

RAZVOJ OBRAMBNEGA SISTEMA ČRNE GORE

DEVELOPMENT OF THE DEFENCE SYSTEM OF MONTENEGRO

Povzetek Pri iskanju najboljšega modela zagotavljanja lastne varnosti ima vsaka država svoje strateške razloge in specifične, ki pridejo do izraza pri sprejemanju končne odločitve o tem, po kateri poti želi država nadaljevati. Ko se je Črna gora ponovno osamosvojila in vzpostavila svoj državno-pravni status, je med drugim prevzela tudi novo funkcijo nacionalne obrambe. Po ustanovitvi leta 2006 je Ministrstvo za obrambo Črne gore svoje dejavnosti usmerilo v vzpostavljanje ustreznega pravnega okvira ter pripravo nujnih strateških in normativnih dokumentov. Hkrati s sprejemanjem normativnopravnih aktov je Ministrstvo za obrambo z neposrednim sodelovanjem v mehanizmih programa Partnerstva za mir in njihovem izvajanju razvijalo sistem obrambe v skladu z zastavljenimi cilji. Eno od najpomembnejših vprašanj v procesu evro-atlantske integracije je, kaj država z vstopom v Nato pridobi. Za Črno goro je ohranitev ozemelske celovitosti in suverenosti ključnega pomena. V procesu vključevanja v evro-atlantske integracije sta reforma in gradnja vseh elementov sistema nacionalne varnosti Črne gore, še zlasti pa obrambnega sistema, veliko cenejša, njuna učinkovitost pa je veliko večja.

Ključne besede *Črna gora, evro-atlantske integracije, obrambni sistem, Vojska Črne gore, Nato.*

Abstract In the search for the best model of providing for their own security, each country has its own strategic reasons and specifics that become visible when contemplating about the final decision on which way to go. After the restoration of independence and establishment of a new state-legal status of Montenegro, the new function of national defence was taken inter alia. After the official set up in late 2006, the Ministry of Defence was focused on the establishment of an appropriate legal framework and development of the necessary strategic and normative documents. In parallel with the adoption of normative-legal acts, the Ministry of Defence has through direct participation and implementation of the Partnership for Peace mechanisms developed

the defence system in accordance with the set objectives. One of the most important questions in the process of Euro-Atlantic integration is what the state gains by joining NATO. For Montenegro, the preservation of the territorial integrity and sovereignty is of crucial importance. Through the process of Euro-Atlantic integration, reform and construction of all the elements of the national security of Montenegro and especially of the defence system is significantly cheaper, while at the same time their level of effectiveness is much higher.

Key words *Montenegro, Euro-Atlantic integration, defence system, the Armed Forces of Montenegro, NATO.*

Introduction After the bloody disintegration of Yugoslavia, in the early 1990s, Serbia and Montenegro established a common state called the *Federal Republic of Yugoslavia*, on the 27th of April, 1992. Following numerous negotiations of both Serbian and Montenegrin political leaders in Belgrade and Podgorica in the course of 10 years, the President of the Republic of Serbia and the President of the Republic of Montenegro signed a joint document on the 4th of February, 2003, which was called “*Constitutional Charter of the State Union of Serbia and Montenegro*”. Therefore, the Federal Republic of Yugoslavia ceased to exist and dual community as the alliance of the republics of Serbia and Montenegro was established.

Since the State Union of Serbia and Montenegro did not manage to function in many segments, Montenegro decided to call a referendum on state independence on the 21st of May, 2006. The official results were published on the 23rd of May. The results showed a narrow victory of Montenegrin independence, which was voted by 55.5% of voters. It is necessary to point out that the “narrowness” of the results existed because the European Union had imposed the limit of 55% of the votes for independence. This resulted in the fact that de facto 1.22% of votes for independence counted as 1 vote against independence, which was not in line with democratic rules and was a precedent, but also a contribution to the contemporary European democratic practice (Tahirović, 2008, p. 18).

After the restoration of statehood, Montenegro opened a new page in its engagement in international relations. A year earlier, in June 2005, the Parliament of Montenegro declared future foreign policy priorities of the country adopting the *Declaration on European Integration of Montenegro* in which one part refers to security structures. Having in mind the obvious need of the state to intensify integration processes, after the restoration of independence on the 3rd of June, 2006, the Parliament adopted the *Declaration of Independence of the Republic of Montenegro*. The Declaration highlighted the strategic determination of Montenegro to “join the European and Euro-Atlantic – NATO security structures and to continue to contribute to regional stability and security strengthening”.

After the restoration of independence and the establishment of a new state-legal status of Montenegro, the new function of national defence was taken over as well. The old concept of defence, based on the principles of the Cold War period, corresponded with the threats to state security that were out of date and not valid any more (Grizold, Čehulić, 2006, p. 21). At the same time, from the moment of loss of independence in 1918 until 2006, the function of defence was under the jurisdiction of the Government of joint states, which Montenegro was a part of. That had a considerable overall impact on the form and content of the future defence system of the newly created state.

Considering the existing situation, it was clear that after the restoration of statehood, it was necessary to establish a new defence system of Montenegro, which would be aligned with the new circumstances, environment, security challenges and threats, as well as new security and defence arrangements of the country (Djurović, Čehulić, Jaćimović, Tahirović, Milović, 2010, pp. 161 – 218). Pursuant to the Decision of the President of Montenegro of 30th of August, 2006 the conscription was abolished and the Armed Forces were transformed into professional forces.

At the NATO Summit in Riga on 29th of November, 2006, Montenegro received an invitation to join NATO's Partnership for Peace programme. Very soon after that, on 14th of December, 2006, the President of Montenegro signed the Framework Document of the Partnership for Peace at NATO headquarters in Brussels. By signing the Framework Document, Montenegro became member of the Partnership for Peace, which practically meant that Montenegro assumed all the obligations stipulated in this document (Tahirović, 2008, pp. 16 – 42).

Having in mind the obligations arising from the signing of the Framework Document of the Partnership for Peace, the preparation for drafting the Presentation Document of Montenegro on the participation in the Partnership for Peace programme started immediately. The document was handed over to NATO on 25th of April 2007. *The Presentation Document of Montenegro* pointed out the principles on which the cooperation with the Alliance is based along with the objectives of the participation in the Partnership for Peace, priority areas of cooperation, PFP activities and financing participation in the Programme (Tahirović, 2010, p. 58).

For the purpose of an effective implementation and monitoring of these objectives, the Government of the Republic of Montenegro established the Inter-Agency Governmental Commission for the activities of Montenegro in the Partnership for Peace Programme, on the 28th of December, 2006. Shortly afterwards, on 24th of January, 2007, the decision was brought on the establishment of the Council for Partnership for Peace, chaired by the Prime Minister. The Ministry of Foreign Affairs and the Ministry of Defence established internal organizational structures for the activities regarding the Partnership for Peace and NATO.

