

## **ANALIZA SVEOBUHvatNOG UPRAVLJANJA KRIZAMA NATO-A: REPUBLIKA MAKEDONIJA I REPUBLIKA SLOVENIJA**

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### **Sažetak**

Promjena sigurnosnog okruženja i novi sigurnosni izazovi razlozi su za pojavu i praktičnu primjenu NATO-vog sveobuhvatnog upravljanja u kriznim uvjetima. Više je nego jasno da nije moguće učinkovito i uspješno prevladati krizu bez primjene sveobuhvatnog pristupa upravljanju u kriznim uvjetima kroz aktivnu suradnju vojnog, političkog i civilnog sučelja. Potrebu za razvojem koncepta civilno-vojne suradnje prihvatile su mnoge države diljem svijeta, uključujući Republiku Makedoniju koja teži pridruživanju NATO-u i EU. Iako je Republika Makedonija pionir u ovom području u usporedbi s postignućima država članica NATO i EU.

Znanstveno je težište ovog rada na komparativnoj analizi postignuća Slovenije u usporedbi s Republikom Makedonijom na području sveobuhvatnog pristupa upravljanju u kriznim uvjetima. Kao buduća članica NATO-a i Europske unije, Republika Makedonija bit će aktivnije uključena u Afganistanu, kao i u ostalim misijama NATO-a, UN i EU. Stoga je potrebno sveobuhvatno razmotriti mogućnosti Republike Makedonije za sudjelovanje u misijama kao što je ona u Afganistanu za podršku infrastrukturnim kapacitetima s vlastitim institucijama vlasti, nevladinih organizacija, privatnog sektora i civilnog društva.

**Ključne riječi:** sveobuhvatno upravljanje u kriznim uvjetima, CIMIC, Afganistan, Republika Makedonija, Republika Slovenija

### **Introduction**

One of the key components why NATO coalition forces require the implementation of a comprehensive approach to crisis management in their national strategies and military doctrines is that aren't enough only military assets to overcome crisis situations, but there is a great need for cooperation between civilian and military actors. Effective civil-military cooperation is mutually beneficial because it helps to increase efficiency and to reduce overall costs, making their efforts more efficient.

Over the past decades, international crisis management has changed in three dimensions, namely<sup>1</sup>:

First, the spectrum of tasks has expanded. Modern operations for crisis management aim to deal with security, social, political and economic dimensions of the crisis.

Second, the time frames of crises management are expanded. Today, the activities in the field of crisis ma-

1 Major, C. and Shondorf, E. (2011). Comprehensive approaches to crisis management. German institute for international and security affairs. p. 1-2.

agement can take anywhere from several years to decades.

Third, the number of actors involved has increased. This is partly due to the expanded range of tasks that require specific tools and expertise, and there is no single actor can provide them.

On the other side the complexity of managing crises has significantly increased. This is the basic reason for the existence of a "comprehensive approach to the crisis management."

The purpose of this scientific paper is to study NATO comprehensive crisis management, with special emphasis on its implementation in the Army of the Republic of Macedonia missions in Afghanistan.

In that direction is performed a comparison of the achievements of the Macedonia regarding Slovenia, to see where we are doing doctrine and practical implementation of the concept of civil-military cooperation participating in missions abroad.

In that way we can study the positive and negative experiences that could be used as lessons learned from the army of the country which is NATO and EU member. Thereby are provided relevant information that could have applications in social and especially in military science.

An evolutionary development of a NATO comprehensive crisis management

Unstable states and complete breakdown of individual states as well as civil wars have created opportunities for illegal armament groups or non-state actors. They developed modern trends of terrorism, various forms of organized crime, corruption and trafficking in human beings and drugs.

As a response to this situation, the international community recognized the need for comprehensive crisis management in international operations, especially in the last decade. Not only these operations increased their scope, but they have become more complex. Due to the complexity of conflicts and crises, many governments and organizations are in the process of developing concepts and approaches for a comprehensive crisis management.

However, there is no single definition for the term "comprehensive approach to crisis management" or a "comprehensive crisis management". Various organizations and institutions variously define the term.

