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„КРИЗЕН МЕНАЏМЕНТ: ПРЕДИЗВИЦИ И
ПЕРСПЕКТИВИ“**

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MANAGING A REFUGEE CRISIS: CHALLENGE OR PROBLEM FOR MACEDONIA

Prof. Marina MITREVSKA, PhD

Faculty of Philosophy – Skopje

Email: marinamitrevska@yahoo.com

Abstract: *This paper is an attempt to elaborate the key aspects in the manner of managing the refugee crisis in the Republic of Macedonia. The fact that Macedonia has actively participated and still participates with its own resources (forces and finances) in managing the crisis reinforces the need for a comprehensive analysis of this issue. Hence, the elaboration herein is moving in three directions: first, an attempt is made for a rational analysis of the approach of the Republic of Macedonia in managing the Kosovo refugee crisis, an example that should be a lesson learnt while managing the current refugee and migration crisis. The second line of analysis refers to Macedonia's approach to managing the refugee crisis. And the third one refers to the efficient and effective approach of the European Union in managing the crisis, in order to avoid a humanitarian catastrophe.*

Keywords: *crisis, management, refugee, EU*

Introduction

The analysis about the possibility of solving crises (such as refugee or migration crisis) correlates primarily to the attitude of the superpowers, military confrontations and other. Today, given the new political situation, all those elements gain in importance. Accordingly, the altered nature of conflicts and crises that the states face with indicates the urgency of creating more subtle approaches regarding their management, compared to the previous ones that have shown to be less effective. This highlights the fact that once the crisis is over very little or no efforts are made to analyze the results, so as the future crises be met in a more organized and flexible way. All this indicates that the new European context not only offers political opportunity to do something more but creates a condition that necessarily requires establishment of a new approach.

In those circumstances, managing the refugee and migration crisis nowadays arises as an exceptionally important approach. Thus, the pursuit for effective approach becomes a primary job not only for the Western Balkan states, but far beyond. In this context arises the necessity and feasibility for creating a coordinated approach:

- to prevent a humanitarian crisis,
- to establish control over the movement of migrants, and
- to implement the experience, that is the lesson learned from the past management of refugee crises (for example, meaningful experience for Macedonia is managing the Kosovo refugee crisis).

In context of the previous elements, one can determine the commitments and implementation of experience in three directions of national and European activities:

- the approach of the Republic of Macedonia, as a transit country for refugees,
- the approach of the European Union in managing the refugee crisis,
- the lesson learned by the Republic of Macedonia in managing the Kosovo refugee crisis.

The approach, organization, engagement of own forces and resources is an example that should be utilized in the forthcoming period. In that regard, a further analysis is presented of managing the Kosovo refugee crisis.

1. Kosovo Crisis: Lessons Learnt in Crisis Management

Challenges and dangers that the modern international community encounters have smaller specific weight regarding to cataclysmic scenarios from the period of the Cold War. However, given in such scale, they represent an alternative for insecurity. Ethnic conflicts, radical nationalism and internal conflicts represent the scenario of the modern international scene, staged by the new relations and the old suffocated contents. (Vukadinovic, 2009:3) Apart from this, modern international relations have acquired new attributes which emerged as a result of the unequal economic development, demographic expansion, and so on. (McNamara R.S., 1992:3-4). Namely, the new challenges and temptations only confirm the fact that international relations

are vitally changing and the international community has to bare that in mind. Complex crises do not recognize national borders and unless they are managed properly they could influence the security and stability on macro and micro level. In that course precisely is focused the question on how to explain in such conditions the division of "stability zone" and „crisis zones"? (Singer, 1993:3). Perhaps as a substitute for the division „East-West"? Although we cannot perceive them as equal generators of instability, there is still a strong prerequisite that the crisis zones will represent a challenge. This emphasizes the fact that endangering the peace and the security has modified the itinerary or its priority. That means that within the relation peace-conflict-crises-war little serious interference has occurred. That is why the crisis concept established within a wider context of the cycle depends on the strategy determination when handling crises, which on the other hand is accepted as assumption that the contingency concept, which is an adequate for a conflict phase, is a rational approach.

In that sense, it is necessary to make a distinction in the crisis management strategies in sense of avoiding the crisis, its prevention, crisis management, when solving the crisis and according to which crisis management is consisted of effort for situation maintenance on high tensions and confrontations. In that manner we are making distinction between conflict prevention based on the prevention techniques from management, that is crisis management.

The distinction is significant because of the fact that the crises have their own developing cycle which reach on an appropriate techniques. That is why the crisis management should be understood as a part of a process, that is an activity which is established as a complex approach for a certain conflict. The crisis by itself, cannot and should not be observed isolated from the conflict cycle as a whole, but the potentials for crisis management are part of the complexity of approaches and the mechanisms for peace and security maintenance. (Gocevski, 1999: 364).

In that sense, we can initially start from a triple dimension of a conflict that is: prevention of conflicts in order to prevent forcible elements to occur, crisis management for prevention of escalation of crisis and peace establishment.

The triple format of a conflict or its structural components can be observed partially, but they are connected and the interaction is very complex.

Each state has to have at its disposal mechanisms and procedures for conflict management and proper organization, procedures and agreements for crisis management and conflict prevention. In that sense, the crisis management should assist in the creation of pre-conditions for preventions of crisis on macro and micro

level. In this case a political analysis of the possibility for crisis prevention is executed in connection with the relation of the super powers and military-political alliances, military confrontation within Europe as a priority. Nowadays, regarding the new political situation, all those elements have lost that meaning. According to that, the modified nature of the conflicts and the crises facing Europe (e.g. Kosovo crisis) leads to the importance of creating more subtle approach in connection to crisis management versus the current ones which are less efficient.⁷ This emphasizes the fact that when a crisis is overcome nobody pays any attention to analyze the results, for when other crises in future occur, to be managed and solved with more efficiency and flexible mechanisms.

And all that leads to the conclusion that the international community should pay more attention in the creation of a situation which will require establishment and development of a new approach in crisis management.

Thus, "the New World order" should be comprehended as a dynamic state where different actors play their role, state where the contradictions are clearly expressed and the divisions could bring to escalation of new crises and disorders.⁸ As a support to this view we could name the example of the warfare in Yugoslavia, that is a war which supposed to settle down the lasting crisis in Kosovo, or the example of Macedonia which was directly under the impact of flow of refugees, and its role as a host in reply to the Kosovo refugee crisis. Namely, The Republic of Macedonia became a significant factor in all the stages of the crisis. Why? Because during the Kosovo refugee crisis Macedonia hosted approximately three hundred and eighty thousand refugees (379,523); out of who approximately two hundred and ninety thousand refugees (287,423), resided in Macedonia throughout the crisis. Using an established air bridge ninety-two thousand and one hundred (92.100) were transported to third countries. (Table 1):

Table 1: Refugees Situation in June 1999

Refugees in Macedonia	379,523
Refugees in camps	112,434
Refugees in Host Families	154,989
Rest	20,000
Departed abroad by July,5	92,100



Figure 1: Refugees Situation in June 1999

Accordingly, the number of population in Macedonia has increased by fourteen point seventy-seven percent (14,77%). (Table 2):

Table 2: Comparison, according to situation on 15 June 1999

COUNTRY	Current Population	Estimated Population Increase for 14.77%	Almost as the Population in
Macedonia	1,945,932	287,423	Iceland
USA	253,250,000	37,406,175	Canada
Germany	81,591,000	12,051,361	Belgium
France	57,981,000	8,564,057	Guinea

The demographic structure at that moment was disturbed. Not to talk about the national and social, because at that very moment that issue was the most significant. Simply, there was a need for accepting refugees. The Kosovo crisis has caused great deal of loss for the Macedonian economy, the agriculture, industrial production, construction, etc. According to some existing analyses, the total damages, that were done to the Republic of Macedonia are around US\$ 660 mil. ⁸ Beside the above-mentioned loss, other additional material expenses are estimated to the end of the year (1999), and they are enormous, which caused discrepancy in the budget. (Table 3):

Table 3: Additional Expenditures from the Budgets of the Government Ministries for the Refugees

Ministries	Total expenditures in EURO for 1999
Ministry of Urbanism and Civil Eng.	14,294,105
Ministry of Health Care	11,227,907
Ministry of Labour and Social Policy	10,594,438
Ministry of Defence	25,766,294
Ministry of Transportation	3,061,091
Ministry of Interior	28,755,342
Ministry of Education	7,971
Total:	101,669,800

Republic of Macedonia has received international assistance from UN, which cannot cover the expenses that occurred, and those are around 100mil. EUR for 1999.

In the number of population in the United States had increased by fourteen point seventy-seven percents, it would mean to add it the population of entire Canada. Or for Germany it would mean to add it the population from entire Belgium.

All the data presented here show that the demographic structure in a physical sense would be deranged. Thus, in a condition like this every country encounter the same or similar problems as the Republic of Macedonia did. Bearing that in mind, one could accept the lessons learnt in crisis management in Macedonia offers basic recommendations as groundwork for new settlements and for better global co-operation in further crisis situations. Here are some of the most important:

- ensuring a united strategic approach towards planning of resources and co-operation with the international organisations such as NATO, United Nations, European Union, and so on;

- creating conditions for regional co-operation in crisis management;

- ensuring, in the shortest period of time, an agreed package of procedures grounded on verified international directions for co-ordination and management of a certain event. That is to say, all the measures to be in co-ordination with and permission of the hosting country;

- undertaking responsibilities that will not exceed social resources and capacities of the country, or directly endanger its social, economic and national security;

- concluding an agreement between the hosting country and the international organisations about the kind and the scope of co-operation as well as working in co-ordination with the agreed procedures and directions established for the crisis;

- consulting the hosting country about every activity that a foreign agency or organisation plan to undertake;

- providing the necessary resources and capacities for support of development of the procedures and project established by the international agencies and organization as s response to the crisis;

- creating timely fortification of the necessary elements and resources for adequate dealing with the crisis;

- the responsible participants on domestic and international level must be interactive and have proper experience in the procedures before a crisis de facto occurs;

- the agreements and procedures determined by international organisations and agencies between countries in jeopardy and host countries for similar or same events are not compulsory for the countries that did not signed those agreements;

- unilateral modification should not be executed in order to respond to a crisis if there is sufficient time for consultations and co-ordination. If there is not sufficient time for reaching consensus, the side which has taken up the measure should inform and than involve the other actors in the decision analyses;

- the crisis requirements cannot be anticipated, as a whole, which is why the agencies for civil protection should be involved in the resource planning;

- in order to achieve proper planning, the required elements and resources should be identified.

Identification of the projected approaches should be timely, and it should be a priority in determination of the support procedures and also assistance for the host country and the international agencies.

- *The procuring procedures in crisis should exploit domestic sources.*
- *Global approach towards co-ordination and financial assistance should be established and implemented before, during and after a crisis occurs.*
- *The legislative and the obligation should be learnt in advance in order to provide proper documentation, health care, proper accommodation and security for the refugees. All that has an important role when the type of the refugees is determined.*
- *The historical heritage of the host country, antiques, monuments and archeological findings must be respected and properly protected.*
- *The media (press) should always be informed.*
- *The relevant bodies responsible for procedure identification and those which can be used as a response of a complex national crisis provide highest level of interoperability with the procedures of other agencies and sector must be co-ordinated.*

Thus, the imperative of appropriate explanation of these recommendations which emerged from the lessons learnt in crisis management consist of the need to be in coordination with the capabilities and the needs of the hosting country and of course with the international agreements.

At the end I will quote the Counsellor for National Security of the President of the United States, Mister Samuel Berger, whose answer to the question "What have we achieved in Kosovo?" was "More of what many people think, but less of what was needed". Here, I would add, for the Kosovo refugee crisis of the Republic of Macedonia has done much more of what many people think, the lessons are learnt, and the message is for them to be used or not to have crises and never to be used.

2. Approach of the Republic of Macedonia in Managing the Refugee Crisis

Based on past experiences in managing crises, the question arises – whether managing the refugee and migration crisis today poses a challenge or problem for Macedonia but also for the other Western Balkan countries and beyond. The answer, I will try to pinpoint in several preconditions, organizational and conceptual approaches, including:

First, registration of refugees is required before entering the Republic of Macedonia. A serious problem which the European Union is trying to solve.

Second, establishing border control between Greece, Macedonia and Serbia in cooperation with Frontex – European Border Management Agency.

Third, solving the issue with migrants coming from Morocco, Tunis, Algeria, Nigeria and others.

Fourth, whether the Paris events mean urgent taking of “extraordinary measures in extraordinary circumstances”.

Fifth, realization of the need for collective cross-border approach based on solidarity, responsibility and pragmatic cooperation among national, regional and local authorities.

Sixth, whether Macedonia has a backup plan if the corridor to the members of the European Union closes.

Seventh, a continuing need for information exchange between services with Greece.

Eighth, Macedonia needs a new “Strategy for Reducing Security Risks of Refugee and Migration Crisis”

Ninth, Macedonia needs expert and financial assistance to deal with migrants and refugees.

Tenth, Macedonia and other Western Balkan countries need “rapid intervention teams” particularly in case of increased influx of refugees (for example, according to the Interior Ministry in average 6.000 refugees a day crossed the border during summer and autumn).

Eleventh, following the example of Slovenia, Macedonia needs “Plan B”. In particular, the Plan B foresees that “in case of escalation of the migration crisis, Slovenia to build 670 kilometers of wired fence along the entire border with Croatia”. (According to the Slovenian Radio).

Twelfth, to define Macedonia’s policy regarding asylum seekers.

Thirteenth, to define the position of the state in case Macedonia is urged to build shelters.

3. Approach of the European Union in Managing the Refugee and Migration Crisis

New challenges, problems and temptations arising from the refugee and migration crisis in 2015, only confirmed the fact that the European Union in future phases of its development need to think, among other things, about the needs of solving crises on European soil. One of those actions could flow in two directions, namely:

First, upon committing to prevent a humanitarian disaster the European Union adopted a “Plan for New Solidarity”. This plan was adopted by the leaders of the European Union and the Western Balkan countries. It contains 17 items which should establish control over the movement of migrants and prevent a humanitarian disaster. Of these 17 items, 13 were related to managing the borders. These are the key paragraphs for Macedonia, which provide immediate implementation of bilateral confidence-building measures, particularly in strengthening border cooperation between Greece and Macedonia.

This plan foresees increased control of the border among Greece, Macedonia and Serbia, where Frontex would need to help Greece in the registration of refugees and migrants who have not been registered in the country yet.

- It is anticipated that UNHCH has strengthened commitment on the border between Macedonia and Greece
- To increase the role of the European Asylum Support Office “EASO”
- To increase collective cross-border approach based on solidarity, responsibility and pragmatic cooperation between national, regional and local authorities.
- It is envisaged for a constant exchange of information and effective cooperation.
- Policy of refugees’ transfer without informing the neighboring country is not acceptable.
- To solve the funding.
- Readmission of migrants from Bangladesh, Pakistan, Afghanistan and others.
- To establish a “Rapid Intervention Team”
- To prevent smuggling and human trafficking
- Support for the refugees and providing shelters

Conclusion

The efforts of the European Union, the Republic of Macedonia and the other countries that are part of the refugee route have proved, so far, that all together they strive to solve the problems, but the confusion present and the lack of collective cross-border approach have contributed to looking for ad hoc solutions. In this context the question arises - what if Germany and the other countries decided to close the door on refugees? The pressure of migrant wave will become unsustainable, and, according to the assessments of the Western Balkan countries, the question of spare Plan B should still have the same relevance. Therefore, based on the analysis, we can conclude that today when numerous problems, which have their roots in the refugee and migrant crisis, come to light, the European Union and the Western Balkan countries will have to commit to a more organized approach to solving those problems. Hence, the countries from the Balkan refugee route face major problems, and undecided European policy could endanger not only the Schengen Agreement but also Europe as a whole.

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THE ROLE OF HIGHER EDUCATION IN LEADERSHIP AND CRISIS MANAGEMENT: LEGACIES AND PERSPECTIVES

Prof. Mirushe HOXHA, PhD

Faculty of Philology “Blaze Koneski”

University “Ss. Cyril and Methodius” - Skopje, Republic of Macedonia

Email: hmirushe@yahoo.com

Abstract: *The primary responsibility to increase the awareness, knowledge, skills and values needed to create effective and successful risk assessment, crisis management, and leadership concerns the responsibility of the institutions of higher education. The challenges of the actual crisis management, risk assessment and leadership issues in general, as well as the challenges of the same issues within the frames of educational model could be corrected through a multidisciplinary leadership and crisis management education model in RM. The reforms of the present leadership and crisis management education curricula could consider their involvement, beside Military Academy, at the Faculties of social and communication sciences. This would lead towards a multidimensional and interdisciplinary leadership and crisis management education which extends the habitual limits of its realization. A kind of education which is holistic and not a fragmented one, would result with a fundamental shift of thinking aiming the transformation of the actual crisis of values, of our way of thinking, and also of the way of acting of all of society’s leaders, professionals, students and general population. The vision of sustainable crisis management with the focus on threat of terrorism is a long term effort. A concrete effort of considering the risk assessment and crisis management as one of the societies’ priorities, as involved within the curricula of post-graduate studies, is represented.*

Keywords: *Education, multidisciplinary, curricula, crisis management, leadership*

Introduction

The purpose of this paper is to introduce the necessity of providing a multidisciplinary leadership and crisis management education model in RM, which would not be limited within the frames of Military Academy (Department of Security and Crisis Management). The multidimensional leadership and crisis management education which extends the habitual limits of its realization aims to be a corrector for challenges of crises management we are actually facing.

Several questions are posed, among others: Can the leadership in/and crisis management (as well as other courses related to these two topics) be taught beside Military Academy in other Faculties too, and why is it necessary? What skills and theoretical principles should be taught, so that the leadership in/and crisis management could be learned at Faculties which seem to cover other fields of research?

The answer to these questions requires examination of current leadership and crisis management education curriculum¹. The shortcomings of current education curriculums of departments of social sciences should be also examined, and recommendations for some changes should be made. Our major finding is that the present leadership and crisis management education curricula require many reforms, and these reforms consider first of all the Faculties (Departments) where these two subjects (as well as other subjects related to them) should be taught. Besides Military Academy, certain other Faculties of the Universities could adjust a revitalized education curriculum on this subject / these subjects. Our new challenge is (and has been) to represent a program that prepares students with practical, holistic and dynamic skills, as well as with “learning how to learn” skills, that enable them to be the future crisis management knowers and/or leaders, first of all: adults who could learn to “read between lines”.

This also means that a critical role of higher education can create sustainable conditions in leadership and crises management success. Critical information about proactive training and planning in order to implement effective crises management systems in advance of a critical event is one of the challenges of higher education not only in Republic of Macedonia. Students should be guided through a variety of concepts and scenarios, examining obstacles as natural disasters, emergent diseases, and threat of terrorism. Communication strategies and techniques should be identified. Crises leadership should be focused on the strategic and operational issues that arise when preparing for, responding to and recovering from crisis. What can be controlled with success is the way we react or respond to crises. It includes the issue of how to manage, survive and recover with minimal damage. So, let's return to the first question: Can the leadership in/and crisis management (as well as other courses related to these two topics) be taught beside Military Academy in other Faculties too, and why is it necessary?

The recent terrorist attacks in Paris impose our focus on educational improvement of risk assessment and crisis management of (the threat of) terrorism. A question is posed: After repeated number of terrorist attacks in developed democracies, is it possible to imagine societies where all present and future humans are not scared from terrorist attacks? Is it possible to accelerate and create this condition? To quote Albert Einstein: “The significant problems we face cannot be solved at the same level of thinking we used when we created them”. Thus, we need a fundamental shift of thinking, which would transform the crisis of values, and also our way of thinking by all of society's leaders, professionals, students and general population. For this to be realized, universities should consider the involvement of subjects of leadership and crisis management not only within the frames of the curricula of Military Academies.

¹ About the current leadership and crisis management education curriculum please look at Macedonian's Military Academy web page.

Higher education's role

The change in our minds necessary to achieve the vision of sustainable crisis management with the focus on threat of terrorism is a long term effort to transform education in all its levels, especially high level education. Despite the efforts of individuals and groups within the formal educational system, education for risk assessment and crisis management as one of the conditions for safe and healthy societies seems to be, unfortunately, still not a high priority.

Anyway, several examples of considering the risk assessment and crisis management as one of the societies' priorities are also testified. Among these efforts we could enumerate our personal effort to introduce subjects of risk assessment, leadership and crisis management at the curricula of Department of Communication Sciences at South East European University (SEEU) in academic years 2004/2005 and 2005/2006. This curricula was further undertaken by the Department of Public Administration². A brief description of this short-live curriculum would be as follows:

The challenge to introduce new subjects at the curricula of the Department of Communication Sciences at SEEU - Tetovo, Macedonia, appeared as an answer to the market needs, as well as a need of its defining. For this aim, our proposal consisted of the involvement of three main branches. These fields of research were: Media Communication; Corporate Communication (highly recommended by Indiana University, USA), and Security Intelligence. It was precisely this third branch which was supposed to contain most of the courses on crises management and risk assessment as well as other courses related to them. The curricula was first accepted as an undergraduate curricula, but it was quickly after its presentation evaluated as non-adequate for Department of Communication Sciences. The SEEU Senate held in June 2005 accepted the offered curriculum for the Department of Public Administration. After being accepted this new proposal, a request for shifting this curriculum from undergraduate to post-graduate studies was required. Responding affirmatively to the new request, new adjustments of the curricula were realized. The new adjustments required specification of the new program: the Security Intelligence Master Program. Two other directions (Media Communication and Corporate Communication) were omitted. The curriculum with new adjustments, adequate for post-graduate studies, was elaborated and deposited. It was entitled: Security Intelligence Master Program.

In this context, it is important to remind that the Department of Communication Sciences at SEEU - Tetovo, Macedonia, during the academic year 2004/2005, offered the students of this Department capstone projects on the topics of Security Intelligence. The number of students interested to be specialized in this field

² Evidenced at the minutes of the proceedings of the SEEU Senate held in June 2006.

was evident: 9 of 10 4th year students chose topics of Security Intelligence for their capstone projects. Today these graduated students are employed at important institutions which are responsible for security intelligence issues.

Below is represented one part of the 4 semester and the 3 semester Program of Security Intelligence Master Program proposed for SEEU – Tetovo, Macedonia, where the subjects of leadership and crisis management, as well as other courses related to them were introduced in Faculties (Departments) other than the Faculty (Department) of Military Academy in Macedonia.

SECURITY INTELLIGENCE MASTER PROGRAM (4 SEMESTER PROGRAM)

One of the three post-graduate programs (Master Programs) offered by the Department of Public Administration is the Program of Security Intelligence.

I. COMMON OVERVIEW

The Master Programs of SEEU are conceptualized in a way that they endow students with knowledge, skills and competencies in careers of managers, advisors, political analysts, analysts of security intelligence, as well as with knowledge, skills and competencies in governmental and nongovernmental organizations.

II. STUDY RESULTS

The results obtained through the post-graduate studies (Master Programs) of SEEU, enclose two aspects: the aspect of action (intellectual and transferable), and the technical aspect. The results that students obtain from the Program chosen could be divided in three main groups:

Skills

Skills in computer work, knowledge of languages, argumentation skills, conflict resolution skills, academic writing, presentation skills, crisis management skills, risk assessment skills, leadership skills, skills of group work, and flexibility.

Knowledge

The methodology of social sciences, legal system, juridical system, institutional structures, crises management knowledge, political system, economical system, the institutions and laws of EU, leadership, risk assessment, counterterrorism.

Competencies

Research, decision-making, conflict resolution, crisis management, leadership, risk assessment, critical thinking, public relations, capability of problem identification.

III. DESCRIPTION OF THE PROGRAM AND THE STUDY PLAN

The post-graduate Security Intelligence program (Master Program of Security Intelligence) contains 90 ECTS credits, and it is realized through regular studies, in length of four (4) semesters (30 credits per semester). The Program contains obligate courses of the Department (of Public Administration), obligate courses of Security Intelligence, practical work at public, private or non-profitable organizations, as well as master thesis based on research.

III.1 STUDY PROGRAM OF SECURITY INTELLIGENCE STUDIES (4 semester program)

Semester 1	<ul style="list-style-type: none"> • Research methods of the political phenomenon (4 credits) • Risk assessment (4 credits) • Economical Security (4 credits) • Statistics – Data analysis (4 credits)
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Elective courses:

- European and International Law (4 credits)
- Globalization: political and economical aspects (4 credits)

Semester 2	<ul style="list-style-type: none"> • The principles and the Agencies of Security Intelligence (4 credits) • Techniques and skills of the Intelligence (4 credits) • Penal procedure (4 credits) • Arms of Mass Destruction and International Terrorism (4 credits)
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Elective courses:

- Collective security (4 credits)
- Leadership skills (4 credits)

Semester 3	<ul style="list-style-type: none">• High Level Planning Actions and Security Measures (4 credits)• Crisis Management (4 credits)• Human Security (4 credits)• Intelligence analysis / Critical Thinking (4 credits)
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Elective courses:

- Planning of mass crisis management (4 credits)
- International Threat of Crime (4 credits)

Semester 4	<ul style="list-style-type: none">• Master thesis (30 credits)
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**III.2 STUDY PROGRAM OF SECURITY INTELLIGENCE STUDIES
(3 semester program)**

Semester 1	<ul style="list-style-type: none">• Risk assessment (5 credits)• Economical Security (5 credits)• Statistics – Data Analysis (5 credits)• Principles and Agencies of Security Intelligence (5 credits)• Crisis Management (5 credits)
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Elective courses:

- European and International Law (5 credits)
- Globalization: Political and Economical Aspects (5 credits)
- International Organizations (5 credits)
- The Strategies (Programs) of Behavior (5 credits)

Semester 2	<ul style="list-style-type: none"> • High level Planning Actions and Security Measures (5 credits) • Techniques and Skills of the Intelligence (5 credits) • Penal Procedure (5 credits) • Ideology of Terrorism (5 credits) • Leadership Skills (5 credits)
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Elective courses:

- Collective security (5 credits)
- Arms of Mass Destruction (5 credits)
- The Police Forces in EU (5 credits)

Semester 3	<ul style="list-style-type: none"> • Master thesis (30 credits)
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Towards the flexible curriculums

The evidence of the need to transform education is the state of the societies, where the fixing of the non-flexible and non-adaptable curricula still persist. Several aspects or reasons contribute to the problem. Namely, interactions between policies, politics, universities, students, citizens, technologies, and media are interdependent issues, and they are placed within disciplinary boundaries. Most, if not all, societies deal with this constellation of issues. Higher education, by its side, is generally organized into highly specialized and traditional disciplines, in a sense of non-adaptable and non-flexible disciplines. Learning is fragmented, and faculties, as our example also proves, are often discouraged from extending their curricula in disciplines which cope with crises management. They are also discouraged for interdisciplinary collaboration. At the other side, the need to design a sustainable crises management future requires a shift towards a systematic perspective stressing collaboration and cooperation.

The education we need is the one which would recognize that the crisis which finds difficulties in its risk assessment, crisis management and counterterrorism is first of all crises of human values, perspectives and knowledge. Proper interdisciplinary

education is the step we should consider, so that the education itself could escape its failure into its own crises. The moral responsibility to increase the awareness, knowledge, skills and values needed to create effective and successful risk assessment, leadership and crisis management is first of all responsibility of the institutions of higher education. It's the institution of education which should prepare most of the professionals who develop, lead, manage, work in and influence institutions of the states. And, the change itself is not easy to achieve, because the change implies cultural shift, shift of the way we perceive the all-embracing phenomenon.

Conclusion: The leadership role of education in the creation of safer world

The education of people in the 21st century, of the country where the threat of terrorism is increasing, should take the leadership role to achieve successful risk assessment, leadership, crisis management and counter-terrorism. It should imply a new approach to learning theory and practice. Students can achieve holistic approach, if they are taught to make connection between non-fragmented curricula which is offered to them and working to improve knowledge on real threat, risk assessment, and crisis management. The educational experience of all students, content of learning of all students, requires interdisciplinary systems of thinking, understanding, living and learning. This is about critical thinking, about knowledge which does not resist or refuse knowledge based on different scales of connection. This kind of learning and of "learning how to learn" values interdependent facts and challenges, rather than treating them as separate. At the same time, the learning and benefit to our societies of higher education forming risk assessment and crisis management an integral part of each curricula, integral part of each student's knowledge, would be a crucial part of successful leadership and crisis management, but also of successful higher education.

This kind of transformation in higher education would have large impact for universities. Taking the educational experience from one context and making it alive at other contexts too would have an impact to the way the academy would interact with the external community. This shift would affect the leaders too, and decision-makers of higher education. All universities have the unique possibility and responsibility to help higher education to create a more secure place for living.

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MECHANISMS FOR REQUEST OF INTERNATIONAL ASSISTANCE IN CRISIS SITUATIONS IN THE REPUBLIC OF MACEDONIA

Ass. Prof. Urim VEJSELI, PhD

Crisis Management Center of the Republic of Macedonia

Email: urim.vejseli@cuk.gov.mk

Stevko STEFANOSKI, PhD

Crisis Management Center of the Republic of Macedonia

Email: stevko.stefanoski@cuk.gov.mk

Abstract: *The Crisis Management Center (CMC) is an independent state administrative body responsible for coordinating the activities within the Crisis Management System, in crisis and emergency situations on the territory of the Republic of Macedonia, which are pursuant to the Law on Crisis Management, and also represents a competent institution for international cooperation (bilateral and multilateral), which among other include request for international assistance realized through reception, dissemination and distribution of the international assistance.*

International assistance is realized through the NATO, EU and UN mechanisms and the following organizations: NATO Euro-Atlantic Disaster Response Coordination Center (EADRCC), Emergency Response Coordination Center (ERCC), within the EU Civil Protection Mechanism, and United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA).

For the needs of reception, dissemination and distribution of international assistance, in communication with each of the above mentioned organizations the Center completes various templates (forms). To facilitate procedures for request of international assistance and in order to save time in crisis and emergency situations, which is crucial for saving human lives and material goods, and also for purposes of greater efficiency, the unification of such templates is needed, including unification of terminology used in filling them. Although NATO, EU and UN have not yet reached a consensus on accepting a single, unified template for request of international assistance, insisting on adopting a unified template will greatly facilitate all communication with the competent international organizations.

Keywords: *Crisis Management Center (CMC), Crisis Management System (CMS), NATO Euro-Atlantic Disaster Response Coordination Center (EADRCC), EU Emergency Response Coordination Center (ERCC), United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)*

Introduction

The crisis management system shall be organized and conducted for the purpose of prevention, early warning and to handling crises that represent a risk to the goods, health and the lives of the people and animals, and that are the result of natural disasters and epidemics or other risks and dangers that directly jeopardize the constitutional order and the security of the Republic of Macedonia or a part of it, where the conditions for declaring a state of war or state of emergency shall not exist.¹

An independent state administrative body shall be established within the crisis management center, having the status and function of a directorate and acting as a legal entity.²

The Center performs the activities that refer to:

- providing continuity of the inter-departmental and international cooperation, consultations and coordination of the crisis management;
- preparation and updating of a unified assessment of any risks and dangers to the security of the Republic;
- proposing measures and activities for resolving a crisis situation, and
- executing other activities laid down by Law.

The Crisis Management Center “provides continuity of the inter-departmental and international cooperation, consultations and coordination of the crisis management”³, and also cooperates with the representatives from the United Nations (UN), the Organization for Security and Co-operation in Europe (OSCE), the European Union (EU), NATO, the foreign embassies in the country, the International Committee of the Red Cross, and the International Federation of Red Cross and Red Crescent Societies, as well as with other international humanitarian organizations, pursuant to the Law on Crisis Management.

International cooperation consists of cooperation on bilateral and multilateral levels. Bilateral cooperation include discussions, negotiations and agreements between two sovereign states, and connection between two nations is called bilateral relationship.⁴ Multilateral cooperation is a diplomatic term that refers to the cooperation between various countries or organizations.⁵

In emergency and disaster situations the main mechanisms to request international assistance are the following NATO, EU and UN organizations: NATO Euro-Atlantic Disaster Response Coordination Center (EADRCC), Emergency Response Coordination Center (ERCC), within the EU Civil Protection Mechanism, and United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA).

For the needs of reception, dissemination and distribution of international humanitarian assistance in emergency and crisis situations in the country, in communication with each of the above mentioned organizations templates are used that are different in its content. For facilitated and more effective request of international humanitarian assistance unification of templates and terminology is needed.

1 Law on Crisis Management. *Official Gazette of the Republic of Macedonia* No. 29 of 04 May 2005

2 Ibid.

3 Ibid, Article 21.

4 <http://diplomacy.state.gov/discoverdiplomacy/references/169792.htm>

5 <http://usforeignpolicy.about.com/od/introtoforeignpolicy/a/What-Is-Multilateralism.htm>

1. Crisis Management System and Crisis Management Center

1.1 Crisis Management System

The Law on Crisis Management, which was adopted by the Government of the Republic of Macedonia (published in the *Official Gazette of the Republic of Macedonia* No. 29 of 04 May 2005, governs the crisis management system in the Republic of Macedonia such as: the organization and functioning, decision-making and the use of the resources, communication, coordination and cooperation, assessment of the security jeopardy of the Republic of Macedonia, planning and financing, as well as other issues connected to the crisis management system.

The crisis management system is organized and conducted for the purpose of prevention, early warning and to handling crises that represent a risk to the goods, health and the lives of the people and animals, and that are the result of natural disasters and epidemics or other risks and dangers that directly jeopardize the constitutional order and the security of the Republic of Macedonia (hereinafter referred to as: the Republic) or a part of it, where the conditions for declaring a state of war or state of emergency shall not exist.⁶

The crisis management system also include gathering of information, assessment, situation analysis, objectives and tasks determination, development and implementation of the necessary actions for prevention, early warning and handling crises.

The crisis management system is realized by the state administrative bodies and the state authorities (the Assembly, the President and the Government), the armed forces such as the Army of the Republic of Macedonia (hereinafter referred to as: the Army), the protection and rescue forces, and the bodies of the municipalities and the City of Skopje (hereinafter referred to as: municipalities and the City of Skopje).

The public enterprises, public institutions and services as well as the trade companies can take part in prevention, early warning and handling crises pursuant to this Law.⁷

The citizens, the associations of citizens and the Macedonian Red Cross, the non-governmental and humanitarian organizations, the media and other legal entities which do not fall under paragraphs 1 and 2 of this Article, can participate in the

⁶ Law on Crisis Management. *Official Gazette of the Republic of Macedonia* No. 29 of 04 May 2005

⁷ Ibid.

prevention, early warning and handling crises, voluntarily or on a contract basis, on the basis of the Law and the ratified international agreements that govern this issue.

In order to propose decisions and to provide continuous consultations, coordination, timely reaction, efficiency and adequate use of the available resources in case of a crisis situation, as well as to provide timely, qualitative and realistic jeopardy assessment of the security of the Republic from risks and dangers, a Steering Committee and Assessment Group were formed and a Crisis Management Directorate was established in the crisis management system.

1.2 Crisis Management Center

An independent state administrative body was established within the Crisis Management Center, having the status and function of a directorate and acting as a legal entity.⁸

The Center performs the activities that refer to:

- providing continuity of the inter-departmental and international cooperation, consultations and coordination of the crisis management;
- preparation and updating of a unified assessment of any risks and dangers to the security of the Republic;
- proposing measures and activities for resolving a crisis situation, and
- executing other activities laid down by Law.

The Center bears the overall support (expert, organizational, administrative, etc.) to the Steering Committee and the Assessment Group.

In order to inform, monitor the situation, exchange information and data and make proposals for a crisis situation management as well as to prepare an assessment, 35 regional crisis management centers were established in the Center, 8 of which are principle (main) regional centers operating 24/7, with the established emergency call number 195.

⁸ Ibid.

2. International cooperation

International cooperation represents “the interaction of persons or groups of persons representing various nations in the pursuit of a common goal or interest.”⁹

The Crisis Management Center cooperates with the representatives from the United Nations (UN), the Organization for Security and Co-operation in Europe (OSCE), the European Union (EU), NATO, the foreign embassies in the country, the International Committee of the Red Cross, and the International Federation of Red Cross and Red Crescent Societies, as well as with other international humanitarian organizations.¹⁰

In the year 2007 when Republic of Macedonia was affected by forest fires, after they all available means were used, on 18 July the Government adopted the Decision to declare a crisis situation.

After declaring a crisis situation the bilateral and multilateral cooperation was intensified.

2.1 Bilateral cooperation consists of bilateral discussions, negotiations, or treaties between a sovereign state and one other entity, either another sovereign state or an international organization. The relationship between two nations is referred to as a bilateral relationship.¹¹ At the bilateral level the Republic of Macedonia held weekly meetings with the representatives of the Embassies in the Republic of Macedonia in order to find a solution to a crisis situation and also to provide donations that would help in dealing with the situation.

2.2 Multilateral Cooperation is a diplomatic term that refers to the involvement of more than two nations (which would be bilateral). International organizations, such as the United Nations, the World Trade Organization, and the Organization for Security and Cooperation in Europe, are multilateral in nature.¹² At the multilateral level a cooperation with the international organizations was intensified, such as: Euro-Atlantic Disaster Response Coordination Centre (EADRCC), Emergency Response Coordination Center (ERCC), United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA).

9 <http://www.reference.md/files/D007/mD007391.html>

10 Law on Crisis Management. *Official Gazette of the Republic of Macedonia* No. 29 of 04 May 2005

11 <http://diplomacy.state.gov/discoverdiplomacy/references/169792.htm>

12 <http://usforeignpolicy.about.com/od/introtoforeignpolicy/a/What-Is-Multilateralism.htm>

3. Mechanisms for request of international assistance

3.1 Euro-Atlantic Disaster Response Coordination Center (EADRCC)

The Euro-Atlantic Disaster Response Coordination Center (EADRCC) was established on 1st of June 1998 and created in the frame of the PfP program by the Euro-Atlantic Partnership Council (EAPC) positioned at NATO HQ, Brussels, Belgium, as a partnership tool of NATO's civil emergency planning and as one of the two basic elements of the EAPC policy on cooperation in the field of international disaster relief. The other, complementary element is the Euro-Atlantic Disaster Response Unit, a non-standing, multi-national force of civil and military elements, deployable in the event of major natural or man-made disasters in an EAPC country.¹³

In its coordinating role for the response of NATO and partner countries, the EADRCC guides not only consequence management efforts, but also serves as an information-sharing tool on disaster assistance through the organisation of seminars to discuss lessons learnt from NATO-coordinated disaster response operations and exercises.

In addition to its day-to-day activities and the immediate response to emergencies, the EADRCC conducts annual large-scale field exercises with realistic scenarios to improve interaction between NATO and partner countries. Regular major disaster exercises have been organised in different participating countries to practice procedures, provide training for local and international participants, build up interoperability skills and capabilities and harness the experience and lessons learnt for future operations. It is active all year round, operational on a 24/7 basis, and involves NATO's 28 Allies and all partner countries.

3.2 Emergency Response Coordination Center (ERCC)

The Emergency Response Coordination Center (ERCC), positioned at the EU Commission at Brussels, is operating within the European Commission's Humanitarian Aid and Civil Protection department (ECHO), was set up to support a coordinated and quicker response to disasters both inside and outside Europe using resources from the countries participating in the Union Civil Protection Mechanism.

¹³ <http://www.nato.int/eadrcc/>

The ERCC replaces and upgrades the functions of the previous Monitoring and Information Center (MIC).

With a capacity to deal with several simultaneous emergencies in different time zones, around-the-clock, the ERCC is a coordination hub facilitating a coherent European response during emergencies helping to cut unnecessary and expensive duplication of efforts.

It collects and analyses real-time information on disasters, monitors hazards, prepares plans for the deployment of experts, teams and equipment, and works with Member States to map available assets and coordinate the EU's disaster response efforts by matching offers of assistance to the needs of the disaster-stricken country. Better planning and the preparation of a set of typical disaster scenarios will further enhance the ERCC's capacity for rapid response.

The ERCC also supports a wide range of prevention and preparedness activities, from awareness-raising to field exercises simulating emergency response.

The ERCC is in close cooperation with the national crisis centers of 32 countries (28 EU members, including Republic of Macedonia, Iceland, Lichtenstein and Norway).¹⁴

3.3 United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)

OCHA is part of the United Nations Secretariat responsible for bringing together humanitarian actors to ensure a coherent response to emergencies. OCHA also ensures there is a framework within which each actor can contribute to the overall response effort.¹⁵

OCHA's mission is to:

1. Mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors in order to alleviate human suffering in disasters and emergencies.
2. Advocate the rights of people in need.
3. Promote preparedness and prevention.
4. Facilitate sustainable solutions.

¹⁴ http://ec.europa.eu/echo/about/ERC_en.htm

¹⁵ <http://www.unocha.org/about-us/who-we-are>

4. Reception, dissemination and distribution of international humanitarian assistance

After declaration of a state of emergency, the CMC undertakes the international communication and coordination with international institutions (contact-institution 24/7):

- Acquainting international institutions with the situation in the country;
- Regular (at every 24 hours) and emergency information in compliance with data from status reports;
- Classified information in international communication and coordination is exchanged through the system for transfer of classified information to international institutions.

Upon a decision of the Government of the Republic of Macedonia over request for international assistance, the HQ launches activities for request, reception and distribution of international assistance.

Establishment of an International Assistance Host Nation Support Team.

Team is composed of:

- Crisis Management Center, coordinator
- Protection and Rescue Directorate
- Ministry of Foreign Affairs
- Ministry of Labor and Social Policy
- Radiation Safety Directorate
- Ministry of Interior
- Customs Administration
- Ministry of Transport and Communications
- Ministry of Health
- other (decided by HQ and in line with SOPs for certain risks and threats)

For the HQ needs it develops:

A draft-decision on emergency reception of funds

A draft-decision on specification of non-financial international assistance with the following indicators:

4.1 Specification of required international assistance:

- Type: services, expertise, teams, equipment, humanitarian and other goods, Are they required as donation or paid services, required additional documentation, national limitations/types of assistance that cannot be accepted;
- Entry points (airport, border crossing on land);
- Point/s for reception of international assistance (if it differs from entry point);
- Establishment of Center for reception and departure of foreign teams and its location (if required or offered).

Note: The CMC develops and disseminates a formal request for international assistance upon adopted decisions by the HQ. In case of requirement for international assistance from the International Atomic Energy Agency, the Radiation Safety Directorate forwards the request in line with the Law on Ratification of the Convention on Assistance in Case of a Nuclear Accident.¹⁶

- Draft-decision on compliance for reception of offered international assistance
- Draft-decision on allocation of confirmed international assistance
- Coordination of operational procedures for entry of international assistance

4.2 Templates for request of international assistance

It is important to note that one of the major shortcomings that appear in case of request of assistance from international organizations is the difference of the format and terminology used in the forms. These patterns differ according to their content, depending on the organization that has created them (NATO, EU or UN). That's why there is a need of unification and standardization of these forms, including the terminology in order to be more efficient. Such unification will avoid unnecessary complexity and duplication, and will undoubtedly save time, which is a key factor in saving lives.

¹⁶ SOP for communication coordination and cooperation among the Crisis Management System entities in situation of declared crisis situation No. 51-8531/1-11 from 21.02.2012

Note: Formal request for international assistance is prepared by the HQ and CMC is responsible for its dissemination. In case of nuclear accident the request for international assistance is submitted by the Radiation Safety Directorate.

Conclusion

In time of crisis or emergency situation the Crisis Management Center as supporting and coordinative body of the Crisis Management System activities, according to the Law in Crisis Management, is the responsible body for international cooperation and request of international assistance (bilateral and multilateral cooperation), which covers reception, dissemination and distribution of the international assistance, through the mechanisms of NATO, EU and UN, including their organizations: NATO, Euro-Atlantic Disaster Response Coordination Center (EADRCC), Emergency Response Coordination Center (ERCC), within the frame of the EU mechanism for civil protection, and the Office for Coordination of International Affairs (UNOCHA) of UN.

The Crisis Management Center request help from each of the mentioned international organizations by completing special templates. Although there is a need for unification of the templates for request of international, which will largely avoid the above complications and duplication of the entire process, NATO, EU and the UN do not have consensus regarding the question for standardization and unification of the templates for assistance which will result with bigger efficiency.

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USE OF RENEWABLE ENERGY SOURCES FOR PREVENTION OF ENERGY CRISIS IN MACEDONIA

Colonel Prof. Aleksandar GLAVINOV, PhD
Military Academy "General Mihailo Apostolski" - Skopje
St. Vasko Karangelovski bb, 1000 Skopje
Email: aglavinov@yahoo.com

Major Jovan STANIKEVSKI, MSc
Army of the Republic of Macedonia
St. Orce Nikolov 116, 1000 Skopje
Email: stanikevski@yahoo.com

Abstract: *The use of renewable energy sources is a priority in every country in the wake of the 21st century, part of the backbone of energy supply security and a key precondition for further development, especially in the economy, but also for society as a whole. The uses of renewable energy sources contributes to energy independence and reduce energy dependence and aims to reduce the risks associated with energy dependence.*

The scientific conception of exploration of the issues in the paper title "Utilization of renewable energy sources to prevent an energy crisis in the country," grew out of two strategic interests of the Republic of Macedonia, the strategic interest in providing diverse energy at an economically reasonable price, and the strategic interest in promoting energy efficiency and reducing overall energy imports, which directly reduces the possibility of an energy crisis.

By utilizing renewable energy sources Macedonia reduces the risk of a possible energy crisis and contributes to the reduction in imports of electricity. And with that Macedonia contributes to strengthening the European energy strategy as the ultimate aims: reducing energy dependence, provision of energy at an affordable price for citizens and industry, security and continuity of the availability of energy, competitiveness of the energy market and environmental environment.

Keywords: *strategy, energy, renewable energy sources, energy efficiency.*

Introduction

In the Green Paper, which is a new beginning for energy policy in Europe, enter the "new energy era" marked by major challenges. The main objective of the package is a new energy policy for Europe, known as the "three (3) times 20 by 2020". Namely, it is for the purpose of energy efficiency (20% increases), use of renewable energy sources (20% increase) and reducing emissions also by 20%.¹

Providing continuous, stable and uninterrupted supply of energy on the activities of the energy infrastructure that are involved in the production, transportation, storage and distribution. By clarifying the objectives of the European energy strategy and the Strategy for Energy Development in Macedonia, expected results of the research to highlight the urgent need for a serious and comprehensive approach to monitor some countries of Europe and the world, through public-private partnership, investment and investing in renewable energy.

Since the independence of the Republic of Macedonia has the energy crisis several times knocked on our door. First during the economic embargo imposed in 1994 by Greece, then breaking the delivery of natural gas from the Russian Federation in 2007, 2010 and 2014.

Macedonia as a country dependent on energy imports as a candidate country for membership in the European Union takes steps to mitigate the risk of subsequent energy crisis. It is a signatory and has ratified the following documents:

- The Energy Charter, together with the Protocol on Energy Efficiency and Related Aspects of Environmental Protection (1998);
- Framework Convention of the United Nations Climate Change (1997);
- The Kyoto Protocol (2004);
- Energy Community Treaty (2006);
- Statute of the International Renewable Energy IRENA (2009) and
- Memorandum of Understanding to enter Macedonia amongst Subprogram Intelligent Energy Europe (2011).

The strategic goals of the Republic of Macedonia in the energy sector, including the commitment to comply with the "acquis communautaire" of the Second Energy Package of the EU are incorporated in the Law on Energy, adopted in February 2011.²

Energy policy of the Republic of Macedonia is determined by the Strategy for Energy Development.³ Strategy for energy development in the country by 2030 is the responsibility of the Ministry of Economy of the Republic of Macedonia. The current strategy was developed in 2010 and covers the period until 2020 with a vision to 2030. This Strategy defines the best long-term development of the energy sector in the country in order to provide reliable and quality supply to consumers. Energy Strategy identifies them as priority needs for providing energy security: increasing the diversification of energy resources, maximum utilization of renewable energy resources, improving energy efficiency, and competitive participation in the regional energy market and the European energy community. Based on the Strategy Program was adopted for implementation of the strategy for energy development in Macedonia for the period 2012 -2016 year.

