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MONTENEGRO

MINISTRY OF DEFENSE MINISTRY OF DEFENSE

STRATEGIC OVERVIEW STRATEGIC OVERVIEW

DEFENSES OF MONTENEGRO DEFENSES OF MONTENEGRO

Podgorica, June 2013

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Dear citizens,

We are pleased to have the opportunity to present to you the new Strategic Review of Defense, which defines the modalities and dynamics of reforms in the defense system, defines the modalities directions of further development of the defense system, and of the Ministry of Defense and the Army of Montenegro.

This document implies the existence of a vision about the This document implies the existence of a vision about the goals we strive for and the values that are the goals we strive for and the values that must be developed within the structuring process of the defense sector, in order to able to adequately respond to the increasingly complicated and demanding modern security and defense challenges and the challenges of Montenegro, as well as the security and defense of our international partners and future allies.

Strategic Defense Review is an important document for all who are engaged in the development process The Strategic Review of Defense is an important document for all who are engaged in the development process The Strategic Review of Defense is an important document for

the Ministry of Defense and the Army of Montenegro, as well as for all the Ministry of Defense and the Army of Montenegro. Environment requires us to clearly define our goals and priorities. Only this kind of security environment requires that we clearly determine our goals and priorities. Only this kind of approach to defense reforms will ensure effective and purposeful goals and priorities.

work of members of the Ministry of Defense and the Army of Montenegro in the security challenges of the 21st century and the need to manage new world trends, the security challenges of the 21st century and the need to manage new world trends, the security challenges of the 21st century and the need to manage the risks brought by the modern way of life.

Our capacities and contemporary security threats require a new approach to building our capacities and strengthening capabilities. Therefore, a new approach is necessary. Therefore, a new approach to management and Montenegrin tradition, we must focus on defense and security in the spirit of the libertarian Montenegrin tradition, we must find the safest way to make the life of every citizen and well-intentioned guest safe, contribute to the stability of the country and to the collective security of the wider international community.

Although in the previous period, significant results were made in the development of defense agents and measurable progress in the development of defense by constant technological development, capabilities, it is clear that the global and regional security possibilities of the security environment, the dynamic changes in the environment conditioned This is precisely why it was recognized the moment when it is necessary to react and prepare a document that will represent a realistic platform for further development and advancement in this sector. create a real platform for further development and advancement in this sector. create a real platform for further development and advancement in this sector.

In the expectation that the processes of European and Euro-Atlantic integration of Montenegro in the coming period will be more dynamic and demanding in the coming period, we decided to prepare a new Strategic Review , we decided to prepare a new Strategic Review more demanding, we decided to prepare a new Strategic Defense Review with the aim of resolutely directing our defense sector in the direction of the system of collective direction of our defense sector in the direction of the system of collective direction of our defense sector in the direction of the system collective security, with close and sincere cooperation with partners who provide immeasurable contribution in all stages of our journey towards reaching the proclaimed strategic goals, the full membership of Montenegro in NATO and the EU. Montenegro's membership in NATO and the EU.

The Ministry of Defense and the Army of Montenegro are recognized as a reliable partner at the level of Montenegro The Ministry of Defense and the Army of Montenegro are recognized as a reliable partner at the level of Montenegro The Ministry of Defense and the Army of Montenegro are recognized but also within the wider international community. This strategic document and was created with the aim to

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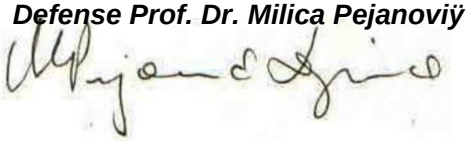
to prepare the defense sector in the best possible way for the challenges that await it, by defining the level of existing capacities and the ways of their improvement and development.

Proud of our past and the correct decisions made by many generations before us, I am convinced that we will know how to adequately respond to modern security challenges and threats and continue to contribute to the progress of Montenegro, with the readiness to participate, within our capabilities, in international missions in those areas where we can contribute to peace in the world with our knowledge, experience and dedication.

Minister of

Defense Prof. Dr. Milica Pejanoviÿ ðurišiÿ



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1. INTRODUCTION

The need to additionally analyze the decisive factors and create the defense sector on a more realistic and sustainable basis initiated the drafting of a new Strategic Defense Review of Montenegro.
In the process of drafting the new strategic document, the main efforts were aimed at identifying and supporting the positive characteristics and activities of the defense system, recognizing and eliminating errors and deficiencies in organization and functioning, and defining the main directions of development, transformation and modernization of the defense system of Montenegro.

This document should provide an answer to the key question:

"In what direction and in what way should we continue with the development of the defense system of Montenegro".

The preparation of this document was preceded by a multi-month consultation process in which, in addition to representatives and experts of the Ministry of Defense (hereinafter referred to as the Ministry) and the Army of Montenegro (hereinafter referred to as the Army), representatives of other state bodies, non-governmental organizations, the academic community and other interested parties took part. subjects. In parallel with consultations at the national level, regular consultations were held with international partners, especially representatives of the defense sector from NATO member countries.

In accordance with the new challenges, first of all in the economic, and also in the security sense, by defining the new SPO, an effort is made to provide a more flexible system capable of responding to national needs and interests on the one hand, or contributing to the collective defense system on the other.

The solutions proposed in this document will reduce the difficulties and doubts that we have faced in the current course of reforming the defense system and the Army of Montenegro, creating a platform for building new and improving existing, promising defense capacities.

Members of the Army of Montenegro in June 2006

The ultimate goal of this document is to provide a strategic picture and general guidelines for the continuation of the reform of the defense sector, the preparation of the Long-term Development Plan of the Army, further reorganization of the Ministry and the Army, and the creation of a basis for the improvement of our defense capacities.

The first part presents the current security environment of Montenegro and critical resources in which human potential, defense costs, material resources and infrastructure are recognized as determining factors. It is a fact that the defense costs foreseen by the Strategic Review of Defense, adopted in 2010, are based on the projection of the movement of the gross domestic product (GDP) during a time of great economic growth. Wave of crisis in the Eurozone

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at the end of 2011, it had a negative impact on the economic capabilities of Montenegro, which ultimately had a negative impact on allocations for defense purposes. The intention of this document is to present a more realistic projection of the allocation of financial resources for the needs of defense and to harmonize other projections that affect the development of the defense system.

As another issue, the SPO defines national defense priorities with special reference to the protection of Montenegro's sovereignty, in terms of monitoring, control and protection of its land, sea and airspace. National defense priorities are areas that will crucially determine the direction and focus of the further development of the defense system.

Based on the experience gained in recent years, the Strategic Review of Defense proposes a redefinition of the defense missions 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 basic state mission, which is the protection of sovereignty, territory and independence. Also, an important benchmark for redefining future missions is the development of the ability of the defense system to contribute to the improvement of the State's security through engagement in world peacekeeping operations.

A key part of the SPO is devoted to the reorganization of the Ministry of Defense and the Army of Montenegro. He gives a recommendation in which direction development should be directed and what structure the Ministry and the Army should have in order to be more efficient in managing processes and programs. This implies finding a model for more efficient management of human and material resources, which will ultimately result in more efficient and economical management and disposal of defense costs. The development of relevant military capabilities and the establishment of a sea and airspace surveillance system represent the key challenge of ensuring sovereignty over the territory of Montenegro and the safe exchange of data with partners and allies, with the aim of improving security in the country and the surrounding area. For

Members of the Army of Montenegro in 2013

It is certainly imperative to provide a stable defense budget in the current conditions of the economic crisis in order to enable the continuation of the reform of the defense system, the modernization of the Army and the achievement of the required level of interoperability.

Therefore, the most important solutions of the SPO should alleviate difficulties, misunderstandings and doubts in the current course of reforms of the defense system and the Army and provide a basis for building defense capacities that will improve security and stability and thereby contribute to strengthening global peace and stability.

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2. STRATEGIC ENVIRONMENT

For the creation and development of the defense system of Montenegro, it is essential to consider the influence of the strategic environment. To that end, the security environment, defense interests and goals, as well as challenges, risks and threats to the security of Montenegro were considered.

2.1. Security environment

Changes in the global security plan, after the disappearance of bipolarism, caused radical changes in the approach and perception of security and defense relations in the world.
Montenegro appreciates that in the present, as well as in a certain future time, conventional military threats to it have been reduced to a minimum and that new types of non-military threats are current and dominant.

Challenges in the management of the defense and security sectors in the 21st century are interrelated, often cause-and-effect, so that they cannot be solved effectively if they are considered separately.
Countries must modernize their defense and security sectors, not only to preserve territorial integrity and sovereignty, but also to prevent all types of threats that have a transnational character. Considering the very nature of the new defense and security phenomena, the fight against them cannot be conducted only at the national level.

Asymmetric threats, defined in the National Security Strategy, due to the increasing interaction on the global level, threaten countries and their citizens in an indirect and immediate way. Bearing in mind the fact that no country can effectively respond to these threats on its own, international, regional and global political security organizations such as the UN, NATO, EU, OSCE and others are gaining importance.

This security situation implied the necessity of changes in the structure and organization of national defense systems. According to this reality, Montenegro has decided to adapt and significantly redefine and reorganize its security and defense system.

Global security dynamics and the complex relationship between security factors, the geographical position of Montenegro, as well as regional crises, certainly have a significant impact on the security situation in Montenegro.

From the session of the Council for Defense and Security

The processes of regional cooperation in the area of Southeast Europe and the Western Balkans, demilitarization and reduction of military potential are the main indicators of regional stabilization. That process is emphasized by the European and Euro-Atlantic integration tendencies of the countries of the region,

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bearing in mind that part of the countries joined the Euro-Atlantic integrations, and part shows commitment through the NATO/PfP program and the Agreement on Stabilization and Association in the EU. Nevertheless, the region is still partially burdened by events from the past and unresolved problems, which may cause certain forms of instability in the future.

Through their security concepts, international organizations such as the UN, NATO, EU, and OSCE strive to find the most appropriate and effective responses to a wide range of threats that threaten security and stability in the world. Their role in this regard is getting bigger and more important, which also increases their responsibility for the overall security order.

Bearing in mind that Montenegro has taken a deep step into the accession process and started negotiations with the EU, it is important to mention the Common Foreign and Security Policy (CSFP), as well as the Common Security and Defense Policy (CSDP) as important achievements of the EU in this sector, which they must also take into account which are the subject of negotiations between Montenegro and the EU within the framework of Chapter 31. An important political and security goal of the European Union is the continuation of the stabilization of the Western Balkans, which was affected by the destruction of war at the end of the last century.

Bearing in mind this security status in the narrow and wider environment, its demographic, economic and overall economic potential, the optimal security and defense model for Montenegro is to become part of the system of collective security and collective defense.

In addition to the above, Montenegro believes that the political and security situation in the region can best be stabilized and maintained as such over time, through regional cooperation and joint projects and integration into the EU and NATO.

2.2. Defense interests and goals of Montenegro

By gaining independence, Montenegro regained its function, that is, sovereignty in the field of defense, which until then was under the authority of the state union of Serbia and Montenegro. After the formation of the Ministry of Defense, the drafting of legal solutions and strategic documents was started, so the Defense Strategy of Montenegro, in addition to the National Security Strategy, provided an answer to how Montenegro should implement the basic defense function, which is defined by the Constitution - the preservation of independence, territorial integrity and sovereignty.

In addition, Montenegro is focused on the preservation of state interests, which are defined by the Constitution and based on the principles of the development of democracy, rule of law, market economy, respect for human rights and development of multiculturalism, freedom, preservation of nature and a healthy environment, sustainable and balanced development of all its areas , as well as commitment to cooperate with other nations and states on an equal basis, that is, commitment to European and Euro-Atlantic integration.

Army of Montenegro

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2.3. Challenges, risks and threats

A realistic and objective assessment of risks and threats is extremely important for the development of the defense system of Montenegro.

The role of the defense system today has been significantly changed, compared to the traditional understanding of defense, given the wide range of security risks and threats, which by their nature are difficult to predict, asymmetric and unconventional.

Today's security threats are directed less and less against the territory of the state and military facilities, and more and more against the national infrastructure (embassies, airports, power plants, railways), the civilian population (mass gatherings, stadiums, etc.) and causing political and economic crises.

Instability of individual countries and regions, terrorism in all its forms, proliferation of weapons of mass destruction, religious and ethnic disputes, organized crime, illegal migration, computer crime, environmental pollution and climate change, epidemics, poverty, lack of food and drinking water, lack of of strategic energy sources are threats that no country can solve independently.

In the machine

At the global level, international terrorism has very quickly become a threat to democratic societies, in which insecurity is created through various conventional and unconventional forms and methods.

The availability of weapons of mass destruction to non-democratic regimes, various organizations and groups is a security threat at the global level. The response to these threats implies the involvement of the whole society, as well as stronger cooperation between countries.

Given that these are threats that constantly change and develop, and are characterized by continuity, unpredictability and dynamism, the security system must be ready to react for the benefit of society to all threats that exceed the capabilities of other state institutions.

Various natural and man-made disasters should also be highlighted as constant and increasingly present security risks. Global warming and climate change give a new dimension to the engagement of the Army, within the security system, in assisting civil institutions in rescuing people and property.

Also, in the age of expansion of information technology, social virtual networks and computer programs, it is impossible to ignore the fact that all information resources can be used against a certain society and thus represent a serious security threat.

Such a wide range of threats requires reform and constant adjustment of the defense system, which will enable the building of the necessary capabilities and the organization of forces interoperable with the requirements of collective security and collective defense.