One definition that realistically defines comprehensive approach to crisis management is: "When we are talking about the crisis management, should highlight its military, political, economic, social, humanitarian and environmental aspects. Each of these aspects is proper preparation of certain state institutions to deal with them and reduce their consequences. In that sense, the resources and the capacity of certain state institutions to deal with crises are just part of the national resources which are directed toward resolving certain or rather specific problem that produces crisis<sup>2</sup>".

For a comprehensive approach to crisis management, mostly speaking officials from the UN, NATO and EU and on 20 February 2001, the Security Council released a general statement on the practical interpretation of comprehensive crisis management which confirmed that: "... The search for peace requires a comprehensive and a joint approach that addresses the prevention and suppression of the fundamental causes of crises and conflicts, including their economic and social dimensions, so in this complex and comprehensive approach should include all relevant actors at national and regional level<sup>3</sup>".

Currently being used a lot of acronyms like "DIME" ("Diplomatic, Informational, Military and Economic elements") or "DIMEFIL" ("Diplomatic, Informational, Military, Economic, Financial, Intelligence and Low Enforcement elements") or "MIDLIFE" ("Military, Intelligence, Diplomatic, Low Enforcement, Information, Finance and Economics elements")<sup>4</sup>. In all these cases, the issue is combining civilian and military efforts to best manage the situation, including international and local actors.

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- 2 Gocevski, T. (2005). "The need for a law on crisis management - or why regulating this matters". Crisis management in the Republic of Macedonia - Contemporary Macedonian Defense. p. 17-22.
  - 3 "Security Council Addresses Comprehensive Approach to Peace-Building," Press Release SC/7014. <http://www.un.org/News/Press/docs/2001/sc7014.doc.htm>
  - 4 SCHNAUBELT, Chistopher M. (2009), "Operationalizing a comprehensive approach in semi-permissive environments", Rome, NATO Defense College, Research Division. p. 7.

From this we can conclude that: "There is no unique and mutually acceptable model of a comprehensive approach". Today, most actors recognize the need for better coordination and cooperation. However, their approaches diverge and significantly differ in terms of priorities, resources and especially in terms of their desire.

Many actors are interested in a comprehensive approach, although they use different ways to describe. According to de Coning and Friis, several reasons explain why many actors take interest in the comprehensive approach even if they use different labels to describe it. Among these are<sup>5</sup>: the search for greater efficiency in crisis management in times of budgetary restrictions; a greater coherence in the actions of all in a common space; an improved legitimacy of action for some actors; the ambition to reduce the number of failed states which represent a security threat today and the political urgency for conflict settlement linked to the fact that citizens are increasingly unwilling to accept military casualties for extended periods of time.

#### Comprehensive crisis management and NATO strategic concepts

Strategic Concept is an official document that outlines NATO's enduring purpose and nature of its tasks in accordance with upcoming security challenges and threats. The Strategic Concept from 1991 highlights the crisis response and conflict prevention through dialogue and cooperation, inviting members to increase their use of unimilitary power to solve collective security challenges<sup>6</sup>.

In the strategic concept from 1999, the Alliance is committed to "Broader and comprehensive approach to security". The Alliance recognizes the importance of political, economic, social and environmental factors as essential attributes of defense. This broad and comprehensive approach is the basis for increasing the Alliance's efforts to develop effective cooperation with other European, Euro-Atlantic organizations and the UN. Their common goal is to build effective security architecture and deepening of relations between the Euro-Atlantic countries in managing different types of crises and conflicts<sup>7</sup>.

Although, the security scene has changed dramatically after the Strategic Concept from 1999. The reasons for this change, among others are: September 11, 2001; and the operations of the Alliance in the fight against global terrorism in Iraq and Afghanistan. The Declaration of the NATO Summit in Strasbourg and Kohl in 2009, made it clear that all members are unanimous saying: "NATO needs a new security strategy<sup>8</sup>". With the strategic concept of NATO since 2010<sup>9</sup>, it is clear that NATO intends to continue the development of a comprehensive approach to security. NATO uses the terms "whole government", with a "synergistic application of all instruments of power" - diplomacy, information, military and economy, which are the basis for construction the contemporary global security architecture. In this sense, it can be expected for deeper and expand cooperation with other international and national organizations which can put available resources which NATO hasn't, for example the EU civilian facilities.