¹ Rosner K, The European Union: On Energy, Disunity. In: Luft, G., Korin, A. (eds) (2009) Energy Security Challenges for 21 Century: a reference Handbook. (Santa Barbara: ABC-CLIO 2009),168.

² MASA, Energy Development Strategy in the Republic of Macedonia until 2030 (Skopje, 2010), 1.

³ Energy Law (Fig. Gazette, No. 16 of 10.02.2011 years)

This directly affects the monitoring obligations under the European strategy for sustainable, competitive and secure energy.⁴ And in that context, the Republic of Macedonia also has to follow EU policies to increase the utilization of renewable energy sources, thereby directly contributing to the reduction of harmful emissions in the air and preserve the environment.

Renewable energy sources in Macedonia

From renewable energy sources in the country used before: hydropower for electricity generation; biomass, mostly wood table in the household; geothermal energy, mostly for heating greenhouses, and some export solar energy in households; and wind energy. Using renewable energy is supported by a range of measures and expected their increased use in the future.⁵

Hydropower in the country is used by the seven major hydroelectric power stations and dozens of small hydro power plants and the production of electricity from the same depends on the meteorological conditions during the year.

In the energy balance for 2006, hydropower accounted for 5% of total primary energy consumption. However, the consumption of hydropower in Macedonia varies greatly (from 600 to 1650 GWh) depending on meteorological conditions and analyzed year 2006 had the highest value.⁶

Biomass has a significant place in energy balance of the country. The total biomass which is used for energy purposes, wood and coal account for 80%.⁷

After lignite from domestic energy sources, biomass is the second most significant in the energy balance of the country. It accounts for 166 ktoe (1930 kWh; 6950 TJ), which is 11.5% of the total energy produced in the country in 2006, or 6% of the total primary energy consumed.⁸

Geothermal energy in Macedonia has extensive experience in its use. However, use of this potential down to the local level. In total use of primary energy, geothermal energy accounts for about 0.4%.⁹

Solar energy in Macedonia is used symbolic level, mainly for water heating in households. However, solar systems will become more attractive because of the introduction of the market price of electricity (market liberalization) and because of the

⁴ European Commission, A European Strategy for Sustainable, Competitive and Secure Energy, Green Paper, COM 105 (Brussels: 2006), 15.

⁵ Toni Milevski, Energy security. "St. Kiril and Metodi "Skopje - Faculty of Philosophy (Skopje, 2014), 114.

⁶ Ibid 2, 54.

⁷ Governmental Strategy for utilization of renewable energy sources in the country by 2020 (Skopje, 2010), 3.

⁸ Ibid 2, 54.

⁹ Ibid 7, 3.

expected increase of electricity in Southeast Europe due to the fact that thermal power plants will pay for emissions that cause the greenhouse.¹⁰

In the analyzed period, solar energy has a modest place in the energy balance. In 2006 Macedonia consumed heat of 7,4 GWh (0,6 ktoe), which represents 0.02% of the total primary energy consumption.¹¹

Wind energy is quite topical issue that deserves special attention. The Republic of Macedonia in 2014 was built the first wind parks "Bogdanci" with 16 wind turbines.¹² But energy production is negligible due to the lack of sufficient wind throughout the year, and the financial costs of construction and maintenance are very large.

Increased uses of renewable energy represent one of the priorities in the Macedonian Energy Development Strategy. A Strategy for Energy Development Strategy stems renewable sources, which are made for a period of 10 years and should be aligned with the Strategy for Energy Development.

The era of new renewable energy sources (NOIE) comes, because of their inexhaustibility and friendship with the environment. And without excuse me, all energy future is in the sun, but under conditions of uncertainty, technical and technological limitations, and in recessions things themselves are sorted by location and time needed priority.¹³

Chance of energy crisis in Macedonia

Strong contribution to the fulfillment of the concept of protection of a possible energy crisis (energy security) in the country can be achieved if first remove the main anomalies determined the current power system in the country. You need to perform modernization of existing energy system of the Republic of Macedonia in all segments of operation of the same in terms of monitoring, control and automatic analysis of all technical parameters.¹⁴ These are necessary for Macedonia as a candidate for EU membership to fit the regulations of the European Security Strategy and the European Energy Strategy.

In this time while the EU is concerned by the lack of natural gas, Macedonia more vulnerable to electricity. This can be inferred from energy balances of Macedonia, the share of electricity used by households, but also industry, and the fact that increasing imports of electricity. Through a detailed analysis of the electricity crisis in

¹⁰ Ibid 7, 4.

¹¹ Ibid 2, 55.

¹² Ibid 5, 117.

¹³ Ljupco Gestakovski "New renewable energy sources", energetskaeifikasnost.info/novite-obnovlivi-izvori-na-energija/ (Retrieved 20 October 2015)

¹⁴ Ibid 5, 133.

2012, should make efforts and find mechanisms to reduce this state of vulnerability of electricity. This can be achieved by enabling other sources of heating for households than electricity (gas, developed central heating, efficient use of wood, energy efficiency measures, etc.), Focusing on the use of renewable sources and natural gas.

Suffice it to recall the crisis that engulfed part of the European Union due to problems in the supply of natural gas from Russia in 2010. Of which the Republic of Macedonia with Bulgaria, Slovakia, Serbia and Bosnia and Herzegovina, was on the list of EU countries most affected by the gas crisis. Just the fact that we have one of the least developed and no outspread gas networks in Europe this situation does not turn into drama. Macedonia is of the few countries on the European continent that has no gas reserves (even Bulgaria is three days), other alternative fuels only for the industry.¹⁵

To reduce the energy crisis in the country need greater diversification of energy sources by type, sources and suppliers, as well as active participation in the regional energy market and the European Energy Community. Therefore, it is the maximum utilization of domestic resources, with special emphasis on renewable energy.

The energy infrastructure of the Republic of Macedonia enables the exploitation of domestic primary energy, import and export of primary energy, processing of primary energy and produce final energy, transport and distribution of energy. The energy infrastructure of the Republic of Macedonia make up the electricity sector, coal, oil and oil products, natural gas and heat. The general characteristics of the energy infrastructure of the Republic of Macedonia are:

- Obsolete technologies and lack of investments for maintenance, modernization and expansion of existing facilities and construction of new facilities;
- High electricity losses (technical and commercial);
- Low energy efficiency;
- Unfavorable structure of the energy types (production, import and consumption) from an environmental and economic point of view and in terms of security of supply;
- Existence of monopolized structures in specific segments of the sector;
- Incomplete separation of production, transmission and distribution.

For electricity generation, key factors coal and water potential. The situation in the country indicates a multi slowdown in progress in construction of new power plants

¹⁵ Slobodanka Jovanovska "Macedonia between energy most vulnerable countries", Utrinski Vesnik 2009, www.utrinski.mk/?ItemID=bcf446c10face2479A187977FAA5BF7B (Retrieved 23 October 2015)

and hydropower plants. Most of the existing facilities are built in the period before 1990, while in 1990 put into operation only two hydropower plants, HPP "Kozjak" and HPP "St. Petka", which indicates great weakness in strengthening their own energy infrastructure. The reason for the above is the weak financial potential and lack of interest from foreign investors. The largest producer of electricity in Macedonia is REK Bitola, but it should be emphasized that coal reserves are increasingly reduced as quantitatively and qualitatively. Water potential as a source of energy in the country depends on the hydrology, and the weather in that if hydrological year is poor, then reduced ability to produce electricity by harnessing the potential of water reservoirs.

Macedonia is dependent on energy imports. It imports its total demand for oil and petroleum products and natural gas from 2000 and part of the electricity. Energy imports are growing in the past, but recent years have grown particularly electricity imports due to rapid economic growth and the construction of new production facilities. And this leads to an increased risk of a possible energy crisis in the country.

Prevention of a possible energy crisis in Macedonia

Renewable energy has become interesting to the Macedonian region.

With the introduction of the legal framework that would try to reach the goal in the share of renewable energy to 20% by the European Union is the first step to unify the European energy market. It is necessary to ensure proper implementation of the law in the Member States to facilitate an increase in the share of renewable energy in the coming decades. A Republic of Macedonia as a candidate to join the EU must monitor and implement these steps in the future.

The proper implementation of the legal framework will give investors confidence to invest in all projects related to renewable energy (production, storage and distribution). Also, construction of a distribution network of electricity from renewable sources is urgently needed, because when would achieve the target of 20% of the share to be from renewable energy sources, the current distribution network could not cope. Therefore in the current construction projects: wind (wind), solar power plants and power plants need to anticipate and provide adequate transmission and distribution network in order to produced energy can be distributed to areas with the highest consumption.

The basic principles of energy policy for the establishment and functioning of the internal energy market of the European Union (EU) are set out in the provisions of

the Energy of the Lisbon Treaty¹⁶, which aim: safe and efficient operation of the energy market, secure energy supply, promoting energy efficiency, energy saving and renewable energy sources, promoting energy networks connections.

Macedonia tends to reduce the consumption of petroleum products. The fact is that oil is a non-renewable source of energy and its inventory shrinks. By reducing inventory automatically reduced availability, as opposed to the energy policy of the European Union. Securing reliable energy supplies is solely the task of the energy market. The guarantee of enough good transport infrastructure on affordable energy. Of course, accompanied by safety nets that can be activated at a time when the market was not ready (when an economic crisis).

For successful implementation of the Strategy for Renewable Macedonia will require investments primarily directed towards measures for development of the transmission and distribution network and policies that create conditions for greater utilization of locally available, environmentally friendly, renewable energy, especially solar.

If the country really wants to become energy independent, or to terminate the import of energy you use solar energy as a huge potential and planning the same in the strategy documents and the real policy on the ground.

Investments made in network development are key to long-term energy development in our country and necessary step in energy independence of the country. Because until modernize the network was not able to exploit renewable, fluctuating energy sources.

During the XX-th century the world face the exhaustion of reserves of conventional energy sources (coal, oil) and the need for replacing them with new, environmentally more acceptable as natural gas and renewable energy sources. Currently, enormous sums of money from the funds of the US and the EU are flocking to accelerating research for finding economical ways for the exploitation of renewable energy sources, new technologies, methods of saving and energy efficiency. It is supported by appropriate legislation of the European Union translated into Directives which Member States and candidate countries are required to adopt and adapt their own legislation. Directives relating to energy-efficient use of available energy and renewable energy sources (93/76 / EEC, 96/57 / EC, 2000/55 / EC, 2001/77 / EC, 2002/91 / EC, 2003/30 / EC, 2003/96 / EC, 2004/8 / EC), and define appropriate mechanisms to ensure monitoring of their implementation. We face a serious task as a whole to adopt and adapt our legislation, but more is needed to create reliable

¹⁶ Official Journal of the European Union (2007), <http://eurlex.europa.eu/JOHtml.do?uri=OJ:C:2007:306:SOM:EN:HTML> (Retrieved 22 April 2015)

mechanisms for their implementation, monitoring, control, penal provisions, encouraging, supporting, maintaining the database, etc.

Improving energy efficiency requires maximizing the use of renewable energy sources, to provide conditions for greater utilization of natural gas and passage of the energy sector of the Republic of Macedonia on market conditions. The transition to market prices for electricity will improve the investment climate; strengthen the interest to introduce renewable energy sources and to improve energy efficiency.

Tendency of the Republic of Macedonia by 2020 to reduce the use of coal (39%), oil products with biofuels (31.6%), and the expense of increasing the use of natural gas to (16%) . Biomass combustion and hydropower to participate with around 6%.Solar and wind energy will together contribute to the production of primary energy 0.6% and geothermal with around 1%.¹⁷

The Strategy for Energy Development was developed four scenarios for the development of production facilities in the electricity sector of the Republic of Macedonia, and the capability of existing production facilities, the real potential candidates, and of course by the development of consumption. All scenarios of development guided by the following principles of development:

- Maximum engagement of existing Thermal Power lignite opencast;
- Utilization of hydro potential in Macedonia;
- Use of natural gas for electricity energy;
- Use of renewable energy sources.¹⁸

Macedonian special emphasis should be placed on development of new technologies that are becoming more and more cost-effective because it makes the system for electricity generation with the potential for exploitation of renewable sources, such as sun and wind. With construction of the first wind power plant "Bogdanci" began the promotion and realization of the principle of diversification of energy resources and facilities in the country.

With the implementation of the envisaged pace of construction of new production facilities will improve the diversity and therefore security of supply of electricity. In the past, at average hydrology, 80% of electricity is produced in coal thermal power plants and 20% from renewable energy sources (hydroelectric). In 2020 planned production of electricity from coal thermal power plants accounted for 42% - 51% depending on the scenario, natural gas and renewable energy sources by 24% - 28% and fuel oil thermal power plant 2% - 3%.¹⁹

¹⁷ Ibid 2, 128.

¹⁸ Ibid 2, 117-119.

¹⁹ Ibid 2, 121.

To achieve optimum results with limited resources is a challenge. The complexity of the activity, aimed at better insight into the overall risk and priorities, emphasizing the need to link all stakeholders: government, industry, science and the public. This is important as the level of management and construction management of the power system and the level of activities in preparation for a partial or complete loss of power supply. Particularly important association of property and liability risk, and thus would increase the security of the power system due to the introduction of significant market principles.

Projects for the use of renewable energy sources must be supported and must emphasize the importance of these projects, not only to the energy future, but for many other branches of the projects that will be able to give a new quality. In particular environmental situation of the Republic of Macedonia will improve. And that will confirm our commitment to the production of healthy food. If we use renewable energy sources, we will directly help our producers to have a cleaner environment in which to produce its products. It will also contribute in terms of development of the industry and tourism. By receive state in which the potential investors that tomorrow will come easier to decide to execute an investment in our country, and of course there is what we constantly seek, and that new hires.

Membership in the Energy Community also enables the development of competition, liquidity and utilizes economies of scale. In the Treaty establishing the Energy Community devotes a special section to improve the environment with respect to natural gas and electricity, through improved energy efficiency and use of renewable energy.²⁰

By decision of the European Commission from 6376 18.12.2007, the Republic of Macedonia can take part in the horizontal program through the EU financial instrument for energy efficiency (Energy Efficiency Finance Facility - EEFF). Through the IPA program by 2016 the EU will grant 100 million Euros for financing energy efficiency projects in the fields of construction and industry. And the EU will provide grants totaling 35 million Euros.²¹

The total amount of the Republic and were available 500 thousand US \$ for energy efficiency projects and 400 thousand US \$ for renewable energy. For the hydropower plants of 10 MW, producing electricity and thermal energy based on biomass heating projects based on the industrial surplus heat or renewable heat sources and projects for energy from sun and wind.²²

²⁰ Ibid 2, 190-191.

²¹ Foundation Open Society Institute - Macedonia, "Energy efficiency and the EU" (2010), 33.

²² Ibid 21, 36.

Most of the available funds are used and thus become clear that although these funds are too small to feel the share of renewable energy in the total energy needs of the cake in the Republic of Macedonia still has commenced the process of capacity building utilization of renewable energy sources and we hope that this trend will continue at an accelerated pace further.

Conclusion

To prevent an energy crisis in the country, it will require investments primarily directed towards measures for energy saving and development of the transmission and distribution network and policies that create conditions for greater utilization of locally available, environmentally friendly, renewable energy, especially solar.

If the country really wants to become energy independent, or to terminate the import of energy you use solar energy as a huge potential and planning the same in the strategy documents and the real policy on the ground.

Investments made in network development are key to long-term energy development in our country and necessary step in energy independence of the country. Because until modernize the network was not able to exploit renewable, fluctuating energy sources.

Macedonia needs to be fully committed to exploiting of renewable production of electricity. Sun and wind are renewable energy resources in the future should no longer be utilized to reduce the level of energy dependence of the Republic and to satisfy the principle of diversification of sources.

Strong contribution to the fulfillment of the concept of managing the energy crisis in the country can be achieved if first remove the main anomalies determined the current power system of the country. Should abandon outdated technology and to work on attracting investments to maintain the modernization of existing energy system of the country. Modernization is necessary in all segments of the power system of the Republic of Macedonia in terms of monitoring, control and automatic analysis of all technical parameters.

The availability of energy and energy is primarily a matter to managing the energy crisis of any state, and it is a key precondition for further development, especially in the economy, but also for society as a whole.

The main political and economic efforts of the Republic of Macedonia should be aimed at providing functional sustainability which in future could be ensured only through the energy stability and the timely and cost effective delivery of energy and development of alternative energy sources.

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THE ROLE OF ARMY OF REPUBLIC OF MACEDONIA IN DEALING WITH THE SECURITY CHALLENGES POSED BY MIGRATION CRISIS

Prof. Metodija DOJCHINOVSKI, PhD

Military Academy “General Mihailo Apostolski“ - Skopje

Email: m_dojcinovski@yahoo.com

Maja TIMOVSKA, PhD

Protection and Rescue Directorate

Email: timovskam@yahoo.com

Petar TASHEVSKI

Army of Republic of Macedonia

Email: petartasevski@gmail.com

Abstract: *This work refers to the engagement of Macedonian Army in tackling the problem of migrant crisis, which is a product of security threats, risks, hazards and challenges in Syria and Iraq, and the possible harmful consequences for the security of local and regional level, which are reflected through the illegal transit of possible members of the armed groups primarily in the Islamic state towards Western Europe and their stay in the Republic Macedonia smuggling of weapons of mass destruction, trafficking of drugs and others. In the paper they discuss the issues related to national documents, norms, rules and regulations that indicate the security challenges in Republic of Macedonia and the region, the role of the Army in crisis management, the current security situation related to migrants and consideration of all forms of engaging the Army in dealing with migrant crisis to assist the Ministry of Interior of the Republic of Macedonia. Following the analysis of the data we are coming to the conclusion that the new security environment and new security threats demand further transformation of the Army as a pillar of the security system of the Republic Macedonia. Expected implications of the study are that Army of republic Macedonia has facilities and capabilities to reduce the adverse consequences of the current crisis with the wave of migrants from the Middle East, but that additional steps that will lead to successful implementation of the given tasks.*

Keywords: *Army of Republic of Macedonia, security, migrants, Islamic State, Terrorism*

Introduction

In 2010 when the countries of North Africa and the Middle East faced with a process known as the "Arab Spring", where protesters with various forms of civil resistance fought to overthrow the secular autocratic regimes in most of the world public aroused hope for democratic change and prosperity of these regions.

Few people at the time could have guessed that the process called "Arab Spring", where the main maxim of the opposition forces was overthrowing secular regimes, will become fertile ground for the development of militant Islamism and spreading intolerance towards all who disagree with the radical interpretation the Quran. They have created an array of dysfunctional states where operating more than 100 radical terrorist groups¹.

The benefits of globalization have been completely abused by terrorists, criminals, radical religious leaders who have successfully made the mobilization of young Muslims with radical views of almost the entire world in the name of establishing and spreading Islamic state that would be spread on the territory of Asia, Africa and Europe, with center in modern-day Iraq and Syria where the basis for regulation shall be in accordance with the radical (sharia) interpretation of the holy Quran².

So far, in Syrian conflict has been killed more than 100,000 people and displaced millions from their homes, but some estimates put the worst comes. World leaders and international public appalled by the scenes who daily come from Syria complex about two things. The first is that to stop refugee wave must stop military actions, and the second is that Islamic State is supported neither by the US nor Russia nor the EU³.

Migration crisis as a security challenge

Europe and of course Balkan countries faced with security challenges which the fore, migrant crisis and aspirations for ISIS penetration in Europe. These challenges undoubtedly have a strong impact on the economy and sustainable development, but what is much worse is the effect of ISIS aimed at breaking down the societies based on universal values and principles that protect UN.

Migration crisis is mainly a consequence of the conflict in Syria and Iraq, and poor security situation in the countries of North Africa and the Middle East. Every day we are watching news about the activity of terrorist fighters who are fighting for the ideas of the Islamic State. In imposing its bleak vision chosen means of achieving that goal. Serve the spread of ethnic and religious intolerance and violence, although violence in the name of any religion is violence against the same religion⁴.

Macedonia with its position as a crossroads and constitutes ideal transit route for migrants on the road to the EU. There is some estimates that in 2015, as of 30.10.

¹ NATO 2020: assured security; dynamic engagement, analysis and recommendations of the group of experts on a new strategic concept for NATO, 17 MAY 2010

² Patrick Cockburn, *The Rise of Islamic State: ISIS and the New Sunni Revolution*, Verso, 2015

³ <http://balkans.aljazeera.net/vijesti/vise-lica-sirijske-opozicije>

⁴ <http://www.president.gov.mk/mk/2011-06-17-09-55-07/2011-07-19-10-40-39.html>, speech of President Ivanov on leaders meeting in Brussell about migrant wave throw Balkan route

Through Republic of Macedonia transited 424,000 migrants, and that since July, when started the registration of migrants in accordance with the law on asylum, a total of 182,000 transited through the border with Greece⁵.

Response to the migrant crisis in Macedonia

The security challenges in Macedonia and the region were estimated at the national documents in the area of security, primarily *government concept*⁶ adopted in 2003 and *security strategy*⁷ adopted in 2010. The engagement of the military in crisis situations is regulated by several laws, and we can mention: the Defense Law, the Crisis Management Law, state border Law. Also the engagement of the ARM units in special situations are governed by internal guidelines and rules describing the procedures for dealing in various situations.

Realizing the danger of the uncontrolled entering and passing of migrants, on the proposal of the Government, by the Parliament was introduced a state of emergency, in order to create better conditions to strengthen the supervision and control of the border area in the region of Gevgelija and Tabanovci.

Although control of the state borders is duty of Macedonia's Ministry of Interior, in particular the Border Police, we witness in some countries of South East and Central Europe, most governments have taken legal measures to engaging their armies to support police dealing with migrants.

There are some examples. Greece used the army special forces to assist to police at the escalation of the security situation on the island of Lesbos. Bulgaria has sent armed forces of the border with Macedonia by blocking potentially sent migrants to Bulgaria and further engage to secure the fence installed to Turkey. Army of Hungary on the proposal of the government and parliamentary approval put a fence along the border with Serbia and Croatia. There are many more examples of use of army as

⁵ Official data obtained by Anastasia Ilieska, state secretary of the Ministry of Macedonia regional roundtable on the refugee crisis on the topic of security challenges for Macedonia and the day 28/10/2015 at the Hotel Stone Bridge, Skopje.

⁶ Threats from illegal migrant processes and hazards associated with transnational terrorism were provided in 2003, which can be seen in the adoption of governmental conception of security, where clearly highlights the trend of globalization of the world brings threats caused by the widening gap between rich and poor and the internationalization of certain dangers, the most extreme of which are international terrorism and organized crime. In addition, the expansion and illegal migration and trafficking in drugs, weapons, people and strategic materials. It also increased the threat of use of weapons of mass destruction wielded by countries with undemocratic regimes.

⁷ The adoption of the Strategy for Security in 2010 were further defined the characteristics of the security environment in which it is Macedonia, where emphasis was given to the interests of the Republic of Macedonia in dealing with security risks, which defined the place and role of the Army in support of national security. In the Security Strategy states that in the event of a crisis army will support the police forces and state institutions and provides assistance during natural disasters and epidemics, technological and other risks and crises.

support of police in Czech Republic, Austria, Croatia and Slovenia, in aim to deal with the huge refugee flow.

Engaging the Army in support of Police

The engagement of Macedonian Army was announced by President Ivanov in mid-July 2015 to protect the border line length of about 50 km where refugees come mainly from Greece to Macedonia⁸.

Based on the decision of the President of Macedonia⁹, GS assess and Chief of Staff issue an order to engage the Army on the southern border with Greece. The engagement of the Army were directly dependent on the needs on the ground and requirements of police. Army on the ground, sent several specialties to be able to perform tasks without major problems. Logistics in this situation had a big role as to support the ARM who perform duties and in support of the Interior Ministry and other government institution as well as international humanitarian organizations and NGOs from the Macedonia and abroad¹⁰.

In coordination with Border Police, the Army received a certain area of responsibility where conduct joint control of the border, and additionally, Army conduct independent activities of patrolling and border controls that directly affect the improvement of the security situation in south border.

Army based its decision on hiring perform preparatory activities as part of their contracted capacities and abilities to support police. Since the introduction of the crisis and the decision to use Army to support police on the ground is the 1st Mechanized Infantry Brigade (or shortly 1.mpbr).

1.mpbr as higher joint tactical unit as part of Joint Operational Command presents main fighting force of the Army that provides ready forces for protection and support national interests and provides support during natural disasters, epidemics and other hazards¹¹.

Within its competence the 1. mpbr among other support forces police in handling threats, risks and threats to the security of the Republic of Macedonia, and also provides support to the state government, local government, citizens and non-

⁸ <http://www.president.gov.mk/mk/2011-06-17-09-55-07/2011-07-19-10-40-39/3479.html>

⁹ On August 19, 2015, the Government adopted a decision declaring a crisis situation for a period of 30 days on the southern and northern border state due to massive illegal entry of foreign citizens from the territory of the EU and NATO.

¹⁰ <http://reporter.mk/2015/08/27/%D0%B0%D1%80%D0%BC-%D0%BD%D0%BoDo%B3%D1%80%D0%BoDo%BD%D0%B8%D1%86%D0%Bo%D1%82%D0%Bo-%D0%BE%D1%81%D1%82%D0%BoDo%BD%D1%83%D0%B2%D0%BoDo%BC%D0%B5-%D1%81%D0%B5-%D0%B4%D0%BE%D0%B4%D0%B5%D0%BA%D0%Bo/>

¹¹ http://www.arm.mil.mk/baza/edinici/zok/zok_1mpbr_index.html

governmental organizations and institutions in dealing with natural disasters and epidemics, tactical-technological and other accidents. 1st brigade support the forces of the Interior Ministry in dealing with various forms of endangering the security of the territory of Macedonia is realized through its subordinate units.

Mission units¹² of the composition of the 1st brigade is clearly defined core tasks including would emphasize the following:

- control of territory, closing routes and providing areas-Combat service support units in peacetime, crisis and wartime,
- Implementation of command and control, support the forces of the Interior Ministry in dealing with threats, risks and hazards,
- support of state government and local governments in dealing with natural disasters and epidemics, technical - technological accidents and other accidents,
- Making a humanitarian logistics operations in support of civil authorities in times of danger and rehabilitation of consequences of natural disasters and acts of war,
- Assistance to civilian authorities in the reconstruction of infrastructure facilities of the consequences of natural disasters and acts of war¹³.
- Execution of tactical actions and tasks of atomic, radiological and chemical decontamination units in the organization and conducting of decontamination of weapon, land and buildings.

The use of army in migrant crisis is in accordance to the decision to use it and it is very important to use appropriate in dependence of the nature and severity of the crisis.

Army in tactical point of view has more options to make actions toward terrain and migrants as is follow:

- **Securing** which means holding the specific positions on the field, with or without the use of force.
- **Detention**, meaning the presence of military forces of a space.
- **Canalizing**, which is achieved by using various types of natural and man-made obstacles to direct migrants to legal passage.
- **Clearing**, eliminating organized resistance in the designated area to break the mob and impose order.

¹² http://www.arm.mil.mk/baza/edinici/zok/zok_3mpbn_index.html

¹³ http://www.arm.mil.mk/baza/edinici/zok/zok_inzbn_index.html

- **Blocking**, which means disabling access to illegal migrants to a particular space and movement of a given direction.
- **Suppression** when applying physical force, use of non-lethal weapons on a group of illegal migrants and make them to depart from a certain area.
- **Disabling** in certain situations when the situation requires in order to prevent further escalation by applying nonfatal disabling weapons are violent people who relate to the security forces.
- **Destruction**, tactical procedure would be realized in the event of a direct threat to the security forces by terrorists implicated among migrants in the final hand involves the use of lethal weapons.¹⁴

Despite these combat actions, army on ground conducts series of activities to ensure successful operation of facilities for reception, registration and transport of migrants¹⁵.

President Ivanov on his speech on army day this year recalled that the Army is only part of the institutional capacity of the national power of states which have to face and respond to threats. Strong message was that the army must be projected increased budget and continually upgraded and modernized.

Although the primary Army mission is the defense of the independence, territorial integrity and sovereignty, unitary character of the state and protection of the population against external threats, assess threats will give direction as the Army is transformed to respond in performing operations for civil defense the state.

President Ivanov asked the Ministry of Defence as soon as possible to begin the procedure for the preparation of a new defense strategy that will give a new vision to the development and functioning of the defense system.

President Ivanov as Supreme Commander in his speech on the occasion of the Day of the Army indicated of needs of this document which will be prescribed obligations to build up institutions to face the current threats in the answer must be timely and predictive, and that intelligence a and special operations will be the best weapon in today's security environment.

Estimates indicates that the refugee crises will continue in the future, and it is necessary deployment of military capabilities in accordance with the current way of

¹⁴ Slobodan Cvetkovic, Tactics as art, Skopje, 2002

¹⁵ Adjacent to the abandoned facility to Vinojug established transit center, 'whose establishment largely contributed engineer units have given the composition of the 1st Mechanized Infantry Brigade. Here they'll mention that they made the way to the transit center and provided assistance to set up tents and other temporary structures.

engagement, but depending on developments multiple uses of the same, not excluding here and setting wire fence in case Germany to stop reception of migrants in the case of chain closing of borders in the countries of southeast Balkans.

Conclusion

Army plays an important role in dealing with migrant crisis which pose global problem today. For successful implementation of specified activities, primarily need to improve coordination with all parties present on the ground, first and foremost with police forces.

The cooperation between the involved army and police forces on the ground should be accomplished methodically and continuously through daily contacts and exchange of information on occurrences and events in the areas of responsibility within the coordinating meetings at all levels. It is necessary and cooperation to exchange experiences and knowledge and coordination of joint activities and actions.

It needs updating internal documents which lay down procedures for hiring military forces providing border from illegal bystanders. It is necessary to allocate more funding for defense for the purchase of new and modern systems, and to maintain the existing order to be unhindered exploitation.

For better control of difficult parts of the border security forces must use modern thermal cameras and other modern technical equipment. It takes additional costs to Macedonia not provided with the budget for 2015. .

Military intelligence, together with partner agencies should answer the question to you in the ranks of migrants there are members of ISIS, detecting the "returnees" from Syria, making the final measure will prevent attacks against critical infrastructure in the territory of the Republic Macedonia and abroad and verify the opinion of President Ivanov that intelligence is key in the fight against asymmetric threats.

The engagement of the army units in support of the police attempt to act on this phenomenon at the local level, but on a global level to overcome this problem it is necessary to come to a common position as acceptable to impose a cessation of hostilities in Syria, and in this case taking into account the Euro-Atlantic aspirations of Macedonia and participating in the coalition in the fight against the Islamic State, should not exclude the possibility of involvement of Army in peacekeeping mission in Syria led by the UN, NATO or the EU.

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MODEL OF INFORMATION SYSTEM FOR EXCHANGE OF INFORMATION BETWEEN THE INSTITUTIONS OF NATIONAL SECURITY HOLDERS OF REPUBLIC OF MACEDONIA

Dushko PACHEMSKI

Crisis Management Center of the Republic of Macedonia
Email: dusko.pacemski@yahoo.com

Ass. Prof. Jugoslav ACHKOSKI, PhD

University “Goce Delchev” - Shtip, Military Academy “General Mihailo Apostolski” - Skopje
Email: jugoslav.ackoski@ugd.edu.mk

Ass. Prof. Urim VEJSELI, PhD

Crisis Management Center of the Republic of Macedonia
Email: urim.vejseli@cuk.gov.mk

Abstract: *Information systems recently have greater strategic importance, and with the intensive use of the Internet and the information systems by the institutions, the interoperability between the institutions is being increased. This allows for the creation of an information system for different application. This paper gives a model of an information system that enables exchange of data between the institutions – holders of the national security in Republic of Macedonia. The whole system is divided into seven main systems. Every main system consists of various subsystems, each of which is specifically described in the paper.*

Keywords: *Information systems, data transfer, national security*

INTRODUCTION

This paper will elaborate the sphere of information technology and security system. Contemporary work of institutions is characterized by rapidly changing the way of work accordant with the new achievements in science and technology, and it further affects the safety. The management of work systems must continually find solutions for all the turbulences in the working environment. Among other issues, is the issue of developing an own strategy in the following areas: work, automation, integration and use of information resources. There is no area where there is no obvious impact of the information elements of the system, especially in terms of technology, methods, standards and information systems in the narrow sense. Competition is becoming more serious having in mind the fact that there are more contemporary IT solutions. The main reason for the implementation of information systems is high productivity by providing contemporary technological solutions.

Designing an information system represents one stage in the development of information systems. The project determines the composition and properties of the new information system that replace existing information systems in companies and other organizational systems. The need and request for the design of new information systems come when organizations, technology, processing techniques and information production in the existing information systems are no longer able to provide the necessary amount of information that is of satisfactory character.

A system involves a set of elements that are interconnected to constitute a particular unit which as such exists. Each system is composed of sub-systems, which are further divided into components that have smaller parts so that each of them can be regarded as an isolated system. It can be concluded that the term system is tied to complexity and interaction. An information system includes a set of different operations on the information needed for decision-making in the organizational system in which it is a subsystem. Information system must be an effective combination of people and machines, where the machines are used to quickly and precisely solve certain processes, and the people are conducting creative analysis and decision making. The relations between the components of information systems is achieved by transmitting information. This system with its activities should enable the collection and systematization of data, transfer, storage, update, more accurately it is necessary to design appropriate data-file or database that will enable efficient search and delivery of information where are needed to be used.

This paper describes a concept of a system that will enable the exchange of data between the institutions – holders of the national security in Republic of Macedonia. The whole system is divided into seven main systems. Every main system consists of various subsystems, each of which is specifically described in the paper.

1. INFORMATION SYSTEM FOR THE EXCHANGE OF INFORMATION BETWEEN THE INSTITUTIONS – HOLDERS OF THE NATIONAL SECURITY OF THE REPUBLIC OF MACEDONIA

The figure below presents the institutions - holders of the national security of the Republic of Macedonia.

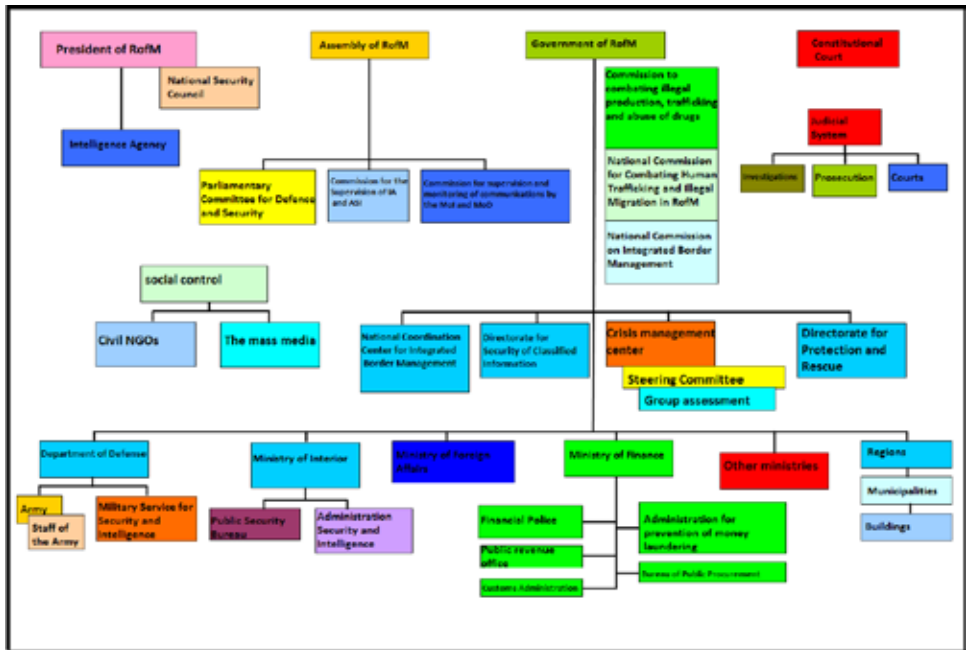


Figure 1: Institutions - holders of the national security of the Republic of Macedonia

The whole system is divided into seven main systems which are shown in the figure above. Every main system consists of various subsystems, each of which will be specifically described later in the paper.



Figure 2: Information system for the exchange of information between the institutions – holders of the national security of the Republic of Macedonia

The seven main systems are:

1. Computer Aided Dispatch System – CAD

The system for sending using a computer contains subsystems that are necessary for the operators and coordinators to be able to process the calls and to dispatch security teams.

2. Communication system

The communication system contains all the subsystems involved in terms of communication. This includes individual communication with the public and communication with security teams as well as communication between the institutions.

3. Education and training of teams

The part on education and training of teams describes the needs and activities for initial and further training of the staff.

4. Construction needs

The section on construction requirements describes the technical needs and requirements for the infrastructure of the facilities such as spatial needs, heating and cooling, as well as furniture and construction technique in order to match the needs of the system.

5. Service and maintenance

The system for service and maintenance contains all components that are necessary to detect faults in the subsystems and to correct them before their expansion to other

subsystems. This section also contains an inventory of needs for support lines and tasks for the regular management of databases.

6. Management Services

Management services contain components needed to manage IT network, databases and managing user rights.

7. Interfaces

The interfaces system provides interfaces for various external systems and services.

1.1 COMPUTER AIDED SYSTEM

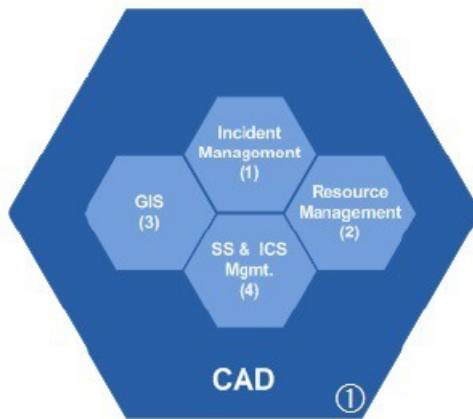


Figure 3: CAD

The main processing and management systems are the systems for supporting the transmission of information. They will give the staff the necessary information to fulfill their task. It is necessary for the information in the system to be available at any time and all the data to be updated, because the functionality of the systems for supporting the transmission of information has great impact on the overall quality of work of the entire system.

The use of the computer aided dispatch system (CAD) does not have to be limited to certain locations. Based on defined rules of the services it must be possible to carry out all actions and to use all the resources of a remote location, such as police stations and regional coordination centers (to achieve this, all safety and security rules must be in place between the services before activation of such a service).

The components of the support systems for sending information will be integrated into a joint system and will communicate with the staff through a joint user interface.

1.2 COMMUNICATION SYSTEM



Figure 4: Communication system

The entire system will work as an integrated system. All types of media and information will be processed in the same system in a joint manner. The interfaces will convert all different types of media formats to stream the IETF appropriate SIP message that the subsystems can process and deliver to the most appropriate contact point.

Automatic activities stored in the support systems can be executed based on events caused by the incidents.

1.3 EDUCATION AND TRAINING OF TEAMS



Figure 5: Education and training of teams

To efficiently use the technical equipment and to allow for providing immediate assistance and service, it is necessary for the entire staff to be well educated and trained before the launching of the system. Each training will be concluded with certification and limited permission to carry out certain tasks in the system. It is essential to regularly update the training plans and their contents. The scope of the training will be adjusted to meet the quality standards that will be defined in the initial phase.

1.4 CONSTRUCTION NEEDS

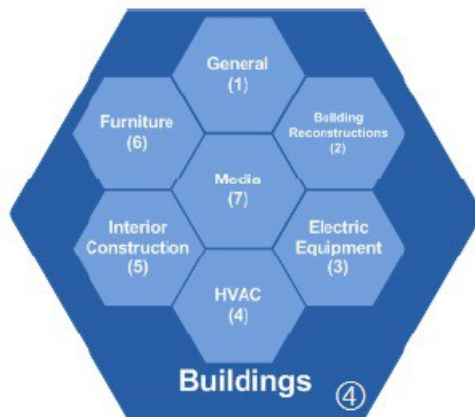


Figure 6: Construction needs

In order to allow employees in the system to offer high quality service, it is necessary to ensure them a safe and comfortable working environment. Buildings must be equipped with the most modern technology for controlling temperature, light and air. Also, the buildings should provide standard office infrastructure such as outlets and network. Since the system will work 24 hours a day, 7 days a week, the buildings should have additional facilities for recreation.

1.5 SERVICE AND MAINTENANCE

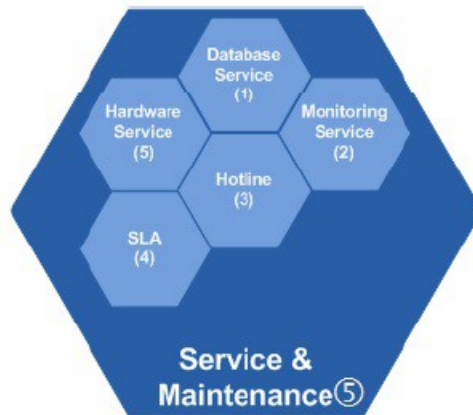


Figure 7: Service and maintenance

To set up the system and to commence with its work is a big task. Even greater task is to maintain the system and to provide its flawless functioning. Service and maintenance should be available 24 hours a day, 7 days a week. It is therefore very important to define which services will be used and by whom. For financial savings, it is recommended to divide the services of internal and external. For the external services agreements should be signed for the level of delivered service (Service-level agreements - SLA) with external providers.

1.6 MANAGEMENT SERVICES



Figure 8: Management services

The information system is a complex system and therefore it needs further management for flawless operation of all systems. The management services are responsible for monitoring and administration of the system. Management services should be integrated into a single system to allow for monitoring and management of all components through joint interface.

1.7 INTERFACES

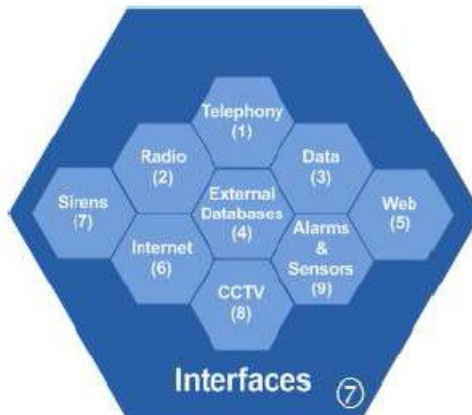


Figure 9: Interfaces

Many functions in subsystems of the information system are caused by events from external systems. Therefore interfaces are necessary to enable communication between different systems. All communication interfaces should use open standards and should be clearly specified for future system expansions.

CONCLUSION

The installation of this information system will achieve:

- Increased security of the citizens and society at large
- Protection of property
- Reduction of damages caused by adverse events
- Efficient and rational use of resources
- Increased thriftiness and cost-efficiency of the services' operations
- Ability to monitor the situation, capacities and functioning of the services
- Ability to store the data, keeping statistics and simulating scenarios of emergency events
- Adoption of timely and quality decisions
- Unified functionality of the services
- Improved interoperability between the services
- Unique technical-informational communication environment for all services
- Shortening of the time required for intervention of the services

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PILOT APPLICATION “REPORT FIRE”

Igorce KARAFILOVSKI, MSc

Crisis Management Center, 1000 Skopje, Republic of Macedonia

Email: igorce.karafilovski@cuk.gov.mk

Assoc. Prof. Dimitar TRAJANOV, PhD

Faculty of Computer Science and Engineering, “Ss. Cyril and Methodius”
University, 1000 Skopje, Republic of Macedonia

Email: dimitar.trajanov@finki.ukim.mk

Abstract: *The global warming and the frequent forest fires are the greatest evils, that is happening to the world today. They are key motivation factor in development of systems for an early prevention and detection of forest fires. In this paper, we review the idea of a pilot application for Reporting Fire using new technologies as in this case smart phones. At the end we address the open issues and improvement opportunities, that appear with the mobile technologies and smart phones.*

Keywords: *Crisis management, Mobile application, Report fire, Smartphone*

Introduction

The forests in the country are managed by the Public Enterprise "Macedonian Forests". According to the latest data from the Public Enterprise "Macedonian Forests", of the total forest fund or total 2.543.200 h, forests are 1.091.857 h.

Forest fires are very prevalent in the Republic of Macedonia. Prevention and early detection of this type of forest fires are becoming more demanding in 2007 when for the first time in the country was declared a crisis situation, due to the large number of fires in summer. Thus was born the idea to do a system in Republic of Macedonia.

Related works

There are several projects, in the world, which have been created for an early prevention and detection of forest fires. Also there are many scientific studies that have studied this issue from different aspects. The starting point in the researches is the great number of forest fires in recent years and the need to act preemptively and to deal faster, easier and simpler without causing major consequences for the population and the forests. In previous paper "Case studies of forest fire detection systems" were analyzed five several systems or pilot-projects which have been for this purpose.

In the Republic of Macedonia, an integrated system for prevention and early warning for forest fires has been established under the recognizable name “MKFFIS”. It is a modern web-designed system and it is also a Geographic Information System (GIS) through which all the sources of information are connected as well as all the institutions are connected that have competences in different stages of the protection of forest fires [1] [2].

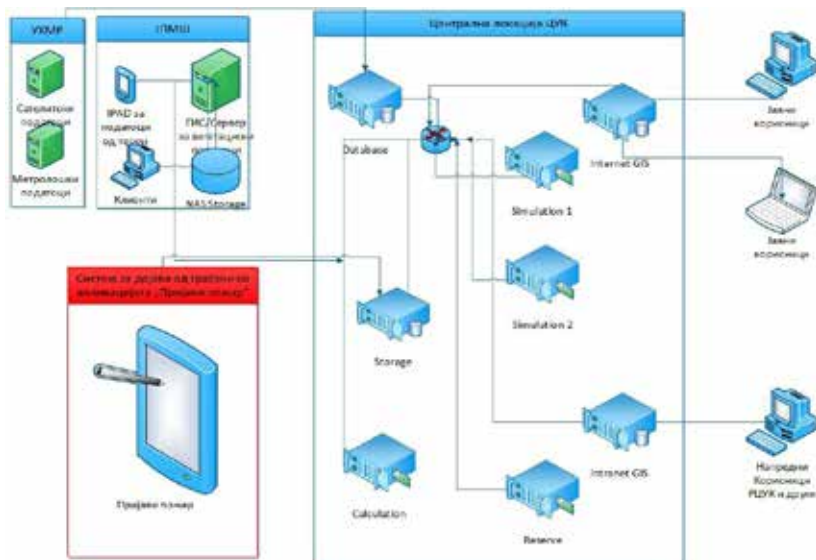


Figure 1: Design of system with detection from ground, with the application “Report Fire”

This system has many advantages and benefits but since it is the first system in the South East Europe and there is not another one where to learn from there are also some disadvantages. The biggest disadvantage is that data from a country is lacking. The data obtained from the satellites is not always true and accurate. Therefore, additional information is needed that will be accurate, on time and precise that will be obtained from some detectors set in the forests. In this direction, the modern technologies of the mobile smart phones can be used to gather information not only for the fires in the forests but for the fires in the urban areas. A proposed prototype application “Report Fire” is given in this paper but firstly, the use of mobile phones for this purpose is briefly explained.

In the next Figure 1, the new way of getting information is marked with red, i.e. the improvements that could be made to this system.

The Smart Phones, an Opportunity to report a Forest Fire

In order to get more information from the population and to be an essential element in the system it is necessary to exploit the opportunities that the smart phones have. The things that were happening years ago enabled this to be real. For example, the accessibility of mobile phones, then the various affordable packages offered by the mobile operators and as well as the development of the smart phones.

The competition between the manufacturers of smart phones allowed the price to drop and the smart phones to be more accessible to the masses. In this direction, the mobile operators have started to include more and more services which are partly charged and part are promotional services in order to attract as many users as possible. Nowadays, commercials can be seen on TV where the smart phones are offered for “0” or “1” MKD. The mobile operators succeed to get many users which bring them profit on long term, i.e. they try to get many satisfied customers with these investments.

The Advantages of the Mobiles as Data Collection Sensors

Nowadays, here are the most frequently asked questions, where the development of the mobiles will go to; if time is coming when a small mobile device will replace all the other devices; if we have no need to use the classical notebooks, tablets or other portable devices which are widely spread. It is so simple, the manufacturers are in a race for more profit and thus they are competing who will make a better device with stronger performances and additional accessories that would give added value to

the mobile phone itself. Many things are embedded in the mobiles in such a rapid development and we needed many devices earlier.

