

Scientific Editors:

Toma PLEȘANU  
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# KNOWLEDGE MANAGEMENT: PROJECTS, SYSTEMS AND TECHNOLOGIES

Proceedings  
of the 9th International Conference  
on Knowledge Management: Projects,  
Systems and Technologies

November 26 – 27, 2015  
Bucharest, Romania

**Coordinators:**

Toma PLEȘANU  
Constanța BODEA  
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**SPONSOR:** NC „Maritime Ports Administration” SA Constanta



NC “Maritime Ports Administration” SA Constanta has the role of port authority for the Romanian Ports - Constanta, Midia and Mangalia (and Tomis Marina). From its position, it aims to provide quality and competitive services to the ports customers, to offer a developed transport infrastructure, as well as security, safety and environmental port conditions, thus encouraging the cargo traffic and transforming the Port of Constanta in to an important transit

center - by offering the shortest transport alternative to the center of Europe and becoming a regional distribution center - the leader - for its hinterland

The Port of Constanta offers a lot of advantages, among which, the most important are:

- multi-purpose port with modern facilities and sufficient depth to accommodate the largest vessels passing through the Suez Canal;
- direct access to the Pan-European Corridor VII, through the Danube Black Sea Canal, providing a shorter and cheaper waterway transport towards Central Europe than the routes using the Northern Europe ports;
- good connections with all modes of transport: railway, road, river, airway and pipelines;
- the New Container Terminal on Pier II South, increasing the container operating capacity;
- future expansion planned;
- Ro-Ro and Ferry-boat terminals suitable for the development of short sea shipping serving the Black Sea and the Danube countries;
- Since 1st January 2007 the Port of Constanta has become a port with customs facilities.

In order to meet the traffic requirements, Constanta port is equipped with shore cranes, bulk discharging facilities, gantry cranes, handling platforms for loading bagged and bulk cargo, pneumatic floating cranes, oil handling facilities, as well as specialized operating within quays and terminals.

European and international promotion of Constanta port’s competitive advantages:

- favorable geographic position – Constanta port is connected to the Pan European transport network by corridors IV (road and railway), VII (inland navigation) and TRACECA transport corridor;
- operation facilities for any kind of cargo and storage capacities;
- port services in a competitive environment;
- promotion activities in the Central Europe by the representative offices in Budapest, Belgrad and Vienna.

Constanta Port efficiently serves cargo flows going to or coming from Central and Eastern European countries including: Austria, Bulgaria, Hungary, Moldavia, Slovenia, Slovakia, Ukraine, and former Yugoslavia countries.

## FOREWORD

*The papers reunited in the present volume have been submitted to the KM-09: The 9<sup>th</sup> International Conference “Knowledge Management – Project, Systems and Technologies”, Bucharest, Romania, 26-27 November 2015, hosted in Bucharest by “Carol I” National Defense University.*

*Throughout the last decades, a wide variety of organizational practices have been proposed to support the acquisition, storage, retrieval, application, generation, and review of the knowledge assets of an organization in a controlled way; despite this, it is often unclear how these practices relate to one another in their contribution to organizational performance.*

*In the information era, rather than physical assets or resources, knowledge is the key to competitiveness. What is new about attitudes to knowledge today is the recognition of the need to master, manage and use it like any other asset. This raises issues not only of appropriate processes and systems, but also of how to account for knowledge in the balance sheet.*

*The management literature of these last few years suggests a variety of practices meant to support the creation, storage and transfer of information and knowledge. Knowledge Management (KM) is a relatively new subject matter, being integrated in the curricula of some North-American universities and debated in a few dedicated journals starting with 1995.*

*As a new scientific area, there are at present quite many schools of thought referring to Knowledge Management, which therefore accounts for the difficulty or even impossibility to set the conceptual framework of this domain, starting from a unanimously accepted definition for it. As a consequence, the approach to the matter differs with each school or even author.*

*KM can be regarded from the following perspectives:*

- The techno centric perspective, stressing technologies, especially those contributing to knowledge enlargement and sharing;*
- The organizational perspective, seeking to answer questions such as: How should the enterprise be designed to facilitate the knowledge processes inside it? Or, which organizations work best and based on what processes?*
- The ecological perspective, regarding the human interactions, the identity, knowledge and environment factors as a complex adjustment system.*

*In addition to the above, as the topic is becoming more consistent and gaining ground, more and more academic debates are taking place in the epistemological area, emerging both at the theoretical and practical level of Knowledge Management. Outstanding standardization institutions in the United Kingdom and Australia produced reference documents in a common attempt to outline the conceptual framework and scope of the subject, but so far all of them have been only slightly accepted or insufficiently grasped and adopted.*

*The papers gathered in this volume are all meant to facilitate communication between international multidisciplinary teams. This year's Knowledge Management Conference itself provides – as its organizing committee has stated – a forum for discussion of topics related to the development of Knowledge Management and related subject matters.*

*The mission of the International Conferences on Knowledge Management is to facilitate communication between international multidisciplinary teams. The Conference provides a forum for the discussion of topics related to the development of knowledge management and related disciplines.*

*The main areas of interest proposed for the submission of the papers cover the following sections:*

- Knowledge, Learning and Cognitive Systems*
- K-Organizations*
- KM Projects*

*Finally, we would like to thank all participants who shared their expertise with colleagues during the conference. We also hope that the papers included in this volume will give new ideas to the readers in their quest to solve various problems.*

*The publisher is honored to inform the authors and readers that the previous Proceedings of the International Conference on Knowledge Management: Projects, Systems and Technologies are indexed in the BDI - RePEc - Research Papers in Economics, IDEAS (<http://ideas.repec.org>), EconPapers (<http://econpapers.repec.org>) and Economists Online.*

*The conference would not have been possible without the joint effort of the organizing committee (Security and Defense Faculty / “Carol I” National Defense University, the Academy of Economic Studies and the Project Management Romania Association) and the evaluating board, to whom we are deeply grateful.*

*Professor Toma PLEȘANU, PhD,  
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# Contents

<b>ETHNIC – RELIGIOUS DIMENSION OF SECURITY .....</b>	<b>11</b>
<i>Carol-Teodor PETERFI, PhD candidate</i>	
<b>CUSTOMER RELATIONSHIP MANAGEMENT TOOLS.....</b>	<b>29</b>
<i>Sorina- Andreea PUSCASU</i>	
<b>NATIONAL SECURITY, PUBLIC ORDER AND INDIVIDUAL SECURITY - GENERAL ASPECTS .....</b>	<b>34</b>
<i>Luciana LAZĂR (BALTEȘ), PhD candidate</i>	
<b>PARTICULARITIES RELATED TO THE EVALUATION OF SOLDIERS’ LEVEL OF PHYSICAL CONDITION FROM SOME NATO COUNTRIES.....</b>	<b>38</b>
<i>George Florin BĂIȚAN, PhD candidate</i>	
<b>THEORETIC APPROACHES TO CULTURE SHOCK .....</b>	<b>46</b>
<i>Margareta BOACĂ, PhD</i>	
<b>OVERVIEW OF TERRORISM AT PRESENT IN THE EUROPEAN UNION AND GLOBALLY .....</b>	<b>51</b>
<i>Mihaiela BUȘE, PhD</i>	
<b>TRAINING PROCESS’ PROFESSIONALIZATION AND CYBER DIMENSIONING - PHASE OF THE MILITARY TRANSFORMATION .....</b>	<b>58</b>
<i>Dorin – Marinel EPARU, PhD</i>	
<b>HISTORICAL REFERENCES IN MEDICAL INTERVENTIONS FOR THE PROTECTION OF VICTIMS OF ARMED CONFLICTS .....</b>	<b>66</b>
<i>Sebastian EPURE, PhD candidate</i>	
<b>THE CONCEPT OF “ROBUST” PEACEKEEPING.....</b>	<b>72</b>
<i>Mădălina Daniela GHIBA, PhD candidate</i>	
<b>INTERDEPENDENCIES AND CONDITIONALITIES BETWEEN ENVIRONMENTAL SECURITY AND SUSTAINABLE DEVELOPMENT .....</b>	<b>79</b>
<i>Luminita GHITA, PhD candidate</i>	
<b>NATO POLICIES AND STRATEGIES ON INFORMATION OPERATIONS .....</b>	<b>88</b>
<i>Cristian ICHIMESCU, PhD candidate</i>	
<b>THE IMPORTANCE OF IRANIAN NUCLEAR DEAL .....</b>	<b>97</b>
<i>Ciprian IGNAT, PhD</i>	
<b>EU POLICY REGARDING THE MARITIME SECURITY STRATEGIES IN FORCE IN THE BLACK SEA AREA.....</b>	<b>105</b>
<i>Simona MALESCU</i>	
<b>MULTI-AGENT SYSTEMS – COMPONENT OF AN EFFICIENT KNOWLEDGE MANAGEMENT PROCESS .....</b>	<b>110</b>
<i>Radu Ioan MOGOS</i>	
<i>Constanta – Nicoleta BODEA, PhD</i>	