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3. CRITICAL RESOURCES OR RESOURCES

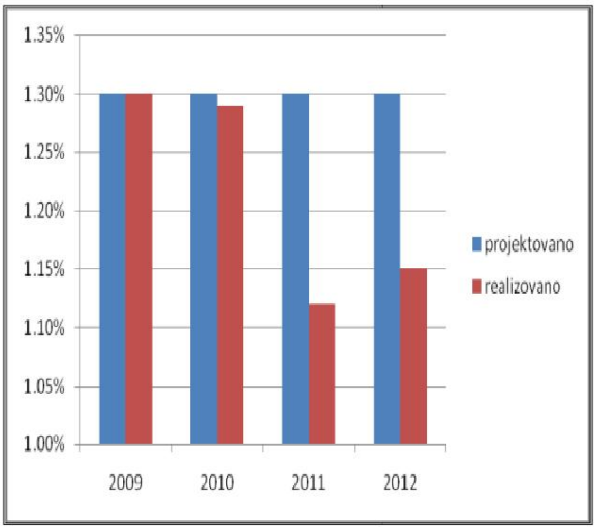
Achieving the necessary defense and military capabilities, in order to carry out the assigned missions. Achieving the necessary defense and military capabilities, in order to carry out the assigned missions. wounds, requires modernization and procurement of new weapons and military equipment, maintenance and wounds, requires modernization and procurement of new weapons and military equipment, maintenance and improvement of existing assets and training of personnel in accordance with the needs of the national defense and integration into NATO and the EU.

Achieving essential defense capabilities will be possible only in the service of financing the defense system. and only in case of reaching the appropriate financing of the defense system.

Defense costs 3.1.

The existing structure of the distribution of defense costs is unsustainable and does not allow the structure of the distribution of defense costs to allow the development of military capabilities and modernization of the armed forces.

In 2010 expenditures on defense based on the projection of growth in Montenegro, the desired structure of the Army, reaching the relevant military capabilities as well as the requirements for equipment and modernization. equipment and modernization requirements.



The painting 1: Allocation for defense expenditure

The existing cost structure of the defense budget and the cost structure of the defense budget was made in accordance with the Rulebook on the uniform classification of accounts for the budget of the Republic and includes personnel expenses, operational expenses and capital expenses. operating costs and capital costs.

This is the wave of the economic crisis in the Eurozone in 2011 had a negative impact on the economic performance in Montenegro, which had a negative impact on the allocations in ultimately had a negative impact on allocations for defense purposes.

After 2010, when the participation of the defense budget (Figure 1) was 1.29% of GDP and in 2011, when it was 1.12% of GDP and in 2011, when it was 1.12% of GDP , in 2012, after the adopted rebalancing in 2012, after the adopted rebalancing (reduction for defense of €1.25 million), the planned allocation from the state budget was €36.4 million, i.e. 1.07% GDP GDP.

Figure 2: Allocation for personnel expenses Figure 2: Allocation for personnel expenses

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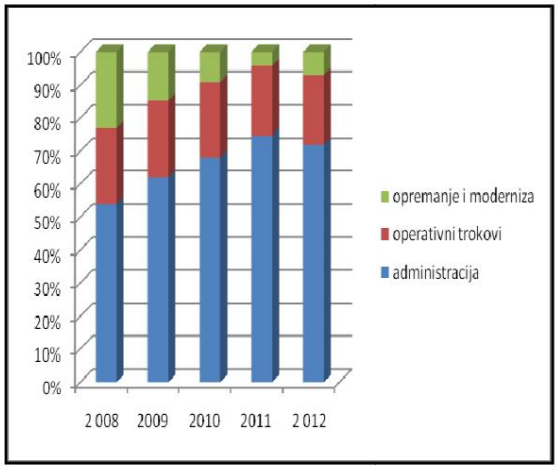
A certain [illegible] of the modernization modernization of weapons and military equipment. Partnership goals and the continuation of the modernization and modernization of weapons and military equipment. Partnership goals and the continuation of the modernization and modernization of weapons and military equipment.

The [illegible] budget, funds that can be counted on with

were achieved in the establishment. [illegible] is known % in 2005, to 54% [illegible] their share [illegible] increase during 2011 and 2012, to 72%.



This trend of increasing [illegible] defense budget (Figure 2) [illegible] of people in recent years [illegible] budget, and partly and because of the overall defense budget, [illegible] of the new costs related to the compensation of the new costs related to the compensation of the soldiers participating in the international actual reduction of the military [illegible] the significant expectations did not bring [illegible] increase in the standard of [illegible] modernization (Figure 3).

Wed For

Figure 3: The structure of the distribution of defense costs

3.2. Armament and equipment

The [illegible] execution of all national defense tasks, the implementation of the Partnership objectives the execution of all national defense tasks, [illegible] reaching the required level of interoperability of the declared formations.

In the previous period, the system was relatively improved. In [illegible] personal protection and means of connection and non-protection and [illegible] sea surveillance radar, etc.

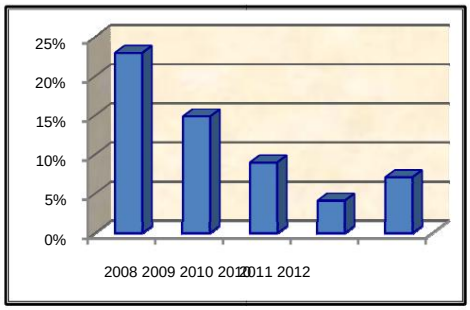


Figure 4: *Costs for equipment and Costs for equipment and modernization from 2008 to 2012. modernization from 2008 to 2012.*

Despite the [illegible] weapons and military equipment (NGO) (NGO), which is, in [illegible] of different type and origin, of the same [illegible] and nearing the end one part of it is technologically outdated and nearing the end of its life

[1] According to the original [illegible] in 2012. 1/3 € was achieved in 2012. 1/3 of the planned amount was achieved.

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life cycle. Their use and maintenance is extremely demanding and does not provide the necessary interoperability and compatibility with the systems of NGO members of the NATO alliance.

A special problem is the constant reduction of defense costs for equipment and modernization, which was reduced from 23% in 2008 to only 4.12% in 2011, and to 7.1% in 2012, despite the declared policy within the NATO alliance on allocation 20% for equipment and modernization (Figure 4).

The reasons for this state of armaments and military equipment, which do not even satisfy national needs, should be sought in the permanent reduction in the allocation of funds for equipment, as well as in inadequate equipment procurement procedures. Namely, the procurement of military equipment takes place in unfavorable conditions. Here, first of all, we mean the underdeveloped domestic defense and military industry, which directly affects the increase in procurement costs, because it must be done through foreign companies, which are often uninterested in participating in tenders due to small quantities, that is, low values of tender items.

The long-term defense development plan needs to define mechanisms for the procurement of combat systems and assets through the signing of long-term arrangements with domestic or foreign companies.

3.3. Infrastructure

Most of the military infrastructure in military facilities is dilapidated, substandard and does not meet the basic standards for the life and work of members of the Army.

After the independence of Montenegro in 2006, the military infrastructure from the previous period was inherited, which was found to be in a very bad condition. In the past period, great efforts were made and significant funds were invested in the modernization of infrastructure facilities, training grounds and training grounds with the aim of improving the quality of life and work of members of the Army and the Ministry of Defense. In this context, the reconstruction of part of the buildings of the Ministry of Defense in Podgorica, as well as the barracks in Danilovgrad, Kolašin and Golubovci, was realized.

Also, one of the challenges faced by the defense sector in terms of infrastructure capacity improvement is the modernization of facilities where ordnance are stored.
Here it is important to mention the realized reconstruction and modernization of the warehouse Taraš2 .
With the support of foreign partners, the modernization of the Brezovik warehouse was started.

Considering the constant load and dilapidation of storage facilities, as well as the lack of adequate conditions for the work of members of the Croatian Army in some barracks, it is necessary to make additional efforts with the aim of changing the negative trend of investment in infrastructure facilities and turning it into a positive one.

[2] The reconstruction was carried out as part of the MONDEM program, with the support of the OSCE and UNDP.

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The permanent reduction of the funds invested for the infrastructural arrangement of military facilities (Table 1) makes it impossible to carry out the rehabilitation and reconstruction of facilities for the life and work of personnel in accordance with the planned dynamics.

Year of	in 2007	in 2008	in 2009	in 2010	in 2011	in 2012
Investment (million €)	5.8	2.7	1,1	0.56	0.36	0.15

Table 1: Investment in military infrastructure

3.4. Human Resources

There is an urgent need to find a solution for the current situation, that is, to find mechanisms that will enable a constant influx of young staff.

As in many other areas of the defense sector, the inherited policy of human resource management has led to an unbalanced structure in terms of available personnel, i.e. insufficient staffing with officers and soldiers (Annex 1). Although the officer cadre is young on average, there is a need for permanent admission of officers to initial duties. A special problem is the understaffing and unfavorable age structure of the military staff, the excess of older non-commissioned officers and the lack of younger non-commissioned officers.

The existing organizational structure of the Army of Montenegro is not harmonized with the principles of the organization of the military forces of NATO member countries, especially when it comes to the numerical size, the pyramidal structure of officer ranks and the age structure of the professional staff.

When talking about human resources and potential, the issue of cadet education cannot be bypassed.
In the previous period, in the form of a short-term solution, the possibility of training cadets in foreign military academies was accepted. However, this solution cannot be sustainable in the long term and its shortcomings are already being felt. Namely, officers who are educated in various military educational institutions outside Montenegro, upon returning to the country come with different habits and knowledge, thus losing the sense of the Army's operability in the context of a unique concept and approach to the defense of the country. Coming from schools in different countries, they bring with them different degrees of knowledge and habits, which is why they need a longer period of adaptation and understanding of the home defense system.

basic

Members of the Croatian Armed Forces in the ISAF mission in conversation with the President

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4. NATIONAL CHALLENGES

By defending sovereignty, independence and territory, the defense system fulfills its constitutional role. In order to achieve that goal, in the conditions of the economic crisis, the management of defense resources is of particular importance. That is why it is necessary for the MoD and the GoS of the VCG to establish appropriate organizational structures and relationships, in order to become more efficient. Achieving interoperability with NATO member countries requires improvement and adaptation of administrative, operational and material capacities. In addition, it is important to improve logistics; solve the surplus of weapons, ammunition and equipment and reduce the number of military locations and facilities to the required level.

4.1. Defense of national sovereignty

Bearing in mind the current security environment, its unpredictability, as well as the performed assessment of risks and threats, the defense of the sovereignty, territory and independence of the state is the main priority of the defense system.

The national sovereignty of Montenegro represents the right to exercise power on the state territory, implement laws, i.e. supervise and protect the land, territorial sea and airspace above them.

The sovereignty of Montenegro is particularly sensitive in the part of the sea and air space of Montenegro, which is why it is necessary to invest additionally in existing technical systems, that is, to acquire new ones, which requires significant financial investments. Bearing in mind the existing financial capacity of the state for procurement and maintenance of the mentioned systems, it is clear that new mechanisms must be sought that will enable the execution of the Army's missions and tasks.

Given the obsolescence and the state of the existing technical systems and the state's ability to procure and maintain them in the long term, Montenegro will not be able to independently develop all the necessary capacities.

That's why Montenegro will build capabilities to protect its sovereignty through regional initiatives, as well as cooperation with partners and allies. Participation in the collective security system is the best framework for protecting its sovereignty.

4.1.1. Sovereignty of Montenegro on the mainland

The Ministry of Defense intends to form and develop an infantry battalion with high combat capabilities.

The Government's support is needed to find a solution for the construction of training grounds for exercises and fire training in accordance with the laws of Montenegro.

The existing ground forces are organized at the brigade level. This kind of organization is not in accordance with the organization of modern armies in terms of numerous sizes and is a reflection of the inherited structure. Due to this type of organization and inherited habits, the main shortcomings of the ground forces are the insufficient staffing of units, the large number of levels that participate in the decision-making process, the complexity of connections and relationships, and the unfavorable personnel structure.

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The Army currently lacks large amounts of modern weapon systems, equipment and vehicles, which significantly affects the efficiency of operations in different spatial and weather conditions. The mobility and logistical support of the ground forces is characterized by limited maneuvering capabilities due to outdated means of transport and an inadequate level of protection.

In the previous period, the activities were focused on the adoption of standards in the training and equipping of the declared infantry company, which is trained according to the concept of operational capabilities (OCC). Also, significant progress has been made in training and equipping mountain units to perform operations in extreme weather conditions.

The insufficient number of vehicles with the required level of protection and the lack of ranges for conducting exercises and training with live fire are the main limitation for the continuation of training and evaluation of declared forces according to NATO procedures.

Experiences and lessons learned, primarily from participation in the ISAF mission and engagement during the period of the state of emergency due to the heavy snowfall that hit Montenegro in 2012, when members of the Army provided assistance to civilian institutions, highlight the need for modernization and changes in the foreground power structures.

Reception of members of the Army after participating in the ISAF mission

Since the restoration of Montenegro's independence, the ground forces have been focused on training and equipping units and teams declared as partner goals. However, the existing structure is not sufficiently modular and adaptable to meet national needs as well as to meet the criteria of the forces declared for international operations. A new interoperable infantry battalion with the appropriate structure, training and equipment will be created from the existing ground forces.

4.1.2. Sovereignty over the airspace of Montenegro

Sovereignty over airspace will be ensured through the construction of a sustainable system of control, surveillance and protection of airspace together with partners and allies.