On 7th of March, 2013, in order to improve and intensify activities within the PfP, the Council for Partnership for Peace was renamed the Council for NATO Membership headed by the Prime Minister. Simultaneously with the establishment of these structures, the National Coordinator for NATO was appointed in charge of coordinating all the intersectorial activities of Montenegro for membership in NATO.

This scientific work stems from the basic theme that the contemporary defence system of Montenegro is oriented towards building the capabilities and capacities in accordance with the strategic determination of NATO in the newest world rang and national interests of Montenegro. In the development of work, a combined model of methodology is applied by using scientific description, analysis of the content of strategic documents and laws as well as the analysis and interpretations of static indicators from the moment of starting the integration of Montenegro in NATO.

After its establishment in late 2006, the Ministry of Defence was focused on the development of an appropriate legal framework and necessary strategic and normative documents towards the implementation of the goals set in the process of Euro-Atlantic integration of the country and building up a completely new defence system, which would be compatible with the organizational structure of the North Atlantic Alliance.

1 NORMATIVE – LEGAL BASES OF THE DEVELOPMENT OF THE DEFENCE SYSTEM OF MONTENEGRO

Considering the fact that at the moment of accession of Montenegro to NATO's Programme Partnership for Peace – PfP in December 2006 the old Constitution of the Republic of Montenegro from 1992 was officially in use, and that it did not fit the new circumstances in which the country had found itself, there was a need to change it. Thus, in October 2007, the new *Constitution of Montenegro* was adopted in the Parliament of Montenegro. The new Constitution provided adequate conditions for the development of the necessary institutional framework at the national level for the development of the new defence system (Djurović, 2009, pp. 9 – 39).

On the basis of the Constitution of Montenegro (Constitution of Montenegro, Art. 129), the Armed Forces defend the independence, sovereignty and national territory of Montenegro in accordance with the principles of international law on the use of force. The Armed Forces are under democratic and civilian control. Members of the Armed Forces may constitute a part of the international forces. Additionally, in order for the state to be able to function within the PfP programme, the Government of Montenegro within a very short timeframe adopted the National Security Strategy (June 2006), the Defence Strategy (July 2007) and the *Law on Defence* and *Law on the Armed Forces*. However, as one of the focal activities in 2008, there was a need for harmonization of strategic documents and laws with the new Constitution of Montenegro.

At the end of 2008, Montenegrin Parliament adopted the new *National Security Strategy* and *Defence Strategy*, two of the most important strategic documents regarding security and defence system. The *Defence Strategy of Montenegro* is a document that provides answers to the most pressing issues in the area of functioning and development of the defence system.

As the accompanying form of these documents and the obvious need to adapt to integration processes, Montenegrin Parliament brought several amendments to the *Law on Defence* and the *Law on the Armed Forces of Montenegro*.

The Law on Defence regulates the organization and functioning of a unified defence system of Montenegro, the rights and duties of the holders of defence preparations and other matters of interest for the defence of Montenegro. With the amendments to the Law on Defence in 2012, the necessary preconditions were created, which, in addition to the National Security Agency of Montenegro, include intelligence, counter-intelligence, and security affairs, also organized and carried out within the Ministry of Defence and the Armed Forces of Montenegro.

In order to implement the new legal solutions, the Ministry of Defence established a new organizational unit – *Department of Military Intelligence and Security Affairs*. Following the 2012 amendments to the Law on Defence and recognizing that standardization is a key lever of internal military organization, the Ministry of Defence in 2013 created the conditions for the adoption of the *Rulebook on Standardization in the Field of Defence* and thus provided a legal basis for standardization in the field of defence. With the adoption of standards of defence Montenegro formally fulfilled yet another condition required for reaching interoperability with partners and becoming a NATO member (Tahirović, Petrič, 2015, pp. 117 - 118).

The Law on the Armed Forces regulates the organization of the Armed Forces of Montenegro, the service in the Armed Forces, rights, obligations and the status of personnel in the Armed Forces during the service and other issues of importance for the Armed Forces.

The Armed Forces consists of branches, arms and services. It is composed of Army, Air Force and the Navy. Branches and services are determined by the Government of Montenegro. The Armed Forces of Montenegro are composed of full-time personnel and members of the reserve component. Full-time personnel of the Armed Forces include military personnel and civilians. The Army Reserve forces are composed of the active and inactive reserves. The size, composition and manner of recruiting the active reserve of the Armed Forces are regulated by the Government. Military personnel include professional military personnel, cadets, soldiers in training and reserve personnel while in the Armed Forces. Persons serving in the Armed Forces are professional military personnel and civilians.

One of the basic defence documents, besides the Strategy of National Security and the Defence Strategy of Montenegro is the *Defence Plan of Montenegro*, which consists of the documents which include a plan of preparation for the achievement of the defence objectives within the defence system of Montenegro. The Government of Montenegro adopted the Defence Plan of Montenegro, at its session on 29th of December, 2008.

For the purpose of timely and smooth exchange of information with NATO, *the Law on Data Confidentiality* was adopted in February 2008. Immediately afterwards, the need occurred for a normative-legal regulation of deployments of Montenegrin representatives to international missions and operations. Consequently, *the Law on Deployment of the Armed Forces of Montenegro Units to the International Forces and Participation of Members of Civil Defence, Police and Public Administration Employees in the International Missions and Other Activities Abroad* was adopted.

The Parliament of Montenegro makes decisions on the use of Armed Forces units in the international forces, at the proposal of the Security and Defence Council. The Council decides on the participation of Armed Forces members in exercises or trainings abroad in accordance with the assumed international obligations. Army units shall be manned on voluntary basis. Units of the Armed Forces and members of the civil defence and employees who are well-prepared, trained and equipped are sent to the international forces, peacekeeping missions and other activities abroad.

Preparation, training and equipping of the units of the Armed Forces, civil protection members and other employees, as well as monitoring and coordination of their engagement in international forces and peacekeeping missions and other activities abroad, are carried out by state administration bodies, the ones who brought decision about their deployment.

The Law on *Parliamentary Oversight of Security and Defence Sector* regulates the parliamentary control over the work of the organs and institutions in the field of security and defence, the manner of performing parliamentary oversight functions of bodies and institutions which are subject to parliamentary oversight and other issues of importance for the exercise of parliamentary control.