In this context it is practically applicable the theory of military theorist and expert Hoffman who says: "In an attempt to acquire asymmetric advantage, our opponents, more and more will fit multiple combinations of abilities in a kind of hybrid war which is a challenge for our assumptions about the nature of war and how we respond<sup>10</sup>". This requires Alliance to approach security threats in new ways and to accept new tasks. Which are the crucial targets for integration of military, political, economic and information efforts.

#### NATO Comprehensive crisis management in Afghanistan until and after 2014

5 Dr. Cécile Wendling. The comprehensive approach to civil-military crisis management - A critical analysis and perspective. p.10.

6 Heads of State and Government, The Alliance's New Strategic Concept (Rome: North Atlantic Council, 1991). p. 2-6.

7 The Alliance's Strategic Concept. Approved by the Heads of State and Government participating in the meeting of the North Atlantic Council in Washington D.C. 24 Apr. 1999.

8 Heads of State and Government, Declaration on Alliance Security: Strasbourg/Kohl Summit Declarations (Strasbourg/Kohl: North Atlantic Council, 2009).

9 "Active Engagement, Modern Defence" - Strategic Concept For the Defence and Security of The Members of the North Atlantic Treaty Organisation Adopted by Heads of State and Government in Lisbon, 19-20 November 2010.

10 Frank G. Hoffman, Hybrid Threats: Reconceptualizing the Evolving Character of Modern Conflict, Strategic Forum no. 240 (Washington: INSS, April 2009), p.5.

International Security Assistance Force (ISAF) was created by the UN Resolution 1386 of the Security Council, from 20 December 2001. Mission ISAF, led by the U.S., was originally limited to Kabul. At the request of Afghan President Hamid Karzai, UN demanded NATO involvement. NATO took command of ISAF in Afghanistan in August 2003.

The leading role of ISAF is to assist the Afghan government in extending its authority throughout the country and to create a stable environment. For that purpose, ISAF assists the Afghan security forces by training the military and the police; identify reconstruction needs of civilian objects; supports the government to disarm illegally armed groups and participate in the fight against drugs; and support activities for humanitarian assistance. The mission aims at a gradual transfer of responsibility in the domain of security, to a local authorities in Afghanistan by the end of 2014.

In Afghanistan, where NATO and UN work "side by side" the approach to the military-focused conflict management, somehow are putting NATO in a dominant position. The huge number of personnel, finance and logistic resources owned by ISAF, marginalize the UN mission and prevent the development of significant cooperation.

On the other hand, NATO should limit its activities to training and capacity building in the field of security sector. Also need to offer discreet protection of UN and other organizations and agencies in the field. For successful international cooperation in the field requires a dialogue and exchange of information. In this part, NATO is "unprepared" because a large part of the documents are classified, which makes them unavailable to external entities. But distinguished is the similar situation in other international organizations, with the improper classification of information. This real impedes international cooperation of the involved actors.

Interesting fact is that, the two organizations have realized a mutual dependence of achieving success in solving the crisis. The two organizations have complementary knowledge and skills in various aspects in the field of security sector reform, disarmament, demobilization and reintegration. On doctrinaire level, NATO and the UN admitted that they have "never be alone on the ground" and that they must engage and cooperate with other organizations to fulfill its mission<sup>11</sup>.

Cooperation, especially between ISAF and the UN will remain crucial issue during the transition of responsibility to Afghan authorities by 2014. Also, NATO countries should reconsider the allocation of tasks and resources between ISAF, UN and Afghan officials in the transition period after 2014.

On a civil-military interaction often viewed differently by the military and by humanitarian actors involved in international humanitarian assistance and/or stabilization efforts. Even is used different terminology. The military uses the term civil-military cooperation to describe the relationship between civilian and military actors. The civilian side, instead of the term "cooperation" used "coordination".