Sovereignty over airspace will be ensured through the construction of a sustainable system of control, surveillance and protection of airspace together with partners and allies.

The current capabilities of the Air Force of the Republic of Croatia to perform assigned tasks are very limited due to the lack of adequate equipment and limited capacities at the national level to maintain it at all prescribed levels. The lack of combat units is especially pronounced

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systems and means for anti-aircraft combat (artillery, missile systems and aviation), transport helicopters and modern airspace surveillance radar.

The existing capacities of the Air Force do not enable the execution of the assigned missions and tasks of the Army and do not have the possibility of tactically transporting a large number of people, assets and equipment by air. "Gazelle" helicopters and accompanying equipment enable operations in daytime conditions, while operations in complex weather conditions and at night are limited. In addition, the air force in accordance with the assigned tasks has limited technical and operational capabilities for search and rescue (SAR) missions from the air, over land and at sea and is not able to adequately support these activities in all weather conditions.

Due to the lack of multi-purpose medium helicopters, the Air Force of the Republic of Croatia is unable to provide adequate support to civil institutions in responding to emergency situations (search and rescue, firefighting, medical evacuation - MEDEVAC, transport, etc.). Also, due to the lack of adequate helicopters, it is not possible to achieve the required mobility of the ground forces, which, given the configuration of the terrain, can be of crucial importance for an efficient and adequate response to possible security challenges.
Bearing in mind the capabilities of the G-4 aircraft, the costs of training, exploitation and maintenance of the aircraft and weapons, as well as the limited service life, it is irrational to keep them in operational use.

For the safe and secure execution of flight tasks, the air force has the ability to maintain existing helicopters, which includes all types of repairs and services up to the level of overhaul.

4.1.3. Sovereignty of Montenegro at sea

The focus of ensuring sovereignty at sea will be on the acquisition of the necessary capabilities of the Navy, the integration of the national maritime security system, regional cooperation and Euro-Atlantic integration.

The focus of ensuring sovereignty at sea will be on the acquisition of the necessary capabilities of the Navy, the integration of the national maritime security system, regional cooperation and Euro-Atlantic integration.

The Navy currently has limited abilities to perform tasks due to the obsolescence of ships, surveillance and communication systems and standards that the existing equipment does not meet, as well as the inability to perform adequate basic and periodic maintenance.

The Navy has limited sea surveillance capabilities due to the technical obsolescence of coastal surveillance radars, the impossibility of procuring spare parts and expensive overhaul. There is no possibility of transmitting radar images electronically from the coastal radar monitoring station to the Navy's operational center. The existing systems are not compatible with the systems used by EU and NATO member countries, which prevents the exchange of data and information in real time.

Maritime control of the territorial sea and the outer sea belt is the second major challenge for the defense of Montenegro's sovereignty. No institution in Montenegro, military or civilian, has the ability to effectively perform this mission. Currently, the Navy carries out the tasks of controlling the outer sea belt with large patrol ships of the "Kotor" class, in the conditions

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difficult maintenance, insufficient funds for training and the stay of ships at sea. All this is due to difficult maintenance, insufficient funds for training and the stay of ships at sea. All this is due to difficult maintenance of two patrol ships of the "Konyar" class and a support, universal ship, which are more than 20 years old, and a support, universal ship, which are more than 20 years old, all with the aim of reducing operating costs and more efficient sea control.

Navy, embarking boarding teams Navy, embarking boarding teams

Tugboat PR-41 is the only vessel is the only vessel equipped with Sasha modern contemporary commercial commercial navigational navigational communication communication that enables full interoperability partners and the possibility of search and rescue of accidents military and civilian ships or aircraft. military and civilian ships or aircraft.

Underwater detachment has limited capabilities for special operations (anti-terrorist, hostage) and underwater subversion inspection, because it does not have equipment for detecting and removing explosive devices and mines. because it does not have equipment for detecting and removing explosive devices and mines.

Boarding teams of the Maritime Detachment have the possibility of boarding, mastering and control, but without the possibility of inspecting people and means, because they are not fully equipped with standard professional equipment for observation, communication and protection. equipment for observation, communication

4.1.4. Mobility, movement and transport Mobility, movement and transport

Procurement of multi-purpose medium helicopters, for the execution of operational tasks, helicopters, for the execution of operational tasks, is the main priority of the Ministry of Defense. is the main priority of the Ministry of Defense.

The defense system should have the ability The defense system should have the ability to quickly react in crisis management and react in crisis management and the execution of its missions, both within Montenegro and within Montenegro, as well as at the regional level.

Defense forces currently have a very limited ability to airlift the ability to airlift forces and assets over tactical distances, particularly in emergencies and the fight against terrorism.

Most countries use countries use medium transport medium transport helicopters in order to provide operational mobility.

Exercise of the declared company

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Such medium-sized helicopters are the best solution for Montenegro considering the configuration of the terrain, the possibility of use above water surfaces, the specific conditions caused by extreme weather conditions and the difficult conditions of using the road and railway infrastructure. Medium helicopters are vital for emergency response, especially natural disasters. This was also confirmed during heavy snowfalls in Montenegro, where we did not have the right solution ourselves.

Also, it is vitally important that members of the Army are familiar with and have experience with the procedures for using transport helicopters, as the primary means of tactical transportation in international operations.

In addition to the above, the movement and transport of ground forces is limited due to the insufficient number of modern transport vehicles and vehicles with the required level of protection. This represents a critical moment in the engagement of forces, where the outcome of the entire operation can be called into question due to limited capabilities in maneuvering speed.

4.2. Ministry of Defense

The goal is for the Ministry of Defense and the Army to reorganize and harmonize with the best NATO practices, especially in the part of establishing an adequate management structure and efficient execution of tasks, and ultimately become more efficient and effective.

The Ministry of Defense was established in 2007. The previous period showed that there are several serious deficiencies in the field of management and management of defense resources.

Management and management of existing processes in the Ministry is characterized by redundant administration, insufficiently clear division of responsibilities and unclear functional links between organizational units. The current organization is a highly centralized system with a very complex organizational structure and overlapping responsibilities, which ultimately reduces the efficiency of the system and efficient management of resources.

In accordance with the Law on Civil Servants and State Employees, the Government of Montenegro adopted a new Rulebook on the internal organization and systematization of the Ministry of Defense, which entered into force at the beginning of April 2013 (Annex 8).

With the new organization, three Directorates were established: the Directorate for Defense Policy, the Directorate for Human Resources and the Directorate for Material Resources, which are headed by general directors. Also, the position of the State Secretary and a special organizational unit for public relations were established.

The introduction of a special organizational unit of the Ministry of Public Relations will improve communication with citizens, the media and the non-governmental sector, as well as better informing the public about the activities of the Ministry and the reform processes of the defense system.

Based on the Amendments to the Law on Defense from 2012, the Department for Military Intelligence and Security Affairs was established within the Ministry of Defense.

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In order to improve the management of defense costs and better define priorities, it is necessary to work on improving the functions of internal audit and building integrity.
The General Staff of the VCG is an organizational unit of the Ministry, but experience shows that it lacks better day-to-day operational control systems and stronger integration with other organizational units of the Ministry, primarily due to the lack of quality staff personnel.

Also, there is a need to improve the capabilities of crisis management and command of the Army in crisis situations and operations. To this end, a command and operations center will be established, within the GŠ VCG, by hiring available operational and intelligence personnel.

4.3. Material resources

The Directorate for Material Resources of the Ministry of Defense is responsible for the management and planning of logistics in the Ministry of Defense and the Army, and the Logistics Base is the executive unit of logistical support. The Directorate consists of Directorates for logistics, infrastructure, information and communication systems, standardization and codification.

In order to make more efficient use of material resources, the Directorate for Material Resources took over responsibilities within the framework of logistics from the General Staff (J-4), which was abolished by previous organizational and formational changes.

Logistics departments (administrative bodies) are integrated into the Army, Navy and Air Force brigade commands with the task of monitoring the state of resources and recommending their maintenance.

Despite the progress made in the previous period, the existing organization of logistics does not allow efficient use of human and material resources to a sufficient extent. Duplication of functions, dual command and unclear connections between administrative and executive bodies are the main shortcomings that do not allow for efficient functioning. Also, the absence of doctrinal documents of logistics significantly hinders the successful and efficient functioning of logistics support, and as a result we have unclear competencies and responsibilities of organizational units in this system.

4.3.1. Logistical support

The existing logistics capacities are very limited and are characterized by the obsolescence and unreliability of means and equipment, which significantly complicates the execution of basic logistics support functions. The transport capacities of the Logistics Base do not meet the necessary capacities for the transport of forces and resources, given that the average age of motor vehicles is over 20 years.

The current maintenance of movable objects is burdened with numerous problems: the inappropriate employment of personnel; insufficiently trained staff, first of all, for the maintenance of newly acquired funds; the disproportionate relationship between the administrative and executive bodies of logistics, as well as the inadequate age structure of the staff. Also, the material base is insufficiently developed (stationary and portable workshop equipment is outdated, lack of spare parts, etc.) as well as national logistics, especially in the area of maintenance of combat equipment.

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The storage of ammunition and military equipment is in accordance with the prescribed standards. The stability of gunpowder is monitored for all ammunition stored in the Army's warehouses based on the gunpowder collection, which is located in the "Sasoviÿi" ordnance storage. Assets are stored in compatible groups that meet all security standards.

Vehicles of the Army of Montenegro

The existing supply system management is burdened with significant excess funds, old technology and the absence of a logistics information system that would consolidate information on the current state of funds, their quality, user requirements and the possibilities of efficient inventory management.

By adopting amendments to the Law on Defense at the beginning of 2012, a legal basis for standardization in the field of defense was created. Although the process of formal acceptance of NATO standards has not yet begun, certain standards are already being implemented when learning foreign languages, training units according to the NATO concept of operational capabilities (OCC concept), as well as when procuring equipment that is compatible with allied equipment.

In order to achieve interoperability with partners in the material sphere and logistics, Montenegro decided to accept the NATO codification system.
In accordance with the existing legal solution, the Ministry has the authority to organize primary health care. However, this solution turned out to be irrational and inadequate for the needs of the Army. A special problem is the impossibility of providing adequate health care for members of the special forces, naval saboteurs and aviation personnel. In addition, such a solution requires large financial resources for the execution of systematic examinations and all other examinations foreseen by law for members of the Army.

It is very important to emphasize that such a legal solution does not allow adequate monitoring of the health condition of members of the Army, which can have very negative consequences.

4.3.2. Dealing with excess military equipment and infrastructure

The resolution of surplus military equipment and infrastructure will continue. The Ministry of Defense expects a continuation of the government's policy that part of the financial resources from the sale of weapons and former military real estate be used for the modernization and equipping of the Army and the construction of the necessary infrastructure in military facilities.

After independence, Montenegro found large quantities of weapons and military equipment in military warehouses, more precisely about 12,000 tons of ammunition of various calibers. These quantities represent a big problem, primarily in terms of security (Figure 5). The process of getting rid of obsolete military equipment, ammunition and other assets, which started several years ago, is realized by neutralization, sale or transfer of certain assets to civilian institutions.

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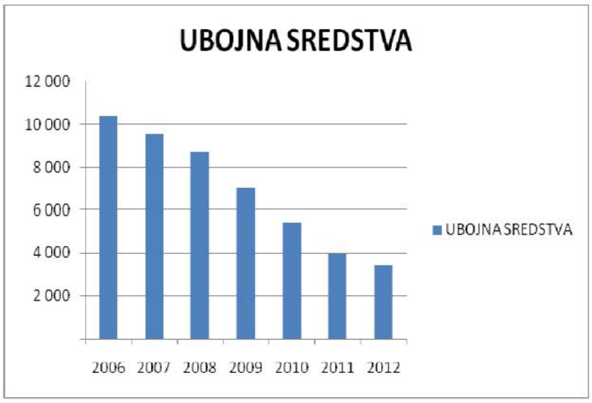
agreement with the US government and with additional activities, the destruction of surplus ammunition was realized in cooperation with NATO. In addition to the above, the destruction of surplus ammunition will be

the security aspect, a significant effort was made to store all the ordnance that is and in view of

The process of neutralization of surplus ordnance has been slowed down due to the lack of a test site for the



process of neutralization of surplus ordnance has been slowed down due to the lack of a test site. The expectation is that, if the necessary financial resources are provided and the necessary financial resources are provided and the with the existing dynamics of the neutralization of ordnance, (over 4,000 tons in excess) will be completed to the end the end of 2018. Except safety and security aspect, the completion of this process will reduce the consumption of financial resources for the provision and maintenance of storage facilities, which currently burden the defense budget.

Figure 5: Surplus ammunition (in tons) Figure 5: Surplus ammunition (in tons)

The Army of Montenegro currently has a total of 950 motor vehicles and engineering machines in surplus. The Army of Montenegro currently has a total of 950 motor vehicles and engineering machines in surplus. It is necessary to complete the process of alienating these surpluses by the end of 2016.

There are 242 locations in Montenegro that were used by the Army of Montenegro, with around 1450 facilities. With about 1450 facilities, the majority of facilities at these locations are unused; building, electrical, plumbing and other installations at these locations are mostly outdated, unusable and require significant financial resources for maintenance.

Military locations that are no longer used Military locations that are no longer used are handed over to the disposal of the disposal to the Council to the Council privatization of the Government of Montenegro, de Montenegro, in order to carry out their in order to carry out their valorisation, but the valorization obligation remained of their provision and keeping. According to the analysis conducted by the analysis conducted by the Ministry of Defense, the functioning of the defense system requires the functioning of 23 military complexes (Annex 6). Thereof). Of these, 19 locations have a long-term perspective, while 4 locations are 4 locations of a temporary nature.