This development contributed the smart phones to be upgraded more and more with various sensors, like the latest models of Samsung and iPhone and the other manufacturers of mobile phones. This is the opportunity for the embedded sensors to be used for many purposes, various measurements, etc. We can get some additional values by further process of this information.

Using the sensors from the mobile phones has many advantages unlike the classical sensors [3]. First, let's take the fact that these sensors are wide spread. They are in every smart phone and every citizen owns at least one so we have a widely spread network [4] [5].

Secondly, if we want to measure something or to servile by using classical sensors, we should buy them first and then install them on the appropriate location and we should maintain them later. All of this will cost a lot of money and we are facing an expensive project for the implementation and for the maintenance also. If we use the sensors in the smart phones for the same project, we have a much more extensive network which costs nothing to be obtained. They are embedded in the devices and we do not take care for their maintenance.

The fact that in a device there are many sensors is very important. They are densely packed, use a small amount of energy (the battery of the device) unlike the conventional sensors which are much bigger, we need more space, they use greater amount of energy and we need extra protection from the external impacts and their damaging.

Some of the Sensors in the Smart Phones

There are many types of smart phones made by many different manufacturers that have different sensors. One of them is the latest model Samsung Galaxy S4 that offers a packet of sensors, some of them made especially for this model while some were transferred i.e. they were part of the previous models [6] [7]. This phone has the following sensors: the Gesture Sensor, the Proximity Sensor, the RGB Light Sensor, the Hall sensor, the Gyro sensor, the Accelerometer, the Geomagnetic sensor, the Barometer, and the Sensor for Measuring Temperature and the Humidity in the Air, as shown in Figure 2.

Several of the sensors, built in the phone, like: Barometer, the Sensor for Measuring Temperature and the Humidity in the Air and the RGB Light Sensor, can be used in the application which can detect not only forest fires but any other type of fire.

Another type of smart phones that promise incorporating of more and more sensors is the last series of iPhone 5s [8]. There is significant improvement unlike the previous versions. The novelty is the introduction of the sensor that uses the fingerprint, the Fingerprint Sensor. Some of the most significant sensors are: the Proximity Sensor, the Accelerometer, the Magnetometer, the Gyroscope, etc. [9] [10], as shown in Figure 3 [11].



Figure 2: The sensors in Samsung Galaxy S4.



Figure 3: The sensors in iPhone 5s.

The Need and the Use of the Application “Report Fire”

If we want to see the need for this application, first we should answer the following questions. Where will you be if an incident or crisis occurs? In front of a computer? Moving? People, who are increasingly use smart phones, can be anywhere, including the place of the incident. Because of this, there is need for this application to be embedded so that people are able to warn and inform other people, from wherever they are. This information is essential when it is about dealing with critical communications at the same moment.

The application “Report Fire” is designed to provide data from a country, for the MKFFIS system, in a fast, simple, timely and modern manner. This data is of the utmost importance to this system and it will contribute to faster obtaining of information about the fires that occurred and thus faster reaction and counter them by the authorities.

Another purpose of the application is that after the registering of the occurred events, the MKFFIS system is able to get a confirmation that there occurred or did not afire, thereby confirming or rejecting a previously received application. The system can be protected from false reports by the reckless of the citizens in this way.

How to Report a Fire by Using “Report Fire”?

The first way to detect a fire is by using the camera which is the most used method so far. At the same time it is the most traditional way because every phone is equipped with a highly quality camera on the back side and a less quality camera on the front of the phone. The both cameras can be equally used in the application. For example: the Samsung Galaxy S4 has a 13-megapixel-back camera and a 2-megapixel-front camera. They can equally take pictures with high quality and can send them to the system with the help of a Red Button. Then, information is sent that a fire occurred where the user of the phone, i.e. the phone is. The coordinates of the place are sent for a faster location of the place. Thus, the operator will get information on the map where the fire has occurred.

The application has the opportunity to be set on automatic mode. This means that the sensors are used to measure values on certain intervals and based on detection of drastic changes to be able to activate one of the cameras and to send a picture, and if there is fire, to send the coordinates to the MKKFFIS system. For example: the phone is set to measure the temperature on every minute. If there is a drastic difference between two measurements, the automatic detection of fire is activated. In the following Figure

4, an automatic fire application is shown by temperature measurement on every minute or a minor interval if necessary. The user can set the interval but not longer than a minute.

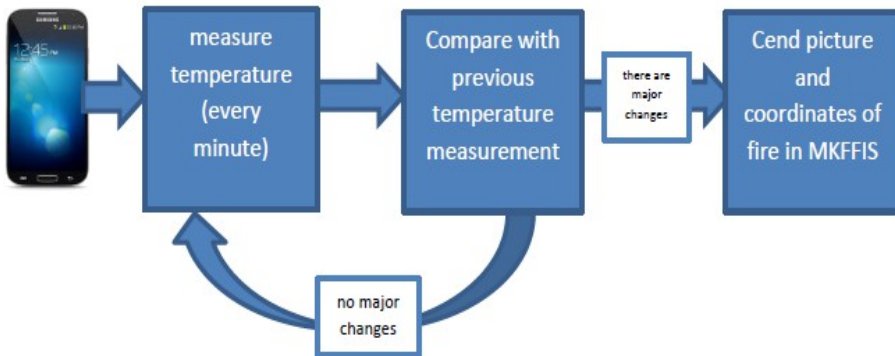


Figure 4: A scheme of automatic way to report fire

The previous figure shows an example how the whole algorithm for measuring of values would work by using smart phones. The measured value is compared to the previously measured value, and if there is a drastic change, the software camera is activated and data as a picture with the coordinates is sent to the MKFFIS system. The responsible people take the necessary activities to deal with the situation and if required, it would be better to contact the sender of the information. It is essential to have the user's data: name, surname, telephone number, etc. , so the user should register in order to use the application "Report Fire".

Operating Environment, Constraints in the Design and implementation of the Application "Report Fire"

A proposed prototype of the application "Report Fire" can be developed in all three platforms that are currently the latest Android, iOS and Windows Mobile. In future, if it happens for this application to be used, it should be developed in all the platforms in order to be used in all smart phones.

For the purpose of this paper, the mobile application is designed to work on Windows Phone 7, i.e. it is designed to work on mobiles that support and work on the operational system Windows Phone. This application is developed in Windows (Windows 7 Professional) using Microsoft Visual Studio 2010. For the development of the mobile application, it is necessary to install Windows Phone SDK 7.1., which

enables free tools for the expansion of applications and games for Windows Phone devices. To complete the requirements, it is necessary to install .NET framework 4.0 which is used together with the programming language C#. To use this application, one should install Windows Phone 7.

The software solution is a mobile application that should operate in the mobile devices. This contributes to appropriate limits in the design, implementation of the modules and the functionalities of the applications.

The web services for the mobiles is a way that the client “gets rid” of the processing and manipulation of the data. All the activities are done on the server side as for the download and operating and for the updating of the data in the database. The central server application with database is located on the server where all the complex algorithms and methods are executed related to the data stored in it.

The latest models of smart phones, with their performances, support and allow the processing of more complex operations and data analysis on the mobile device, but for a more rational use of CPU and memory resources of the smart phones for the server side to execute with optimal use.

In the part of the user application, there are certain limitations in terms of the design of the application. There are restrictions in the flexibility in order not to be overloaded. Therefore, the design is simple which means that is easy and user-oriented (User-friendly). The goal is easily reached because it is about an application in the field of crisis management. The application has additional values that are obtained by using the navigation, i.e. the GPS and using of maps for better display of the information. The design is simple and recognizable in the operational system Windows Phone 7.

Compulsory Conditions for the Application to Function

The most important thing to use the application is the user to own a smart phone where the operating system Windows Phone 7 is installed. The user should have previous knowledge and experience in working with a smart phone, in using of mobile operations, in using the store/market of mobile applications, searching, downloading and installing of the mobile application.

The server side can be integrated with the system MKFFIS, i.e. to be part of this system. This system is in constant operation and connected to the Internet. It facilitates the smooth operation of web services and all the modules are connected with all interactions and processes to connect to the database. But this part of the server side will not be processed because it is an additional and complex work.

In terms of programming and implementation of the application, the application developers would need to have experience in programming of web-oriented application using the .NET framework and the programming language C#, experience in programming, debugging and testing within the Microsoft Visual Studio 2010 or other suitable programming language and using the appropriate programming scripts.

Then, it is required to have experience in creating, managing and changing of the database type PostgreSQL if the server side on the current platform where the MKFFIS system operates. It is also essential to have knowledge of the web services in order to develop a simple interface to execute the relevant requirements of the clients who are connected with the data located in the database on the server side.

The Design of the Application “Report Fire”

The application offers the opportunity to log in, if the user has not used this application before, the user has the possibility to create his/her own profile with the essential data. Further details will be explained piece by piece.

Once the application is activated, a note appears on the screen that you must be logged to use the application. There is an additional button that it takes you to the part to create a user account, if you do not have it. You have to provide the following information: name, surname, valid e-mail, mobile phone number, address and place of residence.

The homepage of the application shows, creating the user’s profile, with fields for entering all the obligatory data mentioned above. The data entry for registration has to be mandatory in order to avoid any abuse of the application.



Figure 5: Desktop display, a map and a fire report

A form is shown on the display to log in the application after the creation of the user’s profile. This form is very simple in order not to be lost time to login, but more time to be left for faster response. Once you are logged in, the application allows saving the data to log for future use. That announcement will be only after creating the user’s profile or if you would like to shut down the application, following the example of all the applications for smart mobile phones.

Once you are logged in, you get a list of current actual activities throughout the country. There is a button “Report Current Fire” in the upper part of the screen. There are two buttons in the bottom, the right one is to go to the section where different settings can be performed and the left one is to log out of the application. These two buttons are always at hand on all screens as well as the button “Report Current Fire” which is in the upper part of the screen.

If you click on “Show on Map”, all current fires will be displayed mapped on the appropriate card. The maps of Microsoft, i.e. Bing Maps are used. We have a dual display of the events, a map and a list.

One of the main features of this application is to report fire. If the user sees it, he/she can report the fire to the MKFFIS system by using the smart phone. The button “Report Current Fire” opens a screen to enter the data about the place where the fire is, what type of a fire is, for example: Forrest, ground, etc. as shown in figure6. The next button identifies the coordinates of the user’s site via the direct download of the coordinates form the GPS device. The following step is to take picture of the fire by pressing the button “Snapshot Photography”.

The picture is shown together with the data about the city/town as shown in Figure 70. In the bottom, there is the button “Report Fire” by pressing of which all the data is sent to the MKFFIS system. Finally, messages are received “Fire was successfully reported” and “If necessary, contact the Center for Crisis Management” as shown in figure 6. The contact is possible because the user’s name is in the system. One can activate or deactivate the automatic application of fire if he/she goes to the Setup section. The time interval from 10 seconds to 60 seconds can be set with the slider. If the automatic application is on, then at least one sensor should be turned on to measure the parameters. Which sensor will be turned on depends on the model of the smart phone. If a sensor is not embedded, then the turning on of the sensor will be disabled.



Figure 6. Fire report, tuning of parameters of the application

The application itself is doing all the other necessary operations, in the background, in order to detect fire. For instance, it measures the data by using the sensors, compares and if there is a change, it initiates a process of taking pictures by using one of the cameras and sends the data in the appropriate format. Which of the cameras will be used, it depends only on the position of the phone or the activity of the user. If the phone is left somewhere, the application can use the Proximity sensor to determine if the user is nearby or not. If not, the phone specifies the position and uses the suitable camera shoot and thus sending the proper data.

Control Measures for Data Entry in the Application

Like any other well-made mobile application, there must be measures to control the input data. For example, incorrect entered data, the data does not meet certain required criteria, an incorrect e-mail address, inaccurate phone number, not met the minimum requirements for generating a password, or if the username already exists. We will see the notifications for faulty input data with their explanation through the following several scenarios below.

Scenario 1. If you make a mistake while he announcing of the application, you will receive the notification “You have entered a wrong username or password” and it will direct you to try again, as shown in the following figure.

Scenario 2. If you make a mistake during the registration of the user’s profile, you will receive a notification “The data you entered is not complete or wrong” and it will direct you to try again. If you enter a username that already exists, it will notify you that “The username already exists” and it will return you to try again.

Scenario 3. If you make a mistake while reporting a fire in a classic way, you will get a notification “The data you entered is not complete and wrong” and it directs you to try again. or. the system gives you information that some data is not correct at any time.

Conclusion and future work

The opportunities to use the smart phones in order to improve this system are treated in this paper. The increasing availability of the smart phones and the services that are offered to them offers a good base to develop different applications which will be of great benefit for building and developing of such systems in future. The possibilities and the capacities of the mobile devices contribute a lot. The development of the well-known platforms, the iPhone of Apple, the Android of Google and Windows Phone of Microsoft will continue to expand in future, for sure. Such rapid technological development environment can contribute, in large scale, to the development of such applications that will enhance the protection of the environment and thus of the population too

That kind of a proposed prototype application is given below in this paper, where all the functionalities and benefits are explained to enhance the life quality of the population.

From this study, several conclusions can be drawn that are relevant to systems for an early fire detection and warning of forest fires. One thing is very clear that there is a great need for registration of the citizens through their smart phones which will increase the opportunity to report fires, not only forest fires but any fires or events that are important for protection of crisis. Such a proposed prototype application “Report Fire” is which part of this paper is. This application enables to obtain data for the fires in real time, by the classical use of the phone’s camera or the automatic way, the use of sensors that are more and more developed for the smart phones. The smart phones take the role of “mobile stations” to retrieve the data and information for the purposes of protection, early warning and prevention of forest fires. The advantage of using smart phones and the maintenance of these “mobile stations” is free for the MKFFIS system because it remains as a responsibility to the user of the smart phone.

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LEADERSHIP AND MOTIVATION IN CRISIS SITUATIONS

Assoc. Prof. Emrush AZIZOVIC, PhD

University "Haxhi Zeka" - Pec, Republic of Kosovo
Email: azizovic.emrus@gmail.com

Anela DZOGOVIĆ, MSc

University "Haxhi Zeka" - Pec, Republic of Kosovo
Email: dzogovic.anela@gmail.com

Melisa AZIZOVIC

University "Haxhi Zeka" - Pec, Republic of Kosovo
Email: melisa.azizovic@gmail.com

Abstract: *Continuous development of the society, vertiginous progress of technology which is becoming more and more available and more complicated, leads to confrontations with different and numerous crisis.*

We live in the conditions of dynamic changes, because of which it is necessary to constantly create new ideas and talents, to lead them, so they would be achieved in the future, which can only be achieved with the help of capable leaders.

Leadership is mainly defined as a process of streaming of influence on the activities, which are relevant to achievement of goals of members of the group. A leader means a figure which should carry out a specific leading role.

Management in crisis situations is a discipline which deals with risks and its evasion. Management of crisis as a broader term includes a spectra of activities in organization directed from actions of prevention before the crisis, through the management of crisis in general, up to the studies in finding of new ways of thinking and acting in a crisis.

Motivation of employees is a very important factor for a modern leader, because only thanks to a creation of a quality motivating system, one can achieve a larger organizational success in crisis situations.

Rewarding and motivation of employees in a leadership is considered one of the most sensitive activities, especially in crisis situations. With these activities should be employees can be encouraged to work in a much better and more efficient manner, making better results.

Keywords: *Leadership, leadership styles, crisis situations, motivation, rewarding, organizational success, sources of power.*

INTRODUCTION

In this presentation, we have presented the influence of leadership and motivation in a crisis situation, and we have explained the connection between the two.

Special attention should be made to the leaders and their employees, because the success of the implementation of goals in crisis situation depends on them.

A leader must motivate his employees in a way that they would provide their maximum, in order to accomplish their tasks and goals within the foreseen deadlines. If they manage to do that in accordance with the agreed procedures and finish everything on time, they shall be rewarded for it, and if they did not, they shall be penalized.

A leader must have the knowledge, which he would transfer to his employees, and thus the organization would be more successful.

In the present, modern organizations are increasingly using new web technologies, which allow them to perform their entire business, i.e. all their activities are presented to their employees.

The entire material, which is important to their organization, can be published on different web-pages, which can be downloaded by the employees and can be played as much as they want. In this way, those who are logged on the web-pages, on which a certain organization has published their offers, which are its affinities, advantages and disadvantages, all those interested can get acquainted with their businesses.

1. IMPACT OF A LEADER ON TEAMWORK

In present times, the most successful organizations are those which are performing their work in a joint manner i.e. team work [1].

The motives for forming of teams are different, as well as the reasons which affect the success or a failure of an organization. When we talk about the reasons for the formation of teams, it is important to know that efficiency of a team does not depend upon the casual circumstances, but from their effort i.e. performed work. If they have invested enough effort, the success is guaranteed. It is also important to note that there must be good communication between all the members.

The Team Leader does not need to act as a superior, instead, he should allow everyone to give their own ideas, opinions and to jointly participate in all tasks in resolving and removal all of problems in a best possible manner.

Efficient teams clearly and openly communicate about the problems, while inefficient communication can lead to unnecessary tension and stress among the members of a team.

According to it, if teams are working together, all disagreements and problems shall be solved, and the achievements become more evident.

2. LIKERT PATTERNS OF LEADERSHIP BEHAVIOR



Figure 1: Likert styles

Likert has established that the managers of most successful sectors are characterized by some common behaviors, which can be listed under the following pattern.

- They were monitored by their superiors only in general matters, and not in details;
- They are monitoring their subordinates only in general, not in detailed elements of work;
- They enjoy their responsibility and authority;
- They are spending more time in monitoring;
- They are more oriented towards the employees, rather than towards the production.

Further in his research, he proposes a model, made of five following conditions for an efficient behavior of a leader.

1. The principle of supportive relations. Leadership and other processes in the organization must be such to ensure maximum possibility, that will each member of the organization in his interaction and relations with the organization have a sense of support.

2. Group methods of monitoring. The management will fully use its human resources capacities, only when each person in the organization, a member of one or more working groups, which have a high degree of group loyalty.

3. Highly set targets. In regard to performance. If a high level performance must be achieved, it is necessary that the leader is to be turned toward follower, and at the same time has highly set targets in terms of performance.

It should be noted that, according to Likert, efficient leaders are those who are applying either system 3 or system 4, which he called the "alternative living style organization".

3. THE NOTION OF MOTIVATION

Motivation is a process, in which the employees have an unmet need, and initiate and direct their behavior toward a specific target. Each employee has a certain desires and needs, which need to be accomplished.

A leader should identify those needs, and to satisfy them, because in this way, he can achieve the personal goals of the organization.

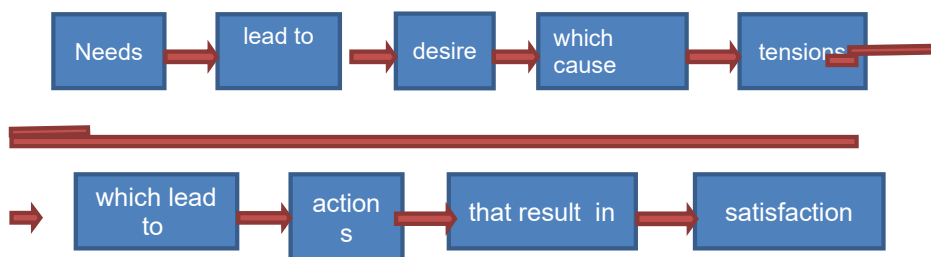


Figure 2: Source: Dane Kordić, Management of organizational behavior, Faculty of Economics, Mostar, 2002.

The scheme clearly shows that motivation is an urge for the satisfaction of a wish, and when a wish is satisfied, it results in a feeling of an accomplished result. In essence, it represents satisfaction [3].

In order to motivate the employees of a certain company in an adequate manner, the motivation must have a certain direction. Someone can be motivated on a higher greater level, while others may be motivated on a lower level of intensity.

Table 1: Motivation elements

MOTIVATING ELEMENTES
Interesting job
Autonomy and trust
High salary
Working conditions

Table 2: Demotivating elements

DEMOTIVATING ELEMENTES
Reduced salaries
Inappropriate working conditions
Failure to advance and specialize
Boring job

We should have in mind that different people have different needs; the same people living in different contexts have different needs. Reviewing the needs of humans, which represent the basic motive, as well as the driving force of human activities and conduct, we can conclude that the researchers of this phenomenon mostly agree about the list of needs of a human.

3.1 CLASSIC AND CONTEMPORARY THEORIES OF MOTIVATION

When we talk about motivation, it should be mentioned that there are many theories, but the ones that stands out the most are classic and contemporary theories.

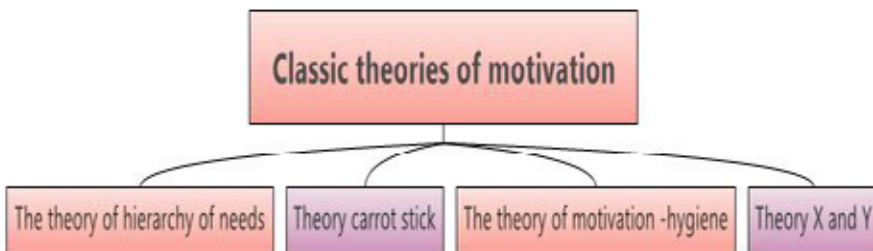


Figure 3: Classic theories of motivation

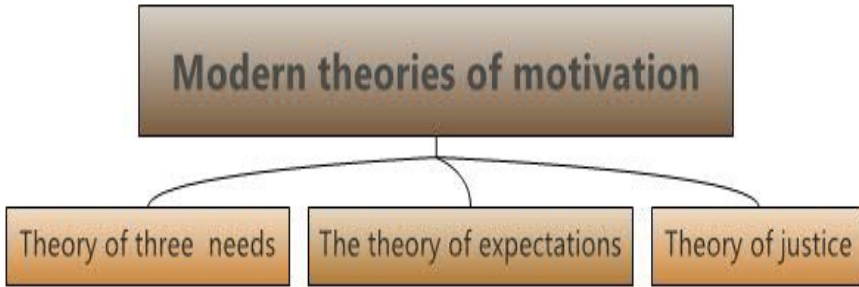


Figure 4: The theory of hierarchy of needs

3.2 LEADERSHIP ROLE IN MANAGING EMPLOYEE MOTIVATION IN CRISIS SITUATIONS

A modern leader is a leader who in his employees sees powerful source of energy, which derives from capabilities, personality characteristics, knowledge, and can inspire loyalty and enthusiasm which he leads.

Today, the biggest quality of a leader is considered his ability to solve complex issues of motivation of employees, which affect the efficiency and effectiveness, creativity and quality.

Motivation represents the force that affects in or within a person, which makes the person to act in a specific manner.

There are many motivation strategies, whose objective is to meet the needs of members of organizations, through organizational behavior, which are the following [4]:

- Communication,
- Attitude,
- Design and enrichment of work,
- Modification of behavior.

The first strategy of motivation is communication. Good communication between the leaders and the followers is very important, because it provides fulfillment of basic human needs.

Holders of good communication must be the leaders. Their attention towards the followers, their willingness to find out their problems and solve them, to have a sense of belonging to the organization, and thus the feeling of self-affirmation through

the work for the organization. Besides all needs that a man has, in reference to basic needs, communication is one of the primary means for the fulfillment of these needs.

Another strategy of motivation is the attitude of the leaders towards his followers. This strategy is presented in the best way in the theory of X and Y, which is explained by McGregor.

The theory X is represents a negative attitude that involves the assumption about the insufficiently active employees, about their lack of interest for the quality and the contribution to the organization. By having this, we could say that they act demotivated.

While the theory Y represents a positive attitude of leaders, meaning that workers are hardworking, dedicated, and that they identify their selves with the organization, most certainly shall act motivating on the associates.

The third strategy of motivation of employees is design and enrichment of work. The objective of this strategy is to reduce the usual routine of a post, but also the achievement of greater efficiency in the workplace, respectively in the course of working. The way to eliminate the usual routine of a workplace through the design of the work is the rotation.

The fourth strategy of motivation of employees is based on the concept of the so-called modification of behavior. By this, we are referring to a specific behavior of the employee, depending on the consequences, which such behavior produces. In order to have the positive effect of the strategy of change on work motivation, it is necessary that the management informs the employees about the relation between the behavior at work and the consequences.

3.3 LEADERSHIP AND REWARDING OF EMPLOYEES IN CRISIS SITUATION

The system of rewarding includes money and services, which are provided by the employer for his employees and their hard work [5]. By the system of reward, one can send a direct message to employees in regard to what is being evaluated, and what the organization or an institution stick to. It has a motivating effect, but what is even more importantly than that, it can act demotivating, and can block explicit knowledges. What is the most important fact is that each institution should deal with it, meaning the system of reward, not because the costs are huge, but primarily because it has a great influence on behavior, results and the culture.

In order to create a favorable working environment, which would encourage employees on creative and innovative attitude towards their work; many organizations

are using properly designed system of rewarding the employees in crisis situations. Prizes and awards are the best ways to support and indicate efficient conduct of those involved in a crisis situation, to assist the people, to be satisfied with their selves, and to be very proud of the results that they are achieving, as well as to motivate them. The first-class leaders know that their success depends on the work of their subordinates, because of which they pay great attention on the relationship with their subordinates, as well as on their needs and desires. That specific care about the motivation of the subordinates makes the difference between the special and the first-class leaders.

3.4 REWARDING OF EMPLOYEES (FINANCIAL AND NON-FINANCIAL REWARDING)

Each employee wants to be adequately rewarded for his work and the commitment. In devotion towards the achievement of organizational objectives, the workers undermine their personal interests for the benefit of the interest of the organization.

In order to successfully implement their tasks in a crisis situation, each organization has to find an optimal combination of financial and non-financial incentives (stimulus) for their employees, which would depend on numerous factors: the sector in which it operates the competition in the labor market, the nature of the job, and the structure of the employees.

Compensation for the engaged workers, can be the following:

- financial compensation, and
- non-financial compensation.

Financial compensation for the engaged workers are developed in almost all organizations, regardless to the fact if those are large or a small ones. Financial or stimulation with money is not standardized, and is not equal on all levels. Those can be classified in two categories:

- direct, and
- indirect compensations.

Non-financial compensation is divided into two important factors, which largely define employee's satisfaction, such as: the work and the working environment. The non-financial compensation can be enumerated as it follows:

- policy of the organization,
- the status,
- the working conditions,

- the associates.

The system of rewarding the employees is made of direct and indirect wages.

Direct forms of wage is made of [6] basic a salary, which is paid for the performed work during a certain period of time, and wages in the form of different incentives, which are generated on the basis of results of the work. Direct financial compensation is related to the basic salary which an employee receives as the compensation for the work.

In that case, the employees receive cash in hand. That includes social and pension insurance, transport of workers to work, hot meals etc. In the first case, participation is being rewarded, while in the second, the achievement.

Indirect financial compensations are everything, which is related to the clarification of criteria, in order to motivate the desired behavior. Workers who receive their salary can behave in one of the following two ways:

- they could accept the salary, considering that it is really the result of their work;
- they could not accept (or refuse) the salary and to express their dissatisfaction.

When the workers accept their salary, they feel motivated for their job, and feel a sense of a great pleasure for the fact that their work contributes to the success of the organization. If it does not accept their salary, they could cause certain consequences. Workers are considering that good work is not worth of it, and that they are not adequately rewarded.

CONCLUSION

Continuous changes which are happening in the leadership, organizations and the technology itself, require continuous advancing of person. Especially important fact is that the leadership knows the level of motivation and of the satisfaction of employees at their working places, as well as the expectations of the achieved results. In order to make that each employee is satisfied with his work, he must be motivated in order to fulfill all tasks which are being asked from him. Motivation, rewarding, education, earning of money, possibility of promotion and acquisition of new knowledge, training and professional development, are the most important areas of action of the leadership in efficiency and effectiveness of the employees.

Choice of strategy styles of leadership mean nothing if those are not transformed into a strategic plan, which is then implemented in practice. By the system of motivation are included the financial and non-financial compensation, whose objectives are satisfy all needs, and to know all relevant theories which represent the relation between the superiors and their subordinates.

Emphasis should be placed on team work, because everything functions much better when they work together, and have confidence in each other. Identification of existing potentials, besides the recognition of mistakes and shortages is decisive in control over a crisis. Sudden events, which in the literature are described as crisis events, are almost becoming an everyday event in a life of a human being.

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CRISIS AND ITS RELATED CONCEPTS - POSSIBILITY AND IMPOSSIBILITY FOR THEIR DIFFERENTIATION

Stevko STEFANOSKI, PhD

Crisis Management Center of Republic of Macedonia

Email: stevko.stefanoski@cuk.gov.mk

Ass. Prof. Urim VEJSELI, PhD

Crisis Management Center of Republic of Macedonia

Email: urim.vejseli@cuk.gov.mk

Abstract: *Modern risks caused emergencies that often progress to crises, emergencies situations and disasters. Their management becoming a major challenge for each country individually and for collective security systems that operate within the UN, EU, NATO and others. A basic precondition for successful management of these risks is to establish a modern and capable national system for managing these situation, such as crisis management, emergencies management and disaster management.*

Depending on the political, economic and organizational structure, in different countries there are different concepts and systems for Risk management, but their main goal is timely identification of potential hazards, their prevention and building of national capacity to deal with them and overcome the possible consequences and damages.

Practical disadvantage, facing the expert community on this occasion are the problems associated with terminological understanding of these concepts, terminology, their definition, and therefore the possibility or impossibility of distinction or differentiation of these concepts. Trying to distinguish between these terms and concepts, different authors suggest different approaches. Moreover, in practice there are various legal, organizational and institutional solutions.

Keywords: *security, risk, crisis, emergency, disaster, state of emergency.*

1. The Crisis Management Concept

The international security environment in the first two decades of this century, has become less predictable and the main features of the actual and potential threats and security risks were associated with the following aspects:

- transformation of national security into international and vice versa, the international into national;
- connectivity, interplay and multiplier effects caused by military and non-military threats to security;
- instruments and mechanisms of security policy hav to become more complex and much more firmly linked in a security system, both, at the national and supranational level.

Effective prevention and coping with new security threats, is conditioned by the need for permanent inter-ministerial cooperation and coordination at both, national and international level, as between allies within NATO and the European Union and outside.

The issue of finding a security concept which will have sufficient capacity, capabilities and mechanisms for addressing contemporary security challenges became quite pressing. The nature of contemporary security risks imposed the needs for new strategic solutions.

One of the solutions arising from the new approach of security building is to establish a crisis management system, which is organized and conducted for prevention, early warning and dealing with potential crises and emergencies caused by modern security risks and threats.

The main objective of establishing a crisis management system is providing a constant level of consultation between the competent entities, decision-making at the highest political and institutional level, constant coordination and communication, timely response, effective and appropriate use of available skills and resources in case of crisis situation and state of crisis, at national, regional and global levels. In addition, through the mechanisms of crisis management, should provide timely, quality and realistic assessment of the actual and potential threats and risks.

2. Defining the crisis management

In the expert theory and practice in this area there are extensive discussions and debates whose main objective is to give generally acceptable definition of "crisis

management". Special emphasis and elaboration of two key terms "management" and "crisis" provides the most acceptable synthesis of their separate definitions and connecting their common substances, due to the convergence of views and common definition of crisis management, both by theorists and by practical and professional community.

Through the basic principles of management, the system defines the objectives and tasks of the security system for a certain future period (planning), then perceive the conditions for their execution (organization), and the relevant structures take concrete measures and actions to achieve them (management, control and coordination).

The general summarizing of all definitions related to the term "management" refers to the activities involved in the pursuit of its four general functions: planning, organizing resources management issues, control and coordination.

There are also positions, which the crisis management has determined as a separate branch of general management and its *specific discipline* that became relevant in modern times. In certain moments the crisis management is identified as a careful planning and complete the work or the commitment by taking into account the less important things, which provides the manager of an organization, system, etc., to have a "because" to the "every why" or answer for the question "what if ...?".

As an example of the using the term of crisis management, is mentioned the Cuban crisis in 1962, when then US President, J. F. Kennedy used this term, wanting to emphasize that it is extremely serious military and political situation that may take global dimensions.

From the perspective of this paper, the definition of crisis management can be set as follows: "Crisis management is a complex of systematic measures and activities taken for a preventive and reactive character, and by them the competent institutions in the system of crisis management, endeavor all sources of insecurity in the country (threats, risks and hazards) to promptly identified and assess, to prevent and eliminated their adverse effect or reduced to an acceptable level for the individuals, for the community and for the whole state".

3. Term of "crisis" and its definition

The determination of the essential meaning of crisis management largely depends on the definition of the term "crisis" or occurrence, event or condition that needs to be managed.

The word "crisis" is nowadays often used word. With its use, attention is to describe a situation in a personal and private plan of the individuals, or to highlight an extremely negative circumstance which affected an organization, system, community or large part of society.

But despite the almost daily using of this word, there is no unification of the term "crisis", it is interpreted differently depending on the context in which they are used and areas of using (politics, security, finance, economics, etc.).

In a general sense, the term "crisis" means any interruption of continuity in some established process or condition, whether that suspension is predicted (anticipated) or unexpected, while in the narrow sense, this term indicates a shift from the normal course of things to the extreme dangerous direction of development of the situation, indicating the necessity of managing!

In the theory of crisis management many definitions and terminology determinate the term "crisis". Through content and semantic analysis of all definitions we can extract the following conclusion: as a common denominator there is elements that are related to the terms: reversal, surprise, time constraints, decision-making, pressure, insecurity, threat, etc.

According to Hamblin, "crisis is an urgent situation in which all members of the group are facing a common threat".

According to Fink, a crisis "represents any event that may escalate in intensity and be the focus of attention of the media and the government, to disrupt normal business activities and to hit the image and profits of the organization".

Persson and Claire defining crisis "as an event of low probability and high consequences that threaten life, characterized by unclear causes, effects and means to resolve and require quick decision-making".

The crisis management law, "crisis" is defines as "a phenomenon which threatened fundamental values, permanent and vital interests and objectives of the country or threatened the constitutional order and security of the Republic of Macedonia.

Most familiar to the legal definition (given in the crisis management law) is the definition given by Paul Hart, who considered the crisis represents "a dangerous threat to the fundamental values and norms of the social system, which is under time pressure and many precarious situations requiring the adoption of critical decisions, or "the crisis is an unpleasant event that they which decide that causes them to act in conditions of threat, time pressure and unpreparedness".

Through content analysis of this definition it can be concluded that it has two important characteristics. First, it has its applicability in considering the economic conditions, environmental disasters, conflicts within a state and inter-state conflicts, natural disasters, failures in information and communication systems e.c.t, which provides a multidisciplinary approach to understanding the term of "crisis" . Second, this definition refers to the moment of decision-making, and decisions under the pressure of time and critical decisions that significantly change the course of ordinary activities of an organization or system.

CRISIS = HAZARD + CIRCUMSTANCES

According to the above stated relativity crisis as an event, occurrence or condition has a direct causal link with some hazard, which can be a natural phenomena, technical and technological processes or human induced risk, but as a key moment to set the circumstances in which specific hazard appears or the context in which they arose. It depends on them whether the hazard will grow at risk with the potential to cause serious harm to human life and health, material, cultural and natural resources and the general security of the country and reach crisis dimensions (S. Stefanoski).

4. "Crisis" and its related concepts

In the professional literature that explores this issue and in the debates of the expert community are often faced with the problem of full or partial equalization of the term "crisis" with the terms "disaster" and "emergency situation / state of emergency" or have moments of their common understanding. But when it comes to their integration in the normative legal base upon which set the modern crisis management systems, there is a necessity for their conceptual and terminological distinction as a basis for correct practice.

Problems terminological misunderstanding is often associated with inadequate translation of these concepts in the English language, and then inappropriate using without enough sense of "Macedonian context" of their use.

The purpose of this paper is to attempt a conceptual differentiation between these concepts, but without special ambition of the author for complete elimination of the existing misunderstandings, only as a small contribution to the terminological distinction as a precondition for a "joint comprehensive" communication within the expert community.

4.1 Emergency situation and State of emergency

At the core of understanding the terms "Emergency situation and State of emergency", the common element is the need for urgency, and that it is "a case of emergency." The main common feature of this event is that the relevant departments of the system requiring extraordinary deployment of forces and other resources.

While the different elements in their understanding refer to the following:

- "Emergency situation": terminologically oriented it's synonymous when one wants to describe an event or situation that requires immediate, urgent reaction by the competent bodies (police, firefighters, emergency, etc.) That can respond within a regular regime and operating procedures,

- "State of Emergency" is legally defined status which is declared by a competent government authority and usually has a consistent relationship with an extraordinary situation or event, as their higher stage or condition when major natural disasters or epidemics (Constitution act, Article 125).

The state of emergency includes temporary operation of a separate legal regime suspending the normal functioning of the government and the state administration, the citizens are forced to change their usual lifestyle and certain freedoms and rights may be restricted in order to protect their life and property, the competent authorities act in accordance with emergency plans. The reasons that can lead to emergency related to large natural disasters, pandemics, civil unrest or large-scale direct threat of military intervention.

When it comes to the terminological distinction and separation between "state of emergency" and "state of crisis" in the context of the determination of Macedonia, and from the legal point of view we can say that there is a clear distinction. The first is defined by the constitution and powers are given to the Assembly, while the second is defined by law and the responsibilities for its designation are given to the executive power ie the Government.

The elements that an incident or occurrence has characterized as "Emergency situation" and distinguished it from what it is crisis, suggest that it is acceptable operational situation that relevant departments treat through the regular procedures and resources and the system as a whole is not involved. Another difference can be found in the sufficiency of resources to address the emergency, apart from the crisis.

Each emergency situation would not necessarily be a crisis, it depends on the nature of the event, the scope and intensity of the reason (risk) causing the event/situation. An event (fire, flood, technological accident etc.) for a certain local

community can be a crisis or even a disaster, and for the wider community only emergency.

4.2 Disaster

In different situations and conditions we often use the terms "crisis" and "disaster" without distinguishing between them or they are used as synonyms for each other. But the experts present their strongly endeavor to make it more precise distinction between them. Regarding the issue of terminological determination of the term crisis, it was emphasized that there is no universal definition. Quite the same conclusion can be given for the determination of the term disaster, which is very dependent on the discipline within it's used.

The word disaster, etymological roots in the Greek language (katastrofo - καταστροφή) which means twist, turning and is mostly used in the sense of symbolism and major events such destruction, breakdown, major accidents that drastically disturb the life course and disturb social, economic and security stability in the wider community.

The study of the theoretical and practical aspects of disasters is quite developed scientific discipline, which are exploring sociologists and engineers in the field of natural sciences, civil engineers, geologists, seismologists, etc.. Also, the study of disasters has strong institutional placement in relevant institutions such as Ministries of Emergency Situations Emergency Management Agencies, Crisis management and so on.

In determining the concept of disasters, the generally acceptable approach is their consideration (study) from the diferent aspects:

- In terms of the source, ie the risk (disaster caused by natural phenomena, from technological accidents, man-made disasters, etc.);
- In terms of consequences (victims, degree of other losses, damage, duration, etc.);
- In terms of the development of the disaster and the possibility of its replication (which entails a interventions from different systems, services and facilities for a response), and;
- In terms of the risk level, the intensity and the affected area (disaster from local, regional, national scale).

When defining disaster largely dominated two concepts that depend on scientific research discipline where they come from. The first concept is oriented towards the

study of the risk of disaster and physical damage. This concept is typical for researchers which coming from science that primarily aim to explore and define the genesis of disaster or risk (geological, seismological, meteorological, etc.) and to predict the possible damaging effects of the built environment (architects, civil engineers etc). The second concept in defining disasters is more oriented towards social and societal dimensions that arise as a result of disasters and is directly linked with the personal or human security.

More recently, under the influence of the collective perception of the adverse effects of disasters and influenced by modern disasters, the focus of their research is increasingly moves towards social constructions of disasters, because there can be achieve greater consensus about terminology determination.

In this regard is the definition by the United Nation International Strategy for disaster reduction (UNISDR): "serious disruption of functioning of a community or society involving human, economic, material losses and impacts, which exceeds the ability of fragile community or society to cope using its own resources".

In a commentary on this definition states that "disasters are often described as the result of a combination of: exposure of a particular hazard, present conditions of vulnerability, and lack of capacity or measures to reduce or cope with the negative consequences of risk".

4.3 Possibility and impossibility of their differentiation

Based on previously said it can be conclude that when it comes to the theoretical distinction between the concepts of crisis, emergency and disaster can be found elements of demarcation, but when it comes to their practical distinction, there are problems related with the possibility of setting out clearly what the situation is about: crisis, emergency or disaster. Depending on the nature of the event or situation, for some institutions and agencies that would constitute an emergency situation and for other current crisis or disaster.

In trying to distinguish between these concepts, some authors propose modeling concept that will be based on the response which be provided by the relevant departments and services.

For example, emergency situations can be defined as situations that require an immediate response, and from organizational point of view is clearly what happens (extent and scope of the emergency situation) and can be responded with the available resources without increasing need for additional engagement.

The crisis is also a situation that requires an immediate response, but clearly defining the risks that the relevant actors have to face is difficult because of the situation complexity. In response to such situations authorities do not have enough a clear picture of the extent necessary forces and capabilities and normally during the response is required to make assessments of more adequate operational answer.

In the given connotation disasters represent only the end result of mismanagement the emergency or crisis, or disaster category includes all types of crises with a bad end (outcome). Disaster unlike crisis realizes as a determining turn for the worse, and the ultimate destructive (extreme) manifestations of the crisis or the crisis that is not managed effectively has the potential to take the dimensions of the disaster.

From the perspective of practical action, setting clear boundaries whether it is an emergency, crisis and disaster has a big impact on the way of response by the competent system, the range of resources involved and the necessity of activation of the instruments as formally declaring certain state (emergency, crisis) as a way to effectively address the situation.

From the perspective of organizational and institutional aspects and functioning of systems that are responsible for dealing with emergencies, crises and disasters, it is important that changing their mode (way) of work and management.

To illustrate the concept and providing measurable indicators for distinguishing between these conditions, according to the model of response or engagement, the following table provides a comparative view of the characteristics of systems management in terms of their normal or regular operation and functioning in emergency conditions:

Table 1: Functioning of the system - in normal and emergency conditions

Normal functioning of the system	Functioning of the system in emergency conditions (emergency, crisis, disaster)
Regular mode of operation and functioning	Modified mode of operation and functioning
A solid internal organization and structure and a clear division of functions between the organizational units in the long term	Need to change the regular structure and organization for a certain period, the need for flexibility, adaptability and mobility
Close functional, organizational or subject competence	Ability to carry out an expanded range of functions and responsibilities (depending on the development of the situation)
With regular procedures, information flow set mode	Need of the increased and frequent flow of information
Flow of accurate and precise information within the system	Fully operational and unverified information
Overgrowth of information	Insufficient of information
Low level of change and dynamics	High level of change and dynamics
Predictability of the situation	More difficult predictability, based on assessment from the available information
Target orientation fulfilling the strategic (long-term) goals of the system	Orientation towards the fulfillment of short-term or tactical and operational objectives of the system

Conclusion

In past years, the Republic of Macedonia by involving all available capacities (responsible institutions, high-scientific institutions and expert community) provide space for scientific and expert debate linked to redefining the concept of national security threats and risks, and key concepts answer.

By political and expert community had identified the need to establish the system of crisis management as part of the national security system and the need for the necessity of building integrated management of security risks and is consistent with the concepts of collective security systems.

In past it was present certain ambiguities and incomplete understanding associated with the terminological distinction of the elaborated concepts. This situation led to the certain formal legal, organizational, institutional and other problems in clarity delineation of responsibilities and competences between different institutions in the field of defense and security sector.

To overcome these conditions requires further activities for harmonization and alignment of common terminology understandable concept differentiation and practical application of the systems for crisis management, emergency and disaster management. This text has the main objective to give its contribution to that.

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QUANTITATIVE METHODS IN RISK MANAGEMENT

Ass. Prof. Katerina MITKOVSKA-TRENDOVA, PhD

University “Goce Delcev” - Shtip

Military Academy “Gen. Mihailo Apostolski” - Skopje

Email: katerina.trendova@ugd.edu.mk

Abstract: *Effective risk management is a multi-stage process that can help reducing the consequences of a crisis. The methodologies and concepts of risk management and crisis management differ, but are also connected and overlap in certain ways. Therefore, risk management is very important for crisis managers. Risk management involves different methods and tools including qualitative and quantitative, that hold very important place nowadays, especially the quantitative. They are implemented in different areas with similar methods. Here the review of some qualitative and quantitative models and techniques that apply in different stages of the risk management process is given. The paper also introduces and emphasizes their important place in contemporary practice. Also it compares their advantages and disadvantages. Real crisis problems can be modeled as dynamic models that apply risk measures. Various optimization problems in this field can be solved with quantitative planning and decision making models and their rich range of solution techniques and tools. Some models offer many possibilities to solve complex crisis management problems.*

Keywords: *Risk management, crisis management, quantitative methods, qualitative methods*

Introduction

The word crisis is now probably one of the most used words in everyday speech. It is used in describing personal or private situations, but more often to describe the state with potential negative consequences in which society as whole or individual organizations and systems within it are. Crises can arise any time, usually when you least expect them, but most crisis are largely predictable. The key to surviving them is being able to anticipate them and respond quickly and effectively.

There is no clear and unequivocal conceptual content of the term crisis, but there are many different interpretations. The word crisis comes from the Greek language (κρίσις) meant "judgment" or "decision", i.e. a decisive moment which decides on further positive or negative development. In modern times, the concept crisis means mainly the differentiation, or the ability to differentiate, choice, judgment, decision, and also the output resolution to the conflict, reinforcement. The modern concept of the crisis comes from the medical literature, but the scientists in the field of social sciences borrowed this basic medical metaphor to describe the crisis in the economic, political, social and cultural systems. The term "crisis" is usually used for all types of adverse events and situations that are unwanted, unexpected and unpredictable. The crisis phenomena attracted the attention of a large number of researchers from various fields (economics, history, politics, medicine, ecology, psychology, etc.) and the term crises is often used in various meanings for different research fields. A modern definition of crisis gives Hart: Crisis is a serious threat to the basic structure and fundamental values and norms of the social system which, in terms of time pressure and very precarious circumstances, requires critical decision-making.

With the penetration of a rational view of the world and the development of science, there were the first attempts of people to describe, classify, understand and explain the crisis and making more adequate ways to manage crises. However, crisis management as a scientific theoretical discipline and rationally designed practice seriously entered into the stage of history in the second half of the twentieth century. The origin of the term crisis management is in the political sphere. There are many definitions for crisis management. Crisis management can be defined as a set of functions or processes that aim to identify, pursue individually and anticipate potential crises and the establishment of special ways that will enable the organization or the system to prevent the crisis or to be with their choices and to overcome them, while minimizing its consequences, effects and a speedy return to normal. So, crisis management is a shorthand term for all sorts of activities aimed at dealing with the system in a state of disorder: prevention, preparedness, mitigation and recovery. It is the establishment of procedures, agreements and decisions that affect the course of the crisis and is to organize, prepare measures and allocation of resources for its mastering.

Crisis management is the implication of strategies designed to help an organization cope with immediate and remarkable negative event. A crisis can occur as a result of an unforeseeable event or as an unpredictable consequence of some event that had been reviewed as a potential risk. In any case, crises almost invariably require quick decision making, to limit damage to the organization or the society. Crisis management ensures that the crisis is to anticipate and avoid a proactive approach, and when this is not possible, that their negative effects be as small as possible. Crisis management is usually done in terms of organizational chaos, under the pressure of numerous media in conditions of stress and lack of precise information. Crisis management frequently requires decision making within a very short time interval, and usually after an event has already happened. Organized systems often create a crisis management plan in order to reduce uncertainty in a case of a crisis.