Another problem is the cultural barrier not only between different countries but also when it comes to the unique cultures that are present in civilian organizations. Nongovernmental organizations (NGOs) have long standing culture of impartiality that is essential for their survival and effectiveness. Military organizations must restrain from taking actions or by statements that might compromise impartiality.

## **NATO Comprehensive approach in accordance with security environment and engagements until 2020**

President Obama and other senior U.S. officials have sought to calm Afghan government and state institutions, saying that the U.S. wouldn't completely withdraw from Afghanistan by the end of 2014. The final statement from May 2012 NATO Summit in Chicago, make it clear, not only for the U.S. but for the partners<sup>12</sup>.

Regardless of the level of forces by the end of 2014, the ISAF mission will end. "The presence of U.S. and allied

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11 Claudia Major and Christian Mölling. "More than wishful thinking? (2009). The EU, UN, NATO and the Comprehensive approach to Military Crises Management", *Studia Diplomatica* 62 (3). p.26.

12 [http://www.nato.int/cps/en/SID-B42E2249-9DB272D0/natolive/official\\_texts\\_87595.htm](http://www.nato.int/cps/en/SID-B42E2249-9DB272D0/natolive/official_texts_87595.htm)

forces will be based on the bilateral strategic partnership<sup>13</sup>. This will allow further engagement of instructors and advisors.

At a meeting of NATO defense ministers, held on 05 June 2013, the NATO Secretary General said: "The new mission in Afghanistan will be different and much lower. Its goal will be to train, advice and assist Afghan forces, not to replace them. Its focus will be on building national institutions, such as ministries of security and high levels of command in the army and police<sup>14</sup>".

It's more than clear that security in Afghanistan will not come through military means. It requires a clear civil-military approach that enables the local government to win the trust and loyalty of the population; to work closely with partner organizations and to provide assistance to the security forces of the host country.

#### NATO Comprehensive Crisis Management in Army of the Republic of Macedonia missions in Afghanistan

The summit in Chicago from may 2012 by the Allied leaders and their partners in ISAF along with the Afghan government agreed, NATO to lead a new mission to continue training, advising and assisting the Afghan National Security Forces in 2014. "This mission will be called "Resolute Support" and will not be a combat mission. It will be smaller in size and will focus on national and institutional-level training and the higher levels of army and police commands across Afghanistan<sup>15</sup>".

On 5 June 2013, NATO defense ministers approved a detailed concept for the new NATO-led mission, which aims to train, advice and assist Afghan security forces after 2014. "This concept will guide our military experts as they finalize the plan over the coming months<sup>16</sup>". The meeting was attended by defense ministers from 22 countries-NATO partners who have contributed to ISAF. Ten countries expressed interest in further participation in training mission, including the Republic of Macedonia. At this stage remains unknown what will be the size, budget and duration of the mission.

Army of the Republic of Macedonia continues to deliver a constant contribution to the missions of NATO coalition forces in Afghanistan, but after 2014 is clear that the need of multinational forces will be lesser because the security of Afghanistan turns into the hands of legitimate Afghan governmental, military and police authorities.

Therefore, Republic of Macedonia comprehensively realizes hers capacities and capabilities to participate in future mission "Resolute support". Here, except the military, should be covered: police, judiciary, health, economy, education, local government and other institutions that can contribute to this mission. Also should seriously consider the possibilities and interest of the private sector in the country, particularly the construction, power and IT sectors, which of course have the capacity and capabilities that are not negligible and can contribute in this type of missions.

Comparative analysis of NATO comprehensive crisis management in the missions of Republic of Macedonia and Republic of Slovenia

To see how far is Republic of Macedonia with indoctrination the concept of NATO comprehensive crisis management; we will make a detailed analysis with Republic of Slovenia which is not random, but because of grip that the Republic of Macedonia and Slovenia are very similar in size of territory, population and the number of armed forces. But also because of the fact that Slovenia is a member of NATO and the EU.