One of the warehouses in the "Brezovic" warehouse after reconstruction after reconstruction

It is important to note that a significant number of members of the Army, as well as other temporarily engaged persons are engaged daily in the security of these locations. Total costs for

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the provision of these facilities amounts to approximately €220,000 annually and this amount is allocated from the defense budget. In addition to financial costs, the engagement of personnel to secure these facilities has a negative impact on the training and performance of the basic tasks of members of the Army.

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5. REDEFINATION OF DEFENSE MISSIONS AND TASKS

Bearing in mind foreign-political goals, assessed risks and threats, as well as constant changes in the state of the security environment and the insufficient capacity of the defense system, it is necessary to redefine the Missions and tasks defined in the most important strategic documents.

5.1. Defense missions

Defense missions represent the starting point for the development of the Army of Montenegro, as well as all other subjects in the field of defense. The Army of Montenegro is the basic element of the defense system and the carrier of the defense of Montenegro. Defense missions provide an answer to the question of what is the goal and purpose of the establishment, development and use of defense systems in the preservation of national defense interests. Based on the role of the Army determined by the Constitution, the foreign policy goals of Montenegro, the assessed risks and threats to security and the concept of the defense of Montenegro, three missions were recognized.

DEFENSE MISSIONS OF MONTENEGRO
1. Defense of Montenegro through active cooperation with allies and partners
2. Contribution to building and preserving peace in the region and the world
3. Support to civil institutions in crisis situations

1. Defense of Montenegro through active cooperation with allies and partners

The defense of independence, sovereignty and territorial integrity represents the most important mission of the defense of Montenegro. Aware of its real defense capabilities, even though it is not a member of the NATO Alliance, Montenegro expects help from its partners and allies in the event of an armed threat.
Bearing in mind that this is a bilateral process, and that Montenegro shares common security values with allies and partners, it is necessary to reach the capabilities and readiness of the forces, to work with partners and engage in accordance with Article 5 of the Washington Treaty. Although the probability of an armed threat to Montenegro is small, and bearing in mind the consequences of such aggression, it is necessary to develop effective defense capabilities and capabilities to support allied forces for action on the territory of Montenegro for defense purposes.

2. Contribution to building and preserving peace in the region and the world

Democratization of society, free movement of people and capital, the rule of law and a stable environment are the basic values that enable peace and progress in the world. By participating in the ISAF mission and other international operations, Montenegro shows its readiness to assume part of the responsibility for international security, with the aim of stabilizing crises and preventing the suffering of people and goods. By participating in international operations, we show that we are a credible partner to allies and that we make a full contribution to the development of partnership, cooperation and peace in the world.

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3. Support to civil institutions in crisis situations

Bearing in mind the risks and threats that threaten the well-being of society, the Army will provide the necessary support to civil institutions and the population with its capacities and capabilities in confronting different types of risks and threats, which are not of a military nature. The army will be engaged in situations where civilian capabilities are not sufficient for timely and successful protection and rescue of people and property. In this way, efficient and rational use of national resources will be achieved in cases of natural and man-made disasters, the fight against terrorism, the use of weapons of mass destruction, etc.

5.2. Tasks of the Army

Defense missions define the key tasks of the Army of Montenegro. The tasks elaborate the activities of the Army in detail, in order to fully accomplish the assigned defense missions.

As part of **the 1st defense mission,** the Army will carry out the following tasks:

a) Protection of the independence, territorial integrity and sovereignty of Montenegro

The Army of Montenegro will protect and defend sovereignty, independence and territorial integrity in cooperation with other elements of the defense system, partners and allies. In the defense of the territory and sovereignty, Montenegro will use all units of the Army and other resources, in order to enable the growth of forces to the required level and the acceptance of allied forces, which would be engaged in the defense of Montenegro.

b) Achieving the necessary level of interoperability of forces with allies and partners

Interoperability with allies and partners is a key prerequisite for the functioning of the Army within the collective defense system. This is particularly related to the achievement of standards in equipping and training the forces, which crucially builds the capabilities of the Army. That is why the training and equipping of the declared forces according to the Partnership goals is one of the priority tasks.

c) Support to allied forces (Host nation support)

Participation in collective defense requires the identification and preparation of certain infrastructural capacities, the provision of logistical support to allied forces during the defense of Montenegro, in accordance with Article 5 of the Washington Agreement or when conducting an operation near Montenegro. In order to fully assess the possibilities for this purpose, the Ministry of Defense will create a catalog of capabilities, which will include the most important state and institutional capacities of Montenegro.

As part of **the 2nd defense mission,** the Army will carry out the following tasks:

a) Participation in international operations and missions

Montenegro has recognized the fact that action beyond the borders of its territory to extinguish crisis hotspots in the world represents a contribution to peace and security at the national and international level. To that end, Montenegro will, according to its capabilities, provide trained and equipped forces that, together with allies, will participate in international operations, in accordance with international law.

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Chief of the General Staff receives a report from the commander of the unit engaged in the ISAF mission

b) Arms control in accordance with international agreements Arms control

on arms control, disarmament and the fight against the spread of weapons of mass destruction, as an important factor in the proliferation of weapons of mass destruction, as an important factor of international security and stability.

Montenegro is an active participant

in activities and initiatives of international organizations that limit the proliferation of small and light international organizations that limit the

proliferation of small and light international organizations that limit the proliferation of small and light weapons in developing countries,

developing countries, agreements that prohibit the proliferation of weapons of mass destruction.

In this way, we want to contribute to the building of measures of trust and security in the world, and to the protection of people and material goods.

c) Participation in international military cooperation for the purpose of developing trust and partnership for the purpose of developing trust and partnership The

key bearers of the military cooperation of Montenegro are the military and defense part of the mission of Montenegro at the bearers of the military cooperation of Montenegro are the military and defense part of the mission of Montenegro to NATO, military envoys, and representatives of the Ministry of Defense in international organizations. In addition to permanent military-diplomatic missions, military diplomatic missions, military cooperation is realized through the activities of: military delegations led by the highest military leaders, working and expert groups from individual delegations led by the highest military leaders, working and expert groups from certain delegations, ship visits, military specialists, bilateral and multilateral military exercises, ship visits, specialist studies, conferences, symposiums and seminars in the field of defense and security.

Within **the 3rd defense mission, the Army** will carry out the following tasks:

a) Support to civil institutions Support to civil institutions during natural and man-made disasters

will provide support to civil institutions and the population, when their resources cannot adequately respond with

Members of the Army while providing assistance to the population

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b) Support to the police in the fight against terrorism

The army will provide support to the police and other state bodies in cases of threats to national security through terrorism, in accordance with the Constitution and laws of Montenegro.

c) Support in search and rescue operations

The military will provide support to civil services (police and emergency response forces) in search and rescue operations when they do not have sufficient capacity, in order to prevent or reduce the suffering and suffering of people and material goods.

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6. LEGAL REGULATION OF THE DEFENSE SYSTEM

The existing legal regulations in the field of defense need to be adjusted in the following areas:

- The area of engagement of the security forces of Montenegro outside the national territory,

- The field of regulations in the field of financial regulation.

The legal framework of the defense system of Montenegro is regulated by the Constitution of Montenegro, the National Security Strategy, the Defense Strategy, the Law on Defense, the Law on the Army of Montenegro and the Law on the Use of Units of the Army of Montenegro in International Forces and the Participation of Members of the Civil Protection, Police and Employees of Authorities state administration in peace missions and other activities abroad.

The Parliament of Montenegro decides on the use of Army units in international forces, on the proposal of the Council for Defense and Security, and those units are filled on a voluntary basis.

Legal regulations stipulate that during a state of emergency or war in Montenegro, no decision can be made on the use of Army units in international forces. Also, it is prescribed that if the circumstances for the implementation of the activities of the Army units in the international forces change significantly or if the Army units are exposed to extreme danger or in the event of the declaration of a state of emergency or war in Montenegro, the decision on the continuation of the participation, i.e. the withdrawal of the Army units, is made by the Assembly , on the proposal of the Council for Defense and Security.

In the continuation of Euro-Atlantic integration, it is necessary to adjust the legal regulations for participation in international missions and operations, especially in the part that refers to the obligation of Montenegro to participate in collective defense operations.

The current legal regulation in the field of finance does not allow the transfer of competences from the Minister of Defense to lower levels, which reduces the efficiency of decision-making and slows down their implementation.

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7. KEY PRIORITIES FOR THE DEVELOPMENT OF DEFENSE SYSTEMS

The reorganization of the Ministry of Defense and the Army is a key priority that will establish adequate structures that will enable more efficient functioning and management of processes and programs. This includes finding a model for more efficient management of human and material resources, which will ultimately enable more efficient and economical management and disposal of defense costs.

The development of relevant military capabilities and the establishment of a sea and airspace surveillance system represent a key challenge for ensuring sovereignty over the territory of Montenegro and efficient data exchange with partners and allies.

The reorganization of the Army and the transition to battalion organization will provide a more efficient structure of Army units, adapted to a wide range of security challenges and the standards of modern armies.

The priority in the modernization, equipping and training of the Army will be on the implementation of the Partnership Goals and the achievement of the necessary capabilities for the execution of assigned missions and tasks.

7.1. Ministry of Defense

In order to make more efficient use of resources and improve the management of programs and processes, the process of adapting and improving the existing structure of the Ministry will continue through:

- Integration of individual parts of the Ministry and the General Staff in such a way as to uniquely create functional units in the field of human and material resources, intelligence, security and financial services, while ensuring the functions of the General Staff;
- Decentralization of process management and transfer of some responsibilities to lower levels; -
- Improving the capacity to fight against corruption, in accordance with the National *Strategy for the fight against corruption and organized crime* and international obligations. Special emphasis will be placed on improving the training of civilian and military personnel in this area, improving the coordination of the work of the authorities in charge of control, as well as on strengthening the transparency of the implementation of procurement procedures and the realization of defense costs.

Development priorities will be:

- Development of the military-intelligence system (Annex 2);
- Development of the newly established organizational unit for public relations in the Ministry,
- Establishment of the Command and Operations Center, for continuous command of the Army in operations and crisis response, within the General Staff.

The functional reorganization of the Ministry of Defense should enable the connection and improvement of various defense operational capabilities within the system, the optimal and more efficient use of resources and the reduction of administration.

7.2. Reorganization of the Army

The future structure of the Army needs to provide a harmonized relationship between the needs of the defense system and the possibility of developing modernly equipped and trained forces that will be able to respond to security challenges. Respecting the demographic capacity of the state i

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determination to join the European Union and Euro-Atlantic institutions, the Army will keep the already constituted intelligence units, without classic intelligence commands. The size of the peacetime composition of the Army will continue to be in accordance with the needs and capabilities of Montenegro and will be around 0.3% of the population.

The organization of the Army will remain the strategic level. In a regular state, the General Staff will ensure the continuity of command and ensure the continuity of command, development of the Army's combat capabilities, implementing defense policy, drafting doctrinal documents of the Army's capabilities, implementing defense policy, drafting doctrinal documents of the Army's capabilities, implementing defense policy, drafting doctrinal documents, military cooperation and other tasks in the field of defense. General Staff with military tasks in the field of defense. The General Staff will be the expert and advisory body of the Minister of Defense and the Council for Defense and Security for military and security issues.

Within the General Staff of the Army of Montenegro, a Command Operations Center (KOC) will be established within the General Staff of the Army for command of operation in the country and abroad.

With the abolition of the brigade With the abolition of the brigade organization, the basis of the organizational structure of the Army will consist of battalions, that is, the Land Army, the Navy, and Air Force.

Members of the Army on duty Members of the Army on duty

A unified command and control system, in order to effectively command all forces. A unified command and control system, in order to effectively command all forces through the system of the Command Operations Center and the establishment of a unified command and control system (Annex 3 of the information system). In this way, the integration and linking of all components of the Army for joint action, in different operations of a suitable character.

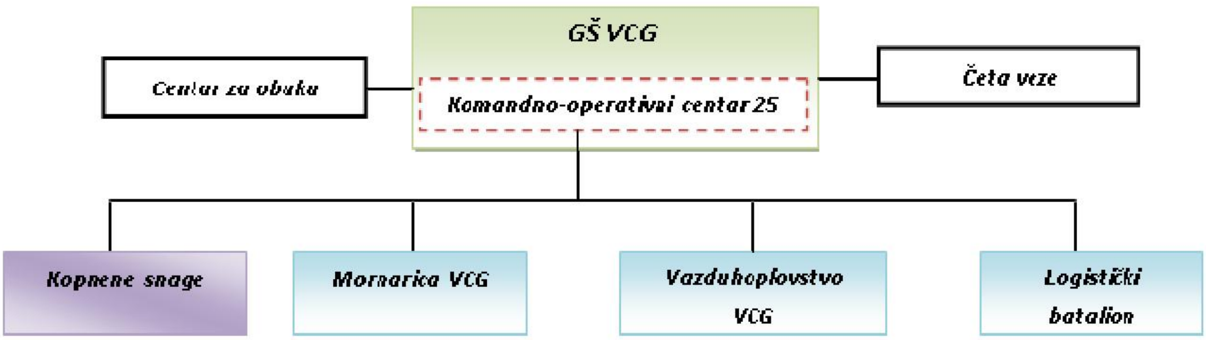

Figure 6: The future structure of the Army

The structure of the Army will allow modular joining of forces depending on the specific task and challenge. The basic unit for modeling will be a declared company that is trained and evaluated according to NATO standards.