Other concepts usually mentioned discussing crisis management are risk and risk management. Risk is present in every situation and it is unavoidable. Despite of the many definitions for risk, the common concept is the uncertainty of outcomes. The Oxford dictionary defines risk as "hazard, a chance of bad consequences, loss or

exposure to danger, mischance". In many cases where mitigation controls are not applied, risk could lead to loss of financial or material assets, or more critically, it could result with loss of life. Therefore organizations need techniques and tools to assist in the identification, assessment and classification of risks. Hence, the necessity and relevance of risk management is obvious. "To many analysts, politicians and academics it is the management of environmental and nuclear risks, those technology-generated macro-risks that appear to threaten our existence. To bankers and financial officers it is the sophisticated use of such techniques as currency hedging and interest-rates swaps. To insurance buyers or sellers it is coordination of insurable risks and the reduction of insurance costs. To hospital administrators it may mean "quality assurance". To safety professionals it is reducing accidents and injuries. In summary, risk management is a discipline for living with the possibility that future events may cause adverse effects" – answered generally Kloman (1990). A lot of standards and guidance documents are accessible for risk management. Many organizations take unnecessary risks and didn't implement a system of effective controls and oversight. Good risk management practices exist but they aren't always followed and applied. Risk management consists of identifying potential threats, assessing their probability and their impact if they were to occur, and taking the necessary steps to remove or minimize risks. There are risks humans will always be powerless to avoid or control (severe weather, earthquake, floods, fire, accidents, death, etc.), but mankind can cope with them, and many others better, by implementing effective risk management systems.

Crisis management vs. risk management

Crisis management is the term that describes a process, or a set of processes that are put in place to handle an unexpected event that threatens to harm an organization, a business, an operation, a society or an individual/group of people. A crisis usually occurs without prior warning, and therefore it is critical that plans are put in place that can be executed quickly, to put actions in place, to set right the situation or to reduce the impact of the crisis, so that normality can be returned over a short period of time. Apart from the crisis management, risk management is a continuing process in which potential threats are predicted, emphasized and solutions are put in place to avoid the possible risks. Risk management involves strategic planning for events that might occur in the future. It is a complete process, including risk identification, risk assessment and decisions around risk problems, developing strategies to manage it, and reducing the severity of risk using managerial resources.

Unlike to the previous, crisis management involves reacting, responding to an event once it has occurred. Risk management tends to be more proactive, while crisis management is reactive. But, no matter how well designed risk management procedures are, there is always a query for any organization, civil or military group to have a crisis management plan prepared. In order to prepare for unknown, unidentified risks, there is crisis management. There are arguments that crisis management should be the first and the foremost control to put in place, and even arguments that organized risk management is a logical second step to prevent or

reduce crises. Crisis management enables one to find a sound compromise, enabling the proportionate time and investment allocation to risk management and the quest of complete knowledge. There are also other reasons that contribute to the prioritization of crisis management over risk management, such as: one can never be able to identify all the risks and events, how much time and money should be invested in risk management to pay off, etc. But still risk management increases its importance and validity with the development of new methods and tools.

Methods used in risk management process

One can find many risk management methodologies with several steps, such as in [1]: 1) establishing goals and context (i.e. risk environment), 2) identifying risks, 3) analyzing the identified risks, 4) assessing or evaluating the risks, 5) treating or managing the risks, 6) monitoring and reviewing the risks and the risk environment regularly, 7) continuously communicating, consulting with stakeholders and reporting. As part of establishing the risk management context, initially broad criteria for decisions making are developed, which can be further developed and improved as certain risks are identified and risk analysis techniques are chosen. The risk criteria must correspond to the type of risks and the way in which risk levels are expressed [1]. Figure 1 illustrates the risk management process according to [1].

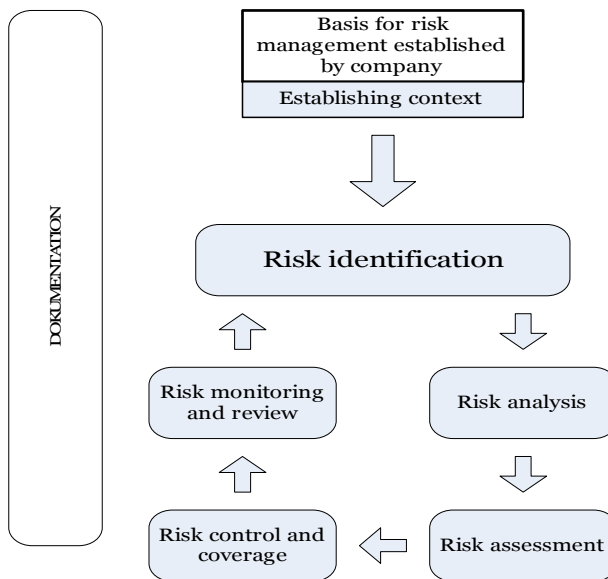


Figure 1: Risk management process, adapted from [1]

There are many sources suggesting risk management techniques for different sectors and every methodology step. One can find them with different names or in different variations.

Risk management introduces the “probability” attributes of an event or risk which may occur. Past events and actuarial data can help in this assessment, and this is always the “best guess” or evaluation.

In the first step of Figure 1, most used methods to assess the environmental analysis are SWOT (Strength, Weaknesses, Opportunities and Threats) and PEST (Political, Economic, Societal and Technological) frameworks, usually presented through tables.

The second step, risk identification is mostly a mental process, which leads to a list of unidentified and non-obvious risks, from data analysis (i.e. processes, past events, financial figures, logs, analytics, etc.) and interviews. Methods which can be used to identify the risks and assess the criticality of possible outcomes are HAZOP (Hazard and Operability), Fault tree, Event tree Logic diagrams, FMEA (Failure Mode and Effect Analysis), Documentation reviews, Information gathering techniques, Brainstorming, Delphi technique, Interviewing, Root cause analysis, Checklist analysis, Assumption analysis, Diagramming techniques, Cause and effect diagram (Ishikawa), System or process flow charts, Influence diagrams, SWOT analysis, Expert judgment, etc.

Qualitative, semi-quantitative (hazard matrices, risk graphs, risk matrices, monographs, etc.) and quantitative analysis techniques to analyze and evaluate the risk, i.e. the available information and data, are used. Tools and techniques for qualitative risk analysis are: Risk probability and impact assessment, Probability and impact matrix, Risk categorization, Risk urgency assessment, Expert judgment, etc. Tools and Techniques for Quantitative Risk Analysis are: Data gathering and representation techniques, Interviewing, Probability distributions, Quantitative risk analysis and modeling techniques, Sensitivity analysis, Expected Monetary Value analysis (EMV), Modeling and simulation, Cost risk analysis, Schedule risk analysis, Expert judgment, and more.

Methods for Risk Response Planning are: Risk reassessment, Risk audits, Variance and trend analysis, Technical performance measurement, Reserve analysis, Status meetings, etc.

Qualitative risk assessment techniques are: Probability and impact matrix, risk probability and impact assessment, Ishikawa diagram, FMEA, etc.

Here the quantitative techniques are: Monte Carlo simulation and Bayesian simulation, Decision tree analysis, Sensitivity analysis, etc.

In the monitoring step the influences of one risk to another is identified and assessed usually with Cross impact analysis, Petri nets or Simulation tools.

For the communication and reporting step, documentation such as management handbook is used.

Foresight can never be completely derived by quantitative methods, so the appropriate mix of methods is used to prepare long-term development scenarios (Expert panels, SWOT analysis, Delphi analysis, PEST analysis, Cross-impact analysis, Scenarios of development, Trend extrapolation, Simulation modeling, System dynamics, Brainstorming, Mind mapping, Scenario analysis Workshops, Critical/key technologies, Relevance trees, Morphological analysis, etc.). Among them Trend extrapolation, Simulation modeling, System dynamics and Cross-impact analysis are considered as quantitative methods.

Because of the transfer of risk, it is useful to mention that the basis in economics and finance is the VaR (value at risk) method, which measures the market risk of the asset portfolios. It is applied for quantitative risk management for many types of risk. Models for estimating VaR are: variance-covariance, historical simulation, Monte-Carlo simulation.

Although many problems are similar for some sectors, there also exist some distinctions between them. Therefore the need to develop risk management tools for dynamic models is necessary. They naturally occur in portfolio optimization problems or in the context of developing reasonable risk measures for final payments or even probabilistic processes. These approaches are called dynamic risk management, and for now they are mostly viewed as discrete-time models. We can find dynamic economic models, where the stochastic process is Markov (Mundt, 2008). But models of Markov decision processes (MDP) are developed for other fields such as in [6], for emergency decision making for wildfire scenario. Authors developing and applying these mathematical models emphasize the advantages over the qualitative ones. They have the capacity to give answers that the qualitative models can't. Using MDP to model dynamic decision making problems helps in building integrated comprehension of emergency or further for other crisis management problems.

Another view of the risk management and its steps is given in Figure 2.

Practitioners are usually interested only in risk analysis process that consists of hazard identification, risk assessment and risk evaluation. The techniques are also divided as qualitative and quantitative. In qualitative analysis risks are often classified

as high, medium and low. There are many companies offering tools and techniques for risk management to other companies, on the internet. One can find many offered methods such as: Complex systems modeling, Decision analysis, Event Tree and Fault Tree Analysis Failure Modes and Effect Analysis (FMEA) and Failure Modes, Effects and Criticality Analysis (FMECA), Hazard Analysis, Probabilistic Risk Assessment (PRA), Reliability, Availability and Maintainability (RAM) Analysis, Risk-Based Schedule Assessment, Root Cause Analysis (RCA), Emergency Preparedness, Six Sigma Analysis, and many others.

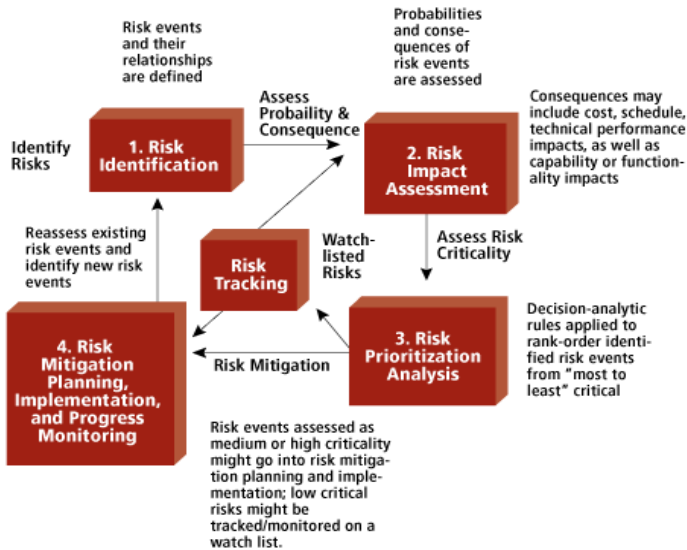


Figure 2: Risk management, fundamental steps [4]

Quantitative vs. qualitative risk management

Some authors view and treat quantitative risk management as a quantitative science that uses the language of mathematics in general, and probability and statistics in particular. Risk management is also very much the core competence of an actuary. Here the ideas and techniques from several existing quantitative disciplines and fields are drawn together, such as mathematical finance, statistics, financial econometrics, actuarial mathematics, operations research, etc. The use of advanced mathematical modeling and valuation techniques has been a contributory factor in many crises and it is neither possible nor desirable to remove the quantitative concepts from risk management. Mathematics and statistics provide us with a suitable language and appropriate concepts for describing any kind of risk and there are many elements in

risk management that can't be handled and valued without mathematical models. With the continual development of mathematical models and methods, now they can cope better, although there are always unsolved problems.

However, there are still some authors that share the opinion that there is more to be learned about risk management through a qualitative analysis of historical case studies and the written records, instead of applying mathematical methods. Quantitative risk management should remain as an option in solving problems in risk management, but applied correctly and respecting the conditions under which the models hold. Different tools support the answers to different questions.

Advantages of qualitative risk management techniques are: ease of calculation, monetary value of assets doesn't need to be determined, it isn't necessary to quantify threat frequency, don't require that selected team members consist only of technical staff, offer a relatively faster process, their emphasis are on descriptions as against statistical data, its findings are simple and expressed in relative, understandable terms, etc. Disadvantages of qualitative risk management techniques are: they are subjective in nature, cost-benefit analysis is not used, they don't differentiate sufficiently between important risks, and their values are not actual values, but perceived, etc.

Quantitative risk analysis aims to numerically analyze the probability of each risk and its consequence on the project objectives and the extent of overall risk.

Advantages of quantitative risk management techniques are: results presented in a straight forward manner, aids in determining whether something is worth purchasing, results based on independently objective processes and metrics, fairly simple if follows a template type approach, accuracy of results which tends to increase, financial in nature results, useful for cost-benefit analysis, etc.

Disadvantages of qualitative risk management techniques are: great effort for assets value definition and mitigation as a result, complex and time consuming calculations, results presented in monetary terms, requires experts, impact values assigned to risks are based on opinions of participants.

Conclusion

Some situations may suggest for organizations to adopt the quantitative approach. Smaller organizations find the qualitative approach better fitting, because of their limited resources. So, one should select a technique that best reflects the needs of the organization. This decision also depends on what the manager is attempting to achieve. To create a more comprehensive analytical approach, and to use the advantages of both, the managers should integrate both qualitative and quantitative techniques. It is known as hybrid approach. Availability of time and budget and the needs of certain answers will determine which techniques to choose and use.

Many sectors of industry implement quantitative risk management: financial services, manufacturing, transport, energy, insurance, banking, etc. There exist similar concepts and tools known under different names.

A very optimistic view of where the developments of quantitative risk management may lead gave Shiller (2003), who claims that “the proliferation of risk management thinking coupled with the technological sophistication of the twenty-first century will allow any agent in society, from a company to an individual, to apply quantitative risk management methodology to the risks they face”.

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NEW SECURITY CHALLENGES AND CRISIS MANAGEMENT – CONTEMPORARY REGIONAL SECURITY ENVIRONMENT

Prof. Lidija CEHULIC VUKADINOVIC, PhD

Faculty of Political Science in Zagreb

Email: radovanvukadinovic@hotmail.com

Monika BEGOVIC, MSc

Centre for International Studies

Email: monika.begovic@gmail.com

Abstract: *This article raises the question on new security challenges and threats that have emerged in the new global security environment, with the perspective from the South-East Europe and importance of regional cooperation. The article tackles what role the EU can and should play in the European crisis management, but also what is the role of NATO alliance and why is it important for Western Balkan countries to become more closer to both NATO and EU. The euro-atlantic integrations have taken on the responsibility of protecting the security and safety of people and states from threats, and the challenge for research is to understand how are they involved in crisis management and what is the EU's and NATO's crisis management capacity in the view of new security threats and challenges. The article describes the role of a small country, like Croatia, and why, when, how and with what capacities can it be involved in crisis management, but also how is its regional cooperation with other small countries in the Western Balkan, is important for raising its competence among other EU and NATO member countries. It is a fact that the main security challenge has become the changed and modernised terrorism, that is active in the whole world, and that has transformed from secular to religious with new tactics, strategies and goals of terrorist groups. South East Europe represents the transit area that connects Europe with Middle East, and most of the Western Balkan countries have weak border control and unstable governments. Therefore, the article will show that countries in the region should develop better cooperation basis to adequately respond to the challenges coming from new security threats and to reevaluate regional cooperation initiatives that already exist.*

Keywords: *Security, crisis, threats, challenges, contemporary security environment, regional cooperation*

Introduction

Once again Europe shows to the world how vulnerable it is. The threats it faces today are very complex, more complex than the crisis in the '90s was, when the bipolar system disappeared from the international scene and when the European Union (European Community at that time) was facing a deep crisis in the Eastern and especially South-Eastern Europe.

Today, Europe is facing different types of crisis and security threats – economic crisis, disturbed relations with Russia, global terrorism (rogue states) and a refugee crisis with an unprecedented number of asylum seekers and refugees. Once again the situation on the European continent proves that the Eastern Mediterranean and Western Balkan routes are very important for Europe in general, due to their geopolitical positions and influence they have with the decisions they make. Economic crisis is not contributing difficult situation, as well as the fact that there's very minor coordination between EU member countries on their policies and approaches towards solving these crisis. While EU member states are tackling the fair burden-sharing between countries, the lack of unilateral positions are only helping in not preventing people from choosing smuggling routes when moving between countries. These facts could easily turn to be new security challenges in the world, mostly Europe, and even the best-prepared European countries have reached a breaking point in their ability to meet EU standards for receiving and processing asylum-seekers and migrants. A new front line has emerged in transit countries such as Hungary and Croatia that suddenly face enormous pressures at their borders. Although Europe has better legal and institutional systems in place than it did in the 1990s, the need for coordination between different levels of governance is very obvious.

Even in that situation United States of America continue to perceive Asia as their major foreign policy priority, but, despite what many politicians think, the United States are not an uninterested bystander in Europe's refugee crisis, and they are also very interested, especially through the involvement of NATO. The crisis in Europe could very easily pose multiple challenges to American interests, so therefore the transatlantic relations present very important moment in overcoming general instability.

The situation that develops in this way caused Croatia to become one of the frontline state. As such, it bears a disproportionate responsibility for receiving new arrivals, although most refugees want to move to wealthier EU countries. By being faced with enormous pressures at borders, it shows that the regional cooperation is very important moment in overcoming the obstacles that occur in successful crisis management and settling down new security challenges Europe is facing today.

New Security Challenges in Europe

Ukraine crisis and new Russian influence

The crisis in Ukraine began in November 2013 when pro-Russian Ukrainian President Viktor Yanukovich abandoned a deal with the European Union in favour of stronger ties with Russia. Ever since the collapse of the Soviet Union in 1991, Ukraine has been torn between east and west, but Russian influence prevailed and Ukraine has lost a part of its territory – Crimea, that has been annexed to Russia. Until that time, Europe and its transatlantic partners were looking at Russia as their partner, seeing no threat in its activities outside its borders. Annexation of Crimea has suddenly strengthened the perception of NATO member countries that Russia has returned to its

role of an assertive regional power, seeking to secure its spheres of influence (former Soviet space) by military force. This perception only meant that the “true strategic partnership” between NATO and Russia (proclaimed by the NATO 2010 Strategic Concept, the Rome Declaration in 2002 and the Founding Act on Mutual Relations in 1997) had to be redefined. Nowadays, cooperation is still suspended in response to Russia’s military intervention in Ukraine, and on the other hand the relations with Ukraine have been intensified since 2014, in the wake of Russia-Ukraine conflict. ‘The Allies believe that a sovereign, independent and stable Ukraine, firmly committed to democracy and the rule of law, is key to Euro-Atlantic security.’¹

Russian influence under Putin’s leadership has raised many new security issues on the international scene, potentially affecting the entire post-Soviet countries, European security architecture, but also influencing the security scene of the world, referring here to recent Russian external action and activities in the Middle East.²

Terrorism

European concerns about Islamist terrorism have been heightened considerably by attacks that happened in past few years, and terrorism easily became the biggest national security threat that the world faces today, especially the international terrorism. European and US governments have employed a range of measures to combat the terrorist threats, especially taking into consideration that countries that have accepted the goals of antiterrorist coalition and the global anti-terrorism engagement are especially main targets of terrorist actions.

The biggest concerns are due to the growing number of European citizens training and fighting with extremist groups in foreign conflicts (Syria and Iraq). Between 200 and 600 fighters from various Balkan nations, including Bosnia, Serbia and Kosovo, have travelled to Syria since 2012.³ It is definitely that terrorism will persist as a threat for the foreseeable future, therefore terrorism and counter-terrorism remain a top priority for the EU and NATO crisis management. ‘The threat from terrorism in Europe remains strong, manifesting itself in various forms and driven by diverse motivations. There is a growing threat from EU citizens, who, having travelled to conflict zones to engage in terrorist activity, return to the European Union with a

1 NATO’s relations with Ukraine: http://www.nato.int/cps/en/natolive/topics_37750.htm , accessed in October 2015

2 ‘Russian military jets have carried out air strikes in Syria for the first time, targeting what Moscow said were Isis positions.’ Cockburn Patrick: Why Russia has started bombing Syria now – and what it hopes to achieve, 4 October 2015, Independent, <http://www.independent.co.uk/news/world/russia-air-strikes-in-syria-why-putin-has-started-bombing-isis-now-and-what-it-hopes-to-achieve-a6674041.html> , accessed in October 2015

3 ^{*}according to a June study by the Combating Terrorism Center, a research institution at West Point

willingness to commit acts of terrorism.'⁴ Terrorist incidents, as well as other forms of crisis have demonstrated the need for local, national and international crisis management plans to manage the impact of major incidents. As outlined in the NATO Strategic Concept 2010, crisis management is one of NATO's fundamental security tasks. It can involve military and non-military measures to respond to a threat, before, during and after conflicts. How the transatlantic European partners see the terrorist threats today is well explained in this year's speech of the Director National Counter-Terrorism Center: *'Today's terrorist threat environment is dynamic and dangerous, as are the wide array of terrorist actors driving it. They are located across a wide swath of Africa, Asia and the Middle East with the ability to reach into the West, and even the United States. Events during the past several years—and especially the past nine months—have demonstrated a new level of specialization and fragmentation within the larger terrorism landscape. New groups have emerged in the wake of the Arab uprisings in 2011. Most are located in the Middle East and North Africa and are primarily focused on achieving local gains. We have witnessed the rise of Islamic State of Iraq and the Levant (ISIL) with its ambitious vision, quick territorial expansion, extreme violence and brutality, and innovative use of social media.'*⁵

The concern on new terrorist threats that come from the EU and NATO member countries are understandable, especially if we take in consideration the number of terrorist attacks in the European Union:

4 EUROPOL, European Law Enforcement Agency, TE-SAT 2014, European Union Terrorism Situation and Trend Report 2014, European Police Office 2014: <https://www.europol.europa.eu/content/te-sat-2014-european-union-terrorism-situation-and-trend-report-2014> , accessed in October 2015

5 Rasmussen Nicholas J., Director National Counter-Terrorism Center, Current Terrorist Threat to the United States, Hearing before the Senate select Committee on Intelligence, February 2015, http://www.nctc.gov/docs/Current_Terrorist_Threat_to_the_United_States.pdf , accessed in October 2015



Figure 1: Comparison of general overview of the situation related to terrorism in 2013 and 2014

*Figure shows a comparison of general overview of the situation related to terrorism in 2013 and 2014; taken from: EUROPOL, European Law Enforcement Agency, European Union Terrorism Situation and Trend Report 2014 and European Union Terrorism Situation and Trend Report 2015 ⁶

Refugee crisis

Another threat that is already perceived as the biggest security threat and requests special crisis management preparation is refugee crisis, migration of people mostly from Middle East towards Europe. During the Europe's worst refugee crisis since the Second World War and even the crisis during the breakup of Yugoslavia, EU border management faces its big challenge, while chaos still continues to grip key migration routes. EU member countries and non-member countries agree that it is very important to have a common security policy, European policy. It is also time for Europe to start having common immigration and border policy, with powerful Frontex ⁷, that

⁶ EUROPOL, European Law Enforcement Agency, TE-SAT 2014, European Union Terrorism Situation and Trend Report 2014, European Police Office 2014: <https://www.europol.europa.eu/content/te-sat-2014-european-union-terrorism-situation-and-trend-report-2014>, EUROPOL, European Law Enforcement Agency, TE-SAT 2014, European Union Terrorism Situation and Trend Report 2014, European Police Office 2015: file:///C:/Users/BIZimpact%20II/Downloads/p_europol_tsat15_09jun15_low-rev.pdf accessed in October 2015

⁷ With the objective of improving procedures and working methods of the Common Unit, on the 26 October 2004 the European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union (Frontex) was established by Council Regulation (EC) 2007/2004, <http://frontex.europa.eu/about-frontex/origin/>, accessed in October 2015

has its origins in the historic Schengen Agreement in 1985, when five of the then ten member countries of the European Economic Community proposed the gradual abolition of border controls. Ten years later, that proposal started to be reality and today we have a situation in which many countries stream for their own border controls.

Seeing the new migration flow as a crisis and a possible new threat, leaders from several EU member countries and non-member countries affected by the refugee crisis held an emergency meeting to try to close sharp divisions on the migrant crisis in the Balkans.⁸ The agreement was directed towards better cooperation, calling on countries to stop waving through migrants without the agreement of their neighbours. President of the European Commission Juncker said: *"Countries affected should not only talk about each other and at each other, but also with each other. Neighbours should work together not against each other. Refugees need to be treated in a humane manner along the length of the Western Balkans route to avoid a humanitarian tragedy in Europe."*⁹ Once again, Western Balkans proved to be a very important region for Europe, for European Union. Not like in the '90s, the European Union leaders are now more than ever aware of that fact, and the acknowledgement started already with the Berlin Western Balkans Summit in 2014, during which strong political support for the European perspective of the Western Balkans had been demonstrated.¹⁰ Not only the EU member countries reiterated the importance of the Western Balkans during two summits held within the Berlin process, but also the Berlin process 'clearly reiterated that all the Western Balkans countries firmly believe in their future within the European Union.'¹¹

It is important to stress that the European Union is dedicated towards keeping the peace and stability in the region that already caused troubles in the 90's, especially having in mind of the important geopolitical position it has, as South East Europe represents the transit area that connects Europe with Middle East, as shown below:

⁸ Migrant Crisis: Emergency talks on Balkans under way, BBC, 25 October 2015, <http://www.bbc.com/news/world-europe-34631365>, accessed in October 2015

⁹ European Commission, News, 25 October 2015, Leaders meet on refugee flows along the Western Balkans route, http://ec.europa.eu/news/2015/10/20151025_en.htm, accessed in October 2015

¹⁰ Although a firm commitment to these countries' EU accession was given in 2003 in Thessaloniki in EU-Western Balkans summit, only Serbia and Montenegro have received a green light to start accession negotiations, Macedonia is a candidate country, and Albania is expecting to get the same status. Bosnia and Herzegovina is the country that lags behind, while Kosovo still has unresolved international status.

¹¹ European Union External Action: Economic Prosperity, Connectivity and Migration topped discussions at Western Balkans Summit, 28/08/2015, http://eeas.europa.eu/top_stories/2015/280815_western_balkans_summit_en.htm, accessed in October 2015

Main migrant route to Germany



Figure 2: Main migrant route to the Western Europe

*Source: Migrant Crisis: Emergency talks on Balkans under way, BBC, 25 Oct 2015 ¹²

EU and NATO and their impact to stability and security

„The best security is shared security” was a statement by the former NATO Secretary General Rasmussen which shows the importance of cooperation for reaching the peace and stability. ¹³ The membership in NATO and EU implies both privileges and obligations, and every member country should constantly reassess its security environment and capabilities to respond to challenges and threats. Small countries as Croatia and other Western Balkan countries don't have a decisive role in countering the global threats but can provide a substantial contribution to the world peace and security by stabilising their environment and by playing a constructive role in

¹² Migrant Crisis: Emergency talks on Balkans under way, BBC, 25 October 2015, <http://www.bbc.com/news/world-europe-34631365>

¹³ NATO Secretary General Rasmussen, Speech at the European Policy Centre in Brussels, 30 September 2011

multinational structures.

Western Balkan countries are striving to join the EU at the time when the Union's internal crisis has still not been completely overcome. Although not all of the Western Balkans countries were involved in the conflicts in the region, their overall social development is taking place in times when many issues in the region remain unresolved. It is to be expected that additional criteria and conditions that EU will demand when these countries will be joining, will be as difficult as those that had to be met by Croatia or even more complex. Being a peripheral EU member, any new destabilization of the neighbouring region is certainly not in any national interest, same as it is not in the EU's or NATO's interest. Therefore, integration of the whole Western Balkan region into the EU would enable not only to strengthen the perception of its security, but would also create a much more compatible area for other activities within the Union.

If we take a look at NATO's Strategic Concept from 2010, three objectives are defined as the most important: a continuing commitment to collective defence; the ability to prevent and manage crises beyond its shores whose effects risk undermining members' security; and deepening security cooperation with neighbours and more distant partners on challenges of common concern. This specifically shows how cooperation among member countries with neighbouring countries is important for both NATO and the EU, as the emergence of a more dangerous world in the second decade of the 21st century poses a historic test for the governments of the transatlantic community.

Western Balkan countries and importance of regional cooperation for crisis management

Today, it could be stated that the Balkan region is free from inter-state wars, after democratic reforms in countries in the region, institutional development and security structure transformation. Given the legacy of the past, the region is again connected in the political, security and economic sectors and cooperation is generally viewed as the best option for advancing security interests.

The geopolitical situation of Western Balkan countries is determined by influence of different ethnic, religious, economic and political factors. The region is a transitional as well as a post-conflict, and all countries are determined to build their international and security strategies on the principles of cooperative security and partnership in international relations. Regional cooperation calls for constant reassessment of security environment and the capabilities to respond to the challenges.

Therefore, military transformation is a continuous process of adaptation of key policy and strategic documents and of abilities to respond to current challenges and threats to national security.

Small countries don't have a decisive role in countering the global threats but can provide a substantial contribution to the world peace and security by stabilising their environment and by playing a constructive role in multinational structures.¹⁴ Western Balkan countries aspiring for membership in the Euro-Atlantic integrations are very relevant for peace and stability in the region, but also wider.

European and Euro-Atlantic establishments working together, such as NATO, EU, the General Secretariat of the EU Council and the European External Action Service (EEAS) and the United States established mechanisms of cooperation in the region, such as: South East Europe Military Intelligence Chiefs Forum (SEEMIC); South East Europe National Security Authorities Forum (SEENSA); South East Europe Heads of Parliamentarian Specialised Committees Forum (SEEHPS); South East Europe Defence Policy Directors Forum (SEEDPD); South East Europe Defence procurement Directors Forum (SEEDPrD), that allow the participating institutions to find the fields of mutually needed and accepted assistance, to identify and address common challenges, and build regional cooperation for the benefit of the institutions, countries and the region. Established in 2008, Regional Cooperation Council,¹⁵ as the successor of the Stability Pact for South Eastern Europe, focuses on promotion and enhancement of regional cooperation in South East Europe (SEE) and supports European and Euro-Atlantic integration of the aspiring countries.

The increased number of NATO countries in the region, as well as the closer links with the EU created new responsibilities for the SEE countries and the need for strengthening the regional cooperation. Croatia, as the first Western Balkan, country that joined EU and NATO, is aware of the importance of regional cooperation and that it needs to put efforts in strengthening regional cooperation, i.e. through A5 initiative¹⁶, and promote NATO open door policy, which leads towards regional security and stability.

14 See more in: Reiter, Erich i Gärtner Heinz, 2001, *Small States and Alliances*, Heidelberg, New York: Physica-Verlag

15 Regional Cooperation Council: <http://www.rcc.int/articles/79/seensa-new-regional-format-of-advanced-protection-of-classified-information>

16 The US-Adriatic Charter still represents a strategic partnership between the member states, recognizes the importance of strengthening of regional relations, with a view to ensure safety and total integration into European and transatlantic political, economic, security and defense institutions.

Conclusion

The adoption of the European Security Strategy (ESS) at the European Council in 2003 was a first attempt by the European Union to frame a global strategic document which could compare to the US National Security Strategy or other national White Papers or Strategic Reviews. Ever since the turbulence and security crisis after the fall of the former Yugoslavia in the '90s, both European Union and NATO prove with their policy documents and political approaches how security and stability in the South-Eastern Europe is important on a transatlantic level. The Western Balkan region appears to have matured enough to deal with bilateral issues (including different border disputes) on its own. While there seem to be no external threats to security of the countries in the region, the unresolved status of Kosovo is nevertheless perceived as the primary imminent challenge in the region. However, reports on the progress in many aspects show that the Western Balkan countries have made considerable progress in reforming their security sector over the last years, but the presence of the international community is, generally speaking, still needed. Steps towards improving policy aspects on conflict prevention and crisis management in the European security architecture are very needed today, with many challenges that Western Balkan countries are facing today. It is positive that they remain to be pro-European, most of them pro-NATO, so the existence of political consensus within domestic political elites and the prevalent discourse of agreement as to the European perspective in these societies are important preconditions for the success of the accession process and for integration.

On the other side, there's a challenge for EU and NATO before the enlargement towards the Western Balkans which is capacity of both integrations to absorb new members, due to numerous new challenges they face today. But, maybe, exactly because of these changes, the EU institutions should demonstrate greater flexibility in order to offer the Western Balkan countries possibility to join the 'international club'. Until that happens, Western Balkan countries should continue to show their commitment towards regional cooperation in order to deal better with new security threats and challenges.

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THE CONCEPT OF SECURITY OF THE CRITICAL INFRASTRUCTURE IN TERMS OF RISKS AND CRISES

Ass. Prof. Dr. Sc. Marjan GJUROVSKI

Faculty of Security-Skopje, Republic of Macedonia

Email: mgjurovski@fb.uklo.edu.mk

Abstract: *In modern world, concept of protection and security of critical infrastructure is very important. After protection of individuals, protection of socially important capacities is next priority of the state care. Risk and danger for critical infrastructure comes due to many reasons.*

Critical infrastructure and its protection are the basis for the functioning of social and political life. Material objects as part of critical infrastructure and its protection are in the domain of state bureaucracy which regards them as passive material objects. Nevertheless, material infrastructure is an object whose material structure galvanizes and/or limits the influence on social everyday life so it cannot be treated as a passive object. Generally speaking, security subjects and objects are individuals and their collectives in form of community, society, nation, state that generate different cultural values, norms, ways of life, etc. The issue of security of critical infrastructure and material objects has had secondary importance. Given the fact that society represents the scope of human relations, within which the issues of identity, freedom, right, equality, etc. are realized and intertwined, then these objects have a marginal role. They are just mere recipients that people use to imprint their ideal projections onto.

Rapid changes in international relations, crisis and compounded security threats have become part of our everyday life. This kind of environment is characterized by a phenomenon more and more transnational security threats which are becoming a threat to man as well as to an individual and infrastructure facilities which he has created. Consequently, individual protection and protection infrastructure facilities (or the system these facilities) whose security endangering endanger the lives and health of people in a certain narrower or wider imperatives is today's security structures both at local and regional level. For all the above, the aim of this work is that closer to the notion of critical infrastructure, what it means for the functioning of a society, and that is why her protection is becoming imperatives in Arrivals time.

Keywords: *the state, the individual, security, protection, infrastructure, critical infrastructure, materiality*

Introduction

In the modern theory there are several definitions of the term 'critical infrastructure' and it is impossible to find one definition that is generally accepted and the reason of that is the everyday development of new technological achievements of the human civilization and in fact the very same technological development allows those achievements of the human civilization. Actually that technological development enables improvement of the methods of threat toward the human and toward everything that the civilization has created. The most definitions refer to the means and the property which are essential for the functioning of the economy and the society. In USA the contemporary theoreticians define the critical infrastructure in the following way: 'The critical infrastructure and the general resources, (*Critical infrastructure and key resources – CIKR*) is a term that refer to wide range of different means and properties that are necessary for the everyday functioning of the social, economic, political and cultural system in the USA. Any interruption of the elements of the critical infrastructure is a serious threat for the proper functioning of these systems and can lead to damage of the property, human victims and a serious economic loss".

A similar definition of the term critical infrastructure we can find among the Australian authors who define it as: 'The critical infrastructure represents the physical objects, the supply network, the informatics technology and the communication network, which if get destroyed or if get immobilized for a long period can significantly influence the social and the economic welfare of the nation or they could influence the ability of Australia to keep the national defense and the national security."¹

Unlike the USA and Australia in the European Union we can find two definitions of the critical infrastructure that prevail on the European Continent and those are: the critical infrastructure is a property, system or its part which is located on the territory of the member country and which is necessary for keeping the key social functions, health, security, economic and social welfare and which damage or destruction may influence the member country, and the second definition says that 'The European critical infrastructure means critical infrastructure located on the territory of the member country which damage or destruction may influence at least two member countries. A significant disruption of the functioning of the elements of the critical infrastructure can be estimated on the basis of the criteria of interdependence. It includes the effects that are results of the inter-ministerial depending on other types of infrastructure."²

The concept of the critical infrastructure (CI) origins from the 1960s and 1970s and it represents the all systems, organizations, goods and services without which the (modern) society and the state could not survive, maintain stability of functioning and development. The CI also includes the following sectors: energy production; water resources and water supply; health care system; communication / information technology; transport; chemical industry; biological substances; banking and financial systems; public administration; media; research institutes etc. Some of the definitions describe the critical infrastructure as 'systems and products- material and virtual, that are vital for the nation in a way that their incapacity or destruction can weaken or destroy the economic stability of a country and/or its public health and security" (US National Protection Plan – NIPP). The European Commission provides the following definition IN THE DOCUMENT 'Protection of the critical infrastructure in the fight against the terrorism' (2004): 'The critical infrastructure consists of those material and informational and technological capacities, networks, services and products which if are under threat or destroyed may seriously influence the health, the security or the economic welfare of the citizens or the efficiency of the government of the countries members.' The importance and role of these systems in modern society (which led to

¹ Division of the Attorney-General's Department, 2003

² Council Directive 2008/114/EC, 2008

the emergence of industrial society the term), ie human, material, information resources available, financial and political power they generate, however, did not make the most stable elements of society in terms of security, on the contrary, organizational and territorial arrangements, technical and technological characteristics of the resources available to do subject to a number of different risks. From the perspective of a (responsible) country the number of risks and their consequences for the citizens increases with the process in which "public monopolies are transformed into several decentralized organizations, competitive or privatized organizations.

As seen the understanding of the term the critical infrastructure is set quite wide and it is difficult to be found sectors that are not critical. However, the modern theory and practice are increasingly focused on protecting the communications and information infrastructure, which may cause enormous financial damage or damage by stealing data.

Defining of the national critical infrastructure

As it is very difficult for the term critical infrastructure to be defined it is even harder to be specified everything that the term critical infrastructure includes. But, by quoting *J. Moteff and P. Parfomak*, and their works „*Critical Infrastructure and Key Assets: Definition and Identification*“, and „*National Infrastructure Protection Plan*“, we can say that one national critical infrastructure involves the following elements/systems:

- Information and communications (telecommunications, networks, internet)
- Electrical power
- Transport
- Oil and gas (supply, transport, refining and distribution)
- Banking and financing
- Water and Emergency services
- Government (+military) (Moteff and Parfomak, 2009).

In the framework of the directive 2008/114 EC are appointed the elements/sectors for which it is necessary to be defined the critical infrastructure, listed in Table 1.

Table 1: Sectors of the critical infrastructure in EU

Sector	Subsector	
I Power	1. Electrical power	Infrastructure and facilities necessary for the production and supply of electrical power
	2. Oil	Oil production and refining
	3. Gas	Gas production and refining
II Transport	4. Road transport 5. Rail transport 6. Air transport 7. Inland waterway transport(rivers, lakes)	

The critical infrastructure is interrelated on different ways and levels and a malfunction of a part of it can influence the other elements and vice versa. Generally speaking, the interdependence among the critical infrastructure is very expressive as illustrated in figure 1.

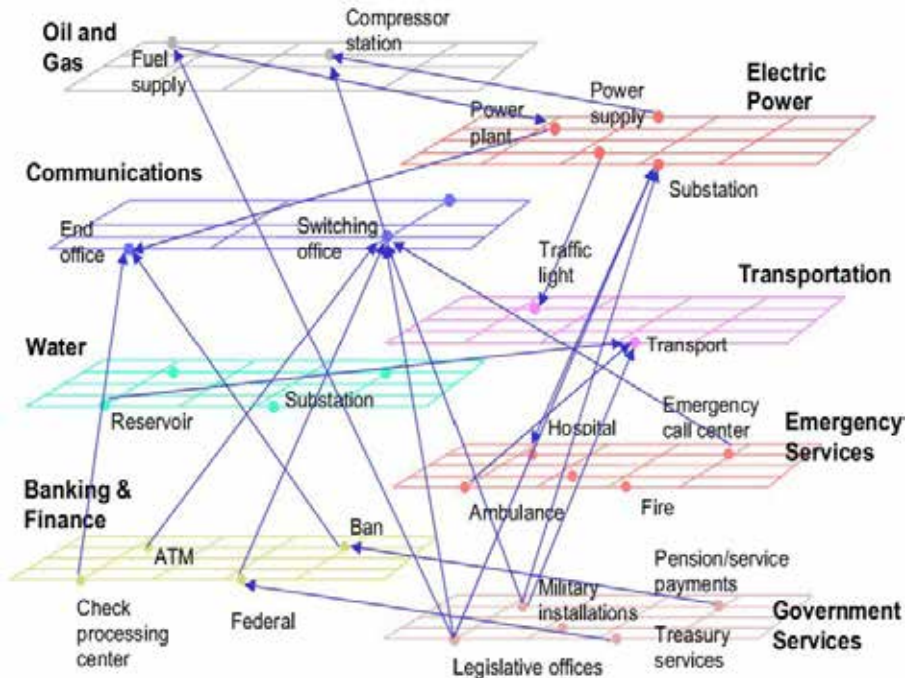


Figure 1. The interdependence among different infrastructures

In Figure 1 it is clearly evident that in the telecommunications sector and the large number of infrastructure elements there is a strong connection. Almost all the elements related to services for the production and distribution of electricity, water, gas, etc. require communication in some form. On the other hand, the communications sector largely depends on the other sectors. On this basis we can conclude that the telecommunication sector is an infrastructure whose position is central and the understanding and modeling of the risks are associated with the interruption of communications should be given priority in consideration of critical infrastructure, to increase the level of public safety and resilience of the infrastructure side impacts.

Standards in providing a critical infrastructure in EU and USA

The European Union aims to ensure an adequate level of safety and equipment for the selected critical infrastructure, which is feasible only if there is a common European framework as its protection. The interest for the critical infrastructure of the EU by its Member States comes from the danger of destruction or disruption of a

particular critical infrastructure in one Member State which can directly endanger the other member states. In such cases, the security measures are as strong as their weak link³. In accordance with European Union standards, critical infrastructure includes electricity; production and transmission, chemical industry and nuclear power plants, manufacturing, transportation and distribution of oil and natural gas, telecommunications systems, water resources, production of basic foodstuffs, heating system, public health institutions and services, public transport system, government bodies financial and security institutions. In this regard, and based on a directive of the European Commission, "EU COM (2006) 786 final, the EU adopted a European program to protect critical infrastructure, which includes a list of European Critical Infrastructure (ECI), created on the basis of proposals submitted by the Member States.

The concept of "critical infrastructure" in the United States, includes those products, systems and networks, and tangible and intangible, which are of such importance to the United States as their disabling or destruction would jeopardize national security system, the economic security of the state, public health and public security, in fact, any of these systems, individually or in combination (USA Patriot Act ` 2001, October 2001). In this regard, the critical infrastructure consists of public and private institutions in the sectors of agriculture, food, health care, emergency services, government, defense, information and telecommunications, energy, transportation, banking and finance, chemicals and hazardous materials, mail and transportation. In order to protect and ensure the continued operation and national critical infrastructure and key resources (CIKR), Regulation of the President of the United States, introduced the marks 7 (I-ISPDP-7), which provided guidelines for the establishment of a system the protection of these resources from potential attacks that jeopardize their functioning.

In the Committee on Homeland Security of the United States, there is a sub-committee that deals with "security of computer networks and communications, information technology, production management systems, system power supply and databases, and government and private, from internal and external attacks, prevent depopulation and infrastructure"⁴.

Because of that the cyberspace is a nervous system - a system for managing the US economy and national security the country depends on, in February 2003, was brought up a National Strategy to secure cyberspace.

The consequences of a new understanding of the threats to the security of America and the United States embodied in strategies, directives and laws:

³ Z.Kekovic, D.Caleta, Z.Kesetovic, Z.Jeftic, Nacional critical infrastructure protection –regional perspective, Faculty of security studies, Belgrade 2013

⁴ Z.Kekovic, D.Caleta, Z.Kesetovic, Z.Jeftic, Nacional critical infrastructure protection –regional perspective, Faculty of security studies, Belgrade 2013

- Working on the development of the National Communications System (NCS),
- Reorganization of the intelligence community,
- Physical protection of an important facilities of the critical infrastructure,
- Insisting on the key role of the information technology in the growth of internal security,
- Support for the technological superiority of the United States,
- Support for the research in the field of protection of information infrastructure and training of citizens for acquiring habits of survival in case of techno gene and natural disasters and terrorist attacks.

Experiences and challenges of Southeast Europe

In the case of the countries of the former Yugoslavia, it is obvious that all of them strive to identify and define their critical infrastructures as accurately as possible.

Thus, by the resolution of the Government of the Republic of Slovenia in 2010, it was established that the critical infrastructure in the country covering all goods and services that are essential for the country, whose disruption or destruction would have a major influence on the national security and the economy will be vital in social functioning, health, safety, protection, and overall social welfare.

Macedonia has no specific law regulating the critical infrastructure. However, some legal acts are placed on the protection of critical infrastructure in the direct jurisdiction of the Ministry of Interior, Ministry of Defense and the Ministry of Transport and Communications.

In November 2008, the Republic of Croatia adopted the Strategy for Prevention and Suppression of Terrorism, in which the critical national infrastructure is defined as a set of tools, services and systems that support the economic, political and social life, and whose partial or complete threat may result in loss of life, threats to national security and the functioning of the economy, and could seriously jeopardize part of the community or the union⁵.

In 2009 the Government of the Republic of Serbia adopted a Decision for determining the main technical systems important for defense, and in accordance with, the eight main technical systems in the areas of transport and telecommunications were involved in the critical infrastructure resources in Serbia - as important for the defense of the state, as well as three public companies and four companies in the field

⁵ Z.Kekovic, D.Caleta, Z.Kesetovic, Z.Jeftic, Nacional critical infrastructure protection –regional perspective, Faculty of security studies, Belgrade 2013

of energy, a public company and a company in the field of coal production and 12 public enterprises and institutions in the field of water supply, transfer of thermal energy, forest management and broadcasting . This Decision shall regulate the notification procedure concerning the selection, construction and development of these systems, procurement of technical equipment and the way in providing technical equipment and setting requirements for their alignment with the needs of national defense.

The investor is obliged to inform the Ministry of Defense and the other ministries authorized for choosing, building of critical capital facilities, and the development of technical systems essential for the defense and for the purchase of technical equipment of importance for the functioning of these systems. The investor also submits the notification of the relevant investment, technical documentation system specifications for the purchase of technical equipment and program to explain the development of basic systems.

The most of the countries have defined their own critical infrastructure. However, in the region of Southeast Europe has been little or almost nothing done about the issue of national critical infrastructure. The biggest step forward in the process of determining the national critical infrastructure has the Republic of Croatia as a full member of the EU, which adopted a law on the protection of critical infrastructure.

The other countries from Southeast Europe have done quite a bit on the issue of defining the critical national infrastructure, although they have all the necessary conditions for the adoption of such legal acts.

Conclusion

The critical infrastructure must be specially protected and that is very important in order to be provided a normal operation as one of the most difficult problems that can occur called chain reaction, which is transferred to the other system, and comes to a multiplication of effects. The aforementioned results of disturbances within the systems theory is described as an effect cascade or domino effect. For these reasons, the main task of managing critical infrastructure is preventing or reducing the probability of occurrence of natural or man-induced incentives that could lead to catastrophic distortions in the protected systems.

The process of European integration, among other things, also seeks to establish a connection and interoperability between the regional infrastructure and the infrastructure of the EU as a whole. In this regard, a special emphasis is placed on the critical infrastructure as holder of the stability of economic development and social relations, and for that reason the recommendations and legal framework for the protection of these resources are becoming a necessity in national development programs.

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DEFINING THE CRISIS AND CRISIS MANAGEMENT

Major General Muhamet RACAJ, PhD

Deputy Chief of General Staff, Army of the Republic of Macedonia

Email: muhamet.racaj@arm.mil.mk

Abstract: *The crisis can now be played with little or no warning, anywhere, anytime. But it is not necessarily bad news. It is a reality. The ability to manage changing situation and to bring sober decision - which is just another way of perceiving the crisis management - is vital to achieving success in the critical milestones in life, politics, the world in general. In the new circumstances arise new opportunities for successful early crisis management. What is the crisis? What is crisis management?*

Webster defines crisis as a turning point for better or worse, the decisive moment or crucial time. Crisis management planning of the crisis, turning point - a skill the removal of most of risks and uncertainties which allows you to have greater control over your own destiny.

Keywords: *crisis, management, point milestone.*

INTRODUCTION

The crisis is simply reality. It can be played at any time, any place. It can have your announcement but can occur suddenly without warning. It is perhaps imperceptibly but present here somewhere. In other words, the safest assumption is that the crisis looming on the horizon. Its presence should not be seen as bad news. The crisis has its positive aspects. The existence of the crisis is a reality. If we accept this reality as existing - if you comprehend that in today's complex and unpredictable times nothing is impossible, including crisis that all of us can offer wilderness - then it might be the right time in our minds to accept the argument that, with appropriate planning and timely response, we can extract a positive aspect of the crisis. In dealing with the crisis and crises can learn that fate can be cruel. It can also be learned that crises can be very good. But above all, these are raw! And this their qualification, in our minds reinforces the conception of poor crisis.