As provided in the Presentation Document in section 3, paragraph 7, and in order to continue a planned and organized defence system reform, the Ministry of Defence began to draft the *Strategic Defence Review* (SDR) of Montenegro in early 2008. It was completed in July 2010 (Tahirović, 2008, p. 9 -10). Given the fact that the process of integration should be intensified and that the former did not provide the expected results, primarily due to omissions in the content of the document, we started with a new one which was adopted in July 2013. Key changes in the new Strategic Defence Review include redefinition of defensive missions, reorganization of the MoD, transition from brigade to battalion organization of the Armed Forces and definition of a new organizational structure.

On the basis of the Strategic Defence Review and its implementation at the end of 2014, a new *Formation of the Armed Forces of Montenegro* was made. At this stage, the new formation of the Armed Forces predicts downsizing of the AF at first to 1,950 members and then to 1,800 members by the end of 2018 (the current size of the Armed Forces is 2,095 members). The reorganization is looking to achieve substantial changes in the organizational structure of the Armed Forces of Montenegro (MNE AF) and the functional relationships of its organizational units. The move from brigade to battalion level of organization created more effective operational capabilities of the units.

In accordance with the *Law on Civil Servants and State Employees of Montenegro*, which entered into force in January 2013, and in order to reduce the risk of corruption, the Ministry of Defence started to work on the *MoD Integrity Plan*, which was adopted at the beginning of October 2014. On the basis of the analysis of the situation in the MoD, the Integrity Plan includes measures which the MoD and the MNE AF will implement by the end of 2016. There are about 63 measures requiring amendments to laws and bylaws, trainings for the MoD staff and members of MNE AF, the introduction of new procedures, greater transparency of the activities of the MoD and MNE AF, better cooperation with the industry, civil society and the media.

The main strategic document which is used for planning and designing the development of the AF and the defence of Montenegro is *Defence Long-Term Development Plan*, which was adopted by the Government of Montenegro in February 2016. Defence Long-Term Development Plan is defence planning document which sets long-term goals and priorities of development, the future abilities of the MNE AF, content and pace of development, financing and other issues of importance for the functioning and development of the defence system.

This document is used for planning the development of the defence system in the period from 2016 to 2025. Once reaching the projected capabilities, units of the MNE AF will be able cooperate with allies and partners in effectively carrying out the assigned tasks at the national level, assuming the obligations from full-fledged NATO and EU memberships and contributing to international peace through participation in multinational operations under the auspices of NATO, the UN and the EU. This document is a starting point for the development of all development plans and plans for the implementation of Defence Long-Term Development Plan within the Ministry of Defence and the Armed Forces of Montenegro, including the proposals of defence spending in the Budget of Montenegro.

2 EURO-ATLANTIC INTEGRATION AND THE DEVELOPMENT OF THE DEFENCE SYSTEM AND THE ARMED FORCES OF MONTENEGRO

In parallel with the adoption of normative-legal acts and through direct participation and implementation mechanisms of the Partnership for Peace, the Ministry of Defence developed defence system in accordance with the set objectives. From the moment

of accession to the Partnership for Peace, Montenegro has been implementing four mechanisms of cooperation with NATO: Individual Partnership and Cooperation Programme– IPCP, Planning and Review Process - PARP, Individual Partnership Action Plan - IPAP and the Intensified Dialogue - ID. The largest volume of commitments through the Partnership for Peace refers right to the Ministry of Defence and the AF of Montenegro (Tahirović, 2008, pp. 34 – 38).

2.1 The mechanisms of the Partnership for Peace

Individual Partnership and Cooperation Programme - IPCP was until the 1st of January, 2012 called *Individual Partnership Programme (IPP)*. The first IPP of Montenegro was created in October 2007 and approved by NATO in January 2008. In 2008, it was planned that Montenegro participates in 69 activities in the following areas: language study, medical support, military education and training and military doctrine. After consultation with NATO, the activities of the IPP in 2008 have been revised, so that the number of total activity was reduced to 48 in accordance with real possibilities and capacities of Montenegro (Mijović, 2008, pp. 9 – 10). In 2014, Montenegro implemented the seventh cycle of IPCP, which included 94 activities. The planned activities were carried out with a high degree of realization.

Through the mechanism of PFP *Planning and Review Process - PARP* Montenegro has set the requirements in the development of its own capabilities, in the form of Partnership Goals - PGs, which we need to achieve (Tahirović, 2008, pp. 9 – 10). Partner countries decide about the PARP content either on the basis of the Presentation document, or on the basis of a subsequently adopted political decision. PARP is actually a standardization form at the operational, financial and administrative levels. It will continue until Montenegro becomes a full-fledged NATO member. Partnership Goals (PGs) are tools that are mostly used for the development of a wide range of capabilities, such as military capacity, emergency response, fight against terrorism, reaching of safety standards, secure exchange of classified information with NATO, border security etc. Most of partnership goals mean reaching the required standards of equipping (compatibility of equipment) and the adoption of NATO concepts, doctrine and procedures. They actually define the level of interoperability of the AF and other security structures of the system which should be achieved in different areas.

Interoperability, as the ultimate goal, represents the possibility of common (synergetic) effects of NATO and Montenegro during the execution of assigned missions and tasks. It is achieved by applying the existing standards in the given field. Besides the MoD and the Armed Forces of Montenegro, partnership objectives are also carried out by the Ministry of Interior (Police Directorate and Directorate for Emergency Situations), Directorate for the Protection of Classified Information and the Ministry of Foreign Affairs and European Integration.

In September 2007, Montenegro submitted the answers to the first *PARP Questionnaire*, which was presented in Brussels on the 31st of March, 2008. On this occasion, *the first Package with 32 Partnership Goals* was adopted. The priorities in

the *Partnership Goals* were the language studies and preparation of the units for the participation in international peacekeeping missions (Mijović, 2008, pp. 9 – 10). In June 2008, Montenegro received another PARP questionnaire, for which the answers were given and handed over to NATO on 29th of September, 2008. At the joint meeting of representatives of 28 NATO member states and the delegation of Montenegro on the 1st of March, 2010 in Brussels, *the second package of Partnership Goals* for Montenegro was adopted. It contained 51 Partnership Goals (In the previous period we implemented 5 Partnership Goals; 27 PGs were left from the first package, and the 24 new were added).

The third package had 49 Partnership Goals. During the implementation of the Partnership Goals from this package, the progress in the implementation of the following areas was particularly highlighted: successful assessment of the first declared company of the MNE AF-level SEL 2; establishment of the Naval Operational Centre for Sea Surveillance; an infantry company of the MNE AF, declared by the Operational Capabilities Concept - OCC (OCC Operational Capabilities Concept) fully equipped with all the CBRN agents since 2013; improvement of the Information and Communication System of the MoD and MNE AF; emergency management; significantly improved English skills of members of the AF of Montenegro; established software for codification BULCOD and NATO MailBox where 48 subject entries were codified; preparation of the rulebook on standardization in the field of defence and the establishment of the Commission for Standardization.