<b>QUANTITATIVE AND QUALITATIVE METHODS OF RISK IDENTIFICATION.....</b>	<b>115</b>
<i>Anca BIRSAN, PhD candidate</i>	
<i>Costel LOLOIU, PhD candidate</i>	
<i>Polixenia OLAR, PhD</i>	
<b>RISK MANAGEMENT PLANNING AND INITIAL EVALUATION WITHIN THE US ARMY .....</b>	<b>119</b>
<i>Costel LOLOIU, PhD candidate</i>	
<b>DEDICATED RISK MANAGEMENT SOFTWARE .....</b>	<b>125</b>
<i>Toma PLESANU, PhD</i>	
<i>Cătălin BURSUC, PhD</i>	
<i>Costel LOLOIU, PhD candidate</i>	
<b>CURRENT PROBLEMS IN MILITARY EQUIPMENT MAINTENANCE .....</b>	<b>130</b>
<i>Adrian NOUR, PhD candidate</i>	
<b>21<sup>TH</sup> CENTURY CONFLICTS. WHEN GLOBALIZATION AND HIGH-TECH TECHNOLOGY DEVELOPMENT MEET ACCULTURATION PROCESS.....</b>	<b>136</b>
<i>Lăcrămioara Gena PARASCHIV</i>	
<b>CONCEPTUAL MODEL FOR DEVELOPMENT OF MILITARY SCENARIOS ON HYBRID THREAT.....</b>	<b>144</b>
<i>Dan-Lucian PETRESCU, PhD candidate</i>	
<b>PROJECT MANAGEMENT AND ITS INFLUENCE ON ROMANIA'S SOCIAL POLICIES .....</b>	<b>152</b>
<i>Lucian Dragoş POPESCU, PhD</i>	
<b>AN APPROACH OF ETHICAL DILEMMAS FOR THE FUTURE ROMANIAN OFFICERS EDUCATION.....</b>	<b>157</b>
<i>Mihaela POPESCU, PhD candidate</i>	
<b>ASPECTS CONCERNING THE ROLE OF SMALL AND MEDIUM-SIZED ENTERPRISES IN THE ROMANIAN ECONOMY .....</b>	<b>161</b>
<i>Mirela PUŞCAŞU, PhD</i>	
<b>GENERAL CONSIDERATIONS REGARDING EFFICIENCY IN SERVICES DOMAIN.....</b>	<b>166</b>
<i>Mirela PUŞCAŞU, PhD</i>	
<b>EUROPEAN MIGRANT CRISIS. SECURITY AND GEOPOLITICAL IMPLICATION OF THE DEMOGRAPHIC DEVELOPMENTS. ....</b>	<b>171</b>
<i>Filofteia REPEZ, PhD</i>	
<i>Cătălina TODOR, PhD candidate</i>	
<b>A CLOUD TECHNOLOGY ANALYSIS FROM THE NEW LEGISLATIVE PERSPECTIVE .....</b>	<b>182</b>
<i>Mircea Constantin ŞCHEAU, PhD candidate</i>	
<i>Constantin ILEA, PhD candidate</i>	
<b>KNOWLEDGE MANAGEMENT AND COOPERATION IN THE ECONOMIC CRISIS ERA.....</b>	<b>192</b>
<i>Felicia Maria ŞINCA, PhD candidate</i>	

K M 2015



# ETHNIC – RELIGIOUS DIMENSION OF SECURITY

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**Abstract:** *After the collapse of the Berlin Wall, new factors which possible affect security environment break through on the international arena. The role of religious and ethnic factors in different cultural frameworks was significantly increasing. And there was some reasons competing to this situation: the crash of ideologies, which had progressively been replaced by ethnic and religious trends. More and more tensions, accumulated in the cold war era, had been triggered or by the excessive overstatements that emphasized ethnical or religious differences, and distorted in conflicts. Now a days it is compulsory to stress that beside other cultural factors, particularly religion, has the potential to heat tension, but to calm down them also, because is not a frozen system, but integrator and evolutionary one, opened to dialog and cooperation for world peace.*

**Keywords:** *security, religious factors, ethnic factors, conflicts, peace.*

## Argument

Academic controversial existent into security realm developed, over the time, different direction for study concretised in real theoretical schools of which activity drove mainly to profound researches about defence and security. Not excluding them reciprocally, each of this “schools” have been concentrated in general around one personality, initiated a clear concept about security. Although they were developing the concept of security in different directions one common point still can be seen, namely that security is direct influenced by condition of stability seen as a multi-dimensional property of the security system. As we all know, the international relationships system is considered a general system in which the framework of human society can function. It represents the single system in which all actors are represented as well the networks and relationships created

by these. Its functionality is resting on the present events but is substantiate by certain codes registered culturally. Political activity particularly that which has as an objective creation of ideologies is made mainly using two ways. One represents the manner in that all those political activities are related to the major objective of gaining power and the second one how these activities have reference to judgements and values, both of them being a hallmark of ethnicity.

In this respect, I consider that the social and political dimension of security can be better understood and more efficient analyzed following the cultural trends, from which the paradigms regarding ethnic processes and religious phenomenon, in the large framework of their meaning, should not be missing. Although there are many academic papers about security, ethnicity, religion but correlation and how all these are influence each others did not present a large interest for

researcher and scholars.

In this context I considered important a short analysis of how security can be influenced by a certain ethnic group with its cultural background from that religion and its social functions can not be omitted.

The analysis desired is not to be a very developed one, full of statistics, but a pertinent one, resting on different peoples' visions and ideas, expressed on different forums on internet and it will reveal some aspect of the process from simple thoughts to the security threats.

### **Introduction**

Religion as such and repeatedly seen as a hallmark of ethnicity has often been criticized – especially in modern society – for being a source of war and conflict rather than a vehicle of peace and tolerance. In support of this contention, critics not only point out bloody medieval religious wars but also to current modern conflicts such as Northern Ireland and Sri Lanka, and perhaps most contemporary, in the Balkans.

