement strategy 2005: Roadmap for the Western Balkans

Herman Van Rompuy - EU's Doors Open for Western Balkan, 2011

Jelena Obradovic - Wochnik. The Western Balkans in 2010 - small improvements, big scandals

"EU foreign ministers reaffirm European perspective of Western Balkans", 2011

Fuele reaffirms Western Balkans' EU perspective (WAZ.EUobserver.com-17/11/10: Klan, Ora News, Top News, Tvsh, Tanjug, Blic, Beta - 16/11/10).

David Carment and Dane Rowlands, *Vengeance and Intervention: Can Third Parties Bring Peace without Separation?*, Security Studies 13, No 4, 2005

Johu Markey, Director of the Office of Low Enforcement, U>S Department of State, at CSIS Conference in Romania, 19 October 2004

Shelley, I. "Combating Transnational Crime and Corruption in Europe", 30 October 2003

Danopoulos, C. Messas, K., "Crises in the Balkans", Westview Press, 1997

Strategic Review of the Defense of Montenegro, Ministry of Defense of Montenegro, June 2013

EU - Western Balkans - Declaration, Thessaloniki, 21 June, 2003, 10229/03

Council of Regional Cooperation, Strategy and Programme for work (2014 - 2016), Sarajevo, 25 April 2013

Herman Van Rompuy-EU's Doors Open For Western Balkans, January 2011

Communication from the Commission to the European Parliament and the Council of 5 March 2008 - Western Balkans: enhancing the European perspective, 2008

David Carment, Dane Rowlands. *Vengeance and Intervention: Can Third Parties Bring Peace without Separation?*, Security Studies 13, No. 4, 2005

Tim Judah, The EU must keep its promise to the Western Balkan, London centre for European reform, 2006

RCC, Annual Report of the Secretary General of the Regional Cooperation Council on Regional Cooperation in SEE 2010 - 2011, Sarajevo, 12 May 2011

SEECF, Budva Declaration of the 14th Meeting of the Heads of State and Government of the South East European Cooperation Process, Budva, June 30, 2011

RCC, Strategy and Work Programme 2011 - 2013, Sarajevo, 17 June 2010

Agence Europe quoted in Friis, L. & Murphy, A. 'Turbo-charged negotiations': the EU and the Stability Pact for SEE, 2012

RCC, Annual Report on regional co-operation in South East Europe 2008 - 2009, 14 May 2009, Sarajevo

Regional Cooperation Council Secretariat, Annual Report of the Secretary General of the Regional Cooperation Council on regional co-operation in South East Europe, Sarajevo, 2009

Vision strategjik studime te sigurime dhe mbrojtjes, Botim I QKSM, No. 2, Dimer 2013

Internet portals:

http://www.mod.gov.me/rubrike/Reginalne_inicijative/134975/Centar-za-bezbjednosnu-saradnju.html