The *Operational Capabilities Concept – OCC* is a PfP mechanism that enables the Armed Forces of Montenegro to assess the quality of the operational capabilities of declared units. The aim of this programme is to improve the levels of interoperability and operational capabilities of declared units in order to be prepared for the participation in NATO-led operations. The OCC is basically a four-year process that consists of four components: training, education, exercises and evaluation. When the necessary training including the adoption of NATO operational standards is completed, it is followed by the evaluation of declared forces which had passed the training. The OCC incorporates two levels of assessment: the first level-SEL1 self-assessment and NATO evaluation NEL-1, and the second level-SEL-2 and NEL-2. The evaluation concerns the decision-making process, issuing of orders, use of units, reporting and equipping of the unit. The first infantry company of the Armed Forces of Montenegro, which is declared by the Operational Capabilities Concept - OCC, has fully met the very demanding NATO standards. It is the final assessment of NATO evaluation team after the end of the exercise “Decisive Step 04”, which was held in Pljevlja on 18th of September 2014. The unit at the level of NEL-2 was graded with the highest rate, i.e. “combat ready”. Thus, a four-year process, in which all members of this unit participated, came to an end. The given grade confirmed the quality of this unit, as well as the quality of equipping, training and level of interoperability of the Armed Forces of Montenegro, which in this area has achieved the required level of readiness for equal participation in international missions and operations

led by NATO. It is also important to note that 16 members of the Armed Forces of Montenegro have become certified instructors (trained for the assessment according to NATO standards) for Level 1 and 10 instructors for Level 2. The training of another infantry company in accordance with the OCC is currently underway and its assessment at SEL-1 level was carried out at the end of 2015. The equipping of the declared forces at the Operational Capabilities Concept - OCC of the Armed Forces of Montenegro represents the process of reaching capabilities according to NATO standards in order to participate in NATO-led international operations.

2.2 Human resources at the Ministry of Defence and the Armed Forces of Montenegro

Personnel needs or human resources is one of the most important areas of the society, which the state must ensure in order to proceed with the process of European integration smoothly. At the moment of regaining its independence, Montenegro inherited more than 6,000 soldiers from the common state of Serbia and Montenegro. At that time, the Armed Forces of Montenegro was formed from the Podgorica Corps, Navy Corps, parts of Aviation Corps, the Air Defence Corps and parts of the units subordinated to the General Staff of the Serbia and Montenegro Army, which were at the time located in the territory of Montenegro. Immediately after the referendum, on 30th of August, 2006, conscription was abolished in line with the Decision of the President of Montenegro and since then only professional military personnel on a voluntary basis created the composition of the Armed Forces of Montenegro. At the end of 2015, the Armed Forces of Montenegro together with the Ministry of Defence personnel includes 2,057 members whose structure is given in the table below.

Defence system of Montenegro

Category	Total of employees	Female members
Officers	310	8
NCOs	817	17
Contract soldiers	541	38
Civilians	240	104
Civil servants	149	91
Total	2057	258

Ministry of Defence

Category	Total of employees	Female members
Officers	55	-
NCOs	7	-
Civil servants	149	91
Total	209	91

Armed Forces of Montenegro

Category	Total of employees	Female members
Officers	255	8
NCOs	810	17
Contract soldier	541	38
Civilians	240	104
Total	1843	167

It is worth noting that during the separation of Serbia and Montenegro, professional military personnel was on the basis of *the Law on the Armed Forces of Yugoslavia* given the possibility to choose the Member State in which they would continue their professional service in the future. Since the referendum on Montenegro's independence, which was held on the 21st of May, 2006 by the beginning of 2007, *589 professional military personnel moved from Montenegro to Serbia 321 of which were officers, mainly younger people up to the rank of Major, and 268 non-commissioned officers. Also, 15 military personnel, 7 of which were officers and 8 non-commissioned officers moved from Serbia to Montenegro.*

This was one of the key problems at the beginning of the integration process. There was a need to find the answer to the question how to compensate such a huge number of young seniors, primarily officers, who should be the key actuators of the integration process. At the same time, a significant number of non-commissioned officers and officers who remained in Montenegro in the moment of forming the Armed Forces of Montenegro opposed the integration of Montenegro into NATO, due to the NATO's 1999 bombing of the FRY or they were not adequately informed about the significance of the Euro-Atlantic integration for Montenegro.

In such a situation, support was sought from our partners, who had adequate possibilities to support Montenegro on these issues. Thus, in order to solve these problems, Montenegro started with various projects with partner countries, where the most important ones included the following: a) the Norwegian project *Defence and Security Sector Reforms - DSSR*; b) *American International Military Education and Training program - IMET*; c) The contract with the US corporation *Military Professional Resources Incorporation - MPRI*, on the training of Montenegrin contingent for peacekeeping operations, and d) Agreement with *the University of Donja Gorica* in Podgorica on the education of the Ministry of Defence personnel.

Having in mind the strength of the Armed Forces of Montenegro and Montenegrin strategic commitment to become a NATO member, it was more rational to organize the education and training of personnel in the existing academies and training centres abroad through the use of the Partnership for Peace mechanisms, rather than to build our own educational institutions. In order to implement this, few individual agreements were signed within the framework of bilateral cooperation between the Ministry of Defence and the ministries of defence of partner countries and NATO

member states, on the basis of which the schooling and other forms of staff training is carried out.

After regaining independence, the MoD sent cadets to military academies in Greece for the first time in 2007. After that, they were appointed to military academies in the Republic of Serbia, the USA and so on. By 2014, 52 cadets graduated from military academies abroad, four of whom were female cadets.

So far, the cadets of the MNE AF have been educated in:

- Serbia: Military Academy and the Military Medical Academy; the following branches: infantry, aviation, CBRN, financial services, communication, military-technical service (29);
- Republic of Greece: Army Academy, the infantry and traffic, Air Force Academy, aviation engineers and pilots and Naval Academy for maritime engineers (9);
- Federal Republic of Germany: Army Academy and Naval Academy in the communications, military police, engineers and logistics (6);
- Macedonia: Army Academy “General Mihailo Apostolski”, the infantry, CBRN, PSC, Artillery and Engineers (6);
- US: Naval Academy in Annapolis (2);
- The Republic of Italy: Naval Military Academy in Livorno;
- Croatia: Military Academy “Petar Zrinski”.