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The development of the development of the defense system for the Army, and adaptation to the issues of defense from Development documents Development documents will be to expect that the establishment of the new organizational structure of the Army will be completed by the end of 2014.

7.2.1. Ground Forces Ground Forces

The ground forces will develop smaller, mobile, sustainable, deployable and interoperable units. and develop smaller, mobile, sustainable, deployable and interoperable units. and develop smaller, mobile, sustainable, deployable and interoperable units.

The ground forces are the to defend the land of the Army in cooperation. The ground forces are the to defend the land of Montenegro in cooperation with the air force, navy and other defense forces. The ground forces are the to defend the land of Montenegro in cooperation with the air force, navy and other defense forces.

The organization and development The organization and development of the land forces is influenced by the estimated challenges, the nature of the state of the terrain, the size of the state

Special attention is paid to the training of the ground forces Special attention is paid to the training of the ground forces

The new structure The new structure of the land forces will enable more effective command and more effective command through the reduction of the number of levels, more units, more efficient decision-making, more balanced modernization of these forces. training and modernization of these forces.

The basis for creating a new organizational The basis for creating a new organizational structure of the ground forces will be the formation structure of the declared formation structure of the declared composition according to partner according to partner goals, NATO, which is evaluated by NATO standards.

The transition to the battalion level of the battalion level of organization will provide more favorable conditions for planned, organized. the use of forces in a specific operational situation in a specific operational situation and given time

The ground forces (Annex 4) consist of an infantry battalion, a military police company, a military police company, a military police company, and an honor guard. The ground forces are not the guard. The ground forces will function as independent formations that will be under the command of the Chief of Staff. From the composition of the mission of the Chief of Staff. From the composition of the mission of the infantry battalion and the military police company. The basic strength of the infantry in international missions and operations. The basic strength of the infantry battalion, which in accordance with the assumed obligations in the NATO standards, which in accordance with the assumed obligations of the NATO carrying out tasks within NATO units 2017 the partner goals should reach the

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The new organizational structure of the Army will integrate part of the Special Forces Company with the Military Police Company into one military police unit. A military police company is a unit intended for the performance of police3 and military police duties in the domain of the implementation of prescribed technical measures for identifying and prosecuting perpetrators of criminal offenses (criminological-technical actions), physical security of the Minister of Defense, the Chief of the General Staff, foreign military and state officials and delegations staying in visits to the Ministry of Defense and the Army.

With the new organizational structure of the Army, the reconnaissance units of the Special Forces Company and the Electronic Reconnaissance Company will be integrated into the Intelligence and Reconnaissance Company. The intelligence-reconnaissance company is an organic capability of the Army which, in order to achieve interoperability in the military-intelligence field and in accordance with the assumed partnership goals, develops capabilities for collecting military-intelligence data necessary for making decisions about the use of Army units. The intelligence-reconnaissance company represents the basis for the creation of temporary military-intelligence formations, which would be engaged to provide intelligence support to units of the Army of Montenegro engaged in international missions and operations.

The honor guard is intended for the execution of military honors, tasks arising from state protocol and protection of persons and objects of special importance in crisis situations.

The reorganization of the ground forces will be realized through the planned reduction of units, the abandonment and reduction of unnecessary infrastructure locations, the numerous reduction of commands and the filling of newly formed units with missing personnel.

7.2.2. Aviation

With the reorganization of the Air Force, the supervision, control and protection of the airspace will be ensured in cooperation with the allies, the mobility of units will be improved and the ability to react in crisis situations will be improved.

The Air Force is a branch of the Army intended for surveillance, control and protection of the airspace of Montenegro through cooperation with countries from the region, partners and allies. In addition to the above, it will provide support to the ground forces, the navy and civil institutions. The Air Force will have helicopters, light anti-aircraft defense systems and an airspace surveillance system.

The main challenge will be the establishment of a modern operations center that will have the ability to continuously monitor the situation in the airspace through the collection of data from its own sources and their exchange with Montenegrin civil aviation entities, NATO, neighbors and the future command operations center. This implies the acquisition of a new modern radar that will enable the integration of the radar image at the national and regional level and the exchange of data with NATO. The Government of Montenegro accepted the recommendations that were the product of consultations with NATO experts and determined the location of Vrsut, above Bar, as the optimal solution for installing a military radar for airspace surveillance.

[3] Control of military order and discipline and suppression of criminal activities in barracks and military facilities, control military road traffic and escorting military transports and classified documents.

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Air policing is one of the most important and complex challenges facing the country today. Bearing in mind the location and size of the space, possible threats to endanger the airspace, as well as the viability and condition of the existing aircraft, Montenegro has decided not to have combat aircraft in its composition, and the protection of the airspace will be handled within the framework of the collective security system.

Existing G-4 aircraft will be withdrawn from operational use.

Helicopter unit of the Army of Montenegro

Considering the indicated need, the Air Force will develop the capabilities of tactical transport, search and rescue on land and sea, medical evacuation and firefighting.

Therefore, the priority goal is the acquisition of medium multipurpose helicopters.
When carrying out airspace protection tasks, the air force will provide control of the guidance of allied aircraft through the airspace of Montenegro and develop other elements of support, primarily search and rescue capabilities.

Given that it is not rational for Montenegro to have the air defense capabilities of the territory as a whole, the air force will develop a system of ground anti-aircraft protection of units and vital facilities of the country, with existing systems that need to be modernized.
The capabilities of the Air Force of the Republic of Croatia will be achieved through activities on adapting the organizational formation structure for integration into the collective security system and equipping it with the necessary multi-purpose helicopters and means for airspace surveillance and control, through a regional approach. Considering the economic possibilities of the country, the capacity of the air force, the state of existing technology and the unprofitability of its use, the issue of airspace protection (VaP) will be solved within the framework of the collective security system.

7.2.3. Navy

By building the capabilities of the Navy, maritime surveillance will be ensured, and the effectiveness of the protection of Montenegro's interests at sea will gain a new quality with the acquisition of new patrol ships through the sale or conversion of the Navy's existing vessels.

The Navy is a branch of the Army intended for the supervision and protection of the sovereignty of internal sea waters and the territorial sea, as well as the protection of the sovereign rights of Montenegro in the outer sea zone and continental shelf.

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Maritime sovereignty includes the unhindered exercise of command, control and communications (C2I) functions, electronic surveillance and control of the territorial sea, and naval presence functions.

The implementation of the "Navy Information Management System - MIMS" project, in cooperation with the USA, will provide the necessary conditions for integrated surveillance of the sea and C2I systems. The C2I system will enable constant monitoring of the Montenegrin territorial sea and continental shelf and electronic exchange of data in real time, with state institutions and countries within the Adriatic-Ionian region, NATO and the EU. It will be part of the national command information system in the future Command and Operations Center.

The presence of the Navy's forces at sea until the acquisition of two new or modern patrol ships will be realized by putting into operational use two ships of the "Konÿar" class and one universal transport ship4 . Patrol boats will be withdrawn from operational use.

The Navy of the Army at an international exercise

Providing financial resources for the purchase of two new or more modern patrol ships is the main challenge and would solve the long-term problem of the function of presence at sea, i.e. the protection of sovereignty in the territorial sea, rights and interests in the outer (12-24 NM) and epicontinental zone of Montenegro economically efficient and operationally effective way. The provision of the necessary funds and the realization of this project is planned to be carried out through the sale or conversion of the existing vessels of the navy.

The Navy will plan the equipping and development of anti-mine divers for mine action in order to protect ports and anchorages from possible terrorist attacks.

The Navy, in cooperation with the competent civil institutions and countries of the region, will develop capabilities for responding in various crisis situations, primarily in search and rescue operations (SAR), environmental incidents and the fight against terrorism.

7.3. Human Resources

The process of human resources management needs to be developed in the direction of retaining and acquiring staff and creating conditions for enabling the professional development of each member of the MoD and VCG, as well as a quality life and family care.

[4] Two missile gunboats and one auxiliary ship PO-91, which were put outside in the previous changes operational use.

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7.3.1. Improving human resource management

The Ministry of Defense should direct its efforts towards the development of human resource management policies, while the implementation of the same policies should be the responsibility of the Army. Through long-term planning, build a system of professional development and predictable careers for each member of the Army, which will enable planning of training according to the principle of "next duty training".

By changing the existing organizational structure and formation of the Army, harmonize the "formation place-rank" in order to achieve the appropriate pyramidal structure of ranks. In order to establish a sustainable pyramid of officer ranks, it is necessary for the Ministry of Defense to invest additional efforts in order to recruit a larger number of officers in a short period of time, as well as to create different career paths, with the result that the best-rated officers are promoted in the service. The existing solution for the advancement of officers by automation after fulfilling the formal requirement, prescribed by the provisions of the Law on the Army, needs to be adjusted in accordance with the real needs of the Army of Montenegro. Accordingly, it is necessary to develop mechanisms that will allow only the best to progress based on individual abilities and results demonstrated during the performance of tasks.

When it comes to the recruitment of non-commissioned officers, the process of recruiting the highest quality contract soldiers will continue. The non-commissioned officer career begins to develop after attending the Basic Non-Commissioned Officer Course, and ends with attending the High Non-Commissioned Officer School, where non-commissioned officers acquire the skills to perform the duties of chief non-commissioned officers and non-commissioned officers on staff duties at all levels.

In order to develop measurable mechanisms for realistic and objective evaluation of members of the Army, it is necessary to further improve the Rulebook for evaluation of members of the Army. In this way, the evaluation of members of the Army will be a stimulus for the successful performance of work tasks with the ultimate goal of establishing a system that favors knowledge, training and abilities.

Analyzing the existing personnel structure, the expectation is that a balanced structure will be reached by 2020 with the ratio: officers: non-commissioned officers: contract soldiers = 1:2.5:3.5. At the same time, special attention should be paid to the specifics of certain types and services, where it will not be possible to fully apply this ratio.

In addition, it is very important to establish mechanisms for the planned outflow of existing personnel. This would enable the reception of young officers and soldiers under contract, which would achieve an optimal personnel structure, which would be harmonized with the missions and tasks of the Army. In this way, a more favorable age structure of members of the Army would be ensured.

Considering the efforts made by the Ministry of Defense in developing the initiative for gender equality in the defense and security sector, it is important to state progress in the part of the representation of women in the defense system. Speaking about the gender structure of contract soldiers, the participation of women in the Croatian Army is at the level of modern armies, while women are less represented in the structure of non-commissioned officers and officers. To that end, it is necessary to develop mechanisms that will enable a more even representation of women in the structure of non-commissioned officers and officers.

With the aim of quality management of human resources, the Ministry of Defense will continue to take into account the quality of living standards of its members in a way that through valorization

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non-promising military property to solve the housing needs of members of the Ministry of Defense and the Army of Montenegro.

7.3.2. Improvement of the staff education system

One of the priorities in the future system of military education of officers is the development of capacities for professional military education of officers in the existing higher education system of Montenegro.
In accordance with the above, education programs at higher education institutions would also include military education. In this way, future officers would acquire a licensed education.
This type of education would be made possible by the conclusion of appropriate partnership arrangements between the Ministry of Defense and the University of Montenegro, which, along with the education of cadets at the military academies of the partner countries, would provide a sufficient number of junior military personnel, i.e. adequate filling of the ranks and services of the Croatian Armed Forces.

Montenegrin cadets

When it comes to the highest levels of training, only personnel who are planned for leadership duties will be sent to command-staff and staff training (war colleges), and personnel who need to manage policies and programs will be provided with master's and doctoral studies.

To improve leadership skills, Montenegro will not develop a special military education system, but will use the capacities of NATO and partner countries.

7.4. Material resources

Depending on the needs and changes in the VCG, the organizational and functional structure of logistics will change and be designed, all with the aim of rational and successful management of resources.

The Directorate for Material Resources is responsible for the development of the policy of managing the processes of improving logistics, equipment and modernization, standardization and investment maintenance.
On the other hand, the Army should take over executive functions and the implementation of operational tasks in support of the maintenance and improvement of military capabilities.

In order to use resources more efficiently, it is necessary to:

- integrate the management of logistics support, in such a way that the Logistics Department performs tasks in the functional unit of the Directorate for Material Resources, and is subordinated to the Chief of the General Staff, - reduce the number of functional connections and levels of decision-making, - clearly define responsibilities , powers and responsibilities at all decision-making levels, - regulate the logistics system normatively and shape its structure.

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7.4.1. Logistical support

The development of logistical support will depend on the changes in the existing structure of the Ministry of Defense, that is, on the assigned logistical functions that the Ministry of Defense will no longer perform.
The structure of the Logistics Base will be adapted to the assigned missions and tasks and will be organized at the battalion level. The current logistics support elements will be maintained within the Navy and Air Force. In order to more efficiently manage stocks and improve supply, the introduction of an integrated logistics information system is planned.

Optimization of infrastructure facilities used by elements of logistic support will be carried out.
One of the first steps in this direction is the reduction of the number of storage capacities (from the current 9 to 3), as well as the abandonment of a certain number of facilities that will not be used in the future.

In addition to the primary level of protection, it is necessary to amend the law to give the health support unit the authority to implement certain contents of specific health care. First of all, this refers to the possibility of monitoring the health status of employees and conducting systematic, previous, periodic and control examinations of members of the Army. In addition to improving the health care of members of the Army, this will also enable reaching the ability to engage medical personnel within the ROL-1 module in international missions and help civil institutions in emergency situations.