Accordingly, religion and ethnicity became a prominent theme that defence analysts, security strategists and political commentators are now increasingly confronted with in the “West”<sup>1</sup>. The current discourse in international

security politics is found replete with various references to threats from religious “fundamentalist”, “extremist” and “terrorist” groups. It is noteworthy that within this threat perception, religion per se is not always seen as a problem. Rather, specific religions are identified as bearers of violence and conflict<sup>2</sup>. More often than not, and particularly post 9/11, these groups are explicitly identified as “Islamic” thereby locating the roots of a given conflict at once within the distant realm of “Other” religions. The “otherness” is implicitly found in the exotic, vastly unfamiliar, and therefore possibly fearsome locus of Islamic history, theology, ethics and social practices. A number of states in Europe besides USA, India and Russia, to name a few globally, are engaged in framing national policies to counter the threat of “Islamic extremism”. Clearly, the growing rhetoric of religion on one hand, and the overarching, everyday debates on “Islam and the West” on the other now precede issues that once would have been purely considered matters of national and international security. But on the other hand, all those debates, analysis, political discourses, comments, etc. are done by “elites” and I think is much more important to know how ordinary peoples are looking to these ethnic and religious elements and what is their perception on security or eventually threats on personal security posed towards them by this two cultural hallmarks. Much more will be interesting to see how small social disturbances created by an ethnic group are spread from the national level to international one, stirring security challenges and ethnic resentments.

In order to do this, in the first part of my essay, I will tackle the security concept from perceptive point of view and how is it direct related with the new international security threats and risks. The second part will be focused on cultural dimension of security but

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<sup>1</sup> For past few decades the role of religion within international politics was limited as an identity marker in ethnic conflicts. Religion as a full fledged actor in international politics emerged with the publication of Huntington, S (1993) “The Clash of Civilisations?” *Foreign Affairs*, No. 72, Issue 3, 22-49 pp where Huntington proposed clash between civilisations consolidated around world religions. Since then, a number of researchers have addressed the theme. See for instance Philpott, D. (2002) “The Challenge of September 11 to Secularism in International Relations”, *World Politics*, Vol 55, October, 66-95 pp; Fox, J. (2001). “Religion as an overlooked factor in international relations”, *International Studies Review*, Vol. 3, Issue 3, 53-73 pp; Appleby, RS (2000). *The Ambivalence of the Sacred: Religion, Violence and Reconciliation*. Lanham, Md. Rowman and Littlefield; Juergensmeyer, M. (1993). *The New Cold War: Religious Nationalism Confronts the Secular State*. Berkeley. University of California Press; and essays in Appleby, RS and Marty, M. (1991,

1993, 1994, 1995). *The Fundamentalist Project*. Chicago, Chicago University Press.

<sup>2</sup> The recent controversy over Pope’s remarks, when he cited Byzantine Emperor Manuel II discourse on “evil and inhuman Islam” on 12-09-2006, is an apt example of this trend.



limited to religion and ethnicity. The last part of this essay will be a “case study” on Romanian gypsy (Romany) group and how this specific ethnic group can influence security status not only in their native country but also abroad. The case study is based on some relevant security aspect, related with different gypsy group activities surprised by media, happened in Romania, Italy, Spain and not only.

### Security as a social perception

In a very “Westphalian” understanding of security, this can be seen as an exclusive prerogative of the state (nation – state) which looks for maintaining its survivability through the use of economic, military and political power and the exercise of diplomacy being usually translated into all actions undertaken by state, inside and outside of its borders, for protecting its citizens against any threat and ensure a stable and safe development of society. As can be seen, the security as a concept, envisaging here all definition, can not be separated by its main opponent, the threat. A security status can not exist outside of a threat. Much more, it can be argued that security is a matter of how the threats are perceived and therefore it can not be disconnected from the question “what is the threat”.

“The post Cold War environment is one of increasingly open borders in which the internal and external aspects of security are indissolubly linked. Flows of trade and investment, the development of technology and the spread of democracy have brought freedom and prosperity to many people. Others have perceived globalization as a cause of frustration and injustice. These developments have also increased the scope for non-state groups to play a part in international affairs. And they have increased European dependence – and so vulnerability – on an interconnected infrastructure in transport, energy, information and other fields”<sup>3</sup> (Javier Solana, 2008).

The Solana’s statement captures in a real-  
*3 A Secure Europe In A Better World - The European Security Strategy*, Approved by the European Council held in Brussels on 12 December 2003 and drafted under the responsibilities of the EU High Representative Javier SOLANA,

istic manner as possible the current changes of the security environment and underlines its borderless characteristics its main threats. Although the statement belongs to European Union and reflects an European perception of the new threats, also the new strategy of the United States, as the sole superpower of the world, even if much more aggressive, characterize in a similar manner the new changes happened into the world security realm. According with this two security strategies, the actual main threats to the security are: terrorism, proliferation of weapons on mass destruction, regional conflicts, state failure and organized crime. The terrorism is considered actually the highest threat for peace and security of the world. It can put the human lives at risk, imposes huge preemptive and/or management of consequences costs, being able through it’s fiercely and cruel actions to undermine the openness and tolerance of our society. Although it existed since the beginning of the human society, now a day it becomes a strategic threat due to its extension not only at geostrategic security level but also at geo-cultural level. This means that it reaches even the ordinary people all over the world and the most actual actions are seen to be linked with violent religious extremism.

Proliferation of Weapons of Mass Destruction is probably the greatest threat for security. Although many international treaties regarding regimes and export control arrangements came into force, the potential danger pose by possibility that a terrorist organization to build a chemical weapon or a dirty bomb<sup>4</sup> is still high. This even more as the cost for such weapon are relatively low and due to this very attractive for anyone who intend to use or threat with use, including different terrorist groups and states which support them. Latter is the most frightening scenario and in case of such event, an insignificant group would be able to cause damages and casualties previously achievable merely for a States and armies.

*4 A dirty bomb is an explosive or spreading device loaded with radioactive material which by explosion or dispersion creates a size variable radioactive contaminated area.*



Regional conflicts being either violent or frozen ones, threat not only regional stability but also international one, due to their direct and indirect consequences towards peace and stability world wide. Such kind of conflicts put in danger human lives and their fundamental freedoms and rights. Also, threatening different minorities can drive to violent extremism, terrorism, organized crime and finally state failure.

State failure is characterized by a bad governance and civil conflict which usually destroy the states from within or create condition for being destroyed by another state. Corruption, abuse of power, weak institutions and lack of accountability are the main “features” of a collapsing state. Also, such situation of a state easily feed another threats as organized crime, terrorism, proliferation of weapons of mass destruction, ethnical or religious conflicts, etc.

Organized crime represents an important internal threat with a large external dimension and includes cross-boarder trafficking in drugs, human beings, weapons and weapon technologies, precious stones and metals and strategic materials. It has usually sturdy connections with the terrorism and such activities are regularly associated with weak or failing states and destabilize the social order and rule of law.

In contrast with the Cold War era threats, visible and massive, the actual ones stop to be a purely military and are characterized by ambiguity, diffusion and relative interconnectivity among them. These tendencies imposed an international security environment characterized by a high degree of fluidity and increasingly visible variability of the interactions among different actors on international stage. At least at the regional level this variable character is, in the most of the cases, justified by the diversity of reactions of certain actors, those being a direct result of how others perceive their initial events. Not only in few cases these perceptions are wrong and the precedent and/or subsequent reactions, if are not following the way of cooperation and dialog, will

become realistic sources of tension which easily can be transformed in crisis which surely significantly affect the stability of security environment in all its level and types. In this way are breeding threats and risks of which nature can be named as a perceptive one. Regarding the ethnical and religious dimension of security, this has an overwhelming importance because it has as primary source the manner in which is perceived a certain category of actors and/or by the each actor (ethnical and religious minorities, in our case).

From another prospective, the religion and ethnicity became two major aspects in evolution of security because these are perceived as elements which have direct influence towards sovereignty of states and not in few cases social tensions, crisis and conflicts by ethnic and/or religious nature have attached other types of claims which make the cooperation among states difficult and problematic driving so to security challenges.

Although for a long time in modern era, the ethnic and religious factor have not been considered as areal challenges for national and international security once with the dismantling of former Soviet Union and Yugoslavia, both factors have been reconsidered and reintroduced in security analysis. The first major chock was at the moment of Iranian Islamic Revolution and since than became clear that religion, as a factor into conflicts, started to play an important role because religion show up as a hallmark of ethnicity. These two factors belong to the cultural dimension of security and therefore their manifesting space is at the level of interrelationships between individual and national security. In this respect, the different sub-state groups, in our case ethnic and/or religious ones, can become a national security problem and not in few rows their behavior degenerating in terrorist, separatist or revolutionary actions, undermining state authority and compromising the national and regional stability.

Now a day, in a security environment characterized by many authors as one with major changes, the most important tendency

K M 2015



is to create at political, economical and military systems very stable at the global scale resting them on a very diverse population from geographic, ethnic and cultural point of view. Thus, this tend should represent among others, the values of cultural and ideological diversity.

The manifestations of intolerance regarding religious and ethic aspects constitute primary sources of instability, particularly at regional level and during this period of time when globalization process drives to forming up many multicultural environments. In these new conditions, the growth of influence of one culture which extends its original manifestation space can create a long line of resentments which will probably end with a conflict. As we know, inter religious risks of conflict still exist but due to this new cultural print, we can also not ignore the apparition of some tensions among different denomination, for example between religion and secularization supporters. The way to conflict is much easier because are involved in those cases the identity aspects which are very sensitive to any kind of external influences mostly perceived as aggressive ones. Furthermore, all relatively recent events following the dissolution of former Soviet Union drive us to the conclusion that “the concept of the nation state has reemerged and, for many, the issue of national identity has become political capital” (Stojanovits, 2001). But again the policy is done by the elites and not all the time reflects the will of people, particularly for example, the new showed up countries in Central and Eastern European area. Although the new states borders were redraw separating different nation from former recognized multiethnic states, they are not reflected totally the ethnic purity of the countries. Most of them are still representing a mosaic of cultures, with strong religious and ethnic diversity connotations. Thus for time being, “the term “state” does not necessarily correspond to the term

5 Gabor Stojanovits, “Perceptions of new security risks by central and Eastern European populations and their political elites”, *The Journal of Slavic Military Studies*, 14/3 (September 2001) p. 10, published by Frank Cass, London.

“nation”<sup>6</sup> and therefore unless some unscrupulous politicians want to take some advantages from this, the multinational countries can be quite a ethnic paradise. On the other hand, if the state is weak, the values of all ethnic groups are not respected and majority perceive the cultural identities of minority groups as a threat to primacy of their culture and/or as a prelude for secession or federalization of state. But, in almost the cases, ethnic and religious conflicts are “basically caused by the inadequate application of democracy and human rights”<sup>7</sup>.

The same author, making a pertinent analysis of the new non-military risks and vulnerabilities in the Central and Eastern European countries and how those are perceived both by elites and ordinary people underlined the fact that “In many countries of Eastern and Western Europe, the public at large perceives that, to some extent, the Romany minorities pose a danger to the majority”<sup>8</sup>. For this statement, he brought as arguments some events which took place in Czech Republic, Hungary and Romania and which were somehow exacerbated by an ultra-nationalist thinking of some representatives of political elites. This can be, by some extend expected to happen in countries with so called “new democracy” but is not understandable for the old ones. The European Union representatives declared in many occasions that only a fair, equal and just treatment of the minorities, including here the Romany as well, constitute one of the preconditions for membership. All those requests were exactly what old democracies, Britain, Ireland, Belgium, Denmark and Finland did not do, since they imposed again starting from 1999, visa requirements on Slovakian citizens, as a response to a huge influx of Romany immigrants from Slovak Republic. Although the potential of minorities and ethnic groups to produce social turbulences and even conflicts still exist the major challenge for governments remains those regarding integration of all

6 *Ibid.* p.10.

7 *Ibid.* p.10.

8 *Ibid.* p. 5.

minorities into society by harmonizing their identity values and beliefs with the majority ones. Regarding Romany minorities it becomes very clear that without support of majority, the government programs alone can not achieve too much if there is a lack of civil society support and values as tolerance and respect are not upholding by later.

Jessica Stewart (2006) vision about relationship between perception and security can conclude this chapter. According with her, "Perceptions remain a fundamental component of security calculation and although the reliance upon them may be reduced it cannot be removed. Misperception of benign intentions lies at the heart of security dilemma and is especially problematic at the societal level"<sup>9</sup>.

#### **Interrelationships among religion, ethnicity and security**

Although does not exist a definition of religion universal accepted, some international organization tried to define this concept and make it operational in order to create a common framework in which international protocol and convention can be brought into place. Accordingly, in article 1A (2) of Convention from 1951 or of Protocol from 1967 regarding Status of Refugees are envisaged three main aspects of religion: as a faith, as identity and as a way of life.

Religion as a faith is seen as a set of convictions (values) about divinity and the life after and main aspect are connected by the spiritual destiny of humanity.

In the case of religion as identity, theological convictions have less weight being on the first plan affiliation to a community which shares the same beliefs, convictions, rituals, ethnicity, and nationality, having also common origins. In this case should be given a special attention to all relationships which these social entities are developing with

other groups because frequently, the religious lessons of "others" are perceived as a threat to their own identity.

Religion as a way of life should be considered through its vital aspect of relation with the rest of the World. In this case religion becomes an identity brand which is often exteriorized by wearing characteristic clothing, different attitude towards different public services and responsibilities (conscriptio, medical care, etc.), specific practices and religious celebrations. All these exterior marks can seem strange for those outside of the group but for those inside, in many cases, they are the doctrinal nucleus of their religion. As well, language, cultural customs alone or in combination can serve as an identity sign. Thus one group can consider that it has the divine authorization, by religion, to declare the superiority of their language or cultural tradition in disadvantage of others. Much more, due to this reason, should be clear that religion as such does not exist, but only specific religion, determined and manifested in a certain historical time, geographical space and human society, different from one people to another, from one ethnicity to another one. That maybe is difficult to be found out a definition of religion. It can have as substance moral principles, rites, different ways of thinking and living the holiness, specific for one group, according with its cultural identity.

From functional point of view, religion can be considered as a positive force, with very relevant functions in society, irrespective of their form of expression. Religion assures the social cohesion through assembly of ideas, values and norms required for building a common identity. In essence represents the binder of the group offering a set of common values. The best example for this is Judaic religion which allowed to Jews to keep their identity over the centuries living separate, in different regions and cultures, but practicing and sharing same religious ideas and values. Beside, the answer to the philosophical questions about the human existence can be found out only in religion, emotionally offering a sense

<sup>9</sup> Jessica Stewart, "The interdependence of Security and Perception", *Journal of Security Sector Management*, 4/3 (September 2006), p. 7, published by Cranfield Security Sector Management Team, Cranfield University, Shrivenham, United Kingdom.





to human life. It is in fact the single social institution which tries to solve this issue.

Another function of religion can be that of social control because very often the society norms have as foundation religious ideas. Due to this reason, the laws which ban crime and theft are empowered not only with legal authority but also with the moral one, much heavier and powerful because is coming from sacral part of human existence. As well, religion offers an affective and psychological support for those who needed for surviving in a complex and unsafe world.

Ethnicity, even if exactly as religion, does not have a clear definition, point out a human group who recall a common origin, has a name and a common cultural tradition. Much more, its members are aware that they are sharing the same language, same territory and the same history.

In these new multidimensional realities of the world, ethnicity should be better tackled by its relational dimension, studying its influences and determination in relation with other elements which together constitute the culture. Ethnic minorities from now a day (Indo and Afro Americans in United States, African and Asians immigrants in France, Gypsies without and territorial base) are stigmatized and considered as a secondary actors in economical and political life of the residential nation. Their identity brand constitute often and exclusion element which can generate discriminatory behaviours that can come to an end if not a conflict at least some revendications for granting equality of rights with the residential nation. The fact of labelling this type of conflict as an ethnical one does not indicate anything more than egocentrically tendencies of some certain perceptions. The ethnicity should not be apt to be confused neither with tribal society reminiscences nor with nations because the specific elements of those societies are missing. Conversely, ethnicity does not have tribal organization and also those political, institutional and social elements specific for a nation. The later has two approaches, from

German prospective, according to which the nation would be a natural community and from French prospective, which considers nation as a political construction endowed with a State of Law supported by a mono ethnical utopia.

When we are speaking about ethnicity as a concept, another approach should be envisaged. In this respect, Philippe Poutignat and Jocelyne Streiff-Fenart (1995) note that first attested use of the word ethnicity dates from 1940<sup>10</sup>. Exactly, this word is recorded as being used by Lloyd Warner in 1941, in Yankee City Series, to designate the affiliation to another group than of Anglo-Americans (natives). According him, ethnics do not have clear different physical characteristics (racial) but only some cultural ones as language, religion, and customs, unlike the Anglo-Saxon protestant model. Deviants from the normative of majority, the ethnics are somehow subordinated to former by their singularity rising so a dominant rate on the side of prevailing nation. Today, this concept is much closer of its ancient meaning, used in Greece for designating barbarian peoples or those Greece who have nor been organized in towns-state. Ecclesiastical tradition of XIV century named "ethnicus" everybody who was pagan, namely neither Christian nor Jews<sup>11</sup>.

In the last decade, the number of researches having as a study objects ethnicity has been increased taking into account the fact that the interest towards ethnical and national identity has been also increased. According with Thomas Eriksen<sup>12</sup> (1993), due to the latest evolution on international scene, particularly globalization process was observed the fact that ethnicity and nationalism seem to be incompatible with the modern times and will disappear gradually, as construction of "global

10 Philippe Poutignat, Jocelyne Streiff-Fenart (1995), "Theories de l'ethnicite suivi de Frederik Barth, Les-groupes ethniques et leurs frontieres", p. 2.

11 Werner Sollors, "Beyond ethnicity. Consent and Descent in American Culture", p.20-39, Oxford University Press, New York

12 Thomas Hyllard Eriksen (1993), "What is ethnicity?", *Ethnicity and Nationalism: Anthropological Perspectives*, pp.1-17, Pluto Press, London, United Kingdom.

state” become more and more concretely. Obviously that, all manifestations related with religion, ethnicity and nationalism have not disappeared suddenly as was predicted at the beginning of ‘90s. On contrary, as was shown by recent history, they demonstrated a forceful comeback. Thus, in 1991, 35 of 37 ongoing armed conflicts could be characterized as “internal conflicts”, involving different ethnical groups or fractions of them.

For many authors, ethnicity can not be confused at all with affiliation, but makes reference to the process of identification with a group, at conscience of affiliation. As such, ethnicity becomes an alternative form of identification of class consciousness which for some people constitute a universal attribute and not only a relative dimension of the fight among different groups generic named as “ethnics”.

Both religion and ethnicity are direct related with the aspects of identity following the permanent tendency of humanity to group itself pursuing different ethnical affiliations varying from those familial to those religious and ethnic. In this respect should be done a first distinction between two forms of identity, one inherited and another one accumulated. That inherited consist of elements interrelated through birth, family, and original area, all represented intrinsic aspects of identity.

Accumulated identity is in general related with the communitarian factor and affiliation to a certain organization as religious, political, educational and all others which belong to a societal organization. Hence, here we talk about a form of identity which can be constructed progressively, and can constitute a challenge for that inherited, usually embodied.

Religion can be easily considered as an inherited form of identity but an accumulated one as well. Due to their universal character, Christianity and Islam community “umma” can be considered as generators of an accumulated identity, but the case when the conversion of the populations took place by overlapping local pagan believes which are the expression of local identity very powerful affirmed.

The tendency on individuals to confederate around different forms of identity is frequent along the history. Nevertheless, the evolution of ethnical conscience, processes of forming national identities, the creation of the nation-states on the foundation of national identities and development of a new international order rest on suzerain national-state, affirmed as a major actor on global arena, have lead to development of a specific dynamics. Historical facts as French Revolution and imperial domination in Europe on one hand politicized the concept of ethnicity under the form of nationalism and on the other hand developed a new one, citizenship, as a convergent type for all forms of identity. As follow, Europe became a real battlefield for ethnical affirmation of all ethnic groups due to political conscience but without their own territory. The consequences were the dissolution of the big empires and their fragmentation in many nation-states, obvious on the ethnical criteria or at least some chocks suffered by solid multiethnic and multinational states as Spain and Great Britain, which had well developed state institutions and strong territorial coherence.

Regarding the religious aspect and how this has interfered with the dynamic of these forces, particularly with the development of ethnic conscience and national policies, should be mentioned that it has registered a downwards trend comparing with the destructive force of ethnic nationalism. The process has been favored also by its withdrawing in front of secularized political processes to the regional or local areas where, in most of the cases it served as a hallmark of ethnicity in different ethnic conflicts. The evidence is much more complex in areas where an historical experience and a common religion brought people closer, although ethnic tensions have been persisted. Conversely, is the case of Flemish and French language speakers from Belgium or of South Slavs speakers of Serbs and Croat language.

Obvious, the examples of relationship between religion and ethnicity are numerous, but as a common rule for the case in which

K M 2015



religion and ethnicity are interrelated, they can reciprocally influence in a very significant manner and such influence can put in danger the universal religious values. In times when a threat address direct to identity of a state, when there powerful ethnical and religious connections inside that state, religion can strengthen the nation, assuming the role of defender and protector.

The ethnical identity of groups outside of original nation and territory is dependent by major and permanent contacts with the mother land. Nevertheless, if the ethnic groups are far away from original territory, over the time, old cultural affiliation will suffer a significant atrophy, as it happen today in France, Germany and United Kingdom. Thus, reality will be less and less reflected in these spaces by different cultural identities, once the assimilation and integration processes come into place. Beside, the tendencies of actual economy to globalization will accelerate the phenomenon by encouraging dispersion of traditional ethnic and religious communities<sup>13</sup>.

Otherwise said, in the light of below mentioned arguments, we can drag the conclusion that the ethnical differences among different non indigene groups, as are those reflected by language, culture, customs and historical experience, will become less significant, while religious distinctions will remain intact.

### **Is Gipsy (Romany) community from Romania a security threat?**

As I stated in the introductory part of this essay I see this chapter like a “case study” and my analysis will be done using a military tool that support military decision making process and operational planning. Practically, the document is straightforward and user friendly resting on three elements, facts, deduction and conclusion (three column format). Afterwards I will develop shortly all the conclusions

13 Robinson Vaughan, ”Boom and Gloom: The Success and Failure of South Asians in Britain”, in Colin Clarke, Ceri Peach and Steven Vertovec, “South Asians Overseas: Migration and Ethnicity” (1990), Cambridge University Press, pp. 275 - 294.

trying to be focus on how the state of security is affected and which are the consequences of that.

I rest my research on the facts illustrated in different websites and forums of discussion regarding the last events happened in different European countries, particularly where Romania has big communities, Italy, Spain and France. Also, I did not disregard any other country where a significant event regarding Gipsy community occurred. In addition, I want to mention from the beginning that the main objective of my research was not to build a very strong statistical data but rather to extract the main and most frequent ideas exposed in the forums that reflect in fact how the different actions of this ethnic group are perceived by ordinary persons. Starting from this point (personal perception) I tried to analyze and foreseen which can be the consequences for all actors as gipsy community, state and majority population from the mentioned countries.

According with the websites and studied forums, in the last period of time, the main themes of the news were related with the hostile reaction against Romanian citizens from Italy and newer from other European countries also. This reaction without precedent against all Romanians settled abroad was stirred up by the abnormal behaviors, sometime even offending ones, of an ethnic minority of Romanian citizens, namely Gipsy or Romany. From the beginning should be mentioned that this ethnicity is not specific to Romania, it can be met in majority of the European countries in different proportions. Thus, in the Euro Commissioner Vladimir Spidla’s answer to a letter addressed by Romanian member of Euro parliament Ramona Manescu regarding the fact that European authorities do not know the exact dimension of Gipsy minority, the estimated number of them in Europe is 3 – 4 millions persons<sup>14</sup>. According with the estimation 2 millions gypsies are living in Romania, 800 000 in Bulgaria, 800 000 in Spain, 400 000 in France

14 <http://www.emaramures.ro/stiri/16265/STATISTICI-RROMI-BRUXELLES-Romania-tara-europeana-cu-cei-mai-multi-tigani>

("nomads and gipsies"), 140 000 in Italy, etc. Nevertheless, Romania has the biggest gipsy minority from Europe and although the estimated number is 2 millions, the authorities do not know exactly due to the fact that many of them are not registered. For example, according with the last census (2002) in Romania are registered 535.250 Romanian citizens from gipsy ethnical group. But, for instance in Sacele, a small town in Brasov county are registered 300 gipsies but in fact there are living 10 000<sup>15</sup>.

One very important thing should be mentioned here, the new name of this ethnicity and all lexical confusions created by it with huge consequences towards Romanians. The new name, "romi" (Roma/Romani/Romanies in English) is very easily assimilated with the name of Romania (Romanian/Romanians in English) spreading in this way a confusion which already has and sure will still create problems abroad. The pronunciation is very slightly different and for a non native English speaker, confusion is inevitable. Beside, when an Italian ordinary citizen read an article in which the terms "romeno" and "rom" are intercalated is normal to fall into a confusion which by time lead to a mental overlapping of this two names. Worst is that once this overlapping is installed, it works two ways. Thus we hear on the stadiums how the supporters of Italian teams scream "gipsies, gipsies", with direct reference to Romanians. The result on medium and long terms for Romanian population in relation with other European peoples can be shocking and confusion may be total. But, let see who this ethnicity is.

Gipsies are a migratory people. Their migration from India in Europe took place between 9<sup>th</sup> and 14<sup>th</sup> centuries, in few waves. Once with their entrance in Byzantine Empire, at mid 11<sup>th</sup> century, they got the ethnic name which is carried today also, Gipsy. When they arrive on Greece territory, they took themselves the name of o Greek religious sect

called "Athingainis or Atsinganos" that means "not touchable". The first attestation of this migratory population in Byzantine Empire is in a hagiographic Georgian text since 1088 and the document makes reference to "Adiscani" a group of people well known for their bad witcheries and offending behaviors. European history of gipsies starts at the beginning of 14<sup>th</sup> century, when they penetrated Turkey, coming from Middle East. In 1415 – 1419 they can be met in all Central Europe, from Hungary to Germany. Around 1422, a big number of gipsies go down to Italy, at Rome. In the next decay they arrived in France, Spain, England and Scandinavia. Here they take the name "Egyptians" (Gypsies), and soon this new name was defined and it used until now.

Very interesting is that gipsies took always the name of other people or ethnicities who allowed them to hide their ethnicity. "Satra" (Gipsytent/camp/booth) in Romanian language comes from the warrior group Kshatria to that they never belong. "Tigan" in Romanian, "Zigeuner" in German and "Zingaro" in Italian comes from "Athinganoi", a Greek religious denomination which practiced sorcery to which the gipsies never belong. "Gypsy" comes from "Egyptian" as they called themselves 600 hundred years ago for receiving money, houses and clothes for free, claiming help as being Egyptian Christians in pilgrim.

"Yansser" as they are known in New York comes from Turkish janissary as immigrant gipsy presents themselves when they arrived in United States around 1900. In Germany they have two names, Zigeuner and Sinti. In France the name is Gitano. In Spanish and English the name are Gitano and respective Gypsy. In Denmark, Sweden and Finland the used name is Tattan (tatars).

As was presented in the comments above, the gipsies were spread around all Europe coming from India through Middle East and do not have any connection with Romanians much more than they have with, for instance, Hungarians, French or Spanish. The earliest written information about this ethnic group regarding their presence on Romanian territory

15 Gruia Bumbu, president of National Agency for Romany (2008), <http://www.jurnalul.ro/stire-special/tigani-la-toata-romania-113616.html>.





comes from 1385. From the first attestation of their presence in Wallachia and Moldova, gypsies have been slaves and they will remain long time until the slavery was abolished in the mid of 19<sup>th</sup> century<sup>16</sup>. Their best period of time in Romania was during the communist times when due to the Communist Party demographical and social policies this ethnic group expanded all over the country and many of them were appointed in important social positions. All those persons had a very important role in promoting this ethnicity not only in communist regime but also in the next one.

After 1989 the gypsies' general behavior was dramatically changed. In the framework of economical liberalization, a significant part of them started different businesses. Taking advantages from legislative chaos in the beginning of 90s and with an obvious general disrespect for laws, those affairs brought for a part of the gypsies important financial benefits. On this basis very strong clans were build that now, using the poor layer of gypsies dominate the interlope world. As well, taking advantages from the opening of the borders, a big part of gypsies immigrated into Spain, Italy and France where now constitute important communities.

Concerning about their religion, near by many pagans practices, the Gypsies adopt in general the religion of the majority of country population. Thus, in accordance with predominant religion in Romania, majority of Gypsies are Orthodox. In the last two decades were also many cases when Gypsies for having some material advantages, have converted to different Neo Protestant denominations, although the majority of those religious communities are not ethnic Gypsies but Romanians. In Transylvania, particularly in the areas populated by ethnics Hungarians (East and North of this historical province), Gypsies are Romano – Catholics or Reformats according with Hungarians denomination. As well,

16 In December 1855 in Wallachia and February 1856 proclaimed the total abolition of gypsy slavery in their territories; Nicolae Gheorghe, "Romii: de la robi la cetate-ni" (2009), <http://www.romanothan.ro/sclavia/ROMII-DE-LA-ROBI-LA-CET%C4%82%C5%A2ENI.html>

but not very often, in some villages where existed or has existed a small Sachs or Swabian communities, some of Gypsies are Lutherans. A big part of Gypsies who are living in Dobrogea (Southeastern part of Romania) are Muslims due to Turkish communities. So, as a fast conclusion we can say that, according with their customs, they borrow not only the names of different ethnic and/or native groups where they settle down but also their religion. This also can create some challenges in all those communities because generally they are taking only what is convenient for them from religious customs and refuse to adopt all those values which are contradictory with their specific behaviors.

Changing the poorness from Romania with the ghettos from abroad, this ethnic group are losing their identity cultural print, commits an important number of offences that drag the attention on them and antipathy of the native population from those countries.

Due to all those lexical confusion<sup>17</sup> between the new names of Gypsies, Romany and Romania, Romanian, Romanians and because we have the biggest Gypsy ethnic group in Europe from that a big part emigrated in all European countries with a Romanian passport, is obvious that ordinary people can not do the difference. In this way, with the large support of their behavior propagated largely by international Medias, all attitudes of antipathy, rejection, blaming, nationalism, etc. are now directed to Romanians not Romanies. These facts prone to become more and more frequent and affected states by these immigrants are forced to come with extreme measures which, unfortunately, affect not only the Gypsies but also Romanians who are working abroad. Much more, such attitudes which are clear strong connected with the "perception as a threat" of this ethnic group both by elites and ordinary people, affect the individual and national security of Romanians and with some extension the international one.

17 In 1993 Council of Europe voted for changing the name of this ethnic group from Gypsy in Romany with all their derivates words. In that time Romania had only statute of "invited" country.

All those filings are reflected on the discussion forums and constitute for me a very useful pool of thoughts and perception about this ethnicity which are coming from their individual perception. Rest on that I will try to drag some conclusion regarding how these ideas and attitudes will influence the security environment.

Let's proceed, starting with the most relevant facts underlined by allover Media, in internet.

### Conclusions

What can be the conclusions regarding the influence or better said the impact of this ethnic group towards security. First of all, due to lexical aggression voted and approved for being used by authorities from different levels, is very difficult to make now a very clear distinction between the Roma ethnicity and Romanians. In the framework of very bad propaganda done in media about the Roma crimes and lack of weak responses from authorities, the attitude of the people from majority of European countries towards Romanians was step by step from sympathy to a xenophobe one.

As a consequence, the violent actions against Romans and Romanians done by extremist increase dramatically posing a danger on all Romanians, resident abroad or simple tourists. Now, the difference is no more done, particularly in Italy, France and Spain. By time, these attitudes and aggressive actions have reached such level that could not be more neglected by national and regional organization. The nations, not the countries are almost in war. Consequently, an entire bureaucratic process have been started to contain both new threats for security: illegal immigration, extension of organized crime, particularly that involving children, and legislative gaps which can hamper rule of laws enforcement. Beside, because of later, even the authorities at the international level (European Union) have run out of solutions applicable in these situations and particularly towards this ethnic group. And as always over the time, the last resort – Church.

And that because it has a very important role in the future European construction not only because of all those ethnic and/or religious groups, but also because the Church is still considered as a pillar of society in that people show confidence.

K M 2015

FACTS (what happened?)	DEDUCTIONS (so what?)	CONCLUSIONS
<p>In 1993 Council of Europe voted for changing the name of this ethnic group from Gypsy in Romany with all their derivates words.</p>	<p>Lexical confusions between the new name of Gypsies and the historical name of Romanian people.</p> <p>Due to linguistically difficulties in pronounciation, the Gypsy (Romany) community becomes Romanian community for many people.</p> <p>Some televisions start to present original territory of Gypsies as been Romania (local television from Spain).</p> <p>Changing the name follow the same historical pattern of Gypsy behavior.</p> <p>Romanian authorities have not had a coherent position about this changing.</p>	<p>In the mind of ordinary people, particularly abroad, is no more distinction between Gypsies and Romanian and Romanian are assimilated with former ones and all offences done by this ethnic minority are perceived as being done by Romanians.</p>



FACTS (what happened?)	DEDUCTIONS (so what?)	CONCLUSIONS
<p>“Romanian salute with stretched hand: Give to me, too”, presented by humorist Jonatahan Lambert at France 2 chanel (April 2010)</p>	<p>It was a public international offence to one of the oldest Romanian custom (shacking hand) which means friendship, acceptance, welcome, etc.</p> <p>Steadfast reactions on behalf of ordinary persons from Romania and political elites also.</p> <p>Strong accusation addressed to Romanian authorities and political elites who accepted the adoption of such name for Gypsy.</p> <p>That is image of Romania in occident, a country corrupted, poor, and full of gypsies and thieves.</p> <p>Romanians have to take attitude towards their co-nationals (Romanian gypsies) and to make them responsible for their actions.</p> <p>Advanced some ideas of self defense towards this image created by gypsies about Romanians.</p>	<p>Nationalist attitude of Romanians against gypsies and French people.</p> <p>Consequences of this joke forced the French and Romanian authorities to take concrete actions (The protest addressed by Romanian Embassy at Paris to French Channel “France 2” and Declaration of Protest of Romanian Euro Parliamentarians from Democrat Social Party posted on Corina Cretu’s blog).</p> <p>This event could affect political relation between France and Romania.</p>
<p>Madonna booted at Bucharest for Roma spoke (August 2009)</p>	<p>All day long after Madonna’s concert in Bucharest the radio stations in the U.S. have talked the situation of Roma in Romania, the lack of culture and civilization of the Romans, the Romans brutally known history.</p> <p>Very adversary reaction towards Madonna coming from young people and those who had problems with gypsies.</p> <p>Madonna did not do the same statements in Bulgaria.</p>	<p>A new bad image of Romania in United States due to gypsies.</p> <p>New generation of Romanians perceive this ethnicity as a danger for their security.</p> <p>She was also blamed due to her Italian origin. (in the light of friction between Romanians and Italians happened in the last years because of Romanian gypsies behavior there).</p> <p>Romanians, a historical tolerant people become very intolerant with gypsies.</p>
<p>7 out of 10 Romanians say that would not accept a Roma in their family (September 2009).</p>	<p>Statistic results come from a poll performed by General Secretariat of Government under one program developed by SPER (Stop Prejudices About Roma), published in a government program to combat discrimination of Roma.</p> <p>Friday, September 11, is established at the Ministry of Education Ministerial Commission for Roma.</p>	<p>Even if the repulsive attitude of Romanians towards this ethnicity decreased with 28.3%, the intolerance is still very high.</p> <p>The Roma are seen as lazy, law brokers, dirty and conceive too many children.</p> <p>Romanian authorities note about the challenges of this ethnicity and started different social programs.</p> <p>Civil society is involved also.</p> <p>Roma organizations are involved as well.</p>

Knowledge management: projects, systems and technology

FACTS (what happened?)	DEDUCTIONS (so what?)	CONCLUSIONS
<p>Portuguese Judge withdraw: Not all Roma are shifty (July 2008)</p>	<p>Wrong perception about this ethnicity in Portugal, both by elites and ordinary persons. Lexical aggression is maintained. Portuguese judge used the name gypsy (cigana) but Romanian press transformed it in Roma. Critics addressed to Romanian Media that are not using correct name for this ethnic group and contribute thus to the lexical disorder. Cenzure in written media.</p>	<p>The distinction between Roma and Romanian is done by educated people who are reluctant to the changing of the gypsies' name. Freedom of expression is affected by censure.</p>
<p>Florin Cioaba': In Romania, there can be no discrimination of Roma</p>	<p>No discrimination problem in Romania.</p>	<p>Romanians are discriminated in Europe due to gypsies. Romanian are discriminated in Romania by the laws concerning gypsies and their so called integration: they are not paying taxes, no exam for different positions, no exams for different schools, etc.</p>
<p>Bucharest promises Roma expelled from France will be reintegrated</p>	<p>France applied sever measures towards gypsies from Romania. Are the human rights respected? Roma problem is discussed ate the highest level possible between Romania and France.</p>	<p>The gypsies immigrated in France made many troubles and French authorities were forced to put into force extreme measures. "0" tolerance in France towards all those who wants to stay illegal in or those who encourages the Romans to remain there. France government offered 300 EURO/adult and 100EURO/child to gypsies for returning back in Romania (8000 persons in 2009)</p>
<p>Search warrants in Roma houses that sent children to panhandle (April 2010) Romanian Mafia sent children abroad for panhandling. The Television Suisse Romande (TSR), Switzerland has released a report on Roma children originating from Romania who claims that they are formed and exploited to steal and beg in the big cities of Europe (January 2010)</p>	<p>Children are exploited and abused. Criminal activities are increasing. Switzerland is affected by criminal activities perform by some gypsies representatives.</p>	<p>Authorities are forced to apply the force to stop criminal activities done by a part of this community. No attitude on behalf of Roma community. The gypsies are not protecting their children. They are only a tool for their interest.</p>

K M 2015





FACTS (what happened?)	DEDUCTIONS (so what?)	CONCLUSIONS
<p>British press: Roma underworld lords make fortunes from trafficking children in Romania (September 2009)</p>	<p>Scotland Yard and Romanian police are collaborating for dismantling the criminal network which makes around 100 000 pounds per year of begging and stealing.</p>	<p>Xenophobe attitude and feelings towards gypsies are increasing in UK and Romania as well. The discussions on different forums are very aggressive against gypsies, asking radical actions.</p>
<p>Roma's who occupied the centre of Toulouse, sent to Romania (June 2009).</p>	<p>Are the human rights respected? Roma living illegally for months in the market Legion d'Honneur in Toulouse have reached the attention of the media in May, when their makeshift shelters were sprayed with disinfectant by angry locals.</p>	<p>Illegal immigration is impossible to be controlled in Europe. Weaknesses of authorities are visible and force people to take measures by themselves. Illegal immigration is now an international threat to security. France cannot manage this ethnic group although was one of the many Western countries that blame Romania that does not know how to integrate them.</p>
<p>German press: Roma in Berlin would be to pick strawberries (June 2009)</p>	<p>Romas who came to Berlin and now living in the home for asylum Spandau district, would have to deal with picking strawberries. Social services in Berlin agreed that, upon request, just give them help Roma to return to their country but not help to stay in Berlin.</p>	<p>"Work or leave". German society follows the Saint Paul rules.</p>
<p>"Departure bonus" for the Roma, the subject of dispute in the Berlin Parliament (June 2009)</p>	<p>Germany gives 250 EURO/adult and 150Euro/child above age 14 for returning back in their native homes. Proposal was criticized in German Parliament.</p>	<p>Germany runs out of solutions for dealing with the gypsies.</p>
<p>Spain: Hundreds of Romanian Roma children, forced to steal or beg (April 2009)</p>	<p>Hundreds of Romanian Roma children are exploited in Spain by parents or relatives, being forced to steal or beg. According to the Spanish Penal Code, the age at which a child may be liable for his actions is 14 years, so usually sent street children to steal, especially in Madrid, in the very centre, are between 10 and 14 years, RADOR forward.</p>	<p>Gypsies knows how to take advantages from the legislative gaps. Children are abused by their families.</p>
<p>Violent attacks against Roma in Hungary increase (February 2009). Two weeks later, Cozma Romanian handball player who played for the Hungarian team Vezprem, was stabbed to death. The main suspect arrested is a gypsy.</p>	<p>Hungarian Guard, a paramilitary organisation which belongs to the right-wing party Jobbik have organized in 2006, a march against Roma ethnicity. The crime rates in Hungary conducted by gypsies increase and become more violent.</p>	<p>Hungarians took extremely violent actions against this population and stopped to wait for legal actions performed by authorities. Some irredentists ideas show up in the forums.</p>

FACTS (what happened?)	DEDUCTIONS (so what?)	CONCLUSIONS
<p>Romanian Gypsies have been migrating from Italy to Spain (October 2008).</p>	<p>Italian Interior Minister Roberto Maroni assured in early October that majority of Romanian Roma from the country to “have gone to Spain, where Prime Minister Zapatero’s policy is more permissive.</p> <p>The Police intensified patrols in the area, because, although it is not a large group, its members commit theft and begging practice, reports the Spanish daily ABC.</p>	<p>Gypsies are looking for permissive and tolerant countries for immigrating.</p>
<p>Renate Weber: European Union does not know what to do in the Roma issue (September 2008)</p>	<p>According to Euro Parliamentarian, Renate Weber, the European Commission will not do anything in connection with Roma until the December European Council will draw a very clear task of the European Commission.</p>	<p>Bureaucracy can kill people. The international organisations are blocked by this new challenge regarding Roma community.</p>
<p>Roma in Finland will remain without children, if their families will continue to send them to beg (July 2008).</p>	<p>Finland takes measures against the Roma children who beg out, threatening to send mothers and babies back to their country of origin or to put children in state care. The objective is to protect children, authorities say.</p> <p>Human rights groups said the decision applied at the end of 2007, is one of Europe’s toughest anti-Roma measures and constitutes a form of blackmail that divides families rather than protect them.</p>	<p>Authorities do not have viable solutions for Roma community problems but are forced by their population to take strong and extreme measures.</p>
<p>Italian bishops protesting against the plan to fingerprint Roma (June 2008)</p>	<p>It is inconceivable to be taken the fingerprints of Roma children, given that in recent months, there were more about Italian juvenile gangs wander the streets and parks of our cities and leaving violent, not only verbal, have denounced them.</p>	<p>The Catholic Church is aware and involved in the actions meant to repeal xenophobic feelings.</p>
<p>MFA puts the Vatican and the ROC hopes to improve the situation in Italy (May 2008)</p>	<p>Vatican and the Romanian Orthodox Church in Italy can contribute to gaining a constructive outcome regarding the situation of Romanians in Italy.</p> <p>Regarding the Roma, Bishop Silouan first Orthodox bishop of the Roman diocese of Italy, warned: “I know the mentality of nomads; I’m not sure that harsh measures, like expulsion, are effective. It will return the next day.”</p>	<p>The Church as a last resort?</p>

K M 2015

(Footnotes)

1 First Vice President of Global Organization of Roma and Roma Parliamentary Assembly President



Europe's future depends largely on how European Union's authorities and national ones manage the cultural and religious challenges within the Europe and its neighbouring regions. Much more, I believe that on hand solutions for overcoming any of those challenges can be found out in understanding ethnical behaviours and customs of each ethnic group, their history, actual content and future foreseen developments. As well should be encouraged the ecumenical and intercultural dialog that not mean ignoring or giving up their differences or values beliefs, but openness to diversity, tolerance and cooperation.

Identification of these solutions are even more necessary because, in my view, the security forces are in a process of continuous adaptation as far as their missions are taking place in an continuously increasing sophisticated culturally, religious and ethnic environment. Conversely, current developments of security environment require to strategic planners to envisage more and more the influence of religious and ethnic factors both in terms of vulnerabilities, risks, threats and dangers but also opportunities for successfully achievement of the missions, performed in a very comprehensive manner sole able to create long term stable environment.

My conclusions are also supported by recent historical lesson decades has shown that the religious and ethnical dimension influence individual behaviour or human profile communities in varying degrees. In other words, feelings that can express their perception and relationship with different threats can trigger energy not always easy as a mediator in human relationships or policies.

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## CUSTOMER RELATIONSHIP MANAGEMENT TOOLS

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◇ **Abstract:** *Considering that Customer Relationship Management (CRM) is one of the most prominent contemporary trends in formation of companies reveals the importance of a customer-oriented company in the market. In this matter, various versions related to the intensity of this orientation are differentiated. The Customer relationship management (CRM) system is a well-known concept, and its implementation is being studied and improved in