By the end of 2015, 28 cadets have been educated in foreign military academies for the needs of the Armed Forces of Montenegro nine of whom were female cadets:

- 1 cadet at the Medical Faculty of the Military Medical Academy in the Republic of Serbia;
- 10 cadets in the Academy of the Army, Air Force Academy and Navy Academy in the Republic of Greece;
- 12 cadets in the Army Academy in the Republic of Macedonia;
- 10 cadets / activists at the Army Academy, Air Force Academy and Navy Academy in the Republic of Greece;
- 12 cadets at the Army Academy in the Republic of Macedonia;
- 2 cadets at the Naval Academy in the United States;
- 2 cadets at the Naval Academy in the Republic of Italy and
- 1 cadet at the Military Academy “Petar Zrinski” in Croatia.

Normally, the Ministry of Defence does not bear the costs of tuition for the cadets; however, it provides monthly cash payments in accordance with the Rulebook on allowances and other earnings of cadets. The Ministry of Defence also covers travelling expenses for their arrival during winter and summer holidays, and religious holidays, as well as the cost of residence permits, visa costs and other expenses incurred during the training.

Besides education programmes at military academies, members of MNE AF have since 2007 been taking part in the General Staff and Command training and

specialization for officers and NCO corps, which has so far been attended by 70 members of the MNE AF, in Serbia - 6; Croatia - 22; USA - 24; Germany - 4; Italy - 4, EE - 2; Greece and Macedonia -7. At the same time, it is important to note that two members of the MNE AF have the highest level of military education in the United States at the *US Army War College* and one at the *US Navy War College*. In 2015, another candidate from the MNE AF was sent to the *US Army War College* in the United States.

In addition to education and training, a significant number of members of MNE AF and officials from the Ministry of Defence have so far participated in various language courses (191) and other courses (853), trainings (590), exercises (365), seminars (160) and workshops (111) abroad through a variety of PfP mechanisms or bilateral and multilateral forms of cooperation, where they had the opportunity to gain new and improve the existing knowledge in order to achieve the necessary degree of interoperability with NATO members. In different training programmes since 2006 to date, 96 participants from Montenegro (80% from the Ministry of Defence and MNE AF) have attended training at the European Centre for Security Studies George C. Marshall Center in Garmisch-Partenkirchen, Germany.

With the aim to create continuous process of situation monitoring and management of human resources in the Ministry of Defence, the *Strategy for the Development of Human Resource Management* (HRM) was adopted in March 2014 in the Ministry of Defence of Montenegro, and the *Action Plan for the implementation of the Strategy* in the period from 2014 to 2016 (Tahirović, Petrič, 2015, p. 145). When it comes to the Montenegrin higher education institutions, except the private University Donja Gorica, which develops a plan and programme of security studies as part of the humanistic studies, the University of the Mediterranean, which has a Department of Safety in Bar and Higher Specialised School of Internal Affairs at the Police Academy in Danilovgrad, other educational institutions with the safety programmes do not exist in Montenegro. This should, of course, be changed in the future, because regardless of the fact that it is cheaper and more cost-effective to use NATO and partner resources for education, training and scientific activities, it is still necessary to some extent to create a recognizable profile of Montenegrin personnel, which requires the development of local educational institutions in the field of security.¹

In the past, the learning of foreign languages was one of the most essential requirements in the implementation of Partnership Goals and training of human resources. Special emphasis was put on the English language, which was of most use to members of the Armed Forces of Montenegro and the officials of the Ministry of Defence. In the period from 2007 to 2014, 177 members of MNE AF, 5 civilian personnel serving in the MNE AF and 9 officials from the Ministry of Defence completed foreign language courses at different levels of knowledge. This is very

¹ Mehmedin Tahirović, Article: *Učešće Crne Gore u PzM i MAP-u, Zbornik škole euroatlantizma I – Sesija, Univerzitet Donja Gorica, Podgorica, 2010. , pp. 139 – 174.*

important in order to achieve the necessary level of interoperability with NATO, and to be able to smoothly implement joint activities in the country and abroad.

2.3 NATO codification and standardization system in the Ministry of Defence and the Montenegro Armed Forces

NATO codification system was created because of the need of allies to be interoperable with each other, or in the material sphere and the sphere of logistics, to be able to speak out with one identical language understandable to everybody. The basic idea of codification is very simple; however, it is hidden behind a complex organization led by the AC/135 Committee, through a complex software system in *the NATO Support Agency - NSPA*, where a system of communication with different commercial software products from 55 countries worldwide has been implemented. Codification of Montenegrin products provides the ability to use the advantages of much larger markets.

Commercial and Government Entities – CAGE, are assigned to the producers and vendors in order to uniquely identify the manufacturer. National CAGE is awarded by the National Codification Bureau of Montenegro or the Ministry of Defence. The national codification numbers representing domestic production have the numeral 77. All manufacturers and other economic entities, as well as the authorities and other institutions are represented by a special code (NCAGE - NATO Commercial and Government Entity Code). Labels of the domestic manufacturers, businesses, institutions and state bodies of Montenegro begin with letter A, and end with letter W, in the format A *** W. In electronic data exchange, the National Codification Bureau of Montenegro is labelled with VH. The first codification of Montenegro was done in December 2011 with the help of instructors from the Ministry of Defence of Bulgaria, during the setup of the operational software BULCOD and the first training for its usage.

So far, 76 products have been codified in Montenegro. These include the products of Tara, 13. Jul – Plantaže, Franca-Mesopromet, Suza Water Group, Poliex, Martex, agricultural producer Goran Mijušković, Fabrika vode Lipovo, AD Bjelasica Rada. In addition to these companies, NATO Commercial and Government Entity – NCAGE codes were awarded to the following companies: Jadransko brodogradilište, Jugobicikl-Promet trgovinsko, Jadroagent Bar, Studio mouse, MB Electronic, Nikšički mlin, Montenegro Defence Industry, Port of Bar, Port of Kotor, Travel agency, Hipotekarna bank, Interprodukt, Matic MT. By obtaining this code, all the companies have entered into the NATO master catalogue, database of companies and organizations of 28 NATO countries and 38 non-NATO members, which offer their products and services to NATO member states.

Pursuant to the *Rulebook on Defence Standardization*, which the Ministry of Defence issued in May 2013, the formal legal basis for standardization in the field of defence was provided. On the basis of these Regulations, the Commission for standardization has been formed as an advisory body to the Minister of Defence in the field of

standardization. The Commission has subsequently developed a Standardization Plan, on the basis of which they established working groups to prepare defence standards according to the procedures given in the Rulebook on Defence Standardization.