For the support of the host country, the capacities that need to be provided for the reception of allied forces will be defined. The provision of logistical support to forces deployed outside the territory of Montenegro will be regulated by signing appropriate agreements with partners and allies.

7.4.2. Armament and equipment

Key priorities of equipment and modernization:

- Procurement of equipment for declared forces,

- Modernization of the Command and Operations Center,

- Procurement of multipurpose helicopters,

- Procurement of modern radar for airspace surveillance and construction of an operational center in aviation,

- Procurement of patrol boats.

The main priorities of equipping the Army will be aimed at increasing the mobility, movement and protection of individuals and units, solving the issue of sea and airspace surveillance and improving command and information systems.

The long-term defense development plan will define the dynamics and development of future capabilities through:
-

equipping declared forces for participation in international operations in accordance with dynamics of meeting partner goals, - use of development projects made possible by international cooperation, - development of a unique system of command and control.

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Acquaintance of cadets with weapons

For equipping and modernizing the declared forces, it is necessary to set aside about 70 million euros in a ten-year period, excluding infrastructure costs (Appendix 7). The financing of the equipment costs is planned to be provided through the defense budget, donations and income from the sale of weapons and military equipment.

7.4.3. Infrastructure

In the coming period, infrastructure development will be focused on:

a) Optimization of infrastructure facilities

It is planned that by 2017 the ground forces will have 4-5 barracks, the Navy will be stationed in Bar, while the Air Force will keep its existing location. The logistics base will develop its capacities in three locations.

b) Raising the standards of work and accommodation of members of the Army In order to raise the standards of work and improve training, the process of infrastructural arrangement of barracks and training grounds will continue.

c) Improving the storage of ordnance

The process of improving the safe storage of ordnance will continue with the modernization of the "Brezovik" warehouse, where the dynamics of the work will depend on the available financial resources.

It is necessary to accelerate the abandonment and reduction of the number of individual storage capacities.

d) Raising the standards of members of the Army

In order to improve the standards of professional soldiers and their families, the construction of residential units will continue.

7.5. Defense costs

For the successful continuation of the reform of the defense system, the modernization of the Army and the achievement of the necessary level of interoperability, the provision of a stable defense budget becomes imperative in the conditions of the economic crisis.

In order to achieve a balanced and sustainable defense budget, it is necessary to:

a) ensure a sustainable cost structure 50:30:20 The Ministry of Defense is determined to establish a structure of defense costs by 2017 for personnel about 60%, for operational costs about 25% and for equipment and

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modernization about 15%. It is planned that the target structure of defense costs in the ratio of 50:30:20 will be reached by 2020.

b) provide an allocation for the defense budget at the level of up to 1.4% of GDP

Bearing in mind the fact that economic growth has slowed down due to the economic crisis and that GDP growth will not proceed according to the predicted dynamics, it is necessary to ensure a balanced and sustainable structure of defense costs. In the period of lower GDP growth (the next two to three years), it is necessary to aim for an allocation of 1.2-1.3% for defense costs with a positive and progressive growth trend and to reach an allocation level of 1.4% of the total GDP (without military pensions).

This approach would establish a balanced structure of defense costs, which would enable the realization of major projects aimed at achieving relevant military capabilities, especially in the area of equipment and modernization.

The scenario of lower GDP growth was taken for the projection of allocation of defense costs (Appendix 5).

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	€34.06	€36.11	€38.27			
Operations	€9.49	€11.00	€12.28	€14.30	€15.01	€16.95	€18.59	€20.44	€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 €	68.1 2 €	**72.21 €**	**76.54 €**					

Table 2: Movement of defense budget costs (in million €)

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8. KEY CHALLENGES AND RISK ASSESSMENT IN IMPLEMENTATION SPO .

Inefficiency in the management of these challenges could lead to the risk of failure to fulfill the long-term development goals and priorities of the Army of Montenegro, thereby reducing its ability to carry out assigned missions and tasks.

Inefficiency in the management of these challenges could lead to the risk of failure to fulfill the long-term development goals and priorities of the Army of Montenegro, thereby reducing its ability to carry out assigned missions and tasks.

Changes in the security environment, global security challenges and technological development require constant adaptation of the defense system and the Army of Montenegro. The planned development and equipping of the Army of Montenegro for the long term will be realized in accordance with the key challenges:

- achieving the necessary structure and organization of the Army of Montenegro, - preparation and participation in international operations, - implementation of partner goals, - achieving the readiness of the declared forces, - equipping in accordance with the needs of national security and integration into NATO.

The most significant risks in achieving the required military capabilities are:

- adoption of projected defense costs below the level defined by the SPO or the subsequent reduction of the defense budget,
- reduction of funds or abandonment of projects defined in the defense part of the budget for modernization and infrastructure, - redefinition of goals and priorities, - realization of unplanned projects or tasks (indirect reduction of available resources).

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9. CONCLUSION

The Army of Montenegro will develop as a reliable armed force of Montenegro for the preservation of national security and the integration of Montenegro into the collective security and defense system.

The starting point for the development of the Army of Montenegro was the assessment of risks and threats to national security, the accession to NATO and the EU (as the main foreign policy priorities) and assumed international obligations.

The key factors in the development of the defense system of Montenegro are: the low probability of a military threat to the security of Montenegro, reaching the required level of interoperability with NATO members, asymmetric and non-military threats to the security of the country and unfavorable economic conditions.

Missions and tasks were redefined, which are the basis for the development of capabilities and the creation of normative documents: 1) defense of Montenegro through active cooperation with allies and partners; 2) contribution to building and preserving peace in the region and the world and 3) support to civil institutions in crisis situations.

Realistically looking at the current situation and the progress made, the future goals of the development of the defense system and the risks that could slow down or threaten the achievement of the necessary level of development of military capabilities are clearly defined. Due to commitment to the concept of collective security and defense, the Army does not need to develop a wide range of capabilities, but the development priority will be on achieving capabilities that will enable an effective response to threats to both national security and the collective security system. In this way, the high costs of the development of the Army, which would be necessary if the state were to take care of defense independently, were avoided.

Montenegro will continue to contribute to the strengthening of international and regional security through participation in international operations under the leadership of the UN, NATO and the EU, in accordance with its capabilities. To that end, special emphasis will be placed on developing the capabilities of the declared forces and achieving their readiness by 2017.

With the reorganization of the Army from a brigade to a battalion organization, the three branches of the Army will still be retained, but without branch commands.

The center of gravity in the development of the ground forces will be the equipping and training of the infantry battalion, which will be the largest and most combat-strong unit. In addition, the infantry battalion will be the basic unit for declaring forces for international and collective defense operations when Montenegro becomes a member of NATO. The Air Force will keep the helicopters and will focus on developing the air transport capacity and the air operations center, with the aim of establishing the ASDE program and future inclusion in the NATO integrated system of control and surveillance of the Air Force. The acquisition of medium-sized multipurpose helicopters, which will have the capacity to perform military and civilian tasks, is planned, and in the long term, the acquisition of a military surveillance radar. In cooperation with neighboring countries and NATO, issues of airspace surveillance and control will be resolved, while the issue of air defense protection will be resolved within the framework of the collective security system. The focus of the Navy's development will be the acquisition of patrol ships, the completion of the coastal radar sea surveillance system and the national maritime operations center.

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The long-term goal is the development of Army units that will be deployable, efficient, equipped and staffed with trained and motivated personnel.

Decentralization of the command function is foreseen, in such a way that the daily command of the Army will be under the competence of the Command and Operations Center, and the General Staff will be the expert and staff body of the Ministry of Defense and will deal with the implementation of defense policies, planning the use of the Army, the development of military-military cooperation and the drafting of doctrinal and normative documents.

As part of the development of legislation, the work will be focused on adapting national regulations that will enable the participation of Army units in collective defense, and on amending regulations that will enable the improvement of management and disposal of the defense budget.

By realizing the key development priorities from the Strategic Defense Review, the Ministry and the Army will be able to respond to challenges and obligations, in accordance with the Constitution and laws and internationally assumed obligations.

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10. LIST OF ABBREVIATIONS

ASDE - Exchange of situation data in VaP (Air Situation Data Exchange)
GDP - Gross social product
BULCOD - Bulgarian codification (software used by the Bulgarian Army in the codification system)
C2 - Command & Control C2I - Command, control, information
C3I - Command, control, communication, information
CFSP - Common foreign and security policy of the EU
CSDP - EU common security and defense policy - chemical,
CBRN biological, radiological, nuclear

CL - A civilian
EI - European integration
E U - European Union
FM - Formation place
GŠ VCG - General Staff of the Army of
HF Montenegro - high frequency
ICT CORE - Information communication system
ISAF - International Security Assistance Forces (International Security Assistance Forces in Afghanistan)
A belt - Personnel information system
KIS - Command and information system
KOC - Command and operations center
KoV - Ground Army
MEDEVAC - Medical evacuation
MIMS - Maritime Information Management System

MO - Ministry of Defense
MONDEM - Montenegro Demilitarization (Program for the destruction of surplus weapons and ammunition in Montenegro)
NATO - North Atlantic Treaty Organization

NATINAMDS - NATO integrated surveillance and control system VaP (NATO Integrated Air and Missile Defense System)
NGO - Weapons and military equipment
NHB - Nuclear-chemical-biological
NM - Nautical mile, 1852 m
OCC - Operational capability concept (NATO concept of operational capabilities)
OSCE - Organization for European Security and Cooperation
PfP - Partnership for peace
PG - Partnership goal
air defense - Anti-aircraft defense - medical
ROL-1 support of small units, includes first aid and triage
USA - United States
SAR - Search and Rescue
SCV - Stationary connection hub
SPO - Strategic Defense Review
UBS - Ordnance

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UN	- United Nations
UNDP	- United Nations Development Program
VaP	- Airspace
VCG	- Army of Montenegro
VHF	- Very high frequency
VMC	- Military - medical center
VPU	- Contract soldier

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P-1. HUMAN RESOURCES

Human resources, as a key factor of all organizations and the defense system of Montenegro, are the most important resource at the state's disposal. In addition, they must be seen as a key resource for fulfilling national goals, such as Euro-Atlantic and European integration.

Bearing in mind that a professional member of the Army, in addition to military education, must also have knowledge of international relations, cultures of other nations and be ready to be engaged outside the territory of Montenegro, attracting, recruiting, and retaining quality personnel who will be able to respond to the assigned tasks will be the main a challenge for the management of the Ministry of Defense, that is, the Directorate for Human Resources. To that end, it is necessary to pay special attention to every member of the Ministry of Defense and the Army of Montenegro in terms of professional development, career advancement, quality life and family care.

P-1.1. **Human resource management** Bearing in

mind the importance of human resources, the Ministry of Defense is making efforts to create an integrated, modern, transparent, successful and efficient human resource management system. To that end, human resources management will be implemented through four program areas: staff recruitment, professional development, personal support and staff turnover.

Acquiring personnel is carried out through planning and assessment of personnel needs, recruitment and selection. The current way of recruiting personnel is regulated by the Law on the Army and by-laws.

The size of the Army and the limited resources (human and financial) have determined that officers are recruited in two ways. The first way involves sending the best high school students to the military academies of partner countries, and the second, accepting graduates from civilian faculties, who would build their careers in the Army after completing the officers' course.

The recruitment of non-commissioned officers is carried out from those contract soldiers who have shown the best results during their engagement in the Croatian Army, and the development of military and non-commissioned officer careers is viewed as a unique process. The development of a soldier's career starts in units from basic military training, where soldiers acquire initial military skills and knowledge, and ends at the Advanced Military Course, where soldiers acquire the necessary knowledge and skills to perform the duties of a leader at the team-group level.

Recruitment of civil servants and state employees is carried out by announcing a competition by the Human Resources Administration, based on the stated needs of the Ministry of Defense.

Serving in the reserve is regulated by the Law on Defense, the Labor Regulation and the Financial Obligation Regulation. The reserve composition of the Army is divided into active and inactive reserve. The active reserve represents the trained reserve composition of the Army, which engages in operations and missions, to fill specialties of special importance, which are not profitable to have in a permanent composition. An adequate model for engaging the active reserve has not yet been found.

Professional development will enable the education, training and professional development of staff, which will ensure significantly greater staff mobility.
Professional development is regulated by the Law on the Army and other regulations in the field of defense. In the Human Resources Department, a unique information system was developed for monitoring and

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personnel guidance (KaIS and KIS), which is a basic prerequisite for guidance, monitoring and development of human resources.

Personal support includes a set of activities aimed at meeting the needs of each individual, primarily taking care of his physical and mental health, quality of life, which also includes family care.

In the previous period, significant progress was made in order to improve the standard of living of members of the Ministry of Defense and the Ministry of Defense of the Republic of Serbia by solving housing needs, which is a significant motivating factor for recruiting young staff.

Outflow of staff Coordinated inflow and outflow of staff will enable the professional development of younger staff, improve quality and rejuvenate the staff. By planned dismissal, along with taking care of employees whose employment relationship has ended, the military organization will build a positive image in society, as an employer that takes care of its employees, which will ensure the influx of significantly better quality staff in the future.

P-1.2. **Staff structure**

In the Ministry of Defense, 241 workplaces have been systematized (without the General Staff of the VCG), of which 47 workplaces are intended for officers and non-commissioned officers and 35 places where civil servants or military personnel can be appointed. Currently, the Ministry of Defense is staffed with 202 persons, of which 33% are military personnel and 67% are civil servants and employees. The Ministry of Defense has 40.39% of employed women, half of whom have completed higher education.

The Government of Montenegro passed the Decision on the organizational-formational structure and size of the Army, which reduced the numerical size from 2,356 to 2,094 formation positions (with the General Staff 64 FM). There are currently 1,858 deployed personnel in the Army, of which 232 are officers, 803 NCOs, 555 VPU and 261 CL.

The decree of the Government of Montenegro prescribes the numerical size and structure of the active reserve of 400 people. Due to the lack of financial resources, the introduction of the active reserve is planned for 2017. At this stage of planning, the introduction of an inactive reserve will not be considered.

P-1.3. **Staff education and training**

Constant changes in the security environment and future obligations in the system of collective defense to the defense system impose the need for constant training of personnel. The goal of training and staff training is the acquisition of new knowledge, skills and habits, which are the basis for admission to the defense system and career development.

Training of officers

The training of officers takes place through basic academic education and professional training.

Basic academic education is carried out through the education of cadets in foreign military academies and scholarships at civilian faculties in Montenegro. Command-staff and general-staff training, as higher levels of military education, are exclusively conducted abroad at prestigious military educational institutions.

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Montenegrin cadets

The current legislation stipulates that a four-year higher education is required for promotion to the rank of officer. To be promoted to the rank of colonel, you need to have completed a school at the command staff level or a master's degree in science, while to be promoted to the rank of general you need to have completed a school at the operational strategic level or the title of doctor of science.

NCO development

The development of a non-commissioned officer's career begins with the completion of the Basic Non-Commissioned Officer Course, where the most advanced soldiers acquire the necessary knowledge and skills to perform the duties of a department commander and are promoted to the initial non-commissioned officer rank. The second level of non-commissioned officer development continues at the Leadership Course for the duties of first non-commissioned officer at the platoon level and specialist instructor.

With further career development, non-commissioned officers are trained for the duties of first non-commissioned officer at the company level, staff non-commissioned officer at the battalion level and senior specialist instructor. The development of non-commissioned officers ends at the High Non-Commissioned Officer School, where non-commissioned officers acquire the skills to perform the duties of first-chief non-commissioned officers of battalions, brigades/bases and General Staff, as well as for individual non-commissioned officer staff duties in Army units of the brigade and General Staff ranks, as well as in NATO commands. The Basic and Leadership Courses are held at the Training Center, while the Advanced and Senior Non-Commissioned Officer Courses are held at military educational institutions of NATO and partner countries.

P-1.4. **Analysis of the existing situation**

The main characteristics of the existing human resources management system are:

a) Integrated human resources management

With the previous changes to the organizational structure of the Ministry, the Human Resources Sector took over the obligations from the J-1 framework. In this way, the efficiency and productivity of human resource management of the Ministry and the Army was improved. The Ministry of Defense should direct its efforts towards the development of human resource management policies, while the implementation of these should be the responsibility of the Army.

b) Unbalanced organizational structure in relation to the standards and principles of organization of NATO member countries

Of the total number of professional members, 13.8% are officers, 41.7% non-commissioned officers, 33% contract soldiers and 11.5% civilians. The current personnel structure is officer-non-commissioned officer-vpu

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at the Army level is 1:3:2.5 and is not in accordance with the needs and best practices developed at the Army level is 1:3:2.5 and is not in accordance with the needs and best practices developed at the Army level is 1:3: 2.5 and is not in accordance with the needs and best practices

of developed countries.

c) Unplanned outflow of

personnel Unplanned outflow of personnel The current organizational structure is characterized by an excess of non-commissioned officers and civilians. There are ru. The current situation indicates the problem of the outflow of the Army, in the period 2008 and for the staffing and the functionality of the Army.

Year	2008 2008 2010 2011 2011 2012 2009								
Inflow/Outflow	**Inflow**	Outflow	**Inflow** Outflow	**Inflow** Outflow	**Inflow**	**Inflow** Outflow	**Inflow** Outflow 82 **14**		
Officers	**9**	7	**17**	6	9	52	**5**		12
Contract soldiers **172**		98	**109**	24	**74**	36	41 41	38	2	14

Table 3: Outflow and inflow of personnel for the period 2008-2012 2012

The unplanned outflow of staff caused by the amendment of the Law on Pension and Disability Insurance resulted in the impossibility of adequate staffing with new staff.

d) Structure of officer ranks and the age structure of professional staff is unfavorable The organizational

structure of the Army does not allow the establishment of a proper pyramidal structure and the establishment of a proper pyramidal structure of officer ranks, is new, because the number of projected positions with high ranks is disproportionate in relation to the overall structure.

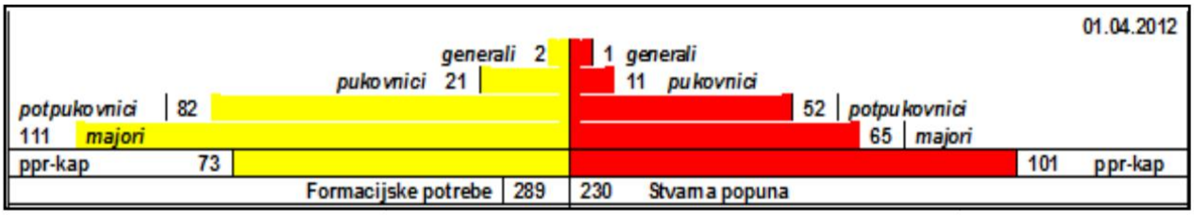
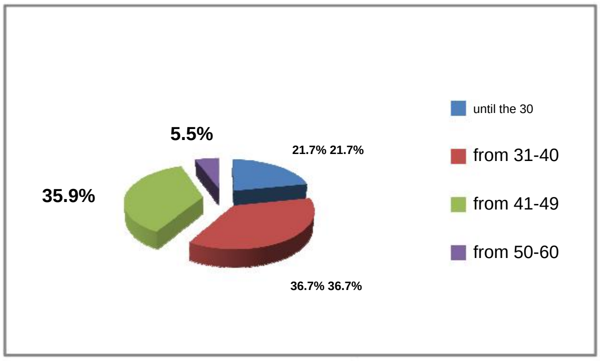


Image 7: Pyramidal rank structure

average age of military personnel is 39 years, of which the commissioned officers is 39 years, and that of non-commissioned officers is 39 years, and that of civilians is 48 years.



Age structure of personnel in the Army Age structure of personnel in the Army

Over 35% of soldiers are over 30 years old. 35% of soldiers are over 30 years old. The age structure of contract soldiers, which is 29 years old, is particularly unfavorable.

	Up to 30 years 31-40 years 41-49 49 years 338 98 18		
Soldiers under contract under contract			

Table 4: Age structure of contract soldiers

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The previous method of monitoring and evaluating the work of each member of the Army, once every four years, did not allow an adequate assessment of the professional staff, who are above the standard and those who do not meet the standards. Based on our own experience and the experience of developed NATO member countries, a new Rulebook on the evaluation of military personnel was adopted, where through evaluation on an annual level and the changed structure of evaluation elements, a more realistic picture of the work performance of each individual will be obtained.

The insufficiently developed system of a predictable career and the principle of "ability-function" caused that, in some cases, the most competent and capable personnel do not come to the appropriate duties, which is a demotivating factor.

P-1.5. **Projections of the movement of personnel of the Army**

of Montenegro The projected personnel structure based on the planned reorganization of the Army and the transition from a brigade to a battalion organization will amount to 1,950 people, i.e. a decrease of about 5%. It is planned to establish a new structure by the end of 2014. It is predicted that the solution to the problem with excess infrastructure and military equipment will be completed by 2018. This will enable the rationalization of the number of the Army and its reduction to 1,800 personnel. The reduction will primarily concern the Navy and logistics.

It is evident that the main problem in improving the personnel structure is the lack of officers and soldiers. The projected structure is based on the ratio of officers-non-commissioned officers-soldiers 1:2.5:3.5 and primarily refers to the ground forces. Due to the specificity and required level of technical knowledge, the projection of the personnel structure in the Navy and Air Force will imply a significantly smaller number of soldiers compared to the structure of officers and non-commissioned officers.

It is planned to replace non-commissioned officer positions with military ones, in order to establish the desired personnel structure.

Face category Formation		Current filling	(+) Surplus (-) Not sufficient	Projected structure since **2015**	Projected structure from **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
In total	**2094**	**1831**	**- 264**	**1950**	**1800**

Table 5: Projection of staff structure and staffing

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P-2. MILITARY INTELLIGENCE ACTIVITY

The Law on Defense defines that military intelligence, counterintelligence and security affairs will be organized and carried out in the Department for Military Intelligence and Security Affairs as an organizational unit of the Ministry of Defense.

The government established the Rulebook on Amendments to the Rulebook on the Internal Organization and Systematization of the Ministry of Defense, in the part that refers to the internal organization and systematization of jobs in the Department for Military Intelligence and Security Affairs, and thus the Department for Military Intelligence and Security Affairs was formed. .

As part of the implementation of the Law, the Rulebook on the manner of conducting military intelligence, counterintelligence and security tasks and the Rulebook on the form and manner of issuing official identification were adopted.
In this way, prerequisites were created for the development of military intelligence, counter-intelligence and security elements in the units of the Army, in accordance with its missions and tasks, which will result in raising the level of readiness and capabilities of military-intelligence personnel.

Cooperation and coordination within the national security system is imposed as a priority. Already in the initial phase of the Department's work, coordination with state bodies and institutions will be initiated, primarily with the National Security Agency and the Ministry of Internal Affairs (MUP), the Police Directorate and the Directorate for Emergency Situations of the MUP, with the signing of bilateral agreements on mutual cooperation in which would specify in detail the procedures and areas of future cooperation at the strategic and operational level.

Building the full operational and functional capability of the elements of the intelligence architecture implies reaching the conditions for efficient and optimal use of intelligence capacities through: - establishing an

intelligence architecture in the Ministry of Defense; - filling key positions with
adequate personnel (officials, employees and professional military personnel); - passing (adopting) necessary by-laws, doctrinal
documents, standard operating procedures and other documents that regulate work in this field;

- formation of dedicated military-intelligence capacities in the Army; -
establishment of coordination and cooperation mechanisms at the national level; - planned
training and education of military intelligence personnel in the country and abroad; - equipping the
intelligence capacities of the Army with dedicated equipment in order to achieve this capabilities acquired through Partnership Goals (PGs);
- achieving interoperability with NATO forces and the possibility of engaging dedicated military-intelligence capacities to support Army units in missions abroad.

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P-3. INFORMATION COMMUNICATION SYSTEMS

Since the formation of the Ministry of Defense, the first Master Plan for the development of information and communication systems in the Ministry of Defense for the period from 2008 to 2012 has been implemented in a high percentage. The implementation of the Master Plan created the foundations for the further development of modern communication, information-communication and command-information systems.

Most of the technically and technologically outdated telecommunications equipment and systems were put out of operational use. An ICT CORE aligned with NATO standards was established, a server farm was established for the implementation of IT services, and collaboration and other services were established. Also, with the introduction of new telephone exchanges, the telephone system was improved, and the telecommunication infrastructure was built in several locations. The process of digitizing the radio relay network, procurement of NATO-compatible radio devices in the HF range and devices of the so-called tactical radio in the VHF range for declared KoV forces, and modernization of the water area surveillance system.

The satisfaction of all needs in this field can be achieved by a proper balance of national and NATO compatible systems. NATO-compatible systems should be implemented in accordance with the dynamics of the implementation of the integration process, when and where there is a real need for it, especially with declared forces operating in cooperation with or near the NATO composition, and with systems for monitoring the water area and airspace.

To that end, it is necessary to continue with the development of the military telecommunications infrastructure until it reaches full digitization, with appropriate protection of transmission routes until a satisfactory level of C3I capability is achieved.

The equipping of units with mobile information and communication (hereafter referred to as IC) devices and systems will continue. Adequate link connections to stationary connection centers will be provided, in order to ensure the necessary functionality of KIS in the zone of temporary deployment of units (in the country and outside the borders of Montenegro) as well as uninterrupted and uninterrupted functioning of command in real time.

The Navy and Air Force will be equipped with appropriate communication and command-information systems for the needs of data transmission and real-time situation management, so that they can carry out national and NATO and EU tasks.

The plan is to build the operations center capacities to the level of KIS with a single recognized operational picture (JCOP).

Also, the development and implementation of military information systems for managing the flow of information (office operations), material and financial operations, for operational logistics, personnel affairs, supply and maintenance will continue.

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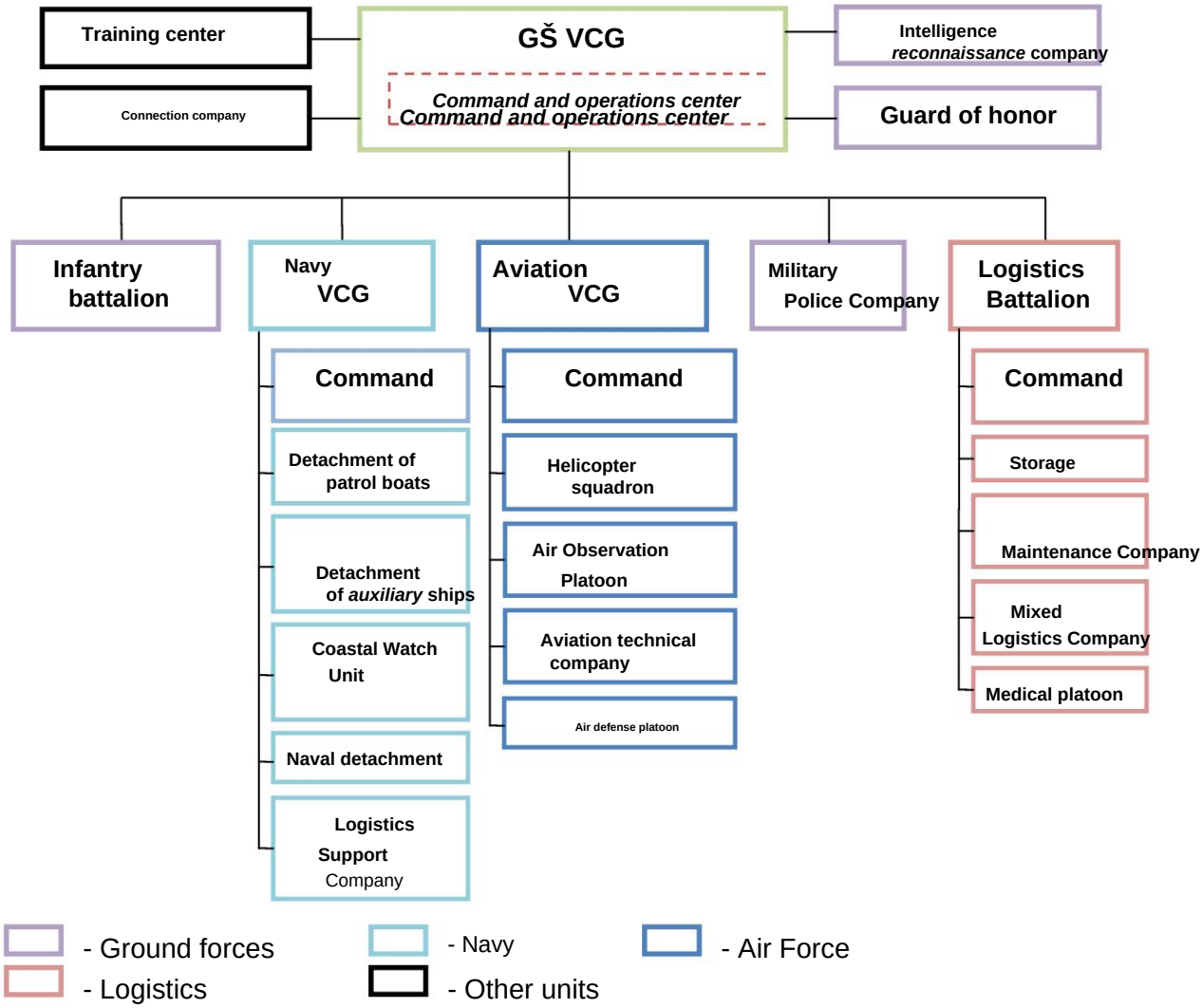
P-4. PROJECTION OF THE FUTURE STRUCTURE OF THE ARMY



P-4.1. **Projection of the future numerous size of VCG**

Units	GS VCG	Infantry battalion	Navy VCG	Company navigation	Logistic battalion	Obavi. naval asst. company	VCG police training	Air	Company For	Guard of honor	connections
Staff projection from **2015**	**85**	**600**	**350**	**200**	**325**	**80**	**110**	**50**		**80**	**70**
TOTAL	**1950**										

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P-5. DEFENSE EXPENDITURE MOVEMENTS IN RELATION TO SCENARIO OF LOWER GDP GROWTH

2013 was taken as the base year for planning, based on the projection of the Ministry of Finance. The projections represent the basis for the preparation of the Strategic Defense Review, and the starting point for the preparation of the Long-Term Defense Development Plan. The projection consists of three basic parts: I - Macroeconomic GDP projection for the period 2014-2023; II- Projection of the cost structure of the defense budget for the period 2014-2023.
- value expressed; III- Projection of the cost structure of the defense budget for the period 2014-2023. - expressed as a percentage.

It is necessary to point out that the unstable international environment makes future economic trends unreliable and difficult to predict. Factors that affect the uncertainty of macroeconomic projections in Montenegro are, above all, the need for consolidation of banking systems, slower economic activity or its decline due to weaker demand, uncertainty regarding future economic growth, and unnecessary fiscal adjustments in the peripheral countries of the eurozone, with which our the country has strong economic ties.

Year	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**
GDP growth	1.5%	2%	3%	4%	5%	5%	5%	5%	5%	5%
Calculation	€3,595	€3,667	€3,777	€3,928	€4,125	€4,331	€4,591	€4,866	€5,158	€5,467
Withdrawal	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: Trends in real GDP growth and defense allocations (in million €)

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	€34.06	€36.11	€38.27
Operations	€9.49	€11.00	€12.28	€14.30	€15.01	€16.95	€18.59	€20.44	€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 €**

Table 7: Structure of defense budget costs (in million €)

Year	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**
Administration	66%	63%	59%	56%	54%	52%	50%	50%	50%	50%
Operations	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%**

Table 8: Structure of Defense Budget Costs (%)

It is evident that the existing budget structure is inadequate, bearing in mind the high share of administrative-personnel costs (66-70%) in the total budget. Also, it is obvious that allocations for modernization of equipment do not meet the needs of equipping the Army. The tendency is that in the coming period, in accordance with the expected increase in GDP and the defense budget, the allocation for modernization will increase to the projected level of 20%, while on the other hand, the share of allocation for administration-personal expenses would gradually decrease.

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P-6. PERSPECTIVE LOCATIONS OF VCG

A row. No.	*MUNICIPALITY*	*NAME COMPLEX*	*PURPOSE COMPLEX*	*LAND (ha)*	*OBJECTS HIGH-LAND DAYS*		*Perspective*
				RCG (ha)	*Number*	*Area 2 m*	
1	Frog	A big jerk	SCV	4.1292	11	1,590	Perspective
2	Berane	Bjelasica	SCV	3.4659	12	1,493	Perspective
3	Danilovgrad	"Milovan Šaranoviÿ" barracks	Barracks	91.2663	37	25,418	Perspective
4	Danilovgrad	Tarash	UBS warehouse	9.9827	13	1,792	Perspective
5	Kolashin	Barracks "Breza"	Barracks	4.0497	0	3,163	Perspective
6	Niksic	Brezovik	Mixed storage	141.4277	37	11,124	Perspective
7	Niksic	Barracks "July 13"	Barracks	19.3813	40	11,742	Perspective
8	Niksic	Kapina field	Stock	4.0196	7	566	Temporary locations
9	Niksic	Trebjesa 1	Stock	5.3261	7	7,367	Temporary locations
10	Niksic	Trebjesa 2	Stock	0.9106	2	462	Temporary locations
11	Podgorica	Podgorica - Building MO	MO building	0.7154	1	3,893	Perspective
12	Podgorica	Podgorica - VMC	Health institution	0.3091	1	5,557	Perspective
13	Podgorica	Barracks Golubovci Airport Židoviÿi		83.5966	91	25,787	Perspective 3,063
14	Pljevlja		Stock	59.6414	17		Perspective 1,950
15	Bar	Black cape	SCV	58.6866	9		Perspective
16	Bar	"Pero ÿetkoviÿ" barracks	Barracks	13.9632	29	13,568	Perspective
17	Bar	K-de building Marines	Command	1	1	1,662	Perspective
18	Cetinje	Hunted	SCV	3.4222	3	188	Perspective
19	Herceg Novi	Obosnik	Sea surveillance		7	1,182	Perspective
20	Ulcinj	Moorish	Sea surveillance	25.2918	8	819	Perspective
21	barracks Pljevlja - part	Barracks "VKVoloña"	Barracks	8.0000	10	3,000	Prospective
22	Good waters	-	Stock				Temporary location
23	Bar	Vrsuta	Air monitoring				Perspective

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P-7. MAIN PRIORITIES OF MODERNIZATION

Abilities	Estimated costs	Resources
GROUND FORCES		
Mobility and movement		
Tactical Airlift	-	Multipurpose helicopters
Fire support to the forces CoV from the air	-	
Search and rescue	-	
Increase in toughness and strength protection	8-10 million euros	Lightly armored vehicles
Command and control		
A unique command and control system	1 million euros	Reconstruction of the existing infrastructure and formation of a command and operations center
Ability to communicate securely with NATO		
Declared strength		
Mine action	0.5 million euros	Equipping the engineering unit with means of detection
Tactical communication	1.5 million euros	Equipping with means of communication, II declared company
CBRN protection	2.5 million euros	CBRN personal and collective equipment
AVIATION		
Sovereignty over airspace		
Command and control	0.5 million euros	Formation of Air Force Operations Center. Means of communication, IT and others. equipment Overhaul
Technical correctness, surveying, transportation	0.4 million euros	of the "Gazelle" helicopter aircraft and modernization of the airspace
Airspace surveillance 17-20 million euros		surveillance radar with the necessary infrastructure
SAR activities - support of Air Policing	30 million euros	Multipurpose helicopters
NAVY		
Sovereignty at sea		
Sea surveillance	0.4 million euros[5]	X Band radars for marine surveillance
Sea control	1.8 million euros	Small overhaul with docking, 2 RTOP and PO 91
Sea control	25 million euros[6]	Procurement of two new or more modern patrol ships
"Boarding" abilities	0.5 million euros	Personal and collective equipment for maritime saboteurs and divers
TOTAL O	**about 70.00 mil. euros**	

[5] EUR 0.4 million are the remaining funds to be paid in 2013 for the implementation of the sea surveillance project **"Navy Information Management System - MIMS",** which includes the procurement of radars.

[6] Provide funds from the sale or conversion of existing vessels.

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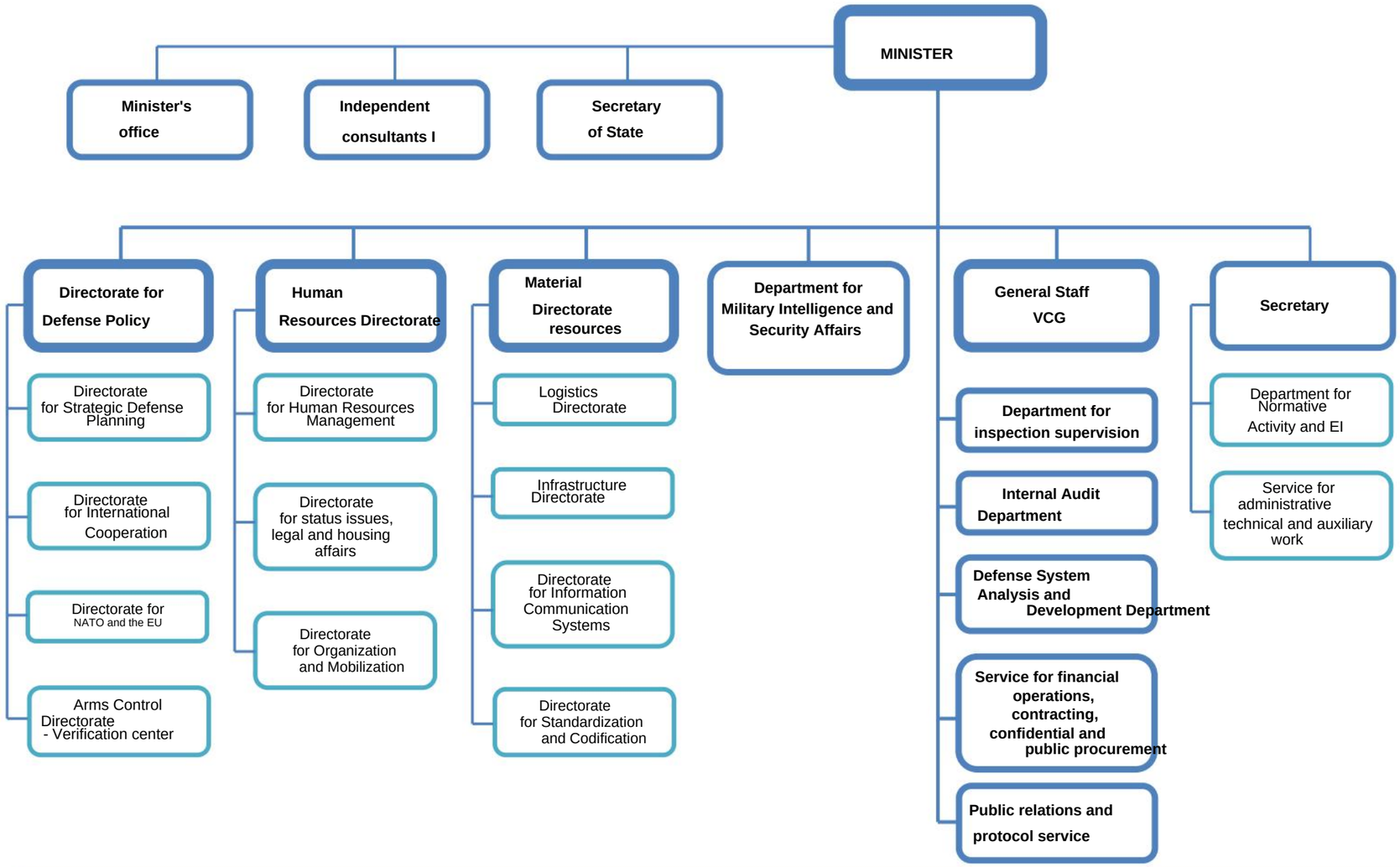
P-8. ORGANIZATIONAL STRUCTURE OF THE MINISTRY OF DEFENSE