In fact, since 2004 Slovenia has joined NATO and its armed forces have taken more active role in supporting international peace. Their armed force has participating in ISAF with its personnel since March 2004. The area of operations of the Slovenian contingent is located in the western part of Afghanistan in Herat and Kabul.

Slovenia's participation in international operations and missions is based on the applicable legal framework, the Constitution, the Government of the Republic of Slovenia Act, the Foreign Affairs Act, the Defence Act, the

13 Kenneth Katzman. (2013). Afghanistan: Post-Taliban Governance, Security, and U.S. Policy, p.25.

14 Address by the NATO Secretary General Anders Fogh Rasmussen at the meeting of NATO defense ministers, held on 05 June 2013.

15 ISAF's mission in Afghanistan. [http://www.nato.int/cps/en/natolive/topics\\_69366.htm](http://www.nato.int/cps/en/natolive/topics_69366.htm)

16 Statement by the NATO Secretary General Anders Fogh Rasmussen. June 2013.



Secondment of Personnel to International Civilian Missions and International Organizations Act, the Police Act, the Act on Protection against Natural and Other Disasters, as well on other relevant acts and implementing regulations<sup>17</sup>.

The Secondment of Personnel to International Civilian Missions and International Organizations Act, adopted by the National Assembly of the Republic of Slovenia in 2006 and the Decree on the participation of Civilian Experts and capacities in international missions in the defence sector, adopted in 2006, are the fundamental documents that provide the legal framework for the deployment of Slovenian civilian functional experts abroad.<sup>18</sup>

Personnel and units of the Army of the Republic of Macedonia were sent on a mission in Afghanistan since 2002. Legal basis for decision making to send the personnel of the Army in peace support operation in Afghanistan is Article 41, paragraph 3, of the Law of Defense<sup>19</sup> in which the decision to send units abroad makes the Assembly of the Republic of Macedonia.

Until now, Republic of Macedonia participated in total with 2325 persons in ISAF, which represents more than a quarter of the total strength of the Army. In this mission our Army hadn't provided staff position for CIMIC, but that obligation are awarded to commanders of platoons and through pre-deployment training educate the entire personnel regarding this issue. The long-term development plan of defense 2011-2020, includes achievement of goal, "Development of capabilities to CIMIC<sup>20</sup>" in 2011 and 2012. But this ability is not reached and its implementation will be linked to the fulfillment of the accepted partnership goal G3784-Specialists for civil-military cooperation and adoption and full implementation of the Directive for civil-military cooperation.

For comparison, Macedonia has almost five times larger contribution to the ISAF mission per capita than Slovenia<sup>21</sup>.

To implement the priorities, missions and tasks, especially in the development of capabilities for civil-military cooperation (described in the White Paper on Defense of 2012), Republic of Macedonia is taking a step further in regulating this issue in the Army with adoption of Partnership goal G3784 - Specialists for civil-military cooperation. This partnership goal requires developing national capabilities for civil-military cooperation in order to support national deployed contingents, as a contribution and strengthening of NATO troops for civil-military cooperation.

The most efficient way for military forces to understand the skills, knowledge and capabilities of international and non-governmental organizations is to keep in touch with them before entering the area of operations. Also, is necessary to educate themselves through military schools, courses, training and exercises that involve joint training and exercises. For this purpose, NATO conducts numerous activities that will help in understanding the skills, knowledge and abilities, especially of the international organizations. To these courses has access the staff of the partner countries, as Republic of Macedonia.

The functioning and execution of missions and tasks in multinational and multiconfessional circumstances is specific and followed by numerous challenges and requires the introduction of new forms and methods of training of the staff that is responsible for civil-military cooperation<sup>22</sup>.

Slovenian Armed Forces participate in teams to establish and train the armed forces in "failed states" like Afghanistan, but Slovenia has also actively participated in the civilian part of Provincial Reconstruction Team (PRT) in Afghanistan. These activities have proven to be one of the key forms of assistance in the building of

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17 Strategy of the Participation of the Republic of Slovenia in International Operations and Missions. Official gazette of the Republic of Slovenia, No. 19/2010, dated 12. 3. 2010. p.7.