In May 2014, in the process of the implementation of standardization in the Ministry of Defence, which represents the key lever of internal military organizations, Defence Minister signed the decision on the adoption of the first standards of defence in Montenegro, - *SO STANAG 6001* language proficiency levels, which is used to define and explain language levels. The standard was adopted by taking over the NATO standard *STANAG 6001 "Language proficiency levels (Edition 4)."* This standard will be applied by the Ministry of Defence and the Armed Forces of Montenegro and other state authorities which cooperate with NATO. The Ministry of Defence and the AF of Montenegro have already planned and organized English language training at home and abroad, harmonized with the criteria provided in *STANAG 6001*. The testing of MNE AF and MoD members in accordance with this standard is carried out by certified *STANAG 6001* testing teams.

According to the 2014 Standardization Plan, the adoption of 90 standards has been planned that are necessary for the attainment of Partnership Goals, the implementation of the Strategic Defence Review, the modernization of equipment and training of the Ministry of Defence and the Armed Forces of Montenegro. By adopting the standard of defence, the Ministry of Defence formally fulfils yet another condition required to achieve interoperability with NATO members.

2.4 Joint military exercises

In the process of the security system reform, and especially defence system, Montenegro seeks to reach the required level of interoperability of forces and resources with the members of the Alliance as soon as possible. This is done by training MNE AF members, which contributes to the increased level of professional skills and continuous implementation of operational, financial and administrative standardization of the forces. One of the most effective ways of reaching and testing the level of interoperability is the participation in joint exercises with NATO.

In order to demonstrate and improve the operational capabilities of units, the implementation of adopted NATO procedures and standards, as well as the capabilities of the command personnel in military decision making process, members of the Armed Forces of Montenegro participated in 23 international exercises at training ranges in Germany, Sweden, the Czech Republic, the United States, Turkey, Slovenia, Italy, Croatia, Greece, as well as in Montenegro in 2014. These are international exercises of NATO and Partnership for Peace nations, in which the Armed Forces of Montenegro took part with staff officers, non-commissioned officers and units at squad level. A total of two hundred members of the Armed Forces of Montenegro participated in the exercises, 121 of which participated in the exercises conducted abroad. In addition to harmonizing procedures and standards in operation and equipping, the exercise develops trust and cooperation, which is of special importance.

In addition, participation in the exercises was also aimed at the application of NATO standards and procedures in providing logistical support to NATO-led operations. Additionally, it required the development of national capacities for response in the event of natural disasters and incidents caused by human factor and responding of the military medical personnel in such situations and providing support to civil institutions, as well as improving the interoperability and training procedures in the planning and execution of international maritime operations. The main goal was to strengthen security at sea, which is achieved by participation in a series of international maritime exercises. The decision on the participation of members of the MNE AF in military exercises in the country and abroad is made by the Council for Security and Defence.

2.5 Protection of the airspace of Montenegro

The protection of airspace is one of the most important and complex challenges faced by almost all countries in the region. Even for some much larger countries than Montenegro, independent addressing of this issue is an extremely expensive and irrational solution. Therefore, Montenegro has committed itself to resolve this important issue through a process of cooperation at regional level and through the process of integration in the collective security system.

Considering the location and proportions of airspace, possible threats to the airspace, as well as the viability and status of the existing aircraft, it has been decided that the composition of the Armed Forces of Montenegro will not include combat aircraft, but a helicopter unit. Sovereignty over the airspace will be provided through the construction of a sustainable system of control, monitoring and protection of airspace together with the countries in the region, partners and allies, which is fully in line with the commitment of Montenegro to join European and Euro-Atlantic institutions. In addressing specific issues in the field of supervision and control of the airspace of Montenegro, two important projects have been initiated.

The first project is *the Balkan Regional Approach to Air Defence – BRAAD*. In addition to Montenegro, this project involves Bosnia and Herzegovina and Macedonia. The defence ministers of those countries have agreed that *NATO Agency for Communications and Information Technology – NCIA* makes a joint study on control of the airspace, which will include national, regional and NATO approach in the field of supervision and control of airspace. The Republic of Croatia has the role of the leading nation and represents the interests of NATO countries involved in BRAAD. The aim of the BRAAD initiative is to coordinate activities and cooperate in the development and modernization capabilities to protect the airspace of the countries in the Balkans, to increase interoperability between the states in BRAAD initiative with NATO and provide a significant reduction in the cost of these states through joint procurement of the necessary funds. Furthermore, in this way, duplication of the capacities for surveillance and protection of the air space of countries involved in BRAAD will be avoided and the costs will be additionally reduced, which is the basis of “smart defence” projects. The generation of the complete study of the

three countries will cost € 199,999.98, for which the Ministry of Defence paid NCIA € 66,666.66. The same amounts will be paid by Bosnia and Herzegovina and the Republic of Macedonia. The “BRAAD” study will provide the necessary technical inputs and financial circumstances to improve the control of air space of Montenegro and the exchange of information on control of the airspace. Then it will be possible to accurately assess all the costs of the supervision and protection of the air space of Montenegro.

The second project, “ASDE” – NATO (*Air Situation Data Exchange*), aims to exchange data with NATO on the situation in the airspace. This is the initial step for the country’s accession to other NATO programmes which serve and allow for improved control of airspace in the country. The Ministry of Defence of Montenegro submitted a request to the Command of NATO to access “ASDE” programme. NATO has approved the inclusion of Montenegro in this programme and its implementation is underway. By 2014, 102,867.38 € were spent for the purchase of the information and communications equipment for the implementation of the “ASDE” project.

In addition, the Ministry of Defence has started with the reconstruction of *the Air Operational Center*, at the military airport Golubovci, and has so far spent around 100,000.00 € for it. The aim is to establish a modern Centre, which will have the capabilities of continuous monitoring of the situation in the airspace through the collection of data from its own sources and their exchange with Montenegrin civil aviation entities, NATO and neighbours. This further means the purchase of new modern radar that will enable the integration of radar image at national and regional levels and data exchange with NATO. Montenegrin Government has accepted the recommendations that were the result of consultations with NATO experts and opted for the Vrsuta location, above the city of Bar, as an optimal solution for setting up military radar for airspace surveillance in Montenegro.

Currently, activities within bilateral cooperation with the US are underway regarding the provision of FMF funds to equip the Air Force Operations Centre. The Centre will be equipped according to the same model as the Navy Operations Centre and there is a possibility of acquiring one adequate radar. In the future, the medium term priorities in providing conditions for the protection of the air space of Montenegro are the following: equipping of the Air Operations Centre and its connection with NATO, purchase of multi-functional multi-purpose helicopters and modern radars, air defence modernization, as well as resolution of the issue of “air policing” through NATO’s collective security system.

2.6 Protection of the sea

Taking into account the size of the sea over which Montenegro has jurisdiction as well as the material constraints, the Navy of Montenegro has decided to develop a combined system of control and protection of the sea. This system consists of high-quality surveillance system that allows it to possess a realistic picture of the sea in real time (RMP Recognize Maritime Picture) and a sufficient number of ships and

other vessels to perform tasks at sea. In this way, sovereignty and territorial integrity are not compromised, but lower costs in the defence system are achieved.