"The Chinese have grasped this concept for centuries. The symbol for their word for crisis - called *njei-yi* - is actually a combination of two words - danger and opportunity. "¹

Art to direct fluid situation and make a good and carefully weighed decision - which is just another way to look at crisis management - are vital to achieving success at critical points - milestones in life, politics, the world in general. Because the crisis is unfolding in a isolated area, it is quite certain that every crisis has undulating effect of life in her surroundings. Here it is necessary to emphasize that what is happening at a higher level, leaving the effect of what happens at a lower level and even our individual lives. Conversely, personal crises and stressful situations may influence the big decisions. The global crises show different ways of handling the crisis managers. The techniques of those appointed to deal with global crises vary considerably. They impose issues on which technique is better; what are their common features; technique proves to be successful depending on the environment where it is applied. All this should be taken into account when deciding the height of the crisis: as action taken further affect other actors, actions and future crises? They are inextricably intertwined. They affect each other and are each fed.

1. BASIS FOR DEFINING THE CRISIS

Nearly two decades after the end of the twentieth century, retrospective view through a turbulent era of the events seen two world wars, the end of the colonial era and the many crises and conflicts. Besides all the "long awaited peace" between the superpowers behind, during the post Cold War international system was characterized by constant violence in many regions. The most common type of hostile interaction in global politics in the past century was the intergovernmental military-security crisis. In the mid-1970s, there was very little systematic knowledge about:

- Perception crises and techniques of decision-making in the Eastern Bloc;
- The numerous crises of the twentieth century in all regions outside of Europe;
- The crises experienced by poor countries;
- Stakes, attitudes and tactics of the unions partners in crisis management;
- Triggers for cause and effect relationship crises;

¹ Fink, Steven. „Crisis management: Planning for inevitable“. Lincoln, USA: iUniverse, Inc, 2002

- The effects of the crises on the power, status, behavior, perceptions and consequently the countries participating in them; and
- Crisis outcomes globally.

Moreover, there were less systematic and scientific and practical operation of the extended conflicts (enduring rivalries) or any widespread theory of crises. Even "the last few years the management of crises is a priority topic of security agendas of international, governmental and non-governmental organizations."² Awareness of this gap in 1975 led to the launch of the "international crisis behavior".

The project relied on three points:

- First, that the destabilizing effects of crises or conflicts and wars are threatening to global security;
- Second, to understand the reasons for the crisis, evolution, behavior of the actors, the outcome and consequences of the crisis is only possible with their systematic study;
- Third, that knowledge can facilitate the effective management of crises and reduce their adverse effect on world security.

Objective of this project was to shed light on this growing phenomenon of world politics. It is extracted four specific objectives:

- The creation and dissemination of theory interstate crises and conflicts continued;
- Generation and testing of appropriate assumptions about the effects of the crisis on the leaders and decision-makers;
- Determining the templates for setting key elements of starting a crisis, the actions of the actors and crisis management, the activity, the passivity of the superpowers, the involvement of international organizations and outcome; and
- Applying lessons learned in improving the world order through international peace and security.

The crisis and its function within the broader security paradigm displayed different sizes.

The first to address the different notion of crisis management. "The formulation of this concept within the broader definition of peace and security, by merging military and civilian dimensions of the crisis eventually led to the expansion of the significance of the problem (crisis) which pushes the tendency to justify efforts to create a valid instrument international institutions and governments "³

² Mitrevska Marina, "Crisis Management", Skopje: Europe 92 - Kocani, 2008: 141

³ Georgieva Lydia, "Post-conflict dilemma in Macedonia: crisis management." Crisis management in the country, Contemporary Macedonian Defense (2005): 78

The second dimension - a problem concerning the determination of the crisis in the narrow and broad sense, is to develop a strategy for managing the crisis and creating resources for proper management. Around this strategy most international actors for a longer period put the theoretical emphasis on prevention, although the belated prevention practices are facing the problem of limiting and resolve the crisis, and later post-conflict management process of peace building.

Furthermore, another problem that lingers is finding a clear, precise and sufficiently comprehensive definition of crises to be distanced from the categories that define other type emergency, which includes a danger to the security of the State or citizens (war, emergency, emergency).

In connection with the crisis set two logical questions about the likelihood of violence breaking out. Not all crises involving violence. In fact, an important question is why some crises escalate, and some do not escalate into violence, or rather military hostility. The second issue however, is on the type of change in the situation that lead to more intense violence. Some changes are caused or accompanied by violence, others are not. Therefore, the focus of any study of the crisis is not exclusively or primarily placed on violence. Much more focus is the change that takes place in the international system in which crises are used as analytical response.

2. TERM OF CRISIS AND CRISIS MANAGEMENT

2.1 Defining crisis

"The content of the term crisis is ambiguous and almost boundless. In the lexicon, a crisis is a Greek word *krisis*. In the lexicon are offered two definitions of the word crisis and a positive connotation (one degree in a series of events, which are decisive for the future and that can lead to changes for the better or worse, in a word crisis means a turning point), so and negative connotation, as a state of instability eg. in economic, social, political and international relations after coming to twist."⁴

In the Merriam-Webster Dictionary, the crisis is defined as:

- a) "A milestone for better or worse in acute illness or fever," ... "of pain, sadness, grief, anguish or impaired functioning; emotionally significant event or radical change of status in the life of a person";
- b) "a watershed moment" (as in the plot in literature);

⁴ Mitrevska Marina, "Crisis Management", Skopje: Europe 92 - Kocani, 2008: 21

c) "an unstable or crucial time or order of things that the forthcoming crucial change, especially with such obvious opportunity for highly undesirable outcome (as the financial crisis), a situation that reached a critical stage, (environmental crisis)."⁵

The crisis (crises) can be played on a personal or societal level. It can be traumatic or stressful change in someone's life, or socially unstable and dangerous situation in political, social, economic and military terms, or major environmental event, especially one that causes near and sudden change. More generally, it is a term meaning "time of testing" or "emergency".

It may be a social condition that is characterized by unusual volatility caused by stress and (or) a sense of danger or endangering the continuity of the individual or group, especially social condition of transforming the cultural patterns and habits.

In everyday speech it may be synonymous with "dramatic fiction, the highest point reached levels of interest or emotional reaction."⁶

If the crisis is seen as a milestone that contrary to common belief, is not always bad. It only is characterized by a degree of risk and uncertainty. The crisis is a major, unpredictable event that threatens to harm the organization or their holders. While crises are unpredictable, they are not unexpected. All those who predict and plan crisis - point milestone (such phrase as a substitute, provided to us, in our minds there is a problem with attaching the wrong connotation of the word crisis), anyone can anticipate and plan point milestone It has a better chance to benefit from this opportunity rather than a crisis that allows him to sneak off guard. Readiness for the event of a crisis is a condition for its successful handling or at least what is called damage control.

Crises can affect all segments of society - politics, economy, religion, education, family, governments, etc., And are caused by a wide variety of reasons. According to Rosenthal, the crisis poses a serious threat to the fundamental structures or the fundamental values and norms of society. In accordance with his argumentation term crisis be used as concept for all kinds of negative developments. In a broader connotation applies to situations that are unexpected, unwanted, unpredictable and causing danger.

The Law on Crisis Management of the Republic Makeodija states: "The term crisis is understood phenomenon which threatened fundamental values, enduring and vital interests and goals of the state."⁷

⁵ <http://www.merriam-webster.com/dictionary/crisis>

⁶ Encyclopedia Britannica, 2008. Encyclopedia Britannica Online.

⁷ Article 3 of the Crisis Management Law ("Sluzbenvesnikna RM", no.29, 2005).

Ortakovski said that the crisis is a tense confrontation between armed forces are mobilized and ready and can be used in occasional bouts of a lower level, but not using significant force.

According to Robertson, the crisis can be understood as a national or an international situation which has evaluated the treatment of primary interests or ambitions of the countries involved.

UK Department for Business, Entrepreneurship and control reforms, the crisis described as "abnormal situation or perception that is beyond the range of daily operations and that threatens the operations, safety and reputation of an organization." Department takes in operation, planning of crisis management to be treated with equal care and other planning activities.

Although definitions of crisis can vary quite, there are three elements that are common to most definitions of crisis:

- a) threat to a system;
- b) the element of surprise;
- c) a time decision.

Every crisis is itself different, yet all possess some of the following features:

- Surprise;
- Lack of information when it is needed most;
- Rapid escalation of events;
- Retrieval of control (real or alleged)
- Risk of important interests;
- Intensive monitoring backdrop;
- An outbreak of panic;
- Changes in the usual process of decision-making;
- Effective targeting of management of short term planning, decision, action.

2.2 Defining crisis management

Crisis management is a systematic attempt to avoid crises or to manage crisis events taking place. "Crisis management - planning crisis, a turning point - a skill the removal of most of the risks and uncertainties to allow you to achieve greater control over your destiny."⁸

⁸ Fink, Steven. „Crisis management: Planning for inevitable“. Lincoln, USA: iUniverse, Inc, 2002

According to the American Heritage Dictionary, crisis management is a complex of special measures taken under pressure to resolve the problems caused by the crisis.

For David Robertson, Crisis management is good diplomacy which seeks to resolve the unstable situation by avoiding tensions. From a practical point of view, the crisis is any situation that warning runs the risk of:

- Escalation in intensity;
- Export to light something that was hidden;
- Mixing in usual activities / operations;
- Endangering the positive image of public figures or systems;
- Damage to the personality system, the state etc.

If any of these events occur, the turning point will probably take direction to worse. Therefore there is no reason to assume that if the situation carries the risk of escalation in intensity, same situation if you wait and decide if the time may not escalate. On the contrary, it may very convenient to break up, to resolve. Something you may not realize is that we are constantly deflect warning situations in everyday life, but we are not aware of it because we do it so skillfully that it became part of our usual routine. It may have noticed if sometimes something really unusual happens. But when anything negative happens, we may not be aware about the existing we have, that alternatives can be wilderness. Maybe all this routine is dull, but it must not be forgotten that exactly that in other words is called winning. Winning is when off the warning situation. It's actually practicing crisis management. People act with tried and true measures. All you have to do is "to keep the antenna upright" of something that is out of the routine. Usually when something extraordinary will occur, the manager will be able to handle it because previously already routinely dealt with similar situations. It's about having the alternativa of speech warning situation.

Are mentioned is really crisis management? Yes. Any measure that advance planning crisis (or turning point) - any measure that removes the risk and uncertainty of the situation and thus to achieve greater control over one's destiny - is really a form of crisis management.

Certain theorists believe that when we talk about crisis management, in fact, talking about the phrase, which at first glance seems counter narrator. What does that mean? It means "crisis" often characterizes confusion or bewilderment or even panic, which could lead to negative consequences. Hence the question can it manage crises? Certainly yes, but only if they have the following three rules: that crises are inevitable; that crisis management requires some management procedures, which can be pre-adjusted and used by the emergence of the crisis; and that crisis management is an

integral part of the responsibility of each manager. "... With the crisis required tackling such an issue of operational management which are simply taken in exceptional situations. This framework for crisis management in response usually based on existing administrative structures and responsibilities. It must also reflect (or improving) the existing lines of communication, both in companies and in all the organizations affected. This approach, when developed in conjunction with the operational managers, will be a confirmation of ownership of plans and preparation of the proposed framework for practical implementation. "⁹

In general, the practice of crisis management includes efforts to eliminate failure, and the development of a formal communication system to prevent or manage crises and discipline under the broader context of management. So eg. responsible student carries two pens on the day of the exam. Should one refuse he will be ready to continue the examination of undisturbed situation. It is a form of crisis management. When the driver is preparing for a long car journey, he carefully checked the car, replenish the tank, inspect the tires and the engine becomes life jacket etc. It is also a form of crisis management.

Crisis management consists of the skills and techniques required for assessing, understanding and dealing with any serious situation, especially from the moment they occur, until start the recovery. It implies the existence of a crisis management plan that consists of methods used to respond to the reality (objective situation) and perception (subjective experience). "The basic problem is that dominated the planning and management of crises not ask how to get targeted to the crisis (as it is, and if it is defined) but to building resources (which can be used in any or every type of crisis) "¹⁰. It also includes the establishment of measures to determine what kind of scenarios constitute a crisis and that the necessary response mechanisms should be consistently applied. Covering all communications are established within the phase response scenarios for managing hazards.

In the context of the theme of managing political and security crisis activities of "timely anticipation and timely response to crises; formulating strategy and resources for managing crises, providing normative legitimacy and political support for activities in international crisis management and dealing with internal crises. " Crisis management is a term occasionally refers to the management of incidents, though some industry experts argue that the term crisis management is more precise. Related terms management of incidents / accidents and management continuously focus

⁹ "Crisis management". United Kingdom, Department of Business Enterprise and Regulatory Reform. October 2007

¹⁰ Georgieva Lidia, "Crisis Management: regional experience and dilemmas of Macedonia" Modern Macedonian Defence, December (2004): 58

adequately fast, but short answers like "first aid" and the long-term recovery and phases of renewal and revival. The crisis is also an aspect of the management of risks, although not entirely correct to state that the management of crises is actually unsuccessful management risk because it will never be possible to fully reduce the chances of accidents. While risk management includes assessment of potential threats and looking for the best way to avoid these threats, crisis management involves handling incidental condition after she began playing.

Crisis management consists of: methods used to respond to the reality and the perception of the crisis; determining criteria for possible scenarios that make up the crisis and which consequently would withdraw certain response mechanisms; and communication that takes place in the phase response scenarios for emergency management. Regarding the latter, the endangered and communication system which he includes in timely response to the crisis is a challenge for the crisis managers. Here is necessary open and constant communication through the ranks to contribute to successful crisis resolution. The issue of crisis management at the country level is a priority political and security issue, whereas, the answer here is a little different and complex.

"When it comes to crisis management may highlight its military, political, economic, social, humanitarian and environmental aspects. Each of these aspects presupposes adequate preparedness certain state authorities to deal with them and reduce their consequences. In that sense, the resources and the capacity of certain state institutions to deal with the crisis is only part of the national resources are directed to a specific problem that produces crisis."¹¹ Different social contexts in which crises occur, and provide unique features of the crisis. Binding of the crisis on different social context should answer when, who and how to deal with the crisis.

"The reasons for the crisis, or whether its structural roots political, economic, social and security challenges in the Western democracies or democracies in transition, or the reasons are desperate state of post-conflict societies that tense last backup for what such a peace and a green light to the Stabilisation and development and provide specific nature of the crisis."¹²

"Did you manage crises more or less political or military means, or will be treated with more or less democratic means, a big issue in zapnuva procedure

11 Gocevski Trajan, "The need for a law on crisis management - or why regulating this matter," Crisis management in the Republic of Macedonia - Macedonian Defence Contemporary (2005): 17-22

12 Georgieva Lydia, "Post-conflict dilemma in Macedonia: crisis management," Crisis management in Macedonia - Macedonian Defence Contemporary (2005): 78

standardization, but also in the practical realization. If the crisis is fluid, dynamic and unstable situation, and then dealing with it should be the same way. "¹³

According to new research Oksford-Metrika, independent advisor risk, value, and reputation management, crisis management is the process by which the organization manages extensive vlijnie such as media relations and enables the start of recovery. They pushed the problem of finding the answer to the question: what is the purpose (function) of crisis management? To prevent and deal with crises by increasing the efficiency of the system by coordinating activities and resources in conditions requiring urgent and comprehensive action, or simply to realize one's interests, or something else? Regardless of the size of the system is concerned, the primary objectives or benefits of crisis management typically would include:

- Ability to assess the situation in and out of the system so that all key players can notice;
- Techniques for direct actions that will attract or limit the spread of a possible or perceived damage / injury;
- Better elasticity of the system for its stakeholders;
- Compliance with the control and ethical requirements, eg. incorporating social responsibility;
- Much better management of serious incidents or anyincident tends to get serious;
- Improved awareness of individuals about their roles and expectations organization;
- Increased ability, confidence and morale withinorganization / system;
- Enhanced management of risks to such an extent that the apparent risks are identified, mitigated (where possible) and during continuous crisis management for which there is advance preparation;
- Protected and enhanced reputation of reduced risks and damage to the occurrence of the crisis.

The credibility and reputation of the system of endangered values greatly affect how perceived threat and the response to the crisis situation.

¹³ Mitrevska Marina, "Managing the crisis: Can the crisis be managed?" Yearbook: Paper 59. Skopje: Faculty of Philosophy, 2006, 493-506.

CONCLUSION

The existence of the crisis is a reality. But that reality should always and gives a negative connotation. Wherever it happens when they happen, and happen: seek the opportunity that exists in every crisis. The crisis is a moment of deciding whether and in which direction to take certain action, such an event can be modified, or completely finished. It's a defining moment turning point. It can be social situation of unexpected uncertainty caused by stress or endangerment of individuals or groups. Three elements are inherent in most definitions of crisis:

- a) threat to a system or values,
- b) the element of surprise and
- c) the short time for a decision.

At the country level, the crisis is a situation where there is a perception of threat, increasing concern, anticipation of possible violence and assurance that any action could leave far-reaching consequences. National security (state) crisis has its own dynamics. The parameters are common with those of the crisis between the countries, which is known as the "international crisis". If we leave aside the political and security crises still remain a number of different possible crises, but they can be arranged in a particular group. Such classification of crises is important for the process of crisis management because different crises require different strategies for crisis management.

Crisis management is a process in which a certain system handles some major unpredictable event that threatens to harm the system (values, state, organization or people in general). It is a discipline within the broader context of management, a discipline that consists of skills and techniques necessary to assess, understand and resolve serious situation from the first moment of its developments. The methods of managing crises in a particular system is known as "Plan for crisis management." Sometimes the crisis managers have the time and resources to implement the crisis management before the actual experience of the crisis. Typically, the activities in a proactive crisis management is reduced to predicting potential crises and planning how to deal with it.

Crisis management in the crisis directly involves identifying the true nature of the crisis and intervention aimed at reducing the damage and the recovery from the crisis. At the state level, "the analysis shows that the management of the crisis is a good diplomacy which seeks to resolve the unstable situation by avoiding tensions. At first glance associates the connection with last bloc division and current European development, but with a clear idea and message that peaceful resolution of the crisis and diplomatic action and today more than needed.

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PROVISION OF HUMAN RESOURCES IN THE CRISIS MANAGEMENT CENTER

Assoc. Prof. Mende SOLUNCHEVSKI, PhD

Ministry of Defense

Email: mendesolun@yahoo.com

Elena PETKOVA, MSc

Email: petkovaelena@yahoo.com

Abstract: *Crisis management established in the country by adopting a Law on Crisis Management represents a new concept of security in the country.*

Responsible operational and expert body for the implementation of preparations for the crisis management and coordination of the entities within the Crisis Management System is the Crisis Management Center (CMC).

CMC is the holder of total support (technical, organizational, administrative and other) of the Assessment Group and the Steering Committee.

Human resources are the most important of all resources in the CMC. According to that modern approach to the provision of human resources is of crucial importance for the effective and efficient functioning of the CMC.

The paper provides an overview of the methods and procedures used in the provision of human resources in the CMC as a condition for the effective and efficient functioning of the CMC.

The most important steps in this function have processed: analysis of the work, planning of human resources, recruitment or attracting qualified applicants, selection, choice and employment of competent personnel.

Keywords: *Provision, Human Resources, Crisis Management Center.*

INTRODUCTION

Crisis Management System has been established by the Law on Crisis Management in 2005. Responsible body within the Crisis Management System is the Crisis Management Center (CMC). For exercising their basic functions available CMC has numerous and varied resources.

Human resources are the most important resource of all resources in the CMC. Human resources management in the CMC sequence involves the realization of multiple functions in human resources management. Providing human resources for the effective and efficient functioning of the CMC is the first in the sequence of functions of human resource management.

The paper provides an overview the steps in human resources providing (HRP) in the CMC under positive legislation, positive and negative features of the current HRP and recommendations to improve the HRP in the CMC.

THE PLACE AND THE ROLE OF THE CRISIS MANAGEMENT CENTER IN THE CRISIS MANAGEMENT SYSTEM IN THE REPUBLIC OF MACEDONIA

Crisis can be defined as a national or an international situation where there is a threat to the basic values and goals.¹

In order to ensure full compatibility with global and regional security systems in the country establishes Crisis Management System, whose primary function is prevention, early warning and dealing with crises that pose a risk to property, health and life of humans and animals and are caused by natural disasters and other risks and dangers that directly threaten the constitutional order and safety Republic of Macedonia or part of it, and that don't the conditions for declaring a state of war or emergency.²

- Provision continuity of inter-departmental and international cooperation, consultation and coordination in dealing with crises;

- Drafting and updating the unique assessment of risks and threats to the security of the Republic;

- Set measures and activities to solve the crisis situation and other things.

CMC is a carrier of the overall support to the Steering Committee and the Assessment Group.

1 Azar, E. E., Moon, C. (1988) National Security in the Third World: The Management of Internal and External Threats, Edward Elgar Pub, Aldershot, p. 32

2 Law on the Crisis Management, Official Gazette, No. 29/2005, Article 1.

In order to inform monitoring the exchange of data and information and making proposals for crisis management and preparation of assessment in CMC formed the Crisis Management Regional Centers (RCUK).³

HUMAN RESOURCES PROVISION IN THE CRISIS MANAGEMENT CENTER

HRP as a component of human resources is a function of harmonization of quantitative and qualitative needs of the work in the organization with responsibilities, competencies and potentials of the candidates and the needs of future providers of certain job functions. Providing human resources as an initial component of the human resources management is a professional sub functions achieving the following:

- Analysis of the work from the aspect of the needs of the level of organization, sector and specific workplace because of changed circumstances in the social and legal environment, also due to internal changes;
- Planning of human resources in their quantitative and qualitative dimension;
- Employment of human resources through the process of recruitment, selection and choice of human resources.⁴

HRP in CMC deployment an implied the right people in the right places. HRP in CMC is exercised on the following regulations: Law on the Crisis Management; Law on Civil Servants; Labor law; Decree on positions that should have the executors and their description; Rulebook on internal organization and work of the Crisis Management Center; Rulebook on jobs at the Crisis Management Center and others.

The first systematization in the CMC refers to the period from December 2005 adopted by the then director. With the second systematization adopted in October 2006 showed an increase in the organizational units of a total of 4, increased 5 sectors from 14 to 22 units. With the increasing number of sectors and renaming them increases and the number of employees and provided this organization. The number of employees is about 300, where there was growth and development of this institution. Based on this projection in 2010 a Rulebook was drafted and adopted without making a detailed analysis of needs and opportunities, the number of people was determined by

³ Law on the Crisis Management, Official Gazette, no. 29/2005, Article 20, 21 and 23 .

⁴ See more broadly: Smilevski, C. and others. (2007) Human resources management, a pilot version Detra Skopje, pp. 55-82

8 state councilors, 14 departments and more than 460 people needed although at that time the center had based employed less than 300 people.⁵

The last systematization of March 2012, which systematization is applied at this time the number of organizational units are changed 7 sectors with 25 departments. This suggests that the structure should be simplified to efficiently and effectively carry out the work at the CMC. The total number of employees in the CMC as of 30.06.2013 amounted to 312th.⁶ It comprises of:

1. Department for administrative support to the Director, Deputy Director and governmental bodies in the crisis management system;
2. Department for Personnel and Legal Affairs, inspection and media production;
3. Department for financial affairs;
4. Department of Information Technology, Telecommunications and support system for alerting and 112;
5. International Cooperation Department;
6. Department for operations and coordination with RCUK 34; and
7. Department for Analytics, assessment and strategic planning⁷.

The procedure for admission of civil / administrative servant in advertisements is conducted in several stages.

Completing that need for employment in the CMC initially assumed the job to be provided in the Rulebook for systematization of jobs in the center and it is free streaming incomplete. In the present case it is the Rulebook on systematization of jobs at the CMC.

In accordance with the above-mentioned Regulation, CMC submitted a request to the Ministry of Finance for approval of financial assets required to fill the free workplace. It is essential for continuation of the procedure.

After receiving a positive response from the Ministry of Finance, specifically in cases of approved financial assets to fill the job vacancy, the Center submitted a request to the Administration Agency for publishing an advertisement to fill the job. By the Agency's public announcement published on their website and in at least two daily newspapers of which one of the newspapers in Macedonian and in newspapers in the

⁵ Petkova, E. HRP for efficient and effective functioning of the CMC, Master's thesis, UGD-VA, Skopje 2014, p. 42.

⁶ Rulebook on jobs at the Crisis Management Center, CMC, Skopje, 2012.

⁷ www.cuk.gov.mk (accessed 10, 2015)

language spoken by 20% of citizens who speak an official language other than Macedonian. The deadline for registration of candidates in the advertisement can not be less than five days from the date of publication.

After advertisement of admission, the Agency shall establish a Commission for the selection of civil servants made up of three members of which two members of the Center and a member of the Agency of Administration. Selection procedure consists of administrative selection, the civil servant exam and interview. Administrative selection consists of checking the data entered in the application for employment is conducted within five days after the public announcement. The exam for civil servant shall be conducted within 15 days but not less than ten days after the administrative selection. Upon completion of the examination based on the results of the education and examination, the Commission conducted interviews with five successful candidates who passed the exam, and then, within three days to the Director of the Center submit the ranking - a list of the three most successful candidates. Director of the Center within three days after receiving the ranking - the list shall select the one of the three candidates and the selection decision is published on the website and the notice board of the Agency of Administration. Against the decision to choose dissatisfied candidate has the right of appeal within 8 days after the announcement and the Agency on the occasion of such an appeal decision within 15 days. Against the decision of the Agency dissatisfied applicant entitled to press charges before the competent court within 15 days.

After completion of the selection procedure, the Director of the Center adopts a decision on admission, employment and the official status of the civil servant selected person - candidate.⁸

ANALYSIS OF RESEARCH RESULTS FOR THE HUMAN RESOURCES PROVISION IN THE CRISIS MANAGEMENT CENTER

The quality and quantity of provision and the availability of HR at CMC used the questionnaire. The respondents were asked 8 questions for HRP in CMC. The research involved 109 respondents employed at CMC. This paper presents the answers to 4 questions eg:

1. What is your opinion on the current systematization in your organizational unit?

⁸ Law on Civil Servants, Official Gazette, no. 76/2010, articles 11-17.

2. What is your opinion on the manner and procedure of employment in CMC?
3. Do you think that employees are adequately distributed in the organizational units of the CMC?
4. What occupations human resources not fall due to the efficient functioning of the CMC?

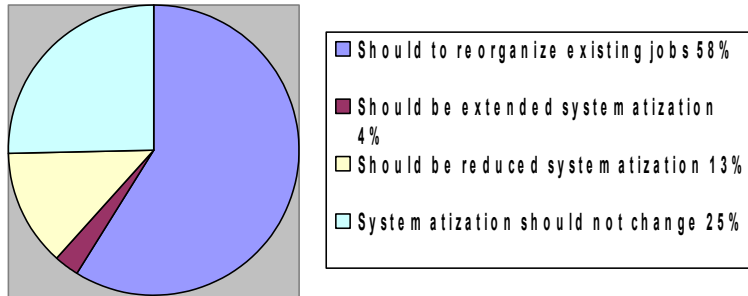


Figure 1: Opinions of respondents on the existing systematization

Respondents, even 84 people or 75% disagree with the existing systematization and believe it needs to change, as opposed to 27 or 25% of respondents who agree with the existing organization. Respondents who disagreed with the existing systematization most 63 or 58% declared themselves as the reorganization of existing jobs, 14 people or 13% consider it to reduce classifying small part 3 people or 4% of respondents consider it to expand systematization.

From the responses of respondents to the first question it can be concluded that it is necessary to change the existing systematization of the CMC. The change should be implemented in the direction of decreasing the reorganization and systematization of jobs.

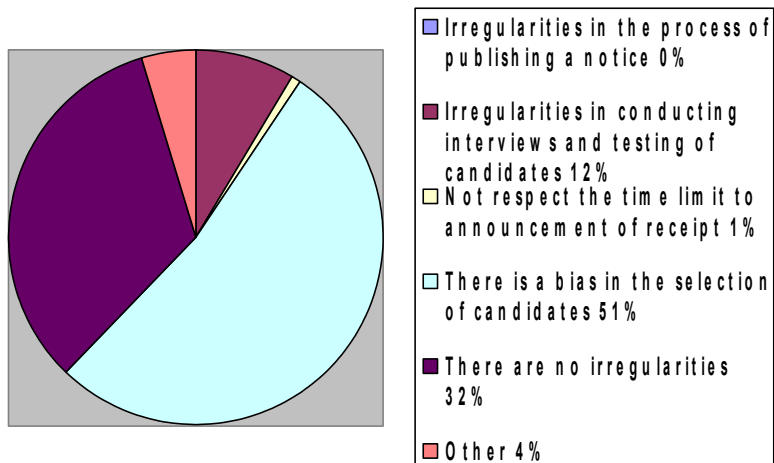


Figure 2: Opinions of respondents on the recruitment procedure

Regarding the manner and procedure for employment at the Crisis Management Center, the largest number of respondents 56 people or 51% said that there is partiality in employment, 35 persons or 32% of the procedure and manner of regular employment and no irregularities and the remaining and 18 persons from respondents or 17% said that there are irregularities in relation of the period and manner of conducting the interview.

From the answers it can be concluded that the choice of candidates who are employed may be known in advance, and while disregarding employment to be under special qualifications and skills relevant to the needs of the tasks that they perform.

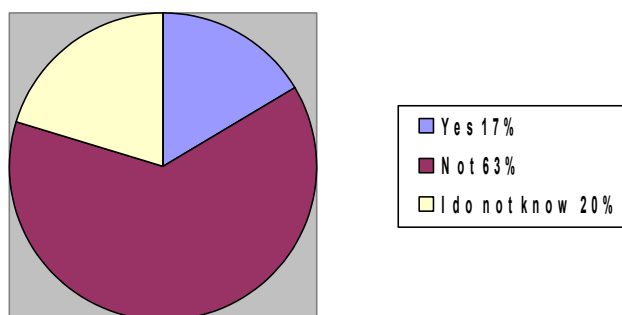


Figure 3: Opinion of respondents on the adequacy of jobs according to competence

From the analysis of this issue 69 persons or 63% of the respondents believe that employees are not adequately distributed in those sectors and regional units in CMC, and 18 persons or 17% believe that the timetable of employees by sector is wrong, and the remaining 22 persons or 20% have no answer to this question.

From the answers to this question confirms the conclusion that reorganization is needed jobs. This means that given the workload of each job with the required number of defined tasks.

Because of the diversity of responses to the question: Which occupations and human resources are lacking for the effective functioning of the CMC? It will be presented without a chart. From the responses, confirms that: according to type of education missing in most persons a university degree in information sciences which would serve as a technical support to the CMC, and that means monitoring and implementation of large projects and the application of foreign models in operation of CMC development of GIS technology and the like. Also missing persons skilled occupations that graduates of agricultural, forestry, construction and geodesy faculty or persons who will be involved in tasks with a direct connection to the risks and dangers. In that sense competent candidates with appropriate completed higher education students the Military Academy in the field of crisis management and protection and rescue.

The general part of the questionnaire it appears that most of the respondents are male population relative to women, and this difference should in future be reduced. In terms of age structure analysis shows a representation of an older category of employees in the future need to secure employment with a younger structure of new employees. According nationality most employed belonging to Macedonian nationality, a small number of Albanian nationality, and slightly from other nationalities. This suggests incomplete use of the principle of positive discrimination in HRP.

CONCLUSION

Crisis Management Center from the beginning of its existence with the establishment in 2005, has so far gradual but choppy development and changes in the provision of human resources. The change stems from the need for employment of human resources, their allocation of additional jobs and division of responsibilities in order to more effective and efficient functioning of the CMC.

From analysis of respondents' answers and content analysis of the functions and systematization of CMC to perceive: Not appropriate systematization of jobs according to the real needs for full and performance of the main tasks of CMC; The steps in the process of HRP respected, but there is a partiality in the selection of candidates; Existing employees do not meet the full criteria for effectiveness by scheduling the job, level and type of education; and not fully respected the principle of positive discrimination in HRM.

As specific solutions and recommendations to improve manner of functioning of CMC through the HRP function are: To reorganize of jobs and reduce existing systematization; To make a change in the selection of human resources by type of education; To increase the the percentage of employees with vocational education; To prefer specialist rather than general profiles of vocational training; To take into account specific competence should own candidates for employment in the CMC; and To respect the principle of positive discrimination.

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THE ARMY AS A KEY ELEMENT IN THE CRISIS MANAGEMENT SYSTEM OF REPUBLIC OF MACEDONIA

Slavko ANGELEVSKI^{a,1}

Nevena SERAFIMOVA^{a,2}

^a Military Academy "General Mihailo Apostolski" - Skopje, Republic of MACEDONIA

Abstract: *The article addresses three basic questions concerning civil-military relations in crisis management field: Why, When and How military should be involved. In a crisis situation causing wide spread damage response need is far greater than the response available, this is why governments often turn to the military for help as the military have certain resources immediately at hand, such as food, medicine and fuel as well as transport and human assets for their distribution. The ways of coordinating activities of the military in crisis situation is connected with the term "civil-military co-operation", or with the well known acronym CIMIC. This article explores Civil-Military Co-Operation (CIMIC) as a military function through which a commander links to civilian agencies, and addresses key documents explaining it. Also it suggests that the military is not instrument of first resort humanitarian response, but supports civilian relief agencies.*

The use of the Army in the crisis management system in Republic of Macedonia is regulated in the Crisis Management Law. Part of the Army provides support to the police when the crisis situation threatens the security of the Republic, when the state administration bodies do not have the appropriate resources for its prevention and management. Discussions about the most effective, efficient, and sustainable approach to resolving complex crisis situations have a long historical tradition, even if ongoing debates among politicians and researchers may suggest otherwise. However, an analysis of relevant publications in military and security policy or social science over the last years clearly shows that different perspectives prevail. From a military viewpoint, the focus is typically on determining the right tactical approach, and the broader debates are only tangentially helpful.

This paper also, evaluates latest reforms in the Macedonian military education system connected with contemporary challenges and aspiration for Euro-Atlantic integration. As a result, today, the Military Academy "General Mihailo Apostolski" educates, trains and produces young military and civilian leaders ready to meet contemporary security challenges that affect the defence system, crisis management and disaster risk reduction sector, not only in Macedonia, but in the region of South East Europe as well. This kind of education must be continuous, combined with training, coherent with the whole process of professional development and career planning.

Keywords: *Disaster, Crisis, Civil-Military Co-Operation, Military capabilities, Support operations, Education, Training.*

¹ Corresponding Author: Col. Slavko Angelevski, Ph.D., associated professor at the Military Academy "General Mihailo Apostolski" - Skopje, Str. Vasko Karangeleski b.b. 1000 Skopje, Republic of MACEDONIA; E-mail: slavko.angelevski@ugd.edu.mk

² Author: Nevena Serafimova, Ph.D., docent at the Military Academy "General Mihailo Apostolski" - Skopje, Str. Vasko Karangeleski b.b. 1000 Skopje, Republic of MACEDONIA; E-mail: nevena.serafimova@ugd.edu.mk

Introduction

Crisis situation is a condition of instability or danger, as in social, economic, political, or international affairs, leading to a decisive change. The worst case of crisis situation is when disaster occurs. If we look in the dictionary we can find different definitions for the word "disaster." These are just a few: an occurrence causing widespread destruction and distress; a catastrophe; a grave misfortune; or informal - a total failure. Generally, we can define disaster as a crisis situation causing widespread damage which far exceeds our ability to recover. It can be man-made or natural, but in any case a key element in this situation is that a response need is far greater than the response available. This means that in a respond to crisis situations we have to engage all available resources, including the military.

It seems that whenever there is a crisis situation, especially when disasters occur, governments often turn to the military for help. The army has certain resources immediately at hand, such as food, medicine and fuel as well as transport and human assets with which to distribute them. Its participants are well trained for operating in difficult circumstances that usually accompany disastrous events. This is the answer to the question why military should be involved in protection and rescue field, or generally in disaster response. The way of coordinating these activities is subsumed with the term "civil-military co-operation", or with the well known acronym CIMIC.

The Defense System of the Republic of Macedonia experienced radical transformation in the past years and it increased significantly its capacities and capabilities. The primary mission of the Army of the Republic of Macedonia (ARM) is the defense and protection of the territorial integrity and independence of the Republic as well as the protection of the population against external threats in all circumstances – peacetime, crises and war. The current and planned Army priorities, missions and tasks among the others are the following: support to the police and other state institutions in the protection of the critical national infrastructure and support in dealing with the consequences in case of a terrorist attack; support of the state institutions in case of natural disasters and epidemics, technical – technological and other hazardous situations and crises; development of civil-military cooperation capabilities; execution of operations in complex geographic and climate conditions, including extremely hot and cold weather conditions.

The civil-military cooperation is an integral part of the contemporary multidimensional operations and activities engaging all involved subjects. The Army of the Republic of Macedonia demonstrates its readiness for comprehensive cooperation by implementing concrete activities and projects of broader social interests. Within its possibilities and capacities, the Army is continuously involved in giving logistic support for dealing with certain infrastructural problems, providing material, equipment and services for various sports, cultural and humanitarian events and activities (WHITE PAPER ON DEFENCE 2012).³

The Military Academy General Mihailo Apostolski - Skopje as an associate member of the University Goce Delchev – Shtip, represents a higher education and scientific research institution for educating personnel for the needs of the Army, the Crisis Management System and the Directorate for Protection and Rescue. The transformation of the Military Academy was in line with the requirements that Republic of Macedonia develops education and training in the crisis management area, including disaster relief, in accordance with the standards and procedures adopted in the NATO and EU members' countries where crisis management is one of the basic security related tasks. The efficient conflict management and the active participation during the crisis management is an integral part of the NATO approach. It also represents significant contribution from our country in maintaining peace and reinforcement of stability and security in the region and all around Europe. One of the

³ See more in: WHITE PAPER ON DEFENCE OF THE REPUBLIC OF MACEDONIA, Ministry of Defence – The Republic of Macedonia, Skopje, September 2012.

key achievements of the Military Academy transformation was that the education system has opened for students – officer candidates from other countries in the region as well.

Civil-military co-operation (CIMIC)

Civil-military co-operation (CIMIC) is the military function through which a commander links to civilian agencies active in a theatre of operations. It is concerned with coordination and joint planning with civilian agencies in support of the mission. Through the CIMIC functions the provision of any of a variety of forms of assistance (expertise, information, security, infrastructure, capacity-building, etc.) to the local population is considered in support of the mission.

The key document explaining NATO CIMIC doctrine is "Allied Joint Publication 9"⁴. This document constitutes one level in the hierarchy of NATO documents covering CIMIC policy and doctrine as well as Tactics, Techniques, and Procedures (TTPs). It reflects the NATO Military Policy for CIMIC and is coherent with the guidance for Allied Joint Doctrine. The document focuses primarily - but not entirely - on the operational level.

Civil-military cooperation as a military capability and as a theoretical idea, was conceptualized, developed, and applied for the first time in its present form by NATO, in the context of its commitment in the Balkans. This development was originally triggered by an operational-level re-orientation of the deployment of forces in the significantly changing conflict scenarios after the end of the Cold War. The main objective was the creation of a military tool for analysis and action that would integrate the "civil dimension" in an effort to meet the challenges posed by unclear confrontation patterns between opposing forces, changing geographical conditions, political and ethnic considerations, and domestic and international factors (Kasselman 2012).

There are a number of associated activities within this spectrum which, although different, are either closely associated with CIMIC or can be confused with it. Principal among these associated activities are:

- *Military Assistance in Humanitarian Emergencies (MAHE)*. In the broadest sense CIMIC is primarily concerned with co-operation rather than support or assistance to civilian bodies, although at the practical level support will, of course, take place. MAHE, for example in the context of disaster relief, can take place nationally or internationally. In both cases a national or multinational military force is called upon to carry out specified tasks for finite periods under the direct auspices of a civilian authority. That authority may be national or international in nature.

⁴ See more in: AJP-9 "NATO CIVIL-MILITARY CO-OPERATION (CIMIC) DOCTRINE", June, 2003.

- *Civil Emergency Planning (CEP)*. CEP is concerned with the protection of and support to domestic populations, usually in the context of disasters or war. In the current security environment, a core function of CEP is to remain responsive to military planning in both Article 5 (collective defense) and non-Article 5 (crisis response) operations. This includes planning for civil support such as strategic logistic and communications facilities, coordination of humanitarian support, disaster relief, infrastructure protection, response to terrorist attacks etc.

- *Host Nation Support (HNS)*. HNS seeks to provide the NATO Commander and the sending nations with support available in the form of materiel, facilities and services including area security and administrative support in accordance with negotiated arrangements between the sending nations and/or NATO and the host government. As such, HNS facilitates the introduction of forces into an area of operations by providing essential reception, staging and onward movement support. HNS may also reduce the extent of logistic forces and materiel required to sustain and re-deploy forces that otherwise would normally be provided by sending nations. CIMIC will normally be employed to facilitate the execution of HNS.

The dissolution of traditional border between civilian and military crisis management, mainly by deliberate efforts to introduce hybrid, civilian/military crises management operations, has been abandoned as a concept at the EU level, though EU member states have used it at the national level. The limits of CIMIC for a comprehensive coordination between civilian and military sides of ever more complex EU crisis management operations are given by the fact that the concept has been derived from a military perspective primarily concerned with force protection and the reason for cooperation with non-military actors is subordinated to that aim (Khol 2006).

The end result of the successfully implemented measures in the scope of civil-military cooperation is building civil – military conditions that will be in function of improving the morale, the material basis, the ecologic environment and creating a tactical advantage in the execution of the task. The personnel responsible for civil military cooperation are to:

- Establish cooperation with the civilian authorities on all levels;
- Take direct part in the planning process;
- Make assessments of the immediate and broader civilian environment, including an assessment of the needs of the civilian population.

Public relations in the defense sector are undergoing a process of transformation, both in terms of their organization and planning and the manner of

work with the information contents and activities. The good part is that this area has a certain foundation to be built upon and experiences for further upgrading and adjustment to the modern possibilities and requirements.

The Role and Perspectives of the Civil-Military Relations within the Crisis Management System of Republic of Macedonia

The relationship between civil society as a whole and the military organizations that are established for its protection rests upon several normative and legal procedures. The use of ARM in the crisis management system is regulated by the Crisis Management Law. Part of the Army provides support to the police when the crisis situation threatens the security of the Republic, in cases when state administration bodies do not have appropriate resources for its prevention and management. Upon a proposal by the Government, the President decides on the participation of part of the Army in crisis management situations. The manner of this participation is regulated by the President, while the operational and other procedures of the Army in support to the police are regulated by a Guidance adopted by the Minister of Defense and the Minister of Interior (WHITE PAPER ON DEFENCE 2012). This model is graphically shown in Figure 1.



Figure 1 – Model for involvement of the Army in crisis (Source: WHITE PAPER ON DEFENCE OF THE REPUBLIC OF MACEDONIA, Ministry of Defence – The Republic of Macedonia, Skopje, September 2012)

Military capabilities may support the civil environment directly on a subsidiary basis or in the event of an ethical-moral obligation. This can be achieved through civil-military cooperation in the implementation of projects and measures, but also as a direct assistance administered by available military forces. There are multiple possibilities, as military contingents usually have capabilities in their force posture that can be adjusted to support civilians in an emergency. However, it should be kept in mind that the military is not an instrument of first resort for humanitarian response. Instead, it concentrates on support to civilian relief agencies. The military may be involved when it provides a unique service, when the civilian response capacity is overwhelmed, or in other situations when civilian authorities request assistance. When the military does become involved, then its mission should be clearly defined. The risks involved should be minimal, and the core military missions should not be affected by this engagement (i.e. military missions have priority). The organization of the deployment is always according to the principle "LAST IN, FIRST OUT". In immediate/serious situations commanders in field may take action when circumstances and time limits do not permit approval from higher authorities, in order to: save lives, prevent human suffering and mitigate great property damage. In those situations they must inform the regional planning agents and the national chain of command, and also disengage as soon as possible.

During the years, many reasons have proved in favor of employing military in emergency response. The strictly delineated command-and-control structure for Army staff managing enables a highly operational and mobile human asset. Strong organizational and managerial framework and high level of efficiency and personal accountability that prevails with the Army people are difficult to match in many civilian agency-led disaster responses. Military units often deploy as a self-sustaining entity that will not compete for shelter, food, water, transportation, power generation and medical facilities, which is of critical importance when confronting the effects of a disastrous event. Other critical qualities that are benefited by military engagement is the ability for operating in the field for extended periods of time, for moving into hazardous zones while carrying enough equipment to sustain for considerably long periods, and for reinforcing security following the most catastrophic and destabilizing events, thus serving as a leverage to the civilian law enforcement resources. On the other hand, military deployment in this context is of a highly restricted time horizon and therefore is often ill-equipped for handling most of the disaster recovery needs. This is the point where civilian agencies and organizations should preferably take over and assume their functions.

Discussions about the most effective, efficient, and sustainable approach to resolving complex crisis situations have a long historical tradition, even if ongoing debates among politicians and researchers may suggest otherwise. However, an analysis of relevant publications in military and security policy or social science over the last few years clearly shows that different perspectives prevail. From a military viewpoint, the focus is typically on determining the right tactical approach, and the broader debates are only tangentially helpful. By contrast, the civilian side emphasizes that the resolution of complex crisis situations should primarily be obtained through civilian tools (Kasselmann 2012).

During the last decades, engagement of the military has been more focused on deterring war, resolving conflict, promoting peace, and supporting civil authorities in response to domestic crises. In this context, the phrase Military Operations Other Than War and acronym MOOTW was coined by the United States military during the 1990s, but it has since fallen out of use. More recently, we are talking about "Support operations" that employ army forces to assist civil authorities, foreign or domestic, as they prepare for or respond to crisis and relieve suffering. The key document explaining this kind of operations is Field Manual FM 3-0 "OPERATIONS"⁵.

The Euro-Atlantic Disaster Response Coordination Centre (EADRCC) is operational since June 1998 at the NATO Headquarters, on a 7/24 basis. Since its launch, the EADRCC has been involved in a great number of different operations around the world ranging from coordination of relief supplies to refugees, to aid to flood, hurricane and earthquake victims, to fighting forest fires, and other forms of assistance to different countries.

As the EU's crisis management activities demonstrate, it is both doctrinal and operational need to consolidate civil-military coordination. Increasingly, EU crisis management missions are operations that combine military and civilian aspects which need to be planned in a holistic way and executed seamlessly. It is for this reason that a number of specialized bodies have been established and transformed within the EU and the Lisbon Treaty furthers this process. In respect of decision-making structures relevant for EU crisis management, the Helsinki European Council established three new permanent political and military bodies within the Council: Political and Security Committee (PSC), the Military Committee (EUMC), and the Military Staff (EUMS). The PSC's role in crisis management aims at political control and strategic direction of the operation. Also, the PSC is set to send guidelines to the EUMC, a body composed of the Chiefs of Defense. The EUMC's responsibility towards the PSC is provision of military

⁵ See more in: Field Manual FM 3-0 "OPERATIONS", Headquarters Department of the Army, Washington, DC, 27 February 2008, p. 1-15-16.

advice and recommendations. The received military directions from the EUMC are then utilized in the production of the Military Strategic Options (MSOs) and the conduct of EU-led military crisis management operations. 'Once the MSOs have been produced, the EUMC prioritizes them and the PSC decides on the preferred course of action' (Simón 2010).

The standard guide for civil-military relations in protection and rescue field is "Civil-Military Coordination Officer Field Handbook"⁶. It is a reference for the essential dialogue and interaction between civilian and military actors in humanitarian emergencies that helps in protecting and promoting humanitarian principles, avoiding competition, minimizing inconsistency, and when appropriate pursuing common goals. Basic strategies range from coexistence to cooperation, while coordination is a shared responsibility facilitated by liaison and promoted by common training.

In order to face the new challenges associated with the coherent implementation of a comprehensive approach in all civil-military relations, including within NATO, major adaptation is required in terms of concepts, capabilities, and administration. To achieve the desired optimization of cooperation in complex crisis situations, it is necessary to break the isolation of CIMIC at the tactical implementation level, which, as a rule, consists of national troop contingents assigned to NATO. Capabilities must be provided cohesively at all levels ranging from the politic-strategic level, through the crucial planning conducted at the operational level, to the theater level.