18 Aleksandar Dusman, Ugne Petrauskaitė, Asta Rinkeviciute, Lina Strupinskienė, Rok Zupani. (2012). Civil-military Cooperation Conflict and post-conflict operations. Learning from the Lithuanian, Slovenian and Estonian experiences. Vilnius, Litvania. p.55-56.

19 Law of Defense (Official Gazette of the Republic of Macedonia, No. 42/01 и 5/03, 58/06 и 110/08).

20 Long-term Defense Development Plan 2011-2020. MoD of the Republic of Macedonia. Skopje, January 2011. p. 11.

21 The data is as of 01 October 2013. [http://www.isaf.nato.int/images/stories/File/20131014\\_131001-ISAF-Placemat.pdf](http://www.isaf.nato.int/images/stories/File/20131014_131001-ISAF-Placemat.pdf)

22 White Paper on defense. MoD of the Republic of Macedonia. 2012, Skopje. p. 69.

peace, because they are mainly based on non-violent methods, where experience, tradition and expectations of local people are taken into account. These Slovenian experts in Afghanistan are focused on the development of public service and social entrepreneurship in the field of healthcare with the Institute for Rehabilitation of the people with special needs. This is another example which is showing that the successful execution of the concept of peace building is necessary synchronized action in virtually all social systems and subsystems<sup>23</sup>.

In this context, also the Republic of Macedonia participates with a part of the armed forces in the PRT. But can also, as in Afghanistan after 2014, also in other missions, whether led by NATO, UN or EU to establish a system of coordinated participation in operations for peace building, which will include ministries, NGOs and private companies. Therefore, there is need for cooperation between ministries on a regular basis in order to formalize the system of cooperation. At the same time, it is clearly and completely defined who is the holder of cooperation on foreign and security policy, is that the Ministry of Foreign Affairs (MoFA) or the Ministry of Defense (MoD). This segment is a lesson learned in Slovenia, because until a few years ago, there was "not completely clear who is the holder of cooperation between Slovenian ministries for foreign and security policy (whether MoFA or MoD)<sup>24</sup>".

In order to realize quality and meaningful preparations, the MoD and MoFA of Slovenia, coordinate recruitment and implementation of the necessary procedures regarding the deployment of civilian-functional experts in missions. Also, the other ministries may contribute participating with their functional experts, and financing of projects in which "Civil Participation" is provided by the MoD, who approved projects and financial structure to implement the principle "from case to case"<sup>25</sup>.

For the participation of Slovenia in international operations and missions, in March 2010, is prepared and adopted strategy. This strategy represents a response to changes in the security environment and emerging global challenges, detail defined in<sup>26</sup>: Resolution on National Security Strategy of Slovenia; Foreign policy strategy of Slovenia; Participation strategy of the Ministry of Interior in international civilian missions and operations; Resolution for International Development cooperation of Slovenia for the period until 2015 and Resolution of the national program for the protection of natural and other disasters (2009-2015). With the strategy, Slovenia requires a new approach, development and use of a wide range of instruments and activities. Here are included political, diplomatic, civilian, military, development, and others..

On the level at Slovenian armed forces, civil-military cooperation is also regulated by the Military Doctrine of the Slovenian Armed Forces in 2006 and the Civil defense doctrine since 2002. Based on these documents, the Government of Slovenia adopts specific and detailed regulations for the deployment of civilian - functional experts for certain stabilization missions<sup>27</sup>.

Slovenian army, like Army of the Republic of Macedonia, uses NATO Doctrine for civil-military cooperation AJP-3.4.9.

Also, Slovenia joined NATO CIMIC Centre of Excellence (CCOE) on 19 April 2010, which represents another step towards empowerment of staff and achievement of skills for successful implementation of civil-military cooperation and facilitate comprehensiveness. Within the center of excellence, are implemented courses for: CIMIC Functional Specialists; CIMIC Staff Course; CIMIC liaison officer's course, and others. All these courses are available for PfP countries, and thereby for the staff of the Republic of Macedonia.