The first step in establishing a combined model was the opening of the *National Naval Operations Center - NMOC* in 2013, which collects data with modern observation sensors and which processes and exchanges data at sea at the national level, with neighbouring countries and beyond.

The second step is the successful completion of the overhaul of the main propulsion system of the Navy patrol boat class “Kotor” P-33 in 2014. After several years, the ship is now technically fit to carry out tasks at sea. Only in the second half of 2014 there were seven such tasks, with a total of 614NM. In this way, the Navy has significantly improved the implementation of the tasks and its maritime presence. The Navy is developing this task, or better the improvement of its own capabilities and competences of ship crews, in cooperation with the countries in the region in the context of regional security initiatives such as ADRIION. In this way, in addition to the development of regional capacities, our interoperability and progress in the integration processes is also improved.

Following the guidelines from the Strategic Defence Review, based on which medium- and long-term plans for the development of the Navy of Montenegro are made, it is planned to continue with the development of NMOC in order to achieve data exchange with naval operational centres in the region, NATO and the EU, as well as to increase their own capacities receiving data from new sensors. Docking and repair works on patrol vessels P-33 and P-34, have currently been implemented, the preparatory works have been started and the first dockings of the ships for conversion from former missile gunboats, class “Končar” (RTOP- 405 and 406) into smaller patrol boats at the “Jadransko brodogradilište” shipyard in Bijela. The study of the conversion of the RTOP ships to patrol boats was conducted by the most reputable institution in the region, namely the “Brodarski institut” institute from Zagreb. In this way, we are looking for new opportunities to have a required number of vessels at sea in the coming period. This segment of security will become even more topical and certainly more interesting when Montenegro starts research on oil and gas in our seabed, where the Navy will certainly have a great role to play in providing a secure environment for these works and preventive actions on potential problems of sea pollution.

Through intensified regional cooperation, it has been planned that regional capabilities are built in certain segments in response to certain challenges, such as ecology and protection from sea pollution, forces for humanitarian mine clearance of unexploded ordnance (UXO) at sea etc. Also very important is the fact that Montenegro has sea border with three NATO countries, and it is quite clear that the integration into the collective security system will significantly improve maritime security of Montenegro.

2.7 Participation of the Armed Forces of Montenegro in international missions and operations

Representatives of Montenegro were for the first time deployed in a peacekeeping mission in January 1897, with the task of separating the warring Greek and Turkish forces. The Montenegrin armed forces were not accidentally chosen. Europe was aware of their war experience, heroism and appreciated the traditional honesty of Montenegrins. Exactly such armed forces could maintain peace on the island of Crete, where the Turks and the Greeks were fighting for control over this Mediterranean island (Babić, 2006, p. 6). And today, after 112 years, the interests of Montenegro for participation in peacekeeping missions and international activities have been reactivated in 2009. In the 21st century, Montenegro is aware of the importance of collective security. In accordance with its capacities, it strives to contribute to global security by sending its members to international missions and operations.

The Armed Forces of Montenegro is currently engaged in four international missions/operations:

- *International Security Assistance Force – ISAF in Afghanistan* until the 31st of December, 2014, and the *Resolute Support Mission* from the 1st of January, 2015;
- *Naval Forces of the European Union - EU NAVFOR ATALANTA* in the waters of the Gulf of Aden off the coast of Somalia,
- *The European Union Training Mission in Mali - the EUTM* and
- *The United Nations Mission in Liberia - UNMIL*

For members of the MNE AF, the participation in international missions and operations above all represents a professional challenge; moreover, it means further training and education, as well as exchange of experiences with colleagues from the international environment. For the AF of Montenegro, the participation in the missions means the development of interoperability and ability to acquire new experiences and lessons learned which are later used in the training of units. There are 17% of members of the MNE AF who have participated in a mission, which has largely contributed to the process of achieving interoperability and development of skills in a faster and more efficient way.

After Montenegro received the invitation to join the NATO alliance at the ministerial meeting of the North Atlantic Council in Brussels on the 2nd of December, 2015, in the text of conclusions of the meeting the need was stressed for further adaptation of the defence system of Montenegro with other members of NATO in the forthcoming period before the official membership. One of the key needs of the defence system will be the building of the necessary human resource capacities and competencies in favour of smooth integration into the organizational structure and functioning of NATO.

2.8 Membership Action Plan - MAP and Montenegro

Montenegro started with MAP programme at the meeting of NATO foreign ministers, on the 4th of December, 2009. MAP includes the development of *Annual National Programmes – ANP* and is unlimited in terms of time. The annual cycle ends with the adoption of the *Progress Report*, which must be approved by all member states of the Alliance. The first *Annual National Programme* of the Government of Montenegro was adopted on 16th of September, while on 28th of October 2010, it was presented at a meeting of the North Atlantic Council - NAC, in Brussels, when its implementation officially started. The first ANP of Montenegro defined status in five sections: a) Political and economic issues; b) Military and defence issues; c) Resources; d) Safety issues, and e) Legal issues.

In the four-year period from 2010 – 2014, four ANPs were implemented and progress was made in the given areas. In accordance with NATO's request to place the emphasis on key areas of reform - reform of the defence and security sector, strengthening of the rule of law and strengthening of the public support for Montenegro's membership in NATO, the structure of the IV Annual National Programme has been modified in accordance with the previous three documents, in order to clearly reflect the priorities of Montenegro and monitor activities in fulfilling them.

On this basis, the IV ANP, unlike the First ANP has seven chapters: *I - Political Affairs, II - Rule of Law, III - Parliamentary reform, IV - Security Matters, V - Military and Defence Matters, VI - Economic issues, and VII - Legal issues.*

The Ministry of Defence has been in charge of the planning and implementation of the chapters regarding military and defence issues, and it has been implementing the comprehensive reform of the defence system through the development of military capabilities which are required in order to take over the obligations of full membership in NATO. The implementation of the III package of Partnership Goals as a key priority for achieving the required level of interoperability with allies and partners, and the implementation of the Strategic Defence Review through the compilation of Defence Long-Term Development Plan are given in the IV Annual National Programme and among other things, defined as priorities of the Ministry of Defence. At the meeting of the North Atlantic Council (NAC) with Montenegro, which was held on 18th of June, 2014 at NATO Headquarters in Brussels, the achievements of Montenegro in the framework of the fourth cycle of the Membership Action Plan were presented, and the fourth cycle of MAP was closed.