Experiences in Republic of Macedonia show that the Army provides continuous support during natural and humanitarian disasters and in catastrophes management. Each year, the Army engages thousands of Army members, hundreds of motor vehicles, and several helicopters in fire fighting operations in the country. Also, the ARM has been engaged in removing the debris caused by the adverse weather conditions in different municipalities. Each winter, the helicopters of the Army participate in the distribution of food and other essentials to the local population in the areas difficult to access due to heavy snow storms and in saving and evacuating people that are in a critical need of medical assistance.

⁶ See more in: Civil-Military Coordination Officer Field Handbook, Version E 1.0, Presented to the Consultative Group on the Use of MCDA in Geneva on 29 November 2007.

Education of Personnel for Crisis Management System of Republic of Macedonia

The military of the twenty-first century, more than ever, will need leaders able to anticipate change, to deal with uncertainty, to present ideas, to communicate vision, and to lead organizational change (Toffler A. and Toffler H. 1993). In compliance to this, military leaders must understand more than their predecessors about economics, technologies, and diverse cultures to make sound judgments.

The above mentioned requirements and operational surrounding dictate that military educational system must complement the civilian one. When this approach is applied into the education area, it leads towards widening of the perceptions among the future young leaders. It also equippes them with knowledge and skills based on a wider range of options and solutions to problems they might face.

Education and training of officers and civilian personnel for carrying out certain duties and tasks within the defense system and the Army, entails acquisition of theory and practice of complex military and other sciences at different educational levels, both within the system of military education and further through training during their professional carrier. In line with that, quality of education and preparedness of the personnel within the defense system is in high correlation with the development of theory and practice in the area of military sciences. Considering the fact that in the execution of the missions, the unit commanders communicate with many civilian organizations and agencies with clearly defined missions, methods of work, roles and responsibilities, well trained personnel is a key precondition for achieving success in complex crisis situations.

Having in mind the specifics of the emergency operations, it was recognized that the established high military education responds to a great number of the needed expertise in the filed. Non-military personnel that train and educate for engagement in emergency and disaster management need to learn about establishing command and control, coordinating communications, evacuating people and perform clean-up in diverse challenging circumstances. On the other hand, the courses represented in these studies, will increase students' critical thinking and analytic skills across the diverse disciplines of emergency management, security, domestic and international law issues, natural, technical and social sciences. They are aiming toward development of both academic, technical and professional knowledge and abilities.

The acquired leadership and critical thinking skills are indispensable in building stronger organizations and disaster-resilient communities. Recent developments and the emergence of some new issues, both locally and globally, impose a critical and

growing need for emergency management personnel, both in public and in private areas. On the other side, security dynamics in international relations have dramatically changed after the Cold War. Processes of globalization and technological development along with all benefits have brought many challenges too. In such a context, graduated emergency and rescue managers may work in a variety of professional settings, such as government agencies, private corporations and organizations, industry or education.

The transformation of the officers' education system in Republic of Macedonia and with that, the role and the responsibilities of the Military Academy, is conveyed in accordance with the standards of NATO and EU member countries. The established high level of compatibility with the educational systems of the member-countries promotes successful defense missions, quality personnel training and teamwork, high personnel motivation and efficient command and control. With that, it enables effective, professional and quality personnel working in the Army of Republic of Macedonia, as well as other institutions that make part of the defense and security system. The goal is to build educated and skillful officer's core that will successfully accomplish the missions both domestically and abroad, respecting basic standards, values and regulations.

Military Academy has become a part of the higher education system in Republic of Macedonia with a status of associate member to the one of the state universities - university "Goce Delcev" in Stip. Military Academy offers studies in three cycles (the first cycle - bachelor degree, the second cycle - master studies and specializations, and the third cycle - PhD). The university diploma of completed undergraduate studies at the Military Academy is verified in the country, which provides cadets and students with relevant positions for further education within the educational system of Republic of Macedonia and other countries members of the Bologna's process.

The curriculum for the First cycle of higher education (undergraduate study in duration of 4 years) is providing theoretical and practical (hand on) education. It focuses on developing fundamental knowledge in social, natural, technical and military sciences (security and defense systems, security and defense policy, world affairs, civil defense, strategy, operations, tactics, war fighting techniques, military equipment and technology). Along with this the education system in this context contains programs that supports broader general and technical culture for further education, computer literacy for the service, good foreign language training (English + other optional language); high military knowledge and skills; higher level of military expertise at tactical level, physical fitness and mental readiness and professional training for basic leadership responsibilities. The curriculum for undergraduate studies includes academic disciplines, modules of military training, and physical education.

The advanced levels offer continuous professional education for the officers and civilian personnel in defense and security system. Military Academy organizes university studies for the Second and the Third cycle (master and doctor studies) in the field of security and defense, crisis management, protection and rescue, national and international security and international relations. The aim is to further improve knowledge in different sciences, and to prepare officers and civilians for command and staff positions at higher levels. Selected officers will be developing values and standards to professionally carry out military and non-military operations during peacetime, conflicts and war. Throughout the studies candidates will develop greater intellectual and analytical knowledge and skills.

In the Information Age, formal schooling provides only the first step in a lifelong process of learning and utilizing technology. Learning is truly becoming a life-long endeavour rather than an activity that ends with formal schooling. Thus, students must learn 'how to learn' which means being able to collect, organize, analyze, evaluate, and communicate all types of information. Military students must become active problem solvers and collaborative learners. They must also learn to become effective users of information technology (Houston 1995). Their education must be continuous, combined with training, coherent with the whole process of professional development and career planning. Information Age technologies provide means for everyone to learn what they need, at a time they find convenient, from the place they are, in the way they prefer. Furthermore, the new technologies will greatly facilitate comparison shopping for education and will contribute to the emergence of a reliable education assessment system (Jacobsen 1993).

Advances in simulation technology have enabled an increasing amount of training and instructions to be conducted on training simulations instead on real systems. Nowadays, practically no military training programs exist without some form of simulation or use of a simulator. The simulation of combat, or a wargame, is used more and more extensively to reduce cost and maintain a trained force. It is an inexpensive alternative to live training exercises (Coppeters 2002).

Based on these viewpoints, the Military Academy stimulates and supports implementation of new educational methodologies based on information technologies, in order to improve and increase the quality of the educational processes. A recent implementation of this objective has been effectuated within the education and training of helicopter pilots, where modern helicopters simulators are used. Also, a simulation software based on gaming technology has been implemented for achieving tactical training goals on a platoon level. Introduction of constructive simulations software is foreseen for command and staff duties' specializations and the courses in intermediate

level. Some other educational concepts have also been envisaged, such as distance learning and video-teleconferencing, implementation of multimedia tools, virtual reality etc.

Conclusion

The engagement of the Army during events of crisis and disaster bears both benefits and challenges. The military is ready and well equipped to respond to such situations, is self-sustained as an entity and is trained for dealing with highly risky and hazardous phenomena. Still, this engagement imposes some challenging questions to be aware of, such as whether the active military should have deadly force authority to keep order in a disaster, or the possible restrictions for in-field movement of other parties during Army's engagement, or the awareness of security requirements/authorization during the communication with other agents in the field.

Nevertheless, civil-military cooperation is an integral part of the contemporary multidimensional operations and activities engaging all involved subjects. In this context, the Army of Republic of Macedonia demonstrates its readiness for comprehensive cooperation by implementing concrete activities and projects of broader social interests. It is not instrument of first resort humanitarian response, but supports civilian relief agencies. In last decades, engagement of the military has been more focused on deterring war, resolving conflict, promoting peace, and supporting civil authorities in response to domestic crises. Experiences in Republic of Macedonia show that the Army provides continuous support during natural and humanitarian disasters and in catastrophes management.

The Military Academy General Mihailo Apostolski - Skopje represents a higher education and scientific research institution for educating personnel for the needs of the Army and for the Crisis Management System and the Directorate for Protection and Rescue. The transformation of the Military academy was connected with the requirements for the Republic of Macedonia to develop education and training in the crisis management area, which includes disaster relief, in accordance with the standards and procedures adopted in the NATO and EU member countries, where crisis management is one of the basic security related tasks.

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ARE WE READY FOR STRATEGIC ACTIVITIES FOR PREVENTION IN HUMAN TRAFFICKING?

Tatjana BOSHKOV, PhD

Assistant Professor in International Finance and Exchange rates
Faculty of tourism and business logistics
University “Goce Delcev” - Shtip, Skopje
Email: tatjana.boskov@ugd.edu.mk; tatjana.boskov@gmail.com

Drasko ATANASOSKI, PhD

Assistant Professor in Business logistics and Customs
Faculty of tourism and business logistics
University “Goce Delcev” - Shtip, Skopje
Email: drasko.atanasoski@ugd.edu.mk

Abstract: *Safety is one of the fundamental needs of the people and integral part of the quality living. Eliminating the preconditions for the birth of crime is as important as the fight against the criminal activities such as the illegal migration and the human trafficking.*

One of the problems in controlling crime is the lack of prevention programs to unite the efforts made by the overall society, the lack of appropriate coordination of the work in this area on behalf of the police, the executive authorities, the local self-government administration, non-governmental organizations and the media.

This paper is based on the premise that the problem of trafficking in persons, whether at the national or local level, can only be addressed effectively on the basis of comprehensive strategies that are based on human rights and that take into account the transnational nature of the problem, the many associated criminal activities, the frequent involvement of organized criminal groups and the profound pain, fear and damage suffered by the victims. It pursues the same purposes as the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime. Its purpose is to improve the ability, proficiency, knowledge and skills of teachers, lecturers and methodologists as to legal education and training. To this aim, the paper is structured in such a way that different sections each relating to the most relevant topics related to the prevention of trafficking in persons. The subtitles deal respectively with the need: to take into account relevant international law and the emerging international and domestic legal framework; to assess the problem of human trafficking as it presents itself in the specific context of the secondary schools and to develop an effective strategy and capacity for development of strategies concerned; to carry out effective local public education and other measures to prevent human trafficking.

Keywords: *human trafficking, prevention, human rights, strategies*

1. Introduction

Trafficking in human beings is a complex phenomenon that is often driven or influenced by social, economic, cultural and other factors. It takes many different forms. It is dynamic and adaptable and, like many other forms of criminal activity, it is constantly changing in order to defeat efforts by law enforcement to prevent it. Many of these factors are specific to individual trafficking patterns and to the States in which they occur. Some of the common factors are *local conditions that make populations want to migrate in search of better conditions: poverty, oppression, lack of human rights, lack of social or economic opportunity, dangers from conflict or instability and similar conditions*. Political instability, militarism, civil unrest, internal armed conflict and natural disasters may result in an increase in trafficking. The destabilization and displacement of populations increase their vulnerability to exploitation and abuse through trafficking and forced labour. War and civil strife may lead to massive displacements of populations, leaving orphans and street children extremely vulnerable to trafficking. These factors tend to exert pressures on victims that “push” them into migration and hence into the control of traffickers, but other factors that tend to “pull” potential victims can also be significant. Poverty and wealth are relative concepts which lead to both migration and trafficking patterns in which victims move from conditions of extreme poverty to conditions of less-extreme poverty. In that context, the rapid expansion of broadcast and telecommunication media, including the Internet, across the developing world may have increased the desire to migrate to developed countries and, with it, the vulnerability of would-be migrants to traffickers. The practice of entrusting poor children to more affluent friends or relatives may create vulnerability. Some parents sell their children, not just for the money, but also in the hope that their children will escape a situation of chronic poverty and move to a place where they will have a better life and more opportunities. In some States, social or cultural practices also contribute to trafficking. For example, the devaluation of women and girls in a society makes them disproportionately vulnerable to trafficking. Added to these factors are the issues of porous borders, corrupt Government officials, the involvement of international organized criminal groups or networks and limited capacity of or commitment by immigration and law enforcement officers to control borders. Lack of adequate legislation and of political will and commitment to enforce existing legislation or mandates are other factors that facilitate trafficking in persons.

2. Importance of prevention

We learn daily about new ways of preventing, investigating and controlling the crime of trafficking and about more effective ways of protecting and assisting the victims of this crime. The present paper was prepared because there is still much to be learned about what works best to prevent and combat human trafficking under various circumstances. It presents a selection of conceptual, legislative and international and domestic organizational tools in use.

This paper is based on the premise that the problem of trafficking in persons, whether at the national or local level, can only be addressed effectively on the basis of comprehensive strategies that are based on human rights and that take into account the

transnational nature of the problem, the many associated criminal activities, the frequent involvement of organized criminal groups and the profound pain, fear and damage suffered by the victims. It pursues the same purposes as the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime. Its purpose is to improve the ability, proficiency, knowledge and skills of teachers, lecturers and methodologists as to legal education and training. To this aim, the paper is structured in such a way that different sections each relating to the most relevant topics related to the prevention of trafficking in persons. The chapters deal respectively with the need: to take into account relevant international law and the emerging international and domestic legal framework; to assess the problem of human trafficking and to develop an effective strategy and capacity for development of strategies concerned; to carry out effective local public education and other measures to prevent human trafficking by action plan.

3. Analysis of Current State - Republic of Macedonia

It is of concern that the human trafficking victims in the Republic of Macedonia come from the country, i.e. they are victims of internal trafficking and the larger numbers are juveniles.

In 2009, in Macedonia there were registered 8 cases of human trafficking, 7 of which were juveniles, 6 were victims of internal trafficking at the age of 14 – 17 years.

The presence of the problem of human trafficking in the country, as well as the need for more appropriate protection of the victims led to taking some measures. Besides the existing shelter centre for human trafficking victims, the Ministry of Labor and Social Policy opened also the shelter for human trafficking victims in October 2010. Until October 2010, 70 people victims of human trafficking have been admitted to the shelter of the NGO Otvorena Porta.

3.1 Legal and action-political background of the problem of human trafficking in the Republic of Macedonia

The human trafficking in the past years has become an issue in the Republic of Macedonia. Our country is a country of transit and destination of the human trafficking, but in the last couple of years a special problem has become the internal

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human trafficking. The Republic of Macedonia has been working for a longer period on building clear policy and a developed network of institutions for fighting human trafficking and illegal migration. The governmental institutions supported by the non-governmental organizations and the international community make serious efforts for eliminating the human trafficking.

Seen more specifically from international legal perspective, the Republic of Macedonia has ratified all the key international and legal instruments from the above mentioned area, including (among others), the Protocol on prevention, eradication, and punishing the human trafficking, especially women and children, which consolidates the Convention of the United Nations for the Transnational Organized Crime, as well as the Convention of the Council of Europe for Fighting Human Trafficking¹. These international legal instruments have additionally strengthened the domestic legislation, by the adoption of new and change in the relevant legal acts².

In the same context, we should specially have in mind the fact that, the Republic of Macedonia after the ratification of the Stabilization and Association Agreement with the European Union in 2004 has taken significant obligations for harmonizing the legislation in the Republic of Macedonia in order to have efficient cooperation in the fight against human trafficking. As a consequence of the abovementioned normative administration in our country (since February 2001) there is National Commission for Fighting Human Trafficking and Illegal Migration, and since 2004 there is a sub-group for fighting children trafficking. In this regard, 2009 commenced the preparation of the National Strategy for Fighting Human Trafficking and Illegal Migration and a National Action Plan for fighting human trafficking and illegal migration and Action Plan for fighting Children Trafficking in the Republic of Macedonia for the period 2009 – 2012. It was adopted by the Government of the Republic of Macedonia on 1st September 2009.³ This national and action political infrastructure is completed with the founding of shelter centre for foreigners by the Ministry of Interior which works since 2001. From October 2010 the care for the victims of the human trafficking from the country is taken over by the country which opened the state shelter for victims of human

¹ Official Gazette of the Republic of Macedonia, 49, 14 April 2009.

² In January 2002 a new article was introduced to the *Criminal Code*, 418-a "Human trafficking" (Official Gazette of RM 10/2002). In March 2004 there were changes to article 418-a and two new articles were introduced 418-b and 418 -c (OG 19 as of 30.03.2004). Adoption of the *Law on Witness Protection* (OG 38/2005), *Law on Foreigners* (OG 35/2006). In 2008 there was a change to the article 418-s in the *Criminal Code*, after article 418-c there was new article added after article 418-c, which is 418-d, trafficking of juveniles, in 2008 there were changes to the *Law on Family* with a new chapter V-a, *Guardianship of juveniles* – victims of human trafficking, with 16 new articles; at the same time with the numerous legal changes made in the past years, in 2009 there was a change to the *Law on Social Protection* where for the first time people that can have the right on the basis of this law are the people victims of human trafficking where the right for day care in shelter centers was introduced (Official Gazette of the Republic of Macedonia 84/2008).

³ On 28.01.2008 The Government of the Republic of Macedonia has adopted the Standard operational procedures for victims of human trafficking.

trafficking which is a clear reflection of the presence of the internal human trafficking in the country.

In the context of the above mentioned, we should underline the fact that the human trafficking as a complex form of organized crime is closely related to other shapes of criminal activities, such as the sexual and other forms of abuse of children, domestic violence, different vulnerable categories of people including especially women, people with disabilities and the like.

At the same time, the wider context of prevention from this evil encompasses a larger series of other questions, such as: fight against poverty and the social exclusion, gender equality and the like⁴.

Hereto, the fight against human trafficking and the prevention of this evil asks for a comprehensive response on national and local scale, reflected by the existence of true and functional partnerships with as large as possible number of state and non-state actors.

4. Priority activities

The proposed Action Plan (Table 1) includes prevention activities for human trafficking, and reduction of the problems of immigrant smuggling and illegal migration and defines the following strategic goals and activities:

SG 1 – Identifying the reasons for the emergence of HT (human trafficking) and IM (illegal migration)

Conducting a research for identification of the risk groups of human trafficking and illegal migration.

SG2 – Strengthening the capacities of the institutions and the non-governmental organizations for implementation of prevention activities.

Analysis of the needs for education of the professionals from the relevant institutions, organizing trainings, exchange of experience with the professionals from the relevant institutions and developing mutual cooperation.

⁴ Analogous to this, the abovementioned international and domestic legal and action documents are closely bound to all the relevant international and domestic legal regulations from these areas (such as for example those pertaining to rights of children and women). In this regard, we should have in mind the existence of the large number of of the other national strategies and action plans such as: *Action Plan for Prevention and Fighting Sexual Abuse and Pefohylia (2009 – 2012)*, *National Strategy for protection of Domestic Violence (2008-11)*, *National Plan for Gender Equality Action, National Strategy for Youths* (since 2005), the national action plan from the Roma Decade 2005 – 2012 and the strategy for the Roma in the Republic of Macedonia for the period 2009 – 2011, the national strategy for poverty (mats.go.my) etc. At the same time this presupposes the existence of larger number of legal regulations, including the Law on Family, Law on Social Protection, the legal regulations from the area of education, the Law on Equal Opportunities, the Law on Prevention and Protection from Discrimination etc.

SG 3 – Continuous education and raising the awareness regarding HT and IM

Organizing a campaign for raising the public awareness for the problem of HT and IM, education of different target groups, border population, developing and distributions of promotional educational material, media activities, continuous functioning of the SOS line for information and help to the victims of violence.

SG 4 – Establishing mechanism for reducing the reasons of emergence of HT and IM by economic strengthening of the vulnerable groups

Continuous work of the migration centre at the Employment Agency and alleviation of the accessibility of the market labor to the vulnerable groups by re-qualification, education and employment.

5. Action plan

Table 1: Strategic goals and activities for prevention of human trafficking and illegal migration (Source: Author’s recommendation)

No.	Strategic Goal	Activities	Responsible institutions
1	Identifying reasons for emergence of human trafficking and illegal migration	1.1 Conducting a research to identify risk groups of human trafficking and illegal migration.	NGO
		1.2 Analysis of the results of the research and developing plan for specific prevention activities.	NGO
2	Strengthening institutional capacities and non-governmental organizations for implementing prevention activities	2.1 Analysis of the needs for education of professionals from relevant institutions.	MoI, NGO, LS, Inspectorate for the market, educational institutions
		2.2 Organizing training, exchange of experiences for the professionals of the relevant institutions and developing mutual cooperation: sector for interior affairs, Social Security Centre, health institutions, media, NGO, educational institutions.	NGO

		2.3 Coordination meetings of the local coalition.	Local Coalition for fighting HT
3	Continuous education and achievement in the awareness regarding HT and HT and IM	3.1 Organizing campaign for raising the public awareness for the problem of HT and IM and the legal provision of the criminal act and the punishment predicted from the legislator of this type of criminal acts: <ul style="list-style-type: none"> - Developing promotional material; - Developing website; - Media activities. 	NGO, LS
		3.2 Marking the week of fighting human trafficking: <ul style="list-style-type: none"> ▪ Educational workshops with the students from V to VIII grade and high schools; ▪ Day of integrated education in drawing, music, mother tongue and literature on the issue: human trafficking; ▪ Publishing a public call for the prize on the subject of human trafficking on the occasion of the week of the fight against human trafficking; ▪ Education of the personnel in the establishments for HT; ▪ Raising the awareness of the parents for the possibility to have their children exposed to HT; ▪ Projecting a film for prevention of HT; ▪ Organizing public event on the issue of human trafficking. 	NGO and the Coalition for fighting human trafficking and illegal migration
		3.3 Continuous work on the SOS line and information for help of the victims of violence.	NGO

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		3.4 Organizing preventive activities for human trafficking for risk groups-young women and girls, from the rural areas, Roma, etc. on the issue of human trafficking and antidiscrimination, gender equality, domestic violence.	NGO
		3.5 Organizing lectures for students from faculties and higher schools.	NGO, LS
		3.6 Organizing preventive activities with the local population for the border region for HT and IM.	NGO, border police, SSC
		3.7 Organizing permanent education for the members of the Local coalition for fighting human trafficking.	NGO, Local coalition
		3.8 Making brochures for recognizing the elements and shapes of human trafficking and IM.	NGO, LS
4	Establishing mechanism for reducing the reasons for emergence of HT and IM by economical strengthening of the vulnerable groups	4.1 Continuous functioning of the migration centre at the Employment agency.	Employment agency
		4.2 Increasing the accessibility of the labor market to the vulnerable groups (qualification, education, employment).	NGO

6. Benefits of the action plan

Expected effects of the Action plan are to identify the reasons for human trafficking and illegal migration, to strengthen the capacity of the institutions and the non-governmental organizations and to implement prevention activities for HT and IM by continuous education of different target groups and raising the public awareness regarding HT and IM.

Establishing and developing cooperation between the civil society and the local authorities is of big importance in the prevention of human trafficking on local level and contribution to the implementation of the National Strategy for Fighting Human Trafficking and Illegal Migration of the Government of the Republic of Macedonia.

The aim of the action plan is fighting human trafficking and the project activities of all of the partners in the project are directed to direct inclusion of the key actors at local level in fighting this evil. The paper should encourage the local actors to take over the responsibility for the issue of human trafficking and to identify decentralized measures against the crimes in human trafficking.

The action plan activities will contribute in the fight against crimes in human trafficking by strengthening capacity and joint action of the population.

Also, the benefits are seen in the context of possible creation of a network of local factors by creating Joint Committee for Fighting Human Trafficking which should identify the possible local measures for fighting the human trafficking by drafting a Local Action Plan for fighting human trafficking. The action plan will also aim to contribute to raising the public awareness for the presence of the problem in human trafficking and increase of the knowledge for the human rights with the youth population.

Conclusion

The action does not foresee the creation of new structures difficult to guarantee over the time, while it aims to ensure that the already existing services directed to contrast HT will be effective and useful to local communities. The establishment of a cross-border network will not require a relevant effort in **financial terms** thanks to the ICTs potentialities, while the running cost of the field offices will not have to be covered since are considered an in-kind contribution of the local partners. The action plan as a core of the proposed strategy is to continue to operate all members of the different partners include in this action, while the education and training activities targeting the students will be included in the curricula and extracurricular activities of the selected schools. The production of communication and information materials as well the development of a need analysis will produce a long term impact without requiring future running costs. The presence of the partners in the target areas as well the involvement of schools and municipalities (where will be considered such an action plan), will guarantee the follow up of the above mentioned results and impact over the time, with any additional cost. From an **institutional perspective**, the action proposed is fully coherent with the *National Programme against Human Trafficking 2008 - 2010* promoted by Macedonian and Albanian Ministries of Interior, foreseeing the Government ownership, involvement of civil society and strengthening of victims' assistance. The creation of a *Cross-border Network* based on the initiatives of local *Joint Committees* involving NGOs, community based organizations, educational institutions and local authorities will ensure the ownership of the action outcomes and a continuous monitoring, making easier any future planning. The action will produce a **political impact** not only in the target municipalities and toward the target groups, but also at national and regional level.

The proposal is expected to produce **a positive impact with tangible results on the following groups**: most motivated teachers of the target schools participating in training and follow-up activities; students from the upper classes of the same schools taking part in the simulation “Model Human Rights Defenders”, increasing their knowledge on social inclusion and their ability to protect human rights; a larger number of students, teachers, parents, public citizens involved in dissemination activities and raising awareness campaigns.

Macedonian civil society is very active in promoting social inclusion, equality and cohesion in the country. Local civil society groups such as CDIPL - *Centre for Development and Improvement of Public Life*, have been able to propose alternative education methodologies with a strong accent on cultural dialogue. Civil society has tackled several priority issues in terms of respect of fundamental freedom and human rights; through the project, their role as “Human Rights Defenders” will be recognized and supported in front of local and national authorities. By taking part to the Action, civil society organizations will increase their networking capacities with public decentralized services and with the school system; this will contribute to enlarge the impact of their initiatives. Civil society organizations will have moreover the opportunity to enhance their skills in pursuing a public agenda based on a rights-based approach rather than on a need-based analysis; this factor will support them in the formulation of more effective programming and interventions.

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ENHANCING THE ABILITY OF EDUCATION IN PREVENTION OF THE TRAFFICKING IN HUMAN BEINGS

Tatjana BOSHKOV, PhD

Assistant Professor in International Finance and Exchange rates
Faculty of tourism and business logistics
University “Goce Delcev” - Shtip, Skopje
Email: tatjana.boskov@ugd.edu.mk; tatjana.boshkov@gmail.com

Aleksandra ZEZOVA, PhD

Assistant Professor in Social Science
Faculty of tourism and business logistics
University “Goce Delcev” - Shtip, Skopje
Email: aleksandra.zezova@ugd.edu.mk

Abstract: *Trafficking in human beings is a complex phenomenon that is often driven or influenced by social, economic, cultural and other factors. It takes many different forms. It is dynamic and adaptable and, like many other forms of criminal activity, it is constantly changing in order to defeat efforts by law enforcement to prevent it. Many of these factors are specific to individual trafficking patterns and to the States in which they occur. Some of the common factors are local conditions that make populations want to migrate and search of better conditions: poverty, oppression, lack of human rights, lack of social or economic opportunity, dangers from conflict or instability and similar conditions.*

To this aim, the paper is structured in such a way to develop a “MODEL Human Rights Defenders in education” to assess the problem of human trafficking as it presents itself and to develop an effective strategy and capacity for development of strategies concerned; to carry out effective local public education and other measures to prevent human trafficking.

Keywords: *human trafficking, model, defenders, education*

1. Introduction

Political instability, militarism, civil unrest, internal armed conflict and natural disasters may result in an increase in trafficking. The destabilization and displacement of populations increase their vulnerability to exploitation and abuse through trafficking and forced labour. War and civil strife may lead to massive displacements of populations, leaving orphans and street children extremely vulnerable to trafficking. These factors tend to exert pressures on victims that “push” them into migration and hence into the control of traffickers, but other factors that tend to “pull” potential victims can also be significant. Poverty and wealth are relative concepts which lead to both migration and trafficking patterns in which victims move from conditions of extreme poverty to conditions of less-extreme poverty. In that context, the rapid expansion of broadcast and telecommunication media, including the Internet, across the developing world may have increased the desire to migrate to developed countries and, with it, the vulnerability of would-be migrants to traffickers. The practice of entrusting poor children to more affluent friends or relatives may create vulnerability. Some parents sell their children, not just for the money, but also in the hope that their children will escape a situation of chronic poverty and move to a place where they will have a better life and more opportunities. In some States, social or cultural practices also contribute to trafficking. For example, the devaluation of women and girls in a society makes them disproportionately vulnerable to trafficking. Added to these factors are the issues of porous borders, corrupt Government officials, the involvement of international organized criminal groups or networks and limited capacity of or commitment by immigration and law enforcement officers to control borders. Lack of adequate legislation and of political will and commitment to enforce existing legislation or mandates are other factors that facilitate trafficking in persons.

We learn daily about new ways of preventing, investigating and controlling the crime of trafficking and about more effective ways of protecting and assisting the victims of this crime. The present manual was prepared because there is still much to be learned about what works best to prevent and combat human trafficking under various circumstances. It presents a selection of conceptual, legislative and international and domestic organizational tools in use in Macedonia and Albania. The paper is structured in such a way to develop a “MODEL Human Rights Defenders in education” to assess the problem of human trafficking as it presents itself and to develop an effective strategy and capacity for development of strategies concerned; to carry out effective local public education and other measures to prevent human trafficking.

2. MODEL Human Rights Defenders in Education

The “**MODEL Human Rights Defenders in education**” has the aim to represent a creative synthesis of civil society educational field experiences, national policies and strategies and local experimentations and development process. At the core of the our recommended model will be a participatory pilot initiative (the “Model”) built by teachers with their students to react against segregation and discrimination and to monitor the respect of human rights inside the institutions for education and in the society. Through the model, students from different areas of the country will take

part in a democratic debate to build a common agenda for human rights, taking an action in promoting non-discrimination, social inclusion and social rights of vulnerable groups. The pilot experience will be built on the methods, approaches and concepts of **Intercultural Education** and **Human Rights Education**. In order to promote human rights and democracy in the country, *intercultural dialogue, non-discrimination and inclusion in the Macedonian education system* are recognized strategic at different levels.

The introduction of Intercultural and Human Rights Education (HRE) in secondary school system has to be considered a priority at national level as the “*Strategy towards Integrated Education*” adopted by Ministry of Education and Science (MoES) reveals. While increased “ethnicity” is still prevailing among young people and adolescents during their growing experience, schools are still failing in providing a space of dialogue and understanding. In geographical areas of the country such as the municipalities of Tetovo and Struga, school has often become a place for segregation and division with further negative consequence in the sustainable democratic development of local society. The increase in division of adults and young people across “ethnic” communities has resulted in generating further discrimination. While a major attention of public agenda is imposed to this conflict and politicized issue, social exclusion and discrimination are characterizing yet several other aspects of everyday life.

A recent study conducted in Macedonian Republic (“*Mapping of VET educational policies and practices for social inclusion and social cohesion*”, University American College-Skopje, August 2013), reveals the very narrow concepts on **social inclusion, anti-discrimination and equal access** prevailing in Macedonian national policies and educational strategies: *social inclusion was most often related to some form of disability, or pupils with special needs, and in recent time, to the “ethnicity” of pupils.* **Social Inclusion** is a multidimensional and complicated process; social exclusion can influence the relationship of individuals, groups and communities with the society. Different dimensions of social exclusion should be considered: economic, social, cultural, political exclusion. In the past years Macedonian policies has been developed to address multicultural issues in the country and, in the school system as well as in other sectors of public life, ethnicity has been considered in many cases the sole risk of social exclusion.

The action which is necessary for realizing this Model will be propose to secondary schools, public and private stakeholders in the target areas to adopt a **human rights’ perspective** proved extraordinary effective in addressing discrimination and exclusion. To address social exclusion and discrimination it is very

important to create a new culture of human rights, i.e. a new environment in which every human being is accepted and holds equal chances in every spectrum of living, and the society enables every citizen to express his potentials, knowledge, skills and capabilities.

We direct this paper at *introducing intercultural human rights education and anti-discrimination tools in the curricular and extracurricular education system of secondary schools* by promoting an experimental path to enable the students from different religious, cultural, socio-economic and linguistic background to play the “role” of human rights defenders in their own schools.

Macedonian civil society is very active in promoting social inclusion, equality and cohesion in the country. Local civil society groups such as CDIPL - *Centre for Development and Improvement of Public Life*, have been able to propose alternative education methodologies with a strong accent on cultural dialogue. By taking part, civil society organizations will increase their networking capacities with public decentralized services and with the school system; this will contribute to enlarge the impact of their initiatives. Civil society organizations will have moreover the opportunity to enhance their skills in pursuing a public agenda based on a rights-based approach rather than on a need-based analysis; this factor will support them in the formulation of more effective programming and interventions.

3. Participants benefits from the MHRD

According to mainstreaming definition, Human Rights Defenders (HRDs) are those individuals, groups and organs of society that promote and protect universally recognized human rights and fundamental freedoms. Human rights defenders seek the promotion and protection of civil and political rights as well as the promotion, protection and realization of economic, social and cultural rights. Human rights defenders also promote and protect the rights of members of specific groups such as indigenous communities. The definition does not include those individuals or groups who commit or propagate violence. The activities will be addressed to upper classes of the target secondary schools, because it is at this stage that adolescents and youths develop the first symptoms of hate speech, intolerance towards others, support to the raising of national, social and economic barriers and lack of desire to understand the other from another religion, nationality or social-economic status. Thanks to the “Model” role-playing, participants will:

- gain knowledge about and respect for human rights and fundamental freedoms;
- develop a sense of individual self-respect and respect for others; they will be able to value human dignity;
- have the opportunity to demonstrate attitudes and behaviors that show respect for the rights of others;
- practice gender equality;
- have the opportunity to show respect, understanding and appreciation of cultural diversity, particularly towards different national, religious, linguistic and other minorities and communities;
- They will be empowered as active citizens;
- They will learn the basic principles of labour and economic rights;
- They will learn to promote democracy, social justice, communal harmony, solidarity and friendship between people.

Participants will have the opportunity to experience and reflect upon activities and concepts central to human rights education based on experiential learning approaches. They will develop an analysis of the **competencies, skills and values of trainers working with human rights**.

Thanks to the experience of the Applicant in development cooperation, the team of trainers will be introduced to **human rights-based approach** (HRBA) Rights-based approaches have only recently become a focus within the education sector. Applying a HRBA to rights to education and rights within education requires reaching all marginalized groups but also imposing some important challenges. However, the approach can be more effective of a need-based approach in promoting social cohesion, integration, building respect for peace and non-violent resolution and being more cost-effective. Rights-based approach is particular consistent with the laboratory experience that the team of trainers will have to build with the target group of teachers. In order to claim rights, people need to know what their rights are and how they are being addressed, how decisions are made and by whom, and what mechanisms, if any, exist to seek redress in cases of violations.

4. Methodology - Model Human Rights Defenders Laboratory

The main activity that is core of this paper – the Model Human Rights Defenders Laboratory, will be based on Intercultural and Active Citizenship methodology. If the traditional citizenship can be defined as the system of various rights and duties that governs the relationship among the citizens, the Active Citizenship Education is the exercise of powers and responsibilities of the citizen in the daily life of democracy. The intercultural and citizenship education is a continuous process, not a goal in itself. In the Macedonian multicultural context, some of the main elements of this process are: culture, identity, and citizenship.

In this scenario the notion of participation of young people in the society is in continuous evolution and relevant issues in citizenship education are:

- how to facilitate the participation of young people,
- which activities promote and how to build partnerships,
- how informal education can become a tool for inclusion,
- how to connect the educational agencies (as a school system), families and the local community in an integrated educational system.

Events as a forum, workshops and laboratories are privileged contexts to experiment practices of citizenship education, considered as a social educational process through which people may become more aware of their own culture and of the interdependence between cultures, including a respect for the difference, whether this difference is due to culture, religion, ethnic background, sexual orientation, nationality, social status, disability, personal attitudes. Youth and adolescents can make sense of their own position and gain knowledge discovering the system of social relations and examining together the role of stereotypes, prejudice and ethnocentrism; discovering how to make sense of their world and to identify strategies for living peacefully in the intercultural perspective. Intercultural Education is a response to the challenge of providing quality education for all. It is strongly interconnected within a Human Rights perspective as expressed in the Universal Declaration of Human Rights (1948).

Through intercultural Education the following dimensions of “learning” process will be activated:

1. Learning to know,
2. Learning to do,
3. Learning to live together,
4. Learning to be.

Linked with intercultural education, the proposed Model will promote whenever it will be possible a multilinguistic approach. Considering that linguistic issues have had an influence on the level of integration between “ethnic” groups, studying in the own mother tongue was preferred by giving an opportunity of cultural exchange. For these reasons, translation and interpretation are expected to be provided to ensure an active participation and mutual understanding between teachers and students from different groups; human rights issues can be presented as a dynamic and integral concept with significant implications on both the individual and collective sphere.

The Action of the Model will promote networking methodologies and it will have a strong multi-stakeholder character. A segment of the local society will be involved in the activities: representatives of the different expressions of local civil society (NGOs, political activists, youth associations), representatives of local public bodies, officers responsible of managing education activities, teachers, university students, etc.

5. Why Model Human Rights Defenders in education?

Following the 2001 civil war, minority rights have been incorporated in the country national legislation and the commitment of the Macedonian society to establish a legal and institutional system based on the non-discrimination principle and the protection and respect of the rights of minorities has been significant and symbolically represented by the Ohrid Framework Agreement. However, the level of segregation and intolerance among the different communities still represents the main obstacle to the democratic development. The emergence of new episodes of inter-community violence in 2012 has dramatically demonstrated the difficulties of this process. Human rights are often at risk to be violated, especially among the young generations, particularly vulnerable. Generally, the education system supports multicultural societies in addressing these challenges and leads to improvements in interfaith and intercultural understanding if supported with appropriate policies; unfortunately in Macedonian Republic education is often a place for segregation and division. Continued efforts are needed in this field at national level. Provide a detailed analysis of the problems to be addressed by the action and how they are interrelated at all levels. Increased permeation of “ethnicity” is prevailing in the secondary and tertiary education system.

Disparities are still evident at the secondary education level, mainly among students of the Roma and Turkish communities, while the segregation between Macedonian and Albanian groups is evident in many schools. Although in 2010 the Ministry of Education made great efforts to approve a *Strategy towards Integrated*

Education in the Republic of Macedonia, no state budget was allocated to implement the strategy, segregation in schools along ethnic and language lines remains widespread and there have been repeated cases of inter-ethnic violence in secondary schools, as revealed by the *European Commission 2012 Progress Report*. Schools are still vulnerable; they do not have procedures in place to ensure democratic participation of students, parents and communities. Schools are still failing in providing opportunities for students from different ethnic groups to communicate and learn together, further increasing the risk for ethnic-based segregation. According to the *European Commission Against Racism and Intolerance* (ECRI 2010) the teaching materials and methods are inappropriate and the teaching in language other than Macedonian is of poor quality; an indicator of the discrimination suffered especially by Roma people is the high level of drop out of Roma children and their overrepresentation in educational facilities directed to persons with disabilities. The right to education especially for Roma girls and women is consistently violated.

There is an urgent need to raise the awareness of the citizens on the importance of building plural and democratic education and learning process and a deep institutional change in the national education system is urgent. In fact, some elements of ethnocentrism are still present in the curricula and there is a lack of content about “the others”, especially in subjects such as history and the literature. These problems are interrelated with the low quality of teaching provision; the insufficient number of teachers able to address the complexity of the Macedonian education system and the very low number of well-trained teachers. In these conditions, there is an urgent need for compulsory, free and quality secondary education for everybody, able to fight discrimination and racism in and through the school education (ECRI Recommendation n. 10).

6. Analysis of the problems and their interrelation at all levels

Although geographically small, Europe appears to be a different region in terms of trafficking flows; while Western, Southern and Northern European countries are mostly trafficking destinations, the Central and South West regions are both origin and destination for trafficking. The particular placement of **Balkans** made these countries, in fact one of the **main transit zones** for traffic of human beings from East Europe and Asia to Western Europe. Today there are two important **smuggling paths** in East Europe and both of them include the **Republic of Macedonia**. The **traffic of human beings** is in part the result of the **migration** processes affecting the region.

The European Committee on Migration stated that in FYR Macedonia, even if population is increasing, there is a substantial population loss owing to net migration. Migration is mainly illegal, increasing the traffic of human beings, above all women and children for sexual exploitation. Thus trafficking is strictly related to the increasing presence of **organised crime**, considered by the United Nations Report on “Crime and its impact on the Balkans” as the real problem of South East Europe. This phenomenon has been grown up since last decade; the conflicts and the transition to democracy led to a lack of control on economic and social changes and reforms, creating great opportunities for organized crime groups to create and strengthen their links with some members of politic elite who stated to keep their power in the region. The organised crime may be considered also an effect of the increased level of **corruption** spread in these countries. Human trafficking is particular present in the areas affected by the recent conflicts, due to the flow of refugees and IDPs concentrating in these areas.

Nowadays the **border between FYR MACEDONIA and Albania**, as consequence of the 2001 conflict, is the most permeable line in the Balkans feeding trafficking of women and children for prostitution. The phenomena described above, are indeed consequence of wider processes leading to the marginalization of the most vulnerable groups and especially affecting the young generations. The recent decrease of the Macedonian GDP and the rise of the inflation rate and, above all, the alarming increase of the **unemployment rate** have contributed to enlarge the gap between rich and poor classes, rural and urban population is increasing; in the South of the country a lot of peasants or young women leave their fields and house hoping to find new opportunities, but they usually enter in illegal paths, in trafficking and prostitution. The same processes have been registered in Albania, where the unemployment condition concerns about 38% of inhabitants. In the last years, both countries have developed and **institutional framework** on which make converge the efforts in contrasting human trafficking; the Republic of Macedonia and Albania have adopted the UN Convention against transnational crime respectively in 2002 and 2005. Other provisions against the human trafficking have been included in the criminal codes; other than the legislative framework, the **law enforcement** is essential to guarantee the traffickers’ punishment. The trafficking phenomena break the law and favour organised crime, but above all deny the human rights of the victims, whose reintegration in the society is long and difficult and need to be strongly supported; even if some forms of **assistance to the victims** have been introduced in the target countries, the widespread lack of information and a distrust on institutions prevent their employment.

7. Addressing specific problems by the action

In the latest years both FYR Macedonia and Albania has ratified almost all of the international conventions on transnational traffic of human beings and are introducing laws and harder punishments. But human trafficking, is not decreasing. The macro-economic and social living conditions of many youths, boost them to leave the country, searching for new income opportunities, often falling in the networks of the organised crime or even being involving in illicit activities. While the capacities of national governments to control and fight the trafficking paths are still weak, there is a lack of common understanding of the negative impact of Human Trafficking or smuggling in the region. In particular, the adoption of a **multi-level approach**, incorporating prevention, protection of victims and potential ones, prosecution of traffickers, should be achieved through the involvement of different actors (Ministry of Interiors, of Education and Sciences, the Municipalities and other institutions). It means that it is a priority, first of all, to **involve civil society** and to develop **local level of self-government** producing suitable forms of action against trafficking; the **lack of specific skills and information** at local level need to be contrasted at this aim. The lack of dialogue between local actors at **cross-border level**, among the Republic of Macedonia and Albania, together with the absence of national or regional **monitoring and evaluation systems** have also to be addressed.

Expected results

In order to achieve the proposed aim, the action will be directed to fulfill two **Specific Objectives**:

1. Promoting the cooperation and creating new partnerships between main local actors in FYR Macedonia, Albania and Bosnia Herzegovina, and reinforcing their joint action capacity against the crime of Human Trafficking;
2. Raising the awareness and improving the knowledge on human rights, illegal migration and trafficking of human beings, among most vulnerable groups in the Albanian-Macedonian border area.

Expected Results:

1. A network of main local stakeholders is established;
2. Information and in-depth material on HT crime in the Albanian-Macedonian border area are created and disseminated;
3. The knowledge on the crime of HT among the young population of the area is improved;

4. A widespread coverage awareness campaign is launched through the main local media (newspapers and radio);
5. A thematic website and a monthly thematic newsletter are created and disseminated.

Conclusion

The proposal Model or this paper have the aims at supporting the civil society in its ability in organizing activities focusing on MHR, expanding attention, participation and support in the specific social sector formed by young people, students and teachers of secondary schools, considered as a useful platform to disseminate awareness on HR into broader parts of the society. The proposed action will give support the introduction of Human Rights Education in the intercultural perspective of an integrated education system. According to European mainstreaming the threats to social cohesion that multiculturalism may bring, have to be counter-acted by education for intercultural dialogue that depends on intercultural competence (*Council of Europe, 2009*). Through the realization of the Model *the capacity of the civil society* will build competences among young generations as its will be improved too. Through its effects on education system, the paper will contribute at *enhancing respect for human rights and fundamental freedoms* in the country. Protection and respect of diversity, non-discrimination and the recognition of social inclusion and social and economic rights and of the rights of minority groups are central issues to be addressed for the fulfilment of inclusion and pluralism and schools represent one of the crucial places in this sense. The paper will strengthen the partnerships of civil society and public institutions in the planning and implementation of programmes for human rights in the secondary school system. Inside the school system, it will enhance the monitoring of all forms of discrimination based on culture, language, gender, disability, age, religion, etc. Specifically, the paper is directed to promote a new interactive didactical tool “Model Human Rights Defenders” fostering interethnic, inter-religious and intercultural tolerance and understanding. At the same time a local civil society organization with a multicultural composition will increase its capacity to influence the public opinion, especially youths, and will carry out the responsibility to propose further editions of the simulation.

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MIGRANT CRISIS AND USE OF THE ARMY OF REPUBLIC OF MACEDONIA IN DEALING WITH CRISIS SITUATION

Toni PETRESKI, PhD

Assistant Professor at “International Slavic University, “Gavrilo Romanovich Derzhavin” in Sveti Nikole, and works at Ministry of Defence of the Republic of Macedonia

Email: tonipetreski68@yahoo.com

Igor GJORESKI, PhD

Assistant Professor at Military Academy “General Mihailo Apostolski” in Skopje, and works at Ministry of Defence of the Republic of Macedonia

Email: gjoreski.igor@yahoo.com

Abstract: *The migrations of peoples are old as humanity itself. What is changing in migration are reasons that drive people to migrate from one place to another. The very large scales of migration are serious threat to the security not only for small countries but also for the much larger and powerful countries. A good example for the impact of migration of the states security is a wave of migrants which affected EU from the Middle East since the beginning of 2015. This migrant’s wave gripped the Republic of Macedonia as a transit country for migrants who coming from Greece to their final destination in Western Europe. At the beginning it was a serious challenge to the Government how to deal with them. At one the moment the figure of migrants was becoming alarming, and the police failed to properly to deal with them. At that moment the Army of Republic of Macedonia was engaged ARM to support the police in dealing with migrants on the southern border.*

Keywords: *Migration, police, Army, security, crisis.*

Introduction

Migration means more or less constant movement of individuals or groups between natural or political borders into new areas or communities. It is present between the nations since the appearance of the first tribal communities. Spurred by the search for better existential conditions, tribes in the past have been forced to migrate from one area to another. In other words, migration is a concrete example of social globalization.

Today, the reasons for migration of people sociologists locate in different areas. Some sociological studies that study migration they linked causes of migration to political, security, economic, social, demographic, ethnic, relatives and other factors. However, in research and analysis of migration it is important to distinguish differences between two types of reasons. The first types are conflicts, high unemployment in the country of origin, and second are that security and economic expansion of the host. Overall migration can be divided into external (from one country to another) and internal (from one area to another within the country).¹

In dealing with this kind of crises which exceeds capabilities of other states institutions, the Government can use the Army to deal with crises. It was happen this year in the Republic of Macedonia, when the Government of the Republic of Macedonia has used the Army as support to police in dealing with migrants in the southern border.

Migrants Crises and Europe

The current wave of migration in Europe is a different from that in the past. Unlike from the population movements sequence this wave represents a combination of asylum seekers from Syria, Iraq and Afghanistan, as well as economic migrants from sub – Saharan Africa, and the Balkans. Most of them arrive in Europe by land or sea route. Most of these migrants expose the long and dangerous journeys from their homelands to their final destination in the EU. But the current migratory wave differs from the other in the sense that it is chaotic and massive, and also affects many countries in different ways.