23 Vladimir Prebilič, Uroš Svete and Janja Vuga. (2008). SLOVENIA AND PEACEBUILDING. Initiative for Peacebuilding Capacity-Building and Training Cluster. Country case study: SLOVENIA. University of Ljubljana. p.18.

24 Ibid. p.17-18.

25 Aleksandar Dusman, Ugne Petrauskaitė, Asta Rinkeviute, Lina Strupinskienė, Rok Zupani. (2012). Civil-military Cooperation Conflict and post-conflict operations. Learning from the Lithuanian, Slovenian and Estonian experiences. Vilnius, Lithuania. p.56.

26 Strategy of the Participation of the Republic of Slovenia in International Operations and Missions. Official gazette of the Republic of Slovenia, No. 19/2010, dated 12. 3. 2010. p.7.

27 Aleksandar Dusman, Ugne Petrauskaitė, Asta Rinkeviute, Lina Strupinskienė, Rok Zupani. (2012). Civil-military Cooperation Conflict and post-conflict operations. Learning from the Lithuanian, Slovenian and Estonian experiences. Vilnius, Lithuania. p.55-56.

## Conclusion

In Afghanistan, Republic of Macedonia participates with military personnel in more than a decade. Plans are, to continue participation after 2014 in future mission "Resolute support". In this mission, will come to fore the great need for trained personnel for civil-military cooperation, due to the fact that on the field will be reduced presence of the military in favor of increasing the presence of the civilians.

Therefore, derives the need for Republic of Macedonia to comprehensively notice their capacities and capabilities to participate in future missions. Thereby, except the military, should be included: police, judiciary, health, economy, education and other institutions that can contribute to this mission. Seriously need to consider the possibilities and interest of the private sector in the country.

However, to see where we are with adoption of a doctrine and practical implementation of civil-military cooperation, the paper made a comparison with Slovenia - a country similar to Macedonia in many attributes, whereby she is a member of NATO and the EU.

In the field of civil-military cooperation, Republic of Macedonia compared with Slovenia, has done pretty much regarding the legislative and strategic documents such as Long-term plan for development of defense (2011-2020), White Paper on Defense, acceptance of partnership goal G3784 - Specialists for civil-military cooperation and development of the Directive on civil-military cooperation in the Army of the Republic of Macedonia.

But, our achievements in terms of practical implementation and deployment of CIMIC personnel outside the territory of the Republic of Macedonia are weak. Not only of military personnel but also deployment of civilian personnel in NATO and in the other missions (UN and EU).

This will remain a challenge, for the army, and the political leadership in Republic of Macedonia, to engage specialized civil-military personnel in future missions for successful implementation of crisis management and securing world peace, peace in the region, and thus peace in the country.



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## **ANALYSIS OF NATO COMPREHENSIVE CRISIS MANAGEMENT: REPUBLIC OF MACEDONIA AND REPUBLIC OF SLOVENIA**

### **Abstract**

The change of security environment and new security challenges, are the reasons for appearance and practical implementation of a NATO comprehensive crisis management. It's more than clear that is not possible, efficiently and successfully to overcome a crisis without applying a comprehensive approach to crisis management, through the active cooperation of the political, military and civilian interface.

The need for the development of the civil-military cooperation concept has accepted many countries worldwide including Republic Macedonia, which aspires to join NATO and EU. Although Republic of Macedonia is a pioneer in this field comparing with the achievements of NATO and EU countries.

The scientific emphasis of this paper is placed on a comparative analysis of the achievements that Slovenia has made comparing with the Republic of Macedonia in the field of comprehensive approach to crisis management.

Republic of Macedonia as a future NATO and EU member, will be more active included as well in Afghanistan and also in other NATO, UN and the EU missions. Therefore, it is necessary to comprehensively consider the opportunities for Republic of Macedonia to participate in missions as Afghanistan for supporting the infrastructure capacities with its own governmental institutions, nongovernmental organizations, private sector and civilians society.

**Key words:** Comprehensive crisis management, CIMIC, Afghanistan, R.Macedonia, R. Slovenia.

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