At the NATO Summit held in Wales, UK on 4th and 5th of September, 2014, with the participation of Montenegrin delegation headed by Prime Minister Milo Djukanović, Montenegro's progress was commended and the decision from the ministerial meeting in June was confirmed that by the end of 2015 a decision would be reached on Montenegro's ability to join NATO. In this respect, intensified and focused talks will continue with Montenegro in order to improve results in the four mentioned areas.

Paragraph 95 of the final declaration at the NATO Summit in Wales reads: *»We welcome the significant progress made by Montenegro in its reforms, its constructive role in the Western Balkans region and the contribution that it makes to international security, including its contribution to our engagement in Afghanistan. In recognition of Montenegro's progress towards NATO membership, the Alliance has agreed to open intensified and focused talks with Montenegro, and agreed that Foreign Ministers will assess Montenegro's progress no later than by the end of 2015 with a view to deciding on whether to invite Montenegro to join the Alliance. These talks will be conducted in conjunction with the Membership Action Plan (MAP) process. In the meantime, we look to Montenegro to continue its efforts to address the remaining challenges, particularly with respect to the rule of law and the completion of the security sector reform. We also welcome the increase in public support in Montenegro for NATO membership and encourage continued efforts in this area.«*

Based on these defined goals, the fifth ANP was made and presented in Brussels on 17th of October, 2014 at the NAC meeting, at the level of Deputies Committee (DPRC), which was positively assessed by NATO.

Immediately after that, on 27th of October, 2014, in Montenegro, Budva, there was a meeting of NATO's Military Committee and Montenegro in the 28 + 1 format. The meeting was opened by the Chairman of the NATO Military Committee General Knud Bartels. General Bartels stressed that the visit of the Military Committee was part of intensified and focused talks with Montenegro. He also commended the continuous efforts of Montenegro invested in the implementation of the Planning and Review Process - PARP, Partnership Goals and overall results achieved in the building of the defence system.

Bearing in mind the results achieved in key areas, particularly those related to the development of the defence system, NATO Secretary General Jens Stoltenberg, on the basis of decisions taken at the meeting of Foreign Ministers of the NAC on 2nd of December, 2015, presented Montenegro with an invitation for membership in NATO.

Conclusion

As it is stressed in the beginning of this paper, the contemporary Montenegro's defence system is built in accordance with the strategic determinations of NATO and national interests of Montenegro. By joining the collective defence system such as NATO, nations primarily provide defence of their own territory according to Article 5 of the North Atlantic Treaty. In addition, NATO membership provides member states with a series of advantages based on their individual specificities. The basic advantages of Montenegro's membership in NATO are reflected in the following aspects:

Firstly, one of the most important questions in the process of Euro-Atlantic integration is what the state gains by joining NATO. For Montenegro, the preservation of territorial integrity and sovereignty is of crucial importance. Having in mind the very

negative experiences from the Montenegrin past, when it lost its independence in 1918, although during the First World War Montenegro was on the side of the Allies (Raspopović, 1996, pp. 23 – 29), NATO membership for Montenegro, as a small country, is of vital national interest. The experience of European countries, which have been NATO members since 1949 together with Canada and the US, shows that they have never in their history spent a longer period of time in peace and experienced less direct threat to their sovereignty and territorial integrity (Vukadinović, Čehulić, Božinović, 2007, p. 132). In the modern world, there is no country which could cope with security challenges alone, and in particular, not countries with limited capacities and resources such as Montenegro. The risks to security are not always clearly visible, and small country experiences teach us that collective security is the best answer to many contemporary security threats. With NATO membership Montenegro permanently retains full sovereignty and territorial integrity.

Secondly, through the process of Euro-Atlantic integration, the reform and development of all elements of the national security of Montenegro, and especially the defence system are significantly cheaper, while at the same time their level of effectiveness is much higher. There is a possibility of different expert services and assistance to overcome our weaknesses and improve our capabilities. At the same time, the possibility of using resources for education and training of the personnel of the Armed Forces of Montenegro and other elements of the security system at well-known academies, schools, training centres and various security institutions of NATO is of great importance for Montenegro. After gaining independence from the former common states, administrative and defence resources and capabilities of Montenegro were very modest, which now makes it highly dependent. Membership in an alliance such as NATO, which operates on the principles of solidarity and mutual assistance, is therefore extremely significant.

Thirdly, in financial terms, the costs of joining NATO are incomparably smaller than those a state would have to set aside if it developed its own defence system. For a small country such as Montenegro, the calculation is clear. By entering NATO Montenegro receives the most security for the least money. For Montenegro, NATO means the application of the smart defence system. This implies the efficient structure of the AF of Montenegro and other parts of the security sector, which will develop specialized capabilities. The rest will be replaced by a collective defence system. Such approach is more cost-effective than the development of a total defence system for which there are no human or material resources. NATO security development programmes – NSIP provide finances for various programmes which are being used in member states and whose value is particularly important when it comes to a small country like Montenegro, and much greater than the membership fee. It is an opportunity for the development of the entire social infrastructure, especially in the field of security.

Fourthly, for the first time in the history of human society a small country like Montenegro has been given the opportunity to sit at the same table with large and

powerful nations and make decisions that are consistent with their national interests. Additionally, the decision-making system in NATO enables both small and large nations to equally influence the decision-making. Throughout the history, it has been proven repeatedly that Montenegro was not able to influence the events and decisions which were completely in contrast with its desires and needs. Being in the company of the most powerful countries operating on identical values of democracy, rule of law and human rights and freedoms is of crucial importance for a country such as Montenegro, which tends to develop its infrastructure, very impoverished economy and the society as a whole.

Lastly, it is not possible to find the answer to modern challenges and threats independently. Cybercrime and terrorism represent one of the major global threats to modern security. NATO is the only organization which is dealing with this kind of threat in a systematic and professional way and has developed a system of cyber defence. The NATO Computer Incident Response Capability - NCIRC protects NATO's own networks offering centralized 24-hour cyber-defence support to various websites of NATO members.

Also, the assistance in emergency situations is of inestimable importance for Montenegro. Montenegro as a NATO member will provide to its citizens the application of the highest standards in the building of a system for the prevention of civil disasters and recovery from their possible aftermath. The assistance to member states in such situations is set high on the list of NATO priorities. The citizens of our country experienced this in 2012 during the heavy snowfalls. In the event of emergency, NATO provides its members with maximum assistance. In the situations where weather is the decisive factor for rescuing human lives and properties, NATO guarantees to its member states the most efficient organization in the provision of all types of assistance, from coordination and crisis management up to the engagement of special teams and delivery of the necessary means and equipment as soon as possible.

Having all this in mind, it can be concluded that participation in the process of Euro-Atlantic integration has unmeasurable value for further development of the defence system of Montenegro and that NATO membership of the country represents the most rational model of defence against various modern threats and challenges.

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