This crisis situation has shown the shortcomings of the EU migration policies, because the states on its periphery had to cope with the influx of people, who were not ready to deal with them. It also represents a serious threat to the principle of free movement of people in the European Union. Several states have introduced border controls to stop migration routes. Some of them build walls on their borders to stop migrants. At the end, we have situation deep political misunderstandings and different approaches how to deal with migrants. The debate on measures to resolve the crisis revealed different approaches among member states. Most of the countries refuse to join to the plan for migrant distribution and asylum seekers across. But, after Berlin and Brussels threatens to introduce serious measures to countries the plan was adopted

¹ See more in “The Influence of Migration on Materialisation of Political and Military Power of the States” by Igor Gjoreski, Toni Petreski, Biljana Avramoska Gjoreska and Marjan Gjurovski, Proceedings from First International Scientific Conference from Center for Legal and Political Research, Faculty of Law, 11-13 September 2014.

by all countries. The migrant crisis is going to have serious challenges to all EU countries.

Durable effects of migration crisis in the EU will be:

- the movement of asylum seekers will affect the demographics of the EU member states;
- the integration process of foreigners would be problematic, especially because the settlers have fewer employment opportunities of local people; and,
- certain political parties and groups will continue to oppose the arrival of foreigners in Europe, will attack centers for migrants and will protest against settler policies.

The Balkans and Republic of Macedonia in Dealing with Migrant Crises

Some media after the summit in Brussels believe that the EU wants to turn the Balkans into a buffer zone for refugees. Namely, in the analysis of the action plan which was recently adopted in Brussels by the leaders of ten states and three Balkan aspirant countries, the Berlin daily "according to Tageszeitung" assesses that the Balkans will pay the price of European policy to deter refugees: "The Balkans will become a transit zone in which legal refugees will be separated from those who have no chance to get asylum and who would later be deported" said Erick Bonze. In addition he underline that instead of the refugees to be allowed to pass from one country to another, as so far will have to be kept in so-called hot spots respectively, that are now forcing Balkan countries to do the "dirty work" (Nova Makedonija, 2015).

To date, it is supposed that the Balkan route passed over 800 000 refugees (Utrinski vesnik, 2015), and only Macedonia has spent at least five million euros for migrants, and each subsequent month cost an additional million euros at the engagement of the security forces, without the cost of health and social services, and services to humanitarian organizations.

Hence it can be concluded that rising costs bu could endanger budget plans not only Macedonia but also of some European governments.

Use of the Army of the Republic of Macedonia in support of other state institutions in crisis

Every country in the world, each region and each local community is not immune from any kind of natural, technical and technological or human-induced disaster.

We are witnessing a growing number of natural or man-made disasters that occur every day not only in the world but in the Republic of Macedonia. On daily basis, the citizens of the Republic of Macedonia, both at national and local level are facing the same challenges, threats and risks caused by natural disturbances that need to engage not only the capacity of the Directorate for Protection and Rescue, the Centre for Crisis Management, but also the resources of other state institutions, including the Army. The Republic of Macedonia has built its own system of protection and rescue and crisis management (to deal with natural disasters, technical and technological disasters or man-made disasters) with entities that are legally specified obligations.

Cooperation and coordination between subjects of the system for protection and rescue and crisis management has improved and enhanced day by day. It is necessary because crisis often beyond the capacity and resources of each institution separately. Therefore, cooperation between the institutions at the local, regional and national level is necessary to raise the highest level. It is important if we want to achieve maximum results in assistance and support to vulnerable populations, especially if the affected region does not have enough capacity to help their own population.

The range of actions required by the Army in the event of its engagement in support of other state institutions when the crisis beyond their capacity to cope or do not have adequate equipment and facilities is quite broad. It covers the logistical support through recovery from the impact of flooding, fires, delivering medical supplies and nutritional products in hard to reach terrain until combat support to the police in crisis and crisis situation.

Support to other state institutions

Ministry of Defence and Army have helped to the citizens of the Republic of Macedonia in the past years and in the future should continue to give support to other institutions and to assist the affected population wherever is necessary. The engagement of the Army is made in cases when a crisis or a crisis situation exceeds the capacity to tackle other state institutions. The use of the Army in crisis in support of other state institutions is in accordance with its basic constitutional responsibility -

protect and defend the independence and territorial integrity. After all, one of the strategic missions of the defense system is the support of other state institutions in dealing with situations that exceed their capacity (Defence Strategy, 2010).

In detail, the engagement of the Army in crises or in crisis situation is governed by the Law on Crisis Management, and developed Standard Operating Procedures that is further determined who, when, how and which units can be used for this purpose. In that context, the Army continuously developed and maintained capacities and capabilities for this purpose. The Army has developed and maintains Engineer units, helicopter units, infantry and other capacities and capabilities that can be used in support of other institutions. In that way, the Army has continuously give support of the state institutions in crisis and emergencies.

In past years the practice has shown that the Army, regular was engaged in the actions of the Government in support of the Directorate for Protection and Rescue, the Centre for Crisis Management, local authorities, fire units and police. At the beginning of 2015, the Army was engaged in rehabilitation of the consequences of the floods that hit the Strumica region. In August also, the Army was engaged in dealing with the aftermath of floods in the Tetovo region (Jolevski, 2015a). In the framework of their missions, especially those under the Law of Crisis Management and broad context of security, the Army always provided, provides and will provide support to the institutions holders in dealing with crises and disasters"(Xhaferi, 2014).

Support to police

The support to the police from the Army is governed by the Standard Operational Procedures between the Ministry of Defense and Ministry of Interior. The use of the Army in situations when need to support the police in dealing with the crisis is more complex and extensive task (Besimi, 2012). Basically, the use of the Army in support to the police is the last step when the Government takes in dealing with a crisis or a crisis that transcends the capacity of the police or other state institutions. The situation is complicated by the fact that the use of the Army in support to the police is not legally regulated, but it is governed by bylaws or operating procedures in operation since 2006 and needs their critical review. Also, is needed the law governing of the part that applies not only to the conditions and situations that can engage the Army but also in terms of who will be under whom subordination (to command and manage the units in such a situation - whether police officers or army officers).

In the last decade there was not a situation where the needed support to the police by the Army. However, the need for enhanced control of the southern border has

contributed, the Government to engage the Army in support of the police in dealing with the wave of migrants from Greece. The mission of the Army in support of the police has been successful and managed to prevent the uncontrolled entry of migrants in the country.

Such frequent involvement of the Army in dealing with the challenges of non-military nature implies the need to redefine the strategic missions of the defense system by placing the emphasis on the need to develop the capacity and capability of the Army to support other state institutions. The development of these capacities and capabilities is the duty and responsibility of the army in function of its constitutional obligation.

Regional cooperation in the filed of crisis management in dealing with non-military challenges

The efforts of the Republic of Macedonia in developing the capacities and capabilities to deal with crises of non-military nature are extended on a regional basis. Namely, the Republic of Macedonia through various regional forums for cooperation attempts to develop a common regional capacities and capabilities to deal with crises of non-military nature. Furthest in this regional approach to the development of joint regional capacities and capabilities to deal with crises of non-military nature is achieved in the countries of the US - Adriatic Charter. The past teaches us that together we can achieve more countries to help each other especially in a situation where countries have lack of the capacity and capabilities for protection and rescue and crisis management. Macedonia is continuously engaged in the coordination and development of capacities and abilities to protect and rescue the population as a national and regional basis.

Lessons learned from past and experiences show that the common regional response to the crisis is a natural responsibility of our region. Balkan countries are small countries that have similar but not the same resources and capacities to deal with this kind of challenge. Individually, none of the Western Balkan country, being a NATO member or partner, do not have the capacity and ability to independently deal with crises of non-military nature. In the past we had the opportunity to see what happens when we have an accident which affected the greater region. The lessons learned from these accidents have shown that cooperation and assistance between the countries of the Western Balkans is rapidly expanding in order to promptly manage the crisis and to allow safer and more secure environment for people.

The national interest of the Republic of Macedonia is to continue with the development of capabilities and capacities to deal with crises of non-military nature both at national and regional level. It requires enhanced regional cooperation between

states, between state institutions, non-governmental organizations, scientific experts and the public and all subjects in creating security strategies, mechanisms and procedures for dealing with them. We support the initiatives within the US - Adriatic Charter and beyond aimed at developing capacities for dealing with emergency situations (Jolevski,2015b). The development of such capacities and capabilities on a regional basis will contribute to more efficient and more effective dealing with the consequences of natural disasters, crises of the countries of the Western Balkans. It will facilitate the timely prevention and suppression of the crisis in its infancy which would avoid endangering the lives of the people and would save considerable resources.

Conclusion

Dealing with crises and the challenges of non-military nature is challenging for every country. It requires the use of many resources and timely response to this to prevent and suppress at the beginning. In situations when the crisis, crisis situation or natural disasters of greater scale and exceed the capacities and capabilities of the state, in most cases use the Army to deal with them. The Republic of Macedonia is not resistant to this threats and security challenges.

Although in the past two and half decades, Macedonia has managed to build its own system of protection and rescue and crisis management, however in case of emergency, crisis or other endangerment of non-military nature use the Army to deal with the consequences. We can mention the case with the use of the Army in dealing with fires, floods, supplying food and medicines to the snow-tossed areas and the latest engagement in 2015 in support to the police in dealing with migrants on the southern border. Such frequent involvement of the Army in dealing with these challenges requires the need for a redefinition of its strategic missions by placing emphasis on the development of capacities and capabilities to deal with the challenges of non-military nature. Also is needed greater coordination and cooperation among all subjects in the security of the local and state level in finding appropriate mechanisms and strategies to effectively deal with the challenges of non-military nature, crises and crisis situations. There should not be ignored and the development of regional capabilities and capacities in this domain for a common response to the crisis.

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INTERNATIONAL STRATEGY FOR CLIMATE CHANGE AND THE COUNTRIES' COMMITMENT FOR DEVELOPING POLICIES

Aneta STOJANOVSKA-STEFANOVA, MSc^a

University "Goce Delcev" - Shtip, Republic of Macedonia

Email: aneta.stojanovska@ugd.edu.mk

Nadica VCKOVA, MA^b

Crisis Management Center of the Republic of Macedonia

Email: nadica.vckova@cuk.gov.mk

Abstract: *Climate change is not only a modern term that is constantly used in international politics to show awareness about this significant issue in the world media, or as a subject that states have to consider as important in the future when the world will be politically and economically more stable. Climate change has become a global political and environmental challenge for humanity over the last decades. Therefore, coordinate approach of the countries and international strategy for disaster risk reduction and multiple actions on climate change is more than needed. At the same time, climate change policies cannot be developed in isolation from the overall development context. For that reason, more than 150 countries representing around 90% of all global emissions in USA already have offered climate pledges and last month, 81 companies from across the American economy signed the American Businesses Act on Climate Pledge to demonstrate their commitment to climate action and show their support for a strong international climate agreement. Ahead of the forthcoming Summit on climate change in Paris (December 2015), more than 200 Colleges and Universities in USA sign the American Campus Act on Climate Pledge to demonstrate support for strong international climate action. Countries are aiming to reach Agreement in Paris on a deal that will come into force from 2020. This means ensuring each nation pledges its own 'nationally determined contribution' for post-2020 action. The agreement should include ambitious national plans for action from 2020 onward, and a package of pre-2020 action, with more ambitious national mitigation pledges, better delivery of existing financial commitments and more action in key sectors, such as energy efficiency, renewable energy deployment and forest protection.*

Keywords: *States, governance, commitments, environment, challenge*

^a Aneta Stojanovska-Stefanova, PhD candidate, Teaching Assistant, Faculty of Tourism and Business Logistics, University Goce Delcev; research fields: international politics and history of diplomacy.

^b Nadica Vckova, MA, Deputy Manager of PR Department, Crisis Management Center of the Republic of Macedonia; research fields: crisis management, public relations and policy.

Introduction

Since 2011, countries have been meeting regularly to negotiate a new international Climate Agreement, with the goal of adopting that Agreement at the end of 2015, at the 21st conference of the Parties (COP) to the UN Framework Convention on Climate Change (the Convention) in Paris. Climate change is now imminent. Changes in weather patterns including extreme weather events are impacting every nation on Earth, and impacts are being felt most severely by the poor and vulnerable. Many solutions are available and being implemented, but they are not yet being deployed at the scale or speed required to accomplish an orderly transition to a low-carbon, and climate-resilient economy. The 2015 Agreement in Paris represents a critical opportunity to send unambiguous signals that the world will shift its economic and social activity toward more climate-friendly and sustainable pathways.¹

Climate change requires global agreement on certain actions and solutions but it is clear that the 2015 Paris Agreement will have strong roots in national decision-making. In order to provide balance between a wholly nationally driven approach and multilateral rules and norms, the choice was made to include a specific long-term goal for mitigation and a long-term goal for adaptation. These goals are focused on motivating, and providing overarching guidance to, the specific national actions that will be undertaken by Parties individually and collectively. Another counter-balancing factor to the lack of multilateral rules and norms, which some members of the consortium believe would facilitate greater ambition, was to include a provision to update the commitments regularly through five-year cycles of continuous improvement, combined with a decision that countries not roll back their commitments but rather commit to strengthening them at regular short-term (five-year) intervals. The ACT 2015 suggested legal text proposes three cycles of continuous improvement that apply to different policy areas, but are equally important in the Agreement: mitigation, adaptation, and support.

American Business Act on Climate Pledge

The White House will announced new commitments from companies from across the American economy who are joining the American Business Act on Climate Pledge. With this announcement, 81 companies will have signed the American Business Act on Climate Pledge to demonstrate their support for action on climate change and the conclusion of a climate change agreement in Paris that takes a strong step forward toward a low-carbon, sustainable future. These 81 companies have operations in all 50 states, employ over 9 million people, represent more than \$3 trillion in annual revenue, and have a combined market capitalization of over \$5 trillion.

By signing the American Business Act on Climate pledge, these companies are:

- Voicing support for a strong Paris outcome: The pledge recognizes those countries that have already put forward climate targets, and voices support for a strong outcome in the Paris climate negotiations.
- Demonstrating an ongoing commitment to climate action: As part of this initiative, each company is announcing significant pledges to reduce their

¹ World Resources Institute, http://www.wri.org/sites/default/files/uploads/ACT2015_LegalSuggestions.pdf, Last accessed November 23, 2015

emissions, increase low-carbon investments, deploy more clean energy, and take other actions to build more sustainable businesses and tackle climate change.

These pledges include ambitious, company-specific goals such as:

- Reducing emissions by as much as 50 percent,
- Reducing water usage by as much as 80 percent,
- Achieving zero waste-to-landfill,
- Purchasing 100 percent renewable energy, and
- Pursuing zero net deforestation in supply chains.

The impacts of climate change are already being felt worldwide. Nineteen of the 20 hottest years on record occurred in the past two decades. Countries and communities around the world are already being affected by deeper, more persistent droughts, pounded by more severe weather, inundated by bigger storm surges, and imperiled by more frequent and dangerous wildfires. Rising temperatures can lead to more smog, longer allergy seasons, and an increased incidence of extreme-weather-related injuries, all of which imperil public health, particularly for vulnerable populations like children, the elderly, the sick, the poor, and some communities of color. No corner of the planet and no sector of the global economy will remain unaffected by climate change in the years ahead.

Climate change is a global challenge that demands a global response, and President Barack Obama is committed to leading the fight. The President's Climate Action Plan, when fully implemented, will cut nearly 6 billion tons of carbon pollution through 2030, an amount equivalent to taking all the cars in the United States off the road for more than 4 years. The Clean Power Plan, the most significant domestic step any President has ever taken to combat climate change, will reduce emissions from the energy sector by 32% by 2030. And while the United States is leading on the international stage and the federal government is doing its part to combat climate change, hundreds of private companies, local governments, and foundations have stepped up to [increase energy efficiency](#), [boost low-carbon investing](#), and [make solar energy more accessible](#) to low-income Americans.

The measures taken by the public and private sectors enabled President Obama to set an ambitious but achievable goal of reducing greenhouse gas emissions economy-wide by 26-28% by 2025 last November. And in the eleven months since, we've seen unprecedented global momentum in the fight against climate change.

To date, 150 countries representing more than 85% of global carbon emissions have reported post-2020 climate policies to the United Nations. This includes the major economies like the U.S., China, the European Union and India and it includes a large number of smaller economies, developing nations, island states and tropical countries – some of whom are the most vulnerable to the impacts of climate change.

But these submissions are only the beginning of achieving a successful outcome in Paris this December (2015) that puts in place a transparent global framework for increasing ambition over time and continuing to drive down emissions over the course of this century. As the world looks toward Paris, President Obama is committed to building on this momentum, with American leadership at all levels – the federal government, state and local governments and the private sector.²

With less than two weeks until the President attends the Conference on Climate Change, the US Administration is committed to building momentum and ensuring a variety of stakeholders are at the table to act on climate. As part of that effort, the White House on November 19, 2015 announced that more than 200 university and college campuses signed the *American Campuses Act on Climate Pledge*³ to demonstrate their support for strong climate action by world leaders in Paris in December this year. These schools include historically black colleges and universities, religious institutions, women's colleges, technical schools, community colleges, all schools in the Ivy League, and a variety of public and private universities located across more than 40 states.

The institutions signing the Pledge are also already taking significant action to reduce greenhouse gas emissions, increase campus sustainability and resilience, and incorporate environmental action into academic curriculum. More than 100 of the schools that signed the pledge have also set goals to become carbon neutral within the next few decades. In addition, *Defend Our Future* launched a new climate change campus campaign to empower more than 1 million young Americans to take decisive action on climate change. Along with the launch of the campaign, a bikeshare company based in Santa Monica, California called Cyclehop, has committed to expanding access to smart-bikes on college campuses across the country.

² The White House, <https://www.whitehouse.gov/the-press-office/2015/10/19/fact-sheet-white-house-announces-commitments-american-business-act>, last accessed on November 3rd, 2015

³ In USA 218 campuses representing over 3.3 million students across the country are committing to take action on climate by signing *American Campuses on Climate Pledge*: “As institutions of higher education, we applaud the progress already made to promote clean energy and climate action as we seek a comprehensive, ambitious agreement at the upcoming United Nations Climate Negotiations in Paris. We recognize the urgent need to act now to avoid irreversible costs to our global community’s economic prosperity and public health and are optimistic that world leaders will reach an agreement to secure a transition to a low carbon future. Today our school pledges to accelerate the transition to low-carbon energy while enhancing sustainable and resilient practices across our campus.”

The impacts of climate change are already being felt worldwide and President Obama recognizes the importance of collaboration and working across sectors to address the impacts of climate change. These actions are a great step forward in highlighting American leadership on climate action and ensuring a successful global agreement on climate change next month⁴.

Canada's Climate Plan

Canada will be heading to the UN-sponsored summit in 2015 with a limited national strategy and carbon rules that vary widely between provinces. During the recent federal election campaign, the Prime Minister Justin Trudeau promised to allow Canada's provinces to continue to write their own climate rules. Quebec and Ontario have developed a system of cap and trade, British Columbia has a carbon tax and Alberta will now have a mixture of both systems.

Alberta's plan, released on 22 November 2015, also features a phase-out of coal-fired power in the next 15 years, a 10-year goal to nearly halve methane emissions, as well as incentives for renewable energy. Alberta's Climate Leadership Plan accelerates the transition from coal to renewable electricity sources, puts a price on carbon pollution for everyone, and sets emissions limits for the oil sands.

Alberta's NDP government is imposing an economy-wide carbon tax starting in 2017 and a cap on emissions from the oil sands in a sweeping plan aimed at showing it is serious about fighting climate change. Even so, the plans won plaudits from powerful oil executives along with environmental groups.

There are no hard targets, but under the strategy carbon emissions are projected to begin to fall under today's levels by 2030. The NDP had already announced plans to double the carbon levy on major industrial emitters.

The new carbon tax is expected to raise \$3-billion annually by 2018, but the government will not be cutting any provincial taxes. Some of the new revenue will be spent on technology to fight climate change and the NDP has committed to helping the lower-earning 60 per cent of households cope with some of the increased transportation and heating costs through an "adjustment fund." New measures of this Alberta's Plan include:

- A 100-megaton cap on carbon emissions from the oil sands, Canada's fastest-growing source of emissions, once new rules are adopted. It currently emits 70 megatonnes annually.

⁴ White House, <https://www.whitehouse.gov/the-press-office/2015/11/19/fact-sheet-ahead-conference-climate-change-more-200-colleges-and>, last accessed November 20, 2015

- An economy-wide tax of \$20 per tonne on carbon-dioxide emissions starting in 2017, rising to \$30 in 2018. Equal to seven cents per litre of gasoline, the average household will see heating and transportation costs increase by \$470 annually by 2018.
- Incentives to have nearly one-third of power generated from renewable such as wind and solar by 2030.⁵

EU Environment and Climate Change

Environmental quality is considered central to health and well-being. Since the 1970s, the European Union (EU) and its member countries have introduced laws to ensure the careful use of natural resources, to minimize adverse environmental impacts of production and consumption, and to protect biodiversity and natural habitats. Based on Title XX of the Treaty on the Functioning of the European Union, EU environment law covers aspects as wide-ranging as waste management, air and water quality, greenhouse gases and toxic chemicals.

The EU integrates environmental concerns in its other policies, e.g. transport and energy, and is a major global force in pushing for tighter environmental standards and for effective action against climate change.

In the forefront of the UN Climate Change Conference held in Copenhagen, the EU Committed to cut emissions at least 20% of 1990 levels by 2020. This shall be achieved by reducing energy consumption by 20% through improved energy efficiency and increasing the renewable energy's share of the market to 20%. To implement these targets, the EC put forward a major package of legislative measures which was signed into law in April 2009. In order to meet the new EU target, Annex I and II countries will most likely need to offset their own emissions by implementing mitigation programs in developing and less-developed EU, and soon to be EU countries such as Macedonia (UNDP 2010). New member states, which signed the Kyoto Protocol not as part of the EU but individually, are only required to meet their own reduction targets. For that reason, an Annex I country joining the EU would have no binding emissions reductions, although the European Parliament encourages such countries to reduce their emissions nonetheless (Schreurs and Tiberghien 2007; Vainio 2007)⁶.

⁵ Business News Network, <http://www.bnn.ca/News/2015/11/23/Alberta-aims-to-clean-up-its-act-and-its-reputation-with-a-new-climate-strategy.aspx>, last accessed November 23, 2015

⁶ Georg Schoen, "*Climate change governance and Macedonia*", (2010), Political Thought, magazine for Political and societal issues, Konrad Adenauer Stiftung, Institute for Democracy, Year 8, Number 29, March, Skopje, 2010, ISSN 1409-9853, pg.22.

Macedonian Climate Change Policy

Republic of Macedonia acceded to the UNFCCC⁷ in 1998 and to the Kyoto Protocol in 2004. The Ministry of Environment and physical planning (MOEPP) is the focal point for the UNFCCC, and also the Designated National Authority for the CDM.

The Climate Change Project Office was set up in 2000 and sits as a unit within the MOEPP, driving work on climate change within the ministry. The National Climate Change Committee (NCCC) is separate from the MOEPP and is composed of representatives of government (including inter-alia, ministries of the Environment, Finance, Transport, Economy, Education and Science, Health and Agriculture, Forestry and Water, NGOs, the private sector and research organizations. The function of the NCCC is to oversee national policies on climate change and to ensure that these policies are consistent with national development strategies and priorities. Implementation of environmental policy occurs through a wide range of public and private sector entities, and the MOEPP is only the coordinator of environmental policy.

Republic of Macedonia has started to integrate climate change into national strategic planning documents and laws. Article 4 of the Law on the Environment explicitly mentions 'Restraining greenhouse gas emissions in the atmosphere' and encouraging the use of clean technologies and renewable energy. The 2nd National Environmental Action Plan (NEAP), and the National Strategy for Sustainable Development (NSSD - funded by Sida) both include climate change, with Energy and Climate being identified as key elements in achieving the goals of the NSSD. The focus in the NSSD is to develop a less carbon intensive energy sector (through both switching supply and increasing efficiency) and to engage strongly with the CDM. Measures in the strategy to conserve and manage natural resources will also improve the adaptive capacity of ecosystems.

Decentralization is a key pillar of the national strategies of Macedonia, and as such it is local government and other local actors who will be tasked with the implementation of many of these plans. The government recognizes the need to rapidly build the capacity in these actors if national environmental strategies are to be successfully implemented. To provide local authorities with the capacity needed to implement environmental regulations, the government estimates that it needs to more than double the number of civil servants responsible for environmental

⁷ United Nations Framework Convention on Climate Change (UNFCCC) is an international environmental [treaty](#) (currently the only international climate policy venue with broad legitimacy, due in part to its virtually universal membership) negotiated at the United Nations Conference on Environment and Development (UNCED), informally known as the [Earth Summit](#), held in [Rio de Janeiro](#) from 3 to 14 June 1992.

implementation in local authorities and greatly increase the number of official inspectors.

EU membership can be considered as the overall strategic objective for current development policies in Macedonia, and strategy documents such as the 2nd National Environmental Action Plan are aimed at the requirements in the EU acquis, and harmonization of environmental policies.

The second National Communication has strengthened national capacity on preparing greenhouse gas inventories; however several institutional and legislative measures need to be adopted to further strengthen and embed this procedure. This inventory will serve as the background for the establishment of a GHG registry, which is a country requirement for EU accession.⁸

In July 2015, Republic of Macedonia has submitted its new climate action plan to the UN Framework Convention on Climate Change (UNFCCC).

This Intended Nationally Determined Contribution (INDC) comes well in advance of a new universal climate change agreement which will be reached at the UN climate conference in Paris, in December this year. Including Macedonia, 51 parties to the UNFCCC have formally submitted their INDCs. According to the expectations, the Paris agreement will come into effect in 2020, empowering all countries to act to prevent average global temperatures rising above 2 degrees Celsius and to reap the many opportunities that arise from a necessary global transformation to clean and sustainable development.

UNFCCC Executive Secretary is encouraging countries to come forward with their INDCs as soon as they are able, underlining their commitment and support towards this successful outcome in Paris. Governments agreed to submit their INDCs in advance of Paris. Countries have agreed that there will be no back-tracking in these national climate plans, meaning that the level of ambition to reduce emissions will increase over time.⁹

Conclusion

The impacts of climate change are already being felt worldwide. Nineteen of the 20 hottest years on record occurred in the past two decades. Countries and communities around the world are already being affected by deeper, more persistent droughts, pounded by more severe weather, inundated by bigger storm surges, and imperiled by more frequent and dangerous wildfires.

⁸ We adapt, <https://www.weadapt.org/knowledge-base/national-adaptation-planning/macedonia>, last accessed November 24, 2015

⁹ United Nations Framework Convention on Climate Change, <http://newsroom.unfccc.int/unfccc-newsroom/macedonia-submits-its-climate-action-plan-ahead-of-2015-paris-agreement/>, last accessed November 24, 2015

Climate change is a global challenge that demands a global response. Therefore, at the Paris summit in December 2015, 196 countries will meet to sign a new climate change agreement. This Climate Change Summit in Paris (to be held after the coordinated terrorist attacks occurred in Paris and its northern suburb, Saint-Denis, on the night of 13 November 2015) is meaningful and will make a real difference to climate action on the ground.

With the right political leadership, it can lead to ambitious outcomes that will have a real impact on tackling climate change.

Countries like the US and China are working to ensure an outcome is likely in 2015; and the years since the 2009 Copenhagen negotiations have seen some significant breakthroughs. The 2009 negotiations were fraught and chaotic, with a last minute agreement emerging after frantic scenes on the conference floor. Yet international negotiations remain vital for countries to build on national approaches, providing reassurance that they are not acting alone, and making it easier for nations to work together towards a low carbon future. The 2015 Paris summit is important. To ensure meaningful action on climate change, the deal must contain the following elements: ambitious action before and after 2020, a strong legal framework and clear rules, a central role for equity, a long term approach, public finance for adaptation and the low carbon transition, a framework for action on deforestation and land use clear links to the 2015 Sustainable Development Goals. A strong deal will make a significant difference to the ability of individual countries to tackle climate change. It will provide a clear signal to business, to guide investment toward low carbon outcomes. It will reduce the competitiveness impacts of national policies, and create a simpler, more predictable framework for companies operating in different countries. Vitality, a strong climate deal will help to meet international development aims, which are at increasing risk from rising global temperatures. Eliminating poverty, improving health and building security are all outcomes linked to tackling climate change. And it will also bring huge benefits to the natural environment by helping to avoid biodiversity loss and the degradation of ecosystems upon which we all depend.

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CONFRONTING HATE SPEECH SPREAD VIA COMPUTER SYSTEMS IN THE REPUBLIC OF MACEDONIA

Associate Professor Svetlana NIKOLOSKA, PhD

Faculty of Security - Skopje

Email: svetlana.nikoloska@uklo.edu.mk; svetlananikoloska@hotmail.com

Associate Professor Marjan ANGELESKI, PhD

Faculty of Economics - Prilep

Email: marjan.angeleski@uklo.edu.mk

Abstract: *Hate speech represents a security issue, faced not only by multi-national and multi-ethnic societies, but also by countries with people of different national, racial and confessional background transiting through on daily basis. Hate speech understands expressing publicly a discriminating, degrading attitude towards individuals and groups, based on some specific feature of theirs that provokes prejudices, which on the other hand, create or might create intolerance and hostility towards such groups and its members that are likely to result in violence. The spreading of hate speech encourages large-scale violence that can severely endanger the lives and belongings of citizens and can as well harm the overall security, on national and international level. It also represents a process with recent expansion that is significantly supported by the information technology and social networking tools that are abused for calling upon intolerance and antagonism, even conflicts and acts of crime, jeopardizing the citizens on racial, confessional and national bases. In the course of the past few years, the Republic of Macedonia has been faced with an emanation of hate speech spreading via online networks, such as Facebook. Characteristically, a single and rather common act of crime involving people from different national and confessional background, intensified by spreading online hate speech, escalates to the degree of violating public order, ending up in immeasurable damage of properties, and what is even more dangerous, in an even more increased intolerance. This paper analyses the international legislation providing recommendations for operational handling security cases. It provides analyses of security case studies and a security model for managing critical cases of hate speech spreading by means of computer systems and networks in the Republic of Macedonia.*

Keywords: *hate speech, computer systems, antagonism, intolerance, security model.*

INTRODUCTION

The Republic of Macedonia is a multicultural, multinational, multi-religious and pluralistic society, whose EU perspective and overall advancement is directly dependent on the degree of social stability, tolerance, non-discrimination and respect of human rights, freedom and equality. Based upon significant historical legacy with regards to tolerance, but sometimes combined with negative experience regarding the existence of extreme forms of nationalism, chauvinism, nation- and religion-rooted intolerance, explicit enmity even an open armed conflict (2001), the European orientation of the country can only be attained through developing a consistent legal concept that takes into account hate crime and hate speech and through consistence in applying of that concept. This specific requirement, above all, derives from the state duty to ensure protection of human rights and freedom built upon the principles of equality and complementarity, as an act of commitment to the international community of a country that has ratified all the major conventions in the area of interest. The development of a sustainable system for prevention and repression of hate crime acts and hate speech demonstrates the level of determination and the very capacity of the state for substantial consistent respect of human rights and freedom. The challenges arising from the recent developments in the information society, integrally incorporated within the modern society open up opportunities for utilizing it in a negative context of confrontations in cultural, national, ethnic and religious terms. It is considered a serious challenge for every modern society to develop a consistent system for prevention and suppression of hate speech, especially in societies like the Macedonian, with substantial increase of hate speech in the recent years, whereas adequate dealing with consequences is in direct relation with its capacity for rational respect of human rights and freedom. States and societies that do not abide by these postulates could by no means be considered humane, just or democratic¹.

The dissemination of online hate speech in the Republic of Macedonia has become a harsh reality in the recent years and causes serious concerns on the part of institutions in charge of dealing with crime, institutions dealing with violating public order, as well as those monitoring and analyzing intelligence issues. Namely, when it comes to hate speech and its negative consequences with regards to endangering general security and that of the properties, it is advisable to deal with several data obtained through analyses performed and contained in the Report by the Helsinki Committee for Protection of Human Rights in the Republic of Macedonia. According to the findings reported for the period between January and December 2013, a total of 116 hate crimes and incidents have been recorded in the Republic of Macedonia, whereas in the period between February and May 2014, the number of recorded crimes is as high as 170. It is rather distressing that 97 out of the total number of crimes were provoked based upon ethnic intolerance, and probably even more distressing that the major proportion of them were involving minors and the victims are equally of Macedonian and Albanian ethnic background – almost in all cases, incidents are provoked by hate speech, spread between these two ethnic groups. The focus of the crisis is located in the bigger cities like Skopje, Kumanovo, Tetovo, Gostivar and Struga where the population is predominantly of Macedonian and Albanian ethnicity.

¹ Камбовски В. и Лазарова Трајковска М. , Правна анализа на концептот на казненото дело омраза и говор на омраза, Издание на ОБСЕ во Република Македонија, септември 2012, стр. 4.

1. SPREADING HATE SPEECH VIA COMPUTER NETWORKS AND SYSTEMS

Hate speech is fast spreading through the social networks on the Internet, like Face book, Twitter etc, providing groups of social network users to be involved in it over a pretty short period of time. Particularly dangerous become the calls to intolerance shared via the social networks that organize massive gatherings and violence towards the communities the hatred is directed to. The Internet has become the new front for spreading animosity. Anonymously and the degree of mobility provided for by this means of communication, facilitate the expression of hatred and it spreads without any difficulties into a broad and abstract space out of reach of the traditional practice of laws. The message of hatred can reach millions of people in a short period through computer networks at the same time causing various undesirable effects against the groups in focus. This refers to young people who spend a great amount of their time online and are particularly liable to accept expressions of hostility as well as violence as an act of intolerance. According to Tupanchevski and Kiprijanovska², the Internet, just like any other of the new technologies, represents a neutrally rated tool, which can, beside its usefulness in achieving certain social benefits, be also abused in socially deviant behaviors, in so much as it provides creating new forms of potentially harmful social behavior and even facilitating the execution of traditional forms of crime. The dissemination of online hate speech represents a type of crime that has been foreseen in the international legal acts and regulations, and in the Republic of Macedonia, latest reforms taken into consideration, the online hate speech, intolerance, racism and xenophobia have been incriminated as special acts of crime.

2. COMPUTER HATE SPEECH IN THE INTERNATIONAL LEGAL ACTS

The international community is gradually raising its awareness about endangering human rights through abuse of computer technology, particularly with the increase of computer-based communications. In parallel with the constructive social development, the computer technology has undoubtedly contributed for the development of destructive activities of the part of individuals applying such technology in performing illegal criminal activities, calling upon or organizing to engage in criminal activities.³ In challenging the international community, the issue of defining

² Tupanchevski H. и Кипријановска Д. , Основи на македонското информатичко казнено право, МРКПК бр. 2 - 3, Скопје, 2008, стр. 523.

³ Urošević V. i Uljanov S. , Uticaj karderskih foruma na ekspanyiji i globalizaciji zloupotreba platnih kartica na Internetu, NBP Žurnal za kriminalistiku i pravo, Kriminalističko – policijska

the crime with computers as tools or objects of a criminal attack, has naturally risen. In this same direction are the OECD recommendations of 1986, where **cyber crime is defined as "any unlawful, unethical or unauthorized behavior associated with the automated processing and transmission of data"**⁴.

Cyber criminality, as a general formulation, encompasses diverse variety of forms of criminal behavior. Namely, it is the criminality that is aiming at the security of information (computer) systems as wholes or any of its constituent parts, applying different modes and instruments, with the sole intention of personal benefit or causing damage to the others. The international community recognizes the problem of computer crime as a serious security problem, and the problem of propagation of hate speech through the computer system as both "benefit and quality" of the modern world and the recent, rapid developments in the information technology. To do a research of the spread of online hate speech, it has to, above all, define/determine the criminal behavior and ways of their performance, as well as the consequences of this illegal behavior⁵.

The Convention on Cybercrime was introduced by the Council of Europe in Budapest in 2001, and it is the first multilateral agreement meant to deal with cybercrime and to increase the cooperation between countries to fine-tune their national laws and investigative techniques. The need for adoption of this Convention derives from the fundamental alterations due to the process of digitalization, convergence and continuous globalization of computer networks, but also because of the risk that computer networks and electronic information can be used for committing criminal offenses through storage of evidence relating to the execution and possible transfer through these same networks. This Convention should by all means contribute to a more effective fight against cyber crime and the protection of legitimate interests in the use and development of information technologies. The Protocol on hate speech on the Internet has twofold purposes: **to harmonize criminal law in the fight against racism and xenophobia on the Internet and to promote international cooperation in this area.**

The EU Framework Directive on racism and xenophobic crime adopted on November 28, 2008 recognizes the differences among EU Member States legislations with regards to dealing with racism and xenophobic behavior, as well as the different approaches to the prohibition of speech. This is done with the purpose of establishing a

akademija, Beograd, 2010 godina, str. 13.

⁴ Тупанчевски Н. и Кипријановска Д. , Основи на македонското информатичко казнено право, Македонска ревија за криминологија и кривично право бр. 2 – 3, Скопје, 2008, стр. 526.

⁵ Николоска С. Компјутерски кривични дела против слободите и правата на човекот и граѓаните во Република Македонија, Хоризонти бр. 6, Битола, 2010, стр. 243.

common legal approach proclaiming equal sanction policy and requiring all member states to harmonize existing national legislature in compliance with the Directive.

The Republic of Macedonia has already incorporated within the existent legislative the recommendations for protection against hate speech through computer systems and has singled out acts of crime in this area, and has foreseen acts and bylaws for taking up corresponding measures for successful dealing with this aggravating security issue.

3. CRIMINAL ACTS MOTIVATED BY ONLINE HATRED

Criminal acts with elements of dissemination of online hate speech are part of the cybercrime in case when the computer and the computer systems are means of committing the crime. Especially the criminal behavior characterized by computer data with offensive content on national, religious, ethnic, social and other grounds contains a call for intolerance and violence against certain categories of citizens or "target victims." Committing of online computer crime, related to computer systems, data and networks, is also known under the name of cyber or cybernetic crime. **Hate crime is based on prejudice. It can occur anywhere and no society is immune to the impact of prejudice and intolerance. Individual occurrences of hate crime can cause potential conflicts, as they may escalate in terms of the number of persons affected and the intensity of violence, where as the cycle of violence caused may only be interrupted by taking decisive measures.**

The offenses of hate represent a complex social and criminal phenomenon, with a range of specifications in regards to other forms of crime. Firstly, they differ in the motive of the perpetrator as a subjective element which gives transcendental and transmission character: each offense may, but should not appear as an act of hate, depending on whether it is caused by hate, bias or discrimination of the victim as a member of a particular social group, in such capacity. At the same time, the unique character of these actions lies in the stratified object of defense: the immediate object is defined and attacked in a concrete manner, but the act of hate is also directed towards an important indirect object, such as: the integrity, the dignity and other virtues of the social group the victim belongs to. Besides the immediate victim, in these cases there is always an indirect victim, whose social status, interests, rights and freedoms have been violated or jeopardized and it is the social group (national, ethnic, religious, etc.) the

immediate victim of crime belongs to⁶. The crimes motivated by hate are different from other acts in⁷: having significantly profound psychological effect on the victim leading to depression and anxiety; communities that share the characteristics of victims can also be intimidated and threatened and covering a larger circle of people from the ordinary crime thus having the potential to cause social division and civil unrest.

The chapter 33 of the Criminal Code of the Republic of Macedonia, in article “394 – g” provides a form of crime entitled “Spread of online racist and xenophobic material”. It anticipates a sanction for the perpetrator, who by use of a computer system in the public, spreads racist and xenophobic written material, pictures or other representations of an idea or theories that help in promoting or inciting hatred, discrimination or violence against any person or group on the basis of sex, race, color, gender, belonging to a marginalized group, ethnicity, language, nationality, social background, religion or belief, other beliefs, education, political affiliation, personal or social status, mental or physical disability, age, family or marital status, property status, health status or other basis which was provided by law or ratified by an international agreement, becomes a subject to punishment of one to five years in prison. The same sentence of one to ten years imprisonment is anticipated for the perpetrator who commits crime through other media, or if the perpetrator’s offense is committed by abusing the position or authority, or if these crimes have led to riots and violence against people or caused large-scale property damage.⁸

Criminalization includes crime acts carried out by the offenders by use of a computer system for: *dissemination of racist and xenophobic material in form of a painting, a photograph or other content posted or information announced online, available to the public, especially to the public which accepts and joins groups that promote racial and religious discrimination; publication of racist and xenophobic content in order to promote violence, discrimination against a group, race, national or ethnic population or to cause fear to other groups, communities that live in the same geographical area; abusing the position of people who use their official power and position to propagate xenophobia and racism and acts of intolerance and violence which is a special form of the act, primarily due to the fact that a certain category of officials instead of working to prevent these criminal acts, encourage and cause larger consequences by not treating the problem in a proper manner.*

⁶ Камбовски В. и Лазарова Трајковска М. Правна анализа на концептот на казненото дело омраза и говор на омраза, Издание на ОБСЕ во Република Македонија, септември 2012, стр. 6.

⁷ American Psychological Association position paper released in 1998.

⁸ Чл. 394 – г Кривичен законик на РМ, Сл. весник на РМ бр. 114/09 и 27/14.

4. DEALING WITH HATE SPEECH CRIME ON COMPUTER SYSTEMS AND NETWORKS

The Republic of Macedonia has strengthened the capacities of government authorities in dealing with online hate speech, as well as with illegal behaviors that are cause for the spread of hate speech, and have features of other crimes involving violence and disturbing public order, peace and security of citizens and their property. This crime has elements of organization, and it is associated with certain attitudes, opinions of certain individuals and groups related to social, political, ethnic and religious yet not neglecting the personal and social determinants of perpetrators, which often appear in the role of provokers and organizers. Personal and social determinants of offenders reflect through the social conditions and have impacts on people while expressing criminal activity in any degree, but there should never be perceived only the external influences because it will lead to neglecting the subjective side of personality. Objective conditions cannot lead to criminal behavior, as our subjective terms have no meaning outside the social living conditions. The subjective and objective aspects act in accordance with all life processes and events, including the criminal activity⁹.

Organized groups represent a set of individuals who share common interests or the sum of individual interests and realization of common interests when they act in a criminal way. Organized groups act on loose affiliations with common interests (often separated individual targets) to firmly aligned groups with clearly defined interests and goals. Organized groups have local, national and international character¹⁰. "The basic issue, which should be resolved during the previous phase of research and recognition of such work, is the question: was the crime committed because of the victim's belonging to a group characterized by features provided by law? In other words, we need to determine whether there is cause - and-effect relationship between these characteristics and the action of the offender in terms of their decisive influence on the decision of the offender to perform the act. The activity of the police and the Public Prosecutor's Office should therefore be directed to finding evidence for a link between the characteristics of the group, the victim belongs to and the crime committed, anytime there are indications of such behavior. The indicators include: the manner of committing the crime (rude, violent, ruthless), the relationship between the perpetrator and the victim (constant quarrels, interrupted relationships and hostility on ethnic or other grounds, inclusion in different national, ethnic or similar groups), the special

⁹ Николоска С. , *Методика на истражување на економско – финансиски криминалитет*, Ван Гог, Скопје, 2013, стр. 57.

¹⁰ Петровиќ С. „*Полициска информатика*“, Криминалистичко – полициска академија, Београд, 2007, стр. 128.

nature of the object of the action (desecration of religious facilities), the means of conducting the crime (using the i.e. "demonstrative" means), the behavior of the offender during or after the crime (his/her statements, euphoric public performances), etc. In case of such indications, in any serious crime, the police should direct its activities, in finding the offender and the evidence of the crime committed, in addition to finding evidence of discriminatory grounds that appear as the reason for the crime, which in a later procedure, serves as a basis for qualification of the offense as an aggravating form of a primary offense (murder, for example) or as an aggravating circumstance in sentencing. The police should take such actions regardless of the report by the victim and his/her assessment of whether there is or there is not such a basis. Discriminatory basis, for which the crime was committed, provided as a general aggravating circumstance affects only the sentence imposed on the offender, without affecting the nature of the offense. In the continental legal system, such as the Macedonian, the existence of such motive or reason, is determined at the same time as the existence of the offense, with all its objective and subjective feature (action, result, intentionally so.). In order to influence the sentence, this should be determined by the evidence presented in the course of the trial and not based on assumptions¹¹.

The Macedonian police and the Public Prosecution in the recent years have dealt with complex researching and providing evidence in order to conduct criminal proceedings against the perpetrators – provokers of hate speech on Facebook, on several occasions. In addition to providing evidence for the main case, they worked on clarifying and providing evidence of other criminal acts which caused material damages to the property of natural and legal entities. We can mention several characteristic acts:

- Dissemination of hate speech and call for riots marking the construction of a Christian religious object in Skopje Fortress and involvement of politicians of the Albanian parties.
- Spreading hate speech against LGBT in Bit Pazar in Skopje on October, 2014. In a call for violence and intolerance towards LGBT Pride members, a group of young people demolished a restaurant. Other violent behaviors were also taken towards this population. Despite injuries, they caused major material damages¹².
- In March 2013 by spreading hate speech on ethnic basis, on the "Plastičarska" street in Skopje there were held mass riots by members of the Albanian community causing enormous material damage to the shops nearby, burning a

¹¹ Камбовски В. и Лазарова Трајковска М. , Правна анализа на концептот на казненото дело омраза и говор на омраза, Издание на ОБСЕ во Република Македонија, септември 2012, стр. 35 – 36.

¹² <http://nemrazi.mk/govorot-na-omraza-predizvikuva-nasilstvo/>

bus which was a property of the Public Enterprise and injuring one policeman. The police held several people in detention. For some of them there were filed criminal charges.

- On the occasion of the murder of a minor citizen from Gorče Petrov, Macedonian citizens from this neighborhood quickly organized themselves through Facebook against the Albanian population, because the juvenile killer was Albanian. The fast-organized riots caused major material damage of buildings and private houses of Albanians.

The above mentioned cases, as well as many other incidents are a reason for organizing the Macedonian police in dealing with the spread of hate speech on Facebook and preventing mass riots which can cause great material damage, but can also extremely violate the public order. As a consequence the gap of hostility and intolerance between the Albanian and Macedonian population is deepening, especially after any incident which involves people from these ethnic communities. One of the preventive measures is a continuous monitoring of social networks, especially Facebook and Twitter by operational police officers of the computer crime department and their constant cooperation as well as closing the accounts which spread hate speech in cooperation with the administration of Facebook. In terms of conducting criminal proceedings against perpetrators of spreading online hate speech, the Macedonian criminal practice is versatile in terms of taking measures and actions to stabilize the unrest caused by calling the groups' profiles on Facebook, by clarification of the crime behavior, the infringements committed etc. But the number of suspects for this crime is very low, since all cases are processed by heavy injuries or causing general danger. For the unrest caused by the spread of hate speech on a computer system or Facebook profiles as well as for the riots in which acts of violence, force and destruction of property are used, the Macedonian police filed criminal charges against 60 people, due to suspicions of committing acts against the public order, causing general danger, heavy injuries and so on. Regarding the prevention of the spread of hate speech on computer networks and Facebook, the Macedonian police in cooperation with the administration demanded removal of profiles that post content elements of hate speech and intolerance.

Macedonian police is constantly faced with the problem of unrest caused by hate speech in sports competitions where the teams competing are Albanians or Macedonians. It is a special issue of interest which should also be given special attention by applying preventive methods. It is particularly important to point out that the co-operation with the administration of social networks is of paramount importance in detecting profiles posting content with elements of hate speech in order

to prevent them to the broader masses to consume information on social networks on the Internet. In this regard the development of computer tools for selection of words with offensive content is part of the pre-emption of this phenomenon. Repressive measures should be taken, but how efficient and whether repression begets new unrest and violence are issues of special analysis and special studies. The ongoing analysis of the sanctions imposed, according to Kambovski and Lazarova¹³ emphasizes the fact that there isn't any application of statutory provisions and the reasons for this are complex and can be moved in a wide range of factors for the chosen position of jurisprudence in relation to the acceptance of the concept of hate crime: starting from the independence of the judiciary system, up to the existing constellation of political and inter-ethnic relations. There is interaction between them, in terms of the created climate of political tension which makes continuous pressures on the criminal justice system and its capacity for objective, independent and impartial treatment in these cases.

CONCLUSIONS AND RECOMMENDATIONS

Macedonian society is a multinational, multicultural and multiethnic community, which strives to democracy based on respect of the human rights and freedoms and the rule of law. The world is facing intolerance, racism, xenophobia between communities; this phenomenon is real for Macedonia as well. The danger from this phenomenon is even greater if we know that the spread of these negative phenomena are more prevalent and more dangerous, by applying the information technology and using the benefits of social networks on the Internet. It is in this direction that the building of strategies to prevent the spread of intolerance, xenophobia, particularly in the content of social networks, especially at a time of mass migrations, wars of racial and religious intolerance is moving. Handling this problem called online hate speech, realized by massive gatherings, violence, destruction of property and other goods is a complex work, primarily being the responsibility of the police. But the question is if the police alone can handle this complex negative phenomenon affecting all groups in the society, since the situation is that the perpetrators are usually members of one ethnic community and the victims belong to another ethnic group. There is also another side of this situation but it is mostly that Macedonians and Albanians got included in these cases, according to the evidence of the Macedonian police. Handling this problem has a broader social dimension which actively involves the political parties, especially the governing ones, as well as the police, in raising awareness of the dangers caused by hate speech while all this should be supported by other institutions, such as the educational institutions, by creating appropriate programs. The involvement of the NGO Sector through civic initiatives for propagation of social values, peace and tolerance, as opposed to violence, hatred, intolerance, xenophobia and racism is also important. Prevention is the best way to deal with this issue. In clear situations, repressive measures should also be applied in an appropriate manner with respect of law and human rights and measures and actions should be implemented to detect offenders, by highlighting the committed crime activities and providing relevant evidence of successfully prosecuted perpetrators.

¹³ Камбовски В. и Лазарова Трајковска М. , Правна анализа на концептот на казненото дело омраза и говор на омраза, Издание на ОБСЕ во Република Македонија, 2012, стр. 37.

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OBJECTIVES OF PREVENTIVE POLICY OF CONFLICTS ORGANIZATION OF THE UNITED NATIONS AS PART OF THE WORLD SECURITY STRATEGY

Prof. Arse PETRESKI, PhD

University "St. Kliment Ohridski" - Bitola, Faculty of Law

Email: arse.petrevski@uklo.edu.mk

Ass. Prof. Urim VEJSELI, PhD

Crisis Management Center of Republic of Macedonia

Email: urim.vejseli@cuk.gov.mk

Abstract: *In recent decades the international community developed series of global, regional, bilateral and even national mechanisms to prevent and resolve conflicts. The most global direct manifestation of prevention is the UN Charter based on the principles of international law and promoting the cooperation among states. This paper aims to explain the on time prevention of place in terms of ensuring the success of preventive action in certain phases of the conflict if it is perceived through its stages of: lasting peace, stable peace, unstable peace, crisis and war. Separately will be perceived the fact for which the prevention does not always have to give the same results if the application is used in different cases. Preventive diplomacy and preventive action as mechanisms which are used in international law have a multidimensional nature which requires multidimensional measures of action. As one of the primary tasks of the UN is to prevent violent conflicts in accordance with the Chapters VI and VII of the UN Charter, there is a need of intensive cooperation with regional and sub-regional arrangements for players in the area of the peace and security.*

Keywords: *prevention, conflict, security strategy, international law, United nations.*

INTRODUCTION

To think that conflict prevention is an invention of recent date set due to the long period of the Cold War is completely wrong conclusion. Since ancient times used different methods and instruments of diplomacy that aimed to prevent violent conflicts of any kind. Emissaries and envoys traveled from one country to another in order to negotiate a solution to the conflict, or to try to reach an agreement before coming to armed conflict. Modern diplomacy in the modern world has developed many methods and activities designed to find a peaceful solution to the dispute or to prevent the appearance of any conflict. Even by definition diplomacy became generally acceptable method of international behavior or skill to guide international relations, primarily by way of negotiation (Encyclopedia Britannica). Experiences show that diplomatic activities not every led to successful negotiations. Munich Agreement of 1938 and the Molotov Ribbentrop Pact of 1939 as unrealistic expectation and diplomacy led to the detriment of third countries (Munich Agreement). The creation of international organizations and the development of multilateral relations between the countries has expanded the methods of action of diplomacy in other areas including prevention conflict plays a significant role. Modern prevention as a method of diplomacy has managed to alleviate some disputes within the action had now - League of Nations. The consequences of World War II opened a front for reflection and realization of the idea that hot spots should be die before reaching the stage that can not be controlled. That is why the United Nations Charter begins with the words 'We the peoples of the United Nations determined to save future generations from the horrors of war (UN Document).

CONCEPT OF CONFLICT PREVENTION

According to the simplest division concept for the prevention of conflicts is composed of before conflict and post-conflict prevention. According to some authors preventive measures “require greater diplomatic skill and flexible techniques of negotiation in relation to other more traditional reactive measures.”(Lilly R. Sucharipa-Behrmann and Thomas M. Franck 1998:30). Unlike them post-conflict measures are generally the fruit of bitter lessons learned from armed conflict. Before conflict prevention, usually presents a greater challenge, because the parties to the conflict, most are not aware of the consequences of the tragedy that follows and material damage from armed conflict. So they have less willingness to negotiate and to follow the path of dialogue and reconciliation. Effective before conflict strategy is the removal or mitigation of the immediate causes of conflict before they lead to destructive consequences. A relatively new term in before conflict preventive diplomacy, e.g. preventive practice, which originated as an idea of the second Secretary-General of the United Nations Dag Hammarskjöld who thought that the United Nations have potential conflicts to keep away from the two great superpowers, from the former neighborhood division in world. (UN Report 1959:60).

After the Cold War and the end of bloc rivalries and divisions, optimistic idea was announced that we will live in a safer, more just and more humane world. (UN Doc. S/23500:1992). In order to take positive steps that would have changed things in terms of preventive diplomacy or the establishment and maintenance of world peace, the Security Council of the United Nations adopted the so-called Agenda for Peace by Secretary-General Boutros Boutros-Ghali, the idea of redefining the concept of early prevention and broader understanding of preventive action. (B.B.Ghali UN:1992). Agenda for Peace Boutros Boutros-Ghali revives the idea of preventive diplomacy and offered his own definition, connecting to the establishment, but also the maintenance of peace. According to his definition Preventive diplomacy is action to prevent disputes that may arise between individual countries, to prevent existing disputes can escalate into conflicts and to limit their spread if they do occur. (ibid). Later, the application in practice is determined that this is more appropriate definition for the term 'preventive action' because prevention should include more comprehensive action on granting it (UN Doc. A/51/1 New York 1996).

At the beginning of the new millennium the United Nations continued with the strategy that the cornerstone of collective security and further was to be the prevention of conflicts. (UN Press Release SC/6892:2000). The report drafted by UN Secretary General Kofi Annan, one of the primary settings was that “everything starts with prevention” (UN Doc. A/54/2000). The document pointed to several important political preconditions for effective prevention.

Prevention strategies must involve addressing the fundamental causes of conflicts, not only to their violent symptoms:

-Politicians must have a clear picture of these reasons;

-Every step to be done to reduce of poverty and achieving inclusive economic growth means a step towards conflict prevention, especially in many poor countries where poverty often accompanied by bitter ethnic and religious divisions. (Ibid) Months later released another report known as the “Brahimi Report” under which long-term humanitarian and development activities are best seen through the prism of conflict prevention. However, at that time was evidently thinking that is not easy to build a culture of prevention, primarily because the cost of prevention should be paid today, and the benefits are in some distant future and relate to things (wars and disasters) which are not happened. In that period it can be freely said that the preventive policy received greater support than words to deeds.

RATIONALE CONFLICT PREVENTION

Michael Land evaluate prevention in three main phases:

1st phase - when preventive diplomacy is aimed at solving the main sources of dispute;

2nd phase - efforts - when everything is aimed at preventing the dispute to become violent, and

3rd phase - when seeks to limit the spread of the violence has escalated (Lund. M 1996:34)

These three stages are among other indicators of the existence of complementarity and strong links between democratic practices, good governance, civil society and building peace on the one hand and commitment to peace and cooperative security and development on the other. Early warning on the basis of relevant information is an essential element of any successful preventive action. Etc. good services that are grounded in first-hand information that came to the missions to establish the facts, promising good prospects of success in the prevention of conflicts. The second major point is the political will and proper reasoning which also is based on the successful preventive action. An example of missed opportunities for taking timely preventive action Balkan countries of former Yugoslavia. There is no doubt that the wars of the early 1990s in this region were not inevitable. Former UN Secretary-General Perez de Cuellar had several unsuccessful attempts to persuade Germany to delay the diplomatic recognition of Croatia, because he knew that that recognition could cause the beginning of a tragedy in the region, which unfortunately happened. Separating the countries where it was in the interest of their peoples, could happen later peacefully (Ghali, B.B. 1999:37). What should make the United Nations as part of preventive action as a preventive action is assistance requested by the then prime minister - a reformer of Yugoslavia, Ante Markovic. He urged Western countries billions of dollars to support essential reforms in the country and admission for associate membership in the European Union in 1989/99 year before the collapse of the country. Brussels responded negatively to these requirements and the consequences were devastating for Agreements This part of Europe. Coming years for armed conflict in Bosnia and Herzegovina had spent more than 54 billion dollars, compared was required initially and was, indeed, a huge amount. (Brown, M., R. Richard, Rowman and Littlefield, 1999). Similar to act on the request of the President of Bosnia and Herzegovina Alija Izetbegovic, who in December 1991 requested preventive deployment of a peacekeeping force in his country. The United Nations has ignored his request, citing the procedure by which it is not allowed to send peacekeeping troops before hostilities erupt. (A. Alice, 2000). Successful prevention in

the various stages of the conflict and the international practice analysis shows varying degrees of success of prevention. Michael Land given division, which is now considered a classic, according to which the conflict consists of a durable peace, stable peace, unstable peace, crisis and war. (Lund, M. 1996). This a model of the stages of the conflict shows that once the war has reached the highest point is gradually moving towards the later stages of a possible settlement of the conflict, at each stage, different methods of diplomacy and techniques conflict resolution play a special role. When it stadium lasting peace does not require any preventive action as well as the stage of stable peace. The need for early prevention begins in the third phase of unstable peace and continues stage of crisis. Timely action or timely prevention can give optimal effect in the third stage. Everything is late, usually results in crisis actions or military activity. Little different classification of the conflict gave Japanese specialists. According to them, beginning with conflicts exist early stage of incubation, and passing through a dangerous phase, to grow into an armed conflict, and then weakening occurs and ending the conflict.(Forum oh International Relations 1998). Their development typical four stages:

The first - which is not noticeable immediate danger of armed conflict, where the situation requires only general prevention of conflict;

A second stage in which there is an immediate danger of armed incidents that require preventive diplomacy;

Third stage began when armed conflict;

Fourth stage - when the conflict has reached the highest point and officially ended.

This is actually the beginning of post-conflict, reactive prevention. These attempts to rank the stages of the conflict and determining the most suitable moment for timely prevention, by no means should be taken as finished and universal cure means of resolving all crises or conflicts. Each argument has its own peculiarities and if something can help a case, does not mean it it can be a positive example for solving the dispute or crisis in another country.

SOURCES OF PREVENTION

In theory and practice often speak of direct, indirect and forced prevention. Direct prevention is contained in the UN Charter and in most other instruments based on international law and commitment to promoting relations and cooperation between states. This form of action can be defined as a permanent pre conflict prevention. Indirect prevention may not apply to pre-conflict and post-conflict situations during the crisis between the two countries and within a country. Here the swells international

mechanisms for the promotion of democracy and civil rights and the rule of law in general. Forced prevention is not exactly the most desirable way of acting and it comes into force when it is necessary to put an end to an armed conflict or a crisis situation. In general, politicians of certain countries it is best to tend to the mechanisms of conciliation, mediation and good offices before to come escalation of crisis. Initiatives for preventive actions is best to come from the endangered country, because if they are imposed from outside may not have the desired effect. In the early phase of the conflict, gentle inspiration and mediation from the outside can help the parties and encourage them to talk.

MECHANISM TO RESOLVE CONFLICTS

The international community in the past decades developed different types of mechanisms to prevent and resolve conflicts. (UN. Doc. A/55/985-S/2001/574). In the area of prevention direct main role belongs to the UN bodies, primarily the General Assembly, the Security Council, the Office of the Secretary General and the International Court of Justice. They provide global and fundamental mechanisms for conflict prevention. His place in the field of conflict prevention have international criminal tribunals established in 1990 remember years as the International Criminal Court. They operate on the principle of fairness in the international community. However, in general, the United Nations act better in dealing with conflicts between states, than in dealing with internal conflicts in the states. The second group of preventive mechanisms is based on international instruments ratified by the members of the United Nations. These include two international Covenants on Human Rights and the numerous conventions adopted under the auspices of the UN. Basic and common to them all is to be applied must contain clauses to control and predict specific authorities consider national reports. The third group consists of mechanisms appropriate recommendations and solutions to some of the global conferences especially in the nineties of the 20th century: The World Conference on Human Rights, the World Summit for Social Development, the Rio Conference on Environment, the Cairo Conference on Population and Development and the Conference on Women in Beijing. All recommendations of the World Summit if followed consistently applied, can have a crucial preventive effect on eliminating the underlying causes of conflict. We should not forget the informal global preventive mechanisms such as the G-8 Group, Contact Group on the Balkans, the Friends of the Secretary-General and so on.

TIMELY CONFLICT PREVENTION

To begin multilateral action for early prevention it is necessary to fulfill certain preconditions. Bruce W. Jentleson in his book "Preventive Diplomacy: Analytical Conclusions and Policy Lessons" classifies the early warning diplomatic strategies, supporting major international actors and effective preventive military forces. (Jentleson, B. 2005:57). One of the most important conditions is the consensus of the international community, particularly the Security Council and the consent of the immediately interested party or parties. Although pre-conflict prevention may be granted at the request or with the consent of only one party success will be much greater if there is consensus for action by all stakeholders. There are a few things that should be in the forefront in taking preventive measures:

1. Unequivocally establish the underlying causes and immediate sources of potential conflict;
2. Early initiation of intervention in order to maintain its preventive character;
3. Respect for the sovereignty and independence of the country are taking preventive operation;
4. Constant vigilance in terms of the worst case scenario;
5. Providing competent staff and
6. Providing adequate resources.

In the last decade, increasingly we're seeing the incidence of armed conflict is growing, and within a country, often as the inter-ethnic conflicts. Consequently despite terrorism internationally, civil wars and internal conflicts still are cause of endangering international security. Although aware of this situation many governments do not react in time and fail to take preventive measures before coming to the appearance of a classic conflict. The reason for this is sometimes low priority is given to prevention, but sometimes and political nature of the conflict and the inability to determine when to establish a preventive action and when it should end, taking into account the risk that such a mission can turned into 'endless mission' without proper effects. Inaction on global and regional level in terms of preventive strategies can be explained by domestic political considerations and lack of courage of people who decide that the domestic public will support international preventive action. (S. Veljanovska 2010). In addition to measures such as the presence of armed forces of the United Nations and other possible ways to assist the countries that are faced with a potential armed conflict, internal or international. Here, above all, include restriction or suspension of

development aid, conditional recognition of statehood or delay in the regional and international organizations as well as temporarily limiting some elements in bilateral relations. (Ibid).

In recent years, it becomes increasingly important role of regional organizations and arrangements in the area of peace and security. 20 subregional, regional and interregional organizations or arrangements cooperate with the United Nations in maintaining peace. These areas are of particular interest to the mission and talk about potentially hostile countries (especially fry). This is about the fear of overlapping territorial imagine for yourself or Macedonian authorities fear Macedonia is vulnerable point, a zone of overlap, in which the territorial concept that Macedonia has itself could coincide with the same or similar ideas which have for yourself fry. In other words, if there is overlapping territorial conception of the fry with the existing territory of Macedonia may conflict arise. UN Secretary General in his Report on the Work of the Organization of 54 meeting of the General Assembly noted that prospects for closer association with the European Union is an extraordinary instrument for progress tolerance and institutional reforms in several East and Central European countries, but similar examples worldwide no or few. As a rule, some organizations do not accept new members until they solve their problems with neighbors. (UN Doc. A/54/1 31 august 1999:55). Collective actions are necessary to timely and successfully prevent a conflict, because the United Nations does not always have the resources and expert knowledge to tackle the resolution of problems that may arise in certain regions of the world. Therefore, most often, efforts to move towards engagement of the country that has a problem and its immediate surroundings, if we can not achieve the goal of “building peace is a process that will emanates from inside the support of the international community, but basically aimed at enabling the state to function independently” (UN Department of Peace-keeping Operations, 1999). Latest actors in conflict resolution is increasingly becoming multinational corporations and transnational companies that can afford to finance projects for the prevention of conflicts, precisely because they are suffering huge financial losses by political and social upheavals in various parts of the world. They know best how useful time to analyze the risks and prevent conflicts in the countries where they have their own business and business interests. Finally we must mention the role of civil society organizations that are closest to damages. (UN Doc S / 2001/138).

PROMOTION PREVENTION TIMELY

Primary reasons that tension comes to a bad government and despotic rule in the country. Therefore one of the main ways to minimize conflict situations stimulating good governance and strengthening of the democratic transformation of the country. People are willing to tolerate some social problems if the political institutions seem legitimate and impartial .. According to the Development Program of the United Nations in the early 20th century, 90% of victims were in the wars military personnel until the end of the century, 90% of victims are civilians. (Human Development Report 1994). Democracies successfully localize conflicts autocracies. The initial mode of action which is based on preventing problems occurring should be diverted and moves to prevent premature ,, “of adverse events through their recognition and response. Paragraph 28 of the Plan for Peace says, 'In general operations of the United Nations in crisis regions have taken on the outbreak of the conflict. The time has come to prepare for circumstances where it will take preventive deployment of forces that can be done in different cases and in different ways. For example, in times of crisis in a country can deploy preventive forces at the request of the Government or not holders parties or with their consent. In inter-state disputes such forces would be deployed when the two countries will conclude that the presence of UN limits would discourage hostilities. Besides preventive forces can deploy when a country feels threatened and the UN force to be deployed only on its side of the border. In any case the mandate and composition of the UN force should carefully identify and be clear of all” (Agenda for Peace, New York, United Nations, 1992).

It may seem strange, yet even after the publication of the Plan for Peace, the United Nations began broadly used term “preventive deployment” and it was most appropriately applied in practice by the UN mission sent in Macedonia called UNPREDEP – Preventive deployed forces of the United Nations.

CONCLUSION

A ground breaking report published by the Human Security Centre at the University of British Columbia in 2005 cited several factors that contribute to the growing role of the United Nations in the field of preventive diplomacy, peacekeeping and post-conflict activities build confidence. Above all, everything growing democratization; great mutual economic dependence; reducing the economic benefit of war; the impact of international legal norms on violence against conviction and because the established institutional frameworks required to punish violators of world peace. In this context, the timely prevention of conflicts to prominence, knowing that if a prevention of potential conflicts before they ever happens enormous benefits to the international community, and above all the State(s) who are potential participants conflict. UN Charter in Chapter VI of peaceful settlement of disputes in to exhausting

all measures that can contribute to that. If despite the Security Council determines that there are threats to peace and security are approaching the implementation of the measures from Chapter VII-a everything in order to maintain international peace and security. Preventive diplomacy and preventive action inviolable mechanisms of international law can contribute to achieving these goals.

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CRISIS MANAGEMENT AND INTERNATIONAL COOPERATION FROM THE PERSPECTIVE OF A SMALL COUNTRY

Prof. Metodija DOJCHINOVSKI, PhD

Military Academy "General Mihailo Apostolski" - Skopje
Email: m_dojcinovski@yahoo.com

Nenad TANESKI, PhD

Military Academy "General Mihailo Apostolski" - Skopje

Vasko KOKOLANSKI

Ministry of Defense - Army of the Republic of Macedonia
Email: vasko_kokolanski@yahoo.com

Abstract: *Large scale crises, e.g. natural disasters, technological accidents, terrorist attacks, or massive migration of population from one region to another, can influence many countries simultaneously as they may occur in or involve multinational regions. The international support and cooperation is also of vital importance when an affected country cannot deal with the challenges. International cooperation and support have to be increased and set up in a manner to provide support and mutual benefits to all affected countries. In our analysis. In our analysis we start from the position that the small countries with limited resources depends of international support. In the beginning we give a short description of the Crisis management and international cooperation and the challenges which the contemporary models of the crises management are facing. We list some of the countries affected with current migration crises and their legislative in terms of standards, procedures, decision making. Finally, through the established models of crises management and international cooperation, we attempt drawing a conclusion and suggestions of a cooperation and proceedings which will lead to increased effectiveness and cooperation coordination considering social, ethical and legal aspects.*

Keywords: *Crisis management, international support, international cooperation.*

Introduction

Crisis management involves mitigating the impact of an unfortunate and unexpected event in the life of a state. Many large states have sophisticated crisis management plans and teams on alert to respond in the event of a crisis. However, because of their size, resources and even different level of development as well as attempts to sustain their cultural differences many small states facing a lot of issue of crisis management. In the most of situation this small states depend on support from other organization and larger and more developed states.

The contemporary crisis demand more civilian capability rather than military. The current migration crisis expose the possibility of changing demographic picture in the receiving countries, especially if they are small size countries. In a long term, this social changes can possible cause conflicts and security issues or eventual crisis.

The small states are struggling with the current crisis due to their limited power, resources, different policies, legislation and standards, as well as the different approach and level of effectiveness of the large states and organization such as UN and EU.

On the other hand, the level of developed cooperation and coordination in a crisis response between UN and EU, has impact of the effectiveness and efficiency of the small country affected by a crisis.

In this article we are going to examine the model of crises management within UN and EU from perspective of their cooperation and coordination. In addition we are going to observe crises response model in the country in the Balkan region focusing on the legislation, model, and their effectiveness.

Crisis management and international cooperation and the challenges which the contemporary models of the crisis management are facing

Changes in the international threats, risks and the operating environment as well as the nature of conflicts and risks have made the approach of managing that type of crisis operations more complex. They often demand comprehensive, “know to how” approach and a lot of special skills. Contemporary structures in the international crisis management models include a growing emphasis on international organisations' mutual cooperation, development of regional organisations' capability, and strengthening own security structures. The operations involve more and more other than military elements. The tasks are often linked to society's reconstruction, maintenance of stability and developing and strengthen governmental capabilities in affected country by crisis.

The objective of crisis management is to create stability, alleviate human distress and lay down preconditions for development in areas affected by a crisis. At the same time, efforts are made to prevent any conflicts' escalation. In a world of intensive interdependence, crises have widespread repercussions. Contemporary crisis prevention action and crisis management action requires high effectiveness by mean of

developing the mutual coordination and cooperation in military and civilian crisis management as well as humanitarian aid.

As the globalization is increasing the world become more interdependent. Security challenges emerging in one country impact the rest of the world, at least the rest of a region.

The globalization, increased interdependence requires involvement of many subjects in preventing and managing crisis situation. As a response to the emerging threats, and managing a crisis a lot of initiatives are established. The leading organization in crisis response is UN. In the past decade a more attractive partner for the United Nations in the field of crisis management became the European Union. In addition to its traditional support through different financial instruments, for the first time from the perspective of the UN, the EU has turned itself into a potential direct provider of civilian or even military capabilities for peacekeeping and peace building activities.¹ The 2003 Joint Declaration, signed in New York by representatives of both organizations in the immediate aftermath of operation Artemis/DR Congo, formalized this new pattern of cooperation².

One of the main concerns and more demanding challenges today for the UN itself as the leading organization in the field of crisis management is the reliability of the partners when it comes to mobilizing key capabilities, both civilian and military, at the request of or in cooperation with UN missions and, what is probably more important, to deploying them according to a comprehensive approach.³ From a strictly EU perspective, cooperation with the UN in crisis management appears to be a significant test case for verifying effectiveness in enhancing the coherence of its new external action instruments.⁴ On the other hand, the entry into force of the Lisbon Treaty and in that of the UN mainly as a consequence of the implementation of its “New Horizon Initiative”⁵ became new challenges facing the both organization in establishing fast, flexible and focused action in order to prevent or response to a crisis.

From a small country perspective, to mobilize resources quickly, to meet changing demands and most importantly to try to anticipate the services of its citizens

¹ Luis N. González Alonso, *Rethinking EU-UN cooperation in international crisis management: Lisbon and beyond*, Public Law Department, University of Salamanca, Policy Paper 9: February 2012

² Joint Declaration on UN-EU Co-operation in Crisis Management, doc. 12730/03, 19 September 2003. Four years later, in June 2007, a further and less formal Joint Statement was made public giving rise on the part of the EU to a follow up process through successive six-monthly progress reports.

³ Luis N. González Alonso, *Rethinking EU-UN cooperation in international crisis management: Lisbon and beyond*, Public Law Department, University of Salamanca, Policy Paper 9: February 2012

⁴ *Ibid.*

⁵ The New Horizon Initiative: Progress Report n° 1, UN Department of Peacekeeping Operations and Department of Field Support, New York, October 2010.

is the biggest challenge. Additional challenge due to the limitation of the resources that could be employed is the period of the crisis.

Furthermore, the concept of decision making of the both organization is challenge by itself. These differences in governance structure have serious implications for the respective foreign and defense policies. The EU decision making is taken by twenty-seven sovereign states, usually on the principle of unanimity. The president and the High Representatives for Foreign Affairs envisaged by the Lisbon Treaty have no powers to take key decisions on behalf of the Member States. The coherence of the EU decision-making system is further undermine the so-called “pillar structure, which separates trade and economics from foreign and security policy.”⁶

The UN decision-making is also complex process. On the other hand, the lack of force under own control as well as resources makes UN slow to response quickly to a crisis. In order to address contemporary challenges, after nearly a decade of examination, re-examination, and reform The UN promote “the New Horizons” as a foundation to strengthen the partnership and peacekeeping tool to meet demands in an effective and sustainable manner. Key themes laid out in the new horizon document included: partnership in purpose, in action and in the future; cohesive mission planning and management; clear political strategy and direction; clarity and delivery on key roles; faster deployment and crisis management; a new field support strategy.⁷

Although both the EU and the UN pride themselves on being able to combine a broad range of instruments as a distinctive feature of their ability to cope with international crises, their record in effectively deploying them in a comprehensive manner remains “ambiguous” to say the least⁸. The both organization to a certain extent face similar problems and shortcomings in development of the commonly known a “comprehensive approach” to crisis management. In his seminal Report on peacebuilding in the immediate aftermath of conflict, the UN Secretary General highlighted “the fragmented nature of governance across the United Nations system” and its “pillars” structure as complicating factors which prevent it from making the most of its unrivalled capabilities in the areas of peace and security, human rights, development and humanitarian action⁹.

⁶ Jan Zielonka, *The EU as an International Actor: Unique or Ordinary?*, European Foreign Affairs Review 16, Kluwer Law International BV, 2011, 281-301

⁷ The New Horizon Initiative: Progress Report n° 1, UN Department of Peacekeeping Operations and Department of Field Support, New York, October 2010.

⁸ Claudia Major and Christian Molling, “More than wishful thinking? The EU, UN, NATO and the comprehensive approach to military crisis management”, in Joachim A. Koops (ed.), *Military Crisis Management: the challenge of inter-organizationalism*, Studia Diplomatica, vol. LXII, 2009, 3, p. 27.

⁹ A/63/881-S/2009/304, 11 June 2009, paragraph 24

Countries in the Balkans affected with current migration crisis and their legislative in terms of standards, decision making and cooperation

Croatia

Croatian key legislation established coordination at the national level that takes an all hazards approach in the case of disaster and major accidents. The Protection and Rescue Act covers a wide range of threats, but it does not deal with specific threats while Croatia's civil crisis management response is subdivided and specialized to cope with specific threat types. National protection plans relate to specific threats such as floods, large fires, ionizing radiation, etc.¹⁰

The national coordinating body for the all hazards approach is The National Protection and Rescue Directorate (NPRD), while relevant services and institutions established by the government participate in preparation and implementation of protection and rescue activities and measures. The system is on the operational level subdivided into agencies that cope with specific threat types such as floods, wildfires, mountain rescue and protection, etc. In case of multidimensional incidents, cross-sector coordination is ensured by the NPRD (Protection and Rescue Act).¹¹

The dominant crisis management (CM) approach is civilian-based rather than military-based. The NPRD is responsible for activating operational units. The armed forces and the police also may take part in protection and rescue activities and their participation is coordinated between the Ministry of Defense (MoD), Ministry of Interior (MoI) and NPRD. According to the Croatian Constitution, in the event of major natural disaster, the armed forces may be deployed to assist the police and other state bodies. They could also be deployed to assist firefighting, rescue operations as well as surveillance and protection of the country's rights at sea (NN 85/10, Article 7, 17 and 101).

The building of the current crisis management system has occurred simultaneously with the EU/NATO integration process and regional cooperation in South Eastern Europe that established an integrated, sustainable and efficient CM system that enable greater civil security cooperation and positively impacted Croatian economic and social development.¹²

¹⁰ Visnja Samardzija, S.Knezovic, S. Tisma, I. Skazlic, *Analysis of Civil Security Systems in Europe-Country Study: Croatia*, Institute for International Relations, Zagreb, January 2014, p.12

¹¹ *Ibid*, p.13

¹² Visnja Samardzija, S.Knezovic, S. Tisma, I. Skazlic, *Analysis of Civil Security Systems in Europe-Country Study: Croatia*, Institute for International Relations, Zagreb, January 2014, p.16

The major legal act regulating the civil crisis management (CM) system is the Protection and Rescue Act (adopted in 2004, amended in 2007, 2009 and 2010) which defines institutional structure, rights and responsibilities of all actors involved, procedures and management of the protection and rescue activities. It established the NPRD as a single administrative organization regulating norms and standards in protection and rescue area.¹³

Protection and Rescue Act is under preparation, containing new regulations regarding rights and obligations of local self-governments (including new model of financing, based on clear risk assessment for a certain area) and highlighting the role of 5 The NPRD consists of five sectors: the Civil Protection Sector; the Fire-fighting Sector; Sector for the 112 Emergency European Number; the Fire-fighting Protection and Rescue School; and the Personnel, Legal and Finance Sector. It also has the regional offices (i.e. the County Protection and Rescue Offices), linked to its Civil Protection and Fire-fighting Sector, as well as four National Intervention Units and four Protection and Rescue departments (NN 43/12) 18 volunteers in CM activities. It is intended to improve coordination, strategic planning, information flow and management and thus contribute to risk reduction.¹⁴

With the mentioned Act, Croatian government is trying to re-emphasize the subsidiarity issue and the need to strengthen the system at local self-government units. As well as Establishment of the protection and rescue headquarters at all levels. Additionally, coordination of the system and efficiency of the operational forces (NPRD, 2012, p.6) will be increased by developing of Standard Operating Procedures (SOPs). The effectiveness of the system depends on the type of the crisis event and on the particular actors that are involved.¹⁵

During recent history, three mayor crisis situation occurred and gaps of the established system emerged. The Kornati Island case (August, 2007) which remains an example of uncoordinated crisis operation which was inefficient both on the prevention and response side. Thus, the victims rescue operation in terms of crisis response was late and not well organized, indicating unpreparedness of the system for such a disaster.¹⁶ The second case “The flood cases in Western Croatia (June 2010)” were the highest in the last fifty years and caused significant damage due to delayed prevention

¹³ Ibid, p.16

¹⁴ Ibid, p.16-18

¹⁵ Visnja Samardzija, S.Knezovic, S. Tisma, I. Skazlic, *Analysis of Civil Security Systems in Europe-Country Study: Croatia*, Institute for International Relations, Zagreb, January 2014, p.33

¹⁶ Ibid, 34.

and inefficient response (shortage of sand and bags, lack of coordination and communication, inadequately equipped operational units).¹⁷

Croatia has signed cooperation agreements on protection and rescue with all neighboring countries while an agreement with Serbia is being negotiated. The country is actively participating in regional initiatives and organizations¹⁸

Serbia

The general legal framework for the civil security system is shaped by the Constitution of the Republic of Serbia (2006), Law on State Administration (2010), Law on Ministries (2011), Law on Local Self-Government, (2007) Law on Measures in case of State of Emergency (1991), Law on Police (2006), Law on Serbian Army (2007), Law on Defense (2009) and strategic documents: National Security Strategy (2009) and Defense Strategy of the Republic of Serbia (2009).¹⁹

According to Law on Emergency Situation (LES) the Republic of Serbia shall ensure the establishment of an integrated civil security system. The Parliament is responsible for adoption of a National Strategy for Protection and Rescue in Emergencies (NSPRE) while the government is responsible for all system aspects of civil security (adopting plans, risk assessments and other documents, ordering general mobilization of the civil protection units, supervision of crisis preparations etc.). The Sector for Emergency Management (SEM), as a specialized organizational unit of MOI, coordinates the activities of all state and civil society institutions involved in emergency and disaster management at all levels of political territorial organization.²⁰

Hierarchically, SEM has its organizational units for the territory of the district and city/municipality with a support (service) role in the district/local EMHQ as main operational and expert bodies for coordinating and managing crisis response which are permanent bodies established for the territory of municipality and city by respective assembly, for the territory of administrative district by National Emergency Management HQ (NEMHQ), and for the territory of autonomous province and republic by respective governments.²¹

Before the adoption of LES there was no particular budget for crisis management, and annual expenditures for this purpose, from the budget of MOI, were only around 50,000 euro, while costs of crisis situations were covered from budget

¹⁷ Visnja Samardzija, S.Knezovic, S. Tisma, I. Skazlic, *Analysis of Civil Security Systems in Europe-Country Study: Croatia*, Institute for International Relations, Zagreb, January 2014, p.35

¹⁸ Ibid p.5

¹⁹ Zelimir Keshetovic, *Analysis of Civil Security Systems in Europe-Country Study: Serbia*, Faculty of Security Studies, University of Belgrade, Belgrade, June 2013, p.15

²⁰ Ibid, p.11

²¹ Ibid, p.12-13

reserves on an ad hoc basis. When the national budget is tight and there is extreme pressure for critical resources, expending funds or distribution of funds for contingency requirements is a difficult choice, so providing the funding to response to a disaster was for decades considered an ad hoc requirement to be dealt with at the time of the emergency. LES designated the following funding sources for crisis management: Budget (national/provincial/local); Fund for emergency situations, and other sources specified in LES and other laws²²

Serbia is still considered a country of “nonconsolidated democracy” with a number of political and social tensions, so the question of efficiency in disasters is more complicated. Questions of budget on each level of governance are very important. The efficacy of the Serbian crisis management system will be possible to question only once its funding is stabilized and its most basic needs satisfied²³.

Macedonia

In 2004, Macedonian parliament has adopted Law for protection and rescue, establishing provisions for protections and rescue of the people from both natural and man-made disaster and other accidents. The law provided fundamentals for organizing a system enabling to respond at the more less operational and local level. In the next 2005, the government has adopted the Law on Crisis Management. With this Law Macedonia has become the first country in the region to have established this kind of system which enables and organize a system for prevention, early warning and crisis management at central level. Based on these two Laws, the overall responsibility on crisis management rests with the central Government, but the mayors of municipalities are also responsible for ensuring local level coordination of the actors in crisis management.²⁴

According to the Law on Crisis management, three Governmental bodies have been established to carry the mandate of crisis management and provide professional support to Government for effective crisis management. These bodies are designed to provide decision-making and inter-institutional coordination within the subject matter. The three bodies are: Steering Committee; Assessment Group and Crisis Management Center. The Steering Committee is governmental body design to coordinate and manage the crisis management system and provide recommendation to the Government to declare a state of national emergency or crisis. This committee consists

²² Zelimir Keshetovic, *Analysis of Civil Security Systems in Europe-Country Study: Serbia*, Faculty of Security Studies, University of Belgrade, Belgrade, June 2013, p.34

²³ Ibid, p 35

²⁴ https://info.undp.org/docs/pdc/Documents/MKD/00049400_CMC%20Project%20Document1.pdf
viewed on 17.12.2015

of Minister of Interior, Minister of Health, Minister of Transport and Relations, Minister of Defense, Minister of External Affairs and Head of the Assessment Group. The Assessment Group conducts permanent assessment of national risk and dangers and proposes measures and activities for prevention, early warning and crisis response to the Steering Committee.

The Crisis Management Center (CMC) is a permanent independent state administrative body, having the status of a directorate. CMC is providing continuity of the inter-departmental and international cooperation, consultations and coordination of the crisis management; preparation and updating the assessment of all risks and dangers to the security of the Republic of Macedonia; proposing measures and activities for resolving a crisis situation, and executing other activities pursuant to the Law. The overall responsibility of CMC to coordinate disaster prevention and response activities in a crisis at both central and local level makes it a best entry point for the project to effectively enhance the operational and technical capacities of the Crisis Management System in the country.²⁵

Based on the Law on Crisis Management the funding to response to a crisis is design on an ad hoc requirement to be dealt with at the time of the emergency or crisis utilizing the resources of all governmental, local or even private capabilities.

The experience that Republic of Macedonia had regarding the response to a crisis situation or response to a disaster (flood and forest fire), has revealed a critical issue in the institutional structures prescribed by the two Laws (Law on Crisis Management and Law on Protection and Rescue) especially in the duplicates in the mandates and responsibilities of the Crisis Management Center (CMC) and the Protection and Rescue Directorate (PRD). This problem caused considerable confusion in the country's crisis management system. Furthermore, the gaps and deficiencies had been identified in terms of lack of coordination at both the national level (inter-ministerial, interdepartmental) and local level; lack of resources (human resources, equipment); persistence with the traditional approach in the crisis management, viewing it strictly as a technical issue and focusing mainly on the activities during an emergency and immediate recovery after a disaster.²⁶

²⁵ https://info.undp.org/docs/pdc/Documents/MKD/00049400_CMC%20Project%20Document1.pdf
viewed on 17.12.2015

²⁶ Ibid.

CONCLUSION

The contemporary threats, different type of crisis, globalization and the more connected world require close coordination and cooperation in resolving a situation of crisis. Small countries with limited resources, capabilities, additionally overloaded with the transitional problems more than necessary need support from other countries and regional or world organization.

First of all UN as a leading organization in providing support and resolving crisis situation has to increase its effectiveness by strengthen its coordination and cooperation with EU, and other regional organization. It will allow both organization to provide support to the small countries in building their capabilities for crisis management. On the other hand similar model and unified concept for managing a crisis should be adopted and developed. The so called Comprehensive approach which is already accepted and developed by both organization should be developed in the small countries in order to provide more effective way of employing the capabilities and contribution to resolving a crisis.

EU has to continue to run the comprehensive programme on Strengthening Cooperation in the Field of Civil Protection with the Candidate Countries and Potential Candidates of the Western Balkans and Turkey that was developed in 2010 for civil protection cooperation with the candidate countries and potential countries. The program provides financial support through the EU Instrument for PreAccession Assistance (IPA) on operational and strategic level within the EU Programme on Civil Protection Cooperation.

Small country, especially from the Balkan region, utilizing the above-mentioned programme need to formalize their bilateral cooperation and coordination in a situation of state of a crisis by strengthen their cooperation in exchange experience, training, exchange the information, increasing the interoperability and capabilities.

Moreover, in a case of a crisis that affects and influenced more country as the current migration crisis, they need to establish more integrated new institutional and organizational design to really have a positive impact on mutual cooperation, coordination and effective employment of countries instruments for crisis management as well as for employing the resources available.

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CRISIS COMMUNICATION WITH RETROSPECTION TO THE ORGANIZING IN CRISIS SITUATIONS IN THE REPUBLIC OF MACEDONIA

Ilija BOJAROVSKI, MA

Crisis Management Center of the Republic of Macedonia

Email: ilija.bojarovski@cuk.gov.mk

Abstract: *In the Republic of Macedonia, the public's views have been affected by different forms and denominations i.e. the public opinion has been created differently though different periods of time. In Macedonia, from its independence in 1991, besides the already established Departments for public information, the job title spokesperson (spokesman), as a designated working position, appears in the Ministry of Defense, sometime at the end of 1994 and the beginning of 1995. Afterwards, the development of this new creation of the democratic need for info-relations with the citizens resulted in the opening of a Regional training center for communications for Southeastern Europe in Macedonia (in its beginning dealing with defense), in 2006, and the establishment of the Crisis Management Center the previous year (October 5th 2005). All this denoted that the Republic of Macedonia was well on its way towards integrating into NATO and the European Union, both in managing public relations and in crisis situations. This meant the materialization of the concept for developing a high degree of security.*

Keywords: *relations, public, management, crisis*

Introduction

During crisis situations, public relations are best described by a popular quote which is a universal truth: Crisis is the moment of truth. We can note that public relations during crisis situations are a real example for the connection that science and practical experience have with each other, and at the same time they are the incarnation of public relations as assertive actions in real life: in crisis.

According to the facts, the basic attributes of crisis management include almost all of the services in the domain of the crisis management system: organization and functioning, decision making and recourse partitioning, communication, coordination and cooperation between all crisis management parties. In this connotation, as a part of the crisis management system, one may add planning and financing, as well as other matters in relation with the crisis management system which arise from the need to practice crisis management and the practice of public relations during crisis situations.

Crisis management in the Republic of Macedonia

In Macedonia, the crisis management system is set up and functions in order to prevent, to give early warning and deal with crises which threaten the health and lives of people and animals, public wealth and property and nature. In this context public relations have an important role in the functioning of the three previously mentioned phases, and also the fourth which is named as Post-crisis state – the period of aftermath repair.

The importance of public relations can be seen in the correct managing of information, at the right time, in the right place, by dealing only with checked facts and delimitating the unchecked facts. All risks and dangers come from natural disasters and epidemics or other hazards which threaten a country's establishment and security or a part of a county, but do not allow for the declaration of a state of emergency or war threat. It is very important to state that the crisis management system includes data collection, assessment and analysis of the circumstances, defining the goals and tasks, development and execution of the necessary precautions, early warning and crisis management. From a purely safety aspect, there are two types of safety measure: preventive and repressive. However, this is only one example for a part of the social structure which deals with the executive part of the process for securing safety at a level in society.

In our country, the management system is composed of the Parliament, the President of the country and Government, the army, the protection and rescue forces and the municipalities and the City of Skopje. Of course, a role in prevention, early warning and crisis management is played by public enterprises, public institutions and services, companies; which can take part as stated by law. In regards to those who can take part voluntarily we include the public media. In Macedonia only the Macedonian radio-television (MRTV) has the duty to take part in prevention, early warning and

crisis management as stated in the Law on Crisis Management (Chapter 2, paragraph 2 from May 5, 2005), and also post-crisis when repairs and relief are made.

Today, in Macedonia, the basic parts of crisis management, as a contemporary demand, are regulated in the last decade by several laws. These laws which actualize the constitutional category protecting the lives of the citizens and material goods are: Law on Crisis Management, Law on Protection and Rescue, Law on Local Self-government Units, and the Law on the Macedonian Red Cross. They are in correlation, amended and are supported by other laws, but they contain the regulation of authority, the rights and obligations of all state and local authorities dealing with disasters.

Institutional application of public relations in times of crisis in the Republic of Macedonia

In Macedonia, the head of public communication in times of crisis can be found in its governing institutions which deal with disasters and crisis. They are:

The Crisis Management Center of the Government of the Republic of Macedonia, which is the highest managing specialist body in the country;

The Protection and Rescue Directorate, which is the operations specialist body which act in the field where the crisis has appeared i.e. where the disaster has struck;

The Council of the Local Self-governing Units (municipal council), which is most responsible party dealing with the activities of preparing the population for self-protection and disaster rescue on a local level;

The non-governmental organizations, represented by the Macedonian Red Cross, they have the necessary human and material resources to help the government in the area of education and field operations in disaster areas.

From what has been stated so far, it is clear that public relations in times of crisis in one part or the whole territory of the country are led by the Crisis Management Center. This is done by a special team, which is the tie between the crisis head quarters and the public. This team also deals with the management of information for easier crisis relief. This is done by creating the public opinion by simply broadcasting information with the latest news at a certain point in time, even in times when the crisis or disaster is at its peak.

In direction to the enabling of public communications in times of crisis, besides knowing how the crisis management system works, its participants must know the organization and the modus operandi of the organs and bodies which constitute it.

The Crisis Management Center carries out internal and external information

passing i.e. actualizes the entire public relations process through regional crisis management centers set up throughout the country, and also via a special central department for public relations and public communications media production. With the help of these branch offices throughout the country the actual crisis state is monitored, data and information are being exchanged, suggestions for crisis management are given and damage assessment is made. Public relations via a special section, a department, with the support of a specialized media production department bond the above mentioned structures and bodies (Steering Committee, Assessment Group, Crisis Management Center, Protection and Rescue Directorate, Local Self-government Council – Mayor, NGOs represented by the Red Cross and others) and the public. Thereto, in many cases, public relations are the main driving force, or at the least they should be, in order to execute precise crisis management between the population with strategic attributes and the channeling of priority information which must reach their target i.e. to contribute to the reduction of the crisis state and the initiation of self-defensive and self-protective behavior of the population in jeopardy. This also involves the media which report about the crisis. The media which have not signed an agreement with the Crisis Management Center have the democratic right to report events according to their own criteria and norms which have to be in agreement with the framework of professional news reporting, governed by laws and codes of ethics.

In order to set up real public relations, i.e. public communication, one needs a high level of communication and coordination, and cooperation between the participating parties in the crisis management system. All participating parties in the crisis management system are obligated to enable continuous communication, coordination and cooperation when gathering data and information; when making their analysis, and reporting about the risks and dangers which threaten the security of the country. This is also done in order to enable early warning, which is done by informing and alarming. This is done by the Crisis Management Center which informs the public via mass media, and also by sirens, which are a part of the alarm system.

Regarding information, there is a certain feedback by which the population is receives additional information, but also they, the citizens, can send information in person over the telephone. This is done through the call-free number 195. This number is to be substituted by 112, a number used in many countries around the world, members of the organizations in which Macedonia is integrating into. This number enables feedback i.e. a certain type of direct returning information regarding the actions taken in the field. Also, the information is delivered to the mass media and the citizens by the Crisis Management Center's public relations department. This provides

the possibility to have certain insight for any misinformation which may have been leaked in the public or in the crisis area. These information are inspected and, at the least, are marked and taken into consideration in the case that it should be acted upon them or counter them in order to relieve the crisis and the consequences from such disinformation which do not help resolve the crisis. This is something which is a part of the sphere named "special war". If such a thing is done by a certain mass medium, special personnel are needed. This sort of professional staff is simply explained as "a counter-journalist journalist". Basically, this is a simple way to name the personnel chosen to deal with public relations in these specific crisis situations – when the crisis escalates or is extended by deliberately or accidental spreading of false information by the media. According to the Law on Crisis Management, a crisis can last up to 30 days. In regard to this sort of public relations and the mentioning of the Law on Crisis Management, we must mention the rules that comprehend the mass media enrolled in crisis information. This means that in order for them to circulate and work within the crisis area, a special permit, a sort of a clearance pass, as stated in the Rulebook covered by the Law on Crisis Management. This is obligatory for everyone participating in the crisis management system, including staff from international and other organizations. This implies that a certain number of clearance passes are assigned to the representatives of the media, or the mass media themselves. These clearance passes are given to the accredited representatives for their immediate presence in the field.

Conclusion

Disasters are a part of everyday life and do not recognize any borders and limitations; they affect all citizens regardless of religious views, race, gender, and also financial wealth.

Crises impose the need for boosting the public's knowledge on their phenomenon. This actual adds another task to public relations, which is, at the least, taking preventive actions during crisis management or simply information transfer of checked data. Hence, it is of the utmost importance to acknowledge the part that public relations play in the area of anti-crisis activity in all phases and during crisis communication. Also, it must be pointed out that raising public awareness should begin from tender years, by educating children and the youth during and after school hours, and also by following the latest economic and technological development. It is clear that the economic and technological development contribute to the increase of the types of disasters and the consequences they bring, first and foremost to mankind.

Practically, the human factor in crisis management, and with it the crisis communication management, is always in the spotlight, and also, it is the solutions generating hub, but also for dissolutions.

Every post-crisis period marks the beginning of a pre-crisis period, which means the preparation for the next time crisis communication is needed. This point of view is normal for the professional public relations teams and the public relations media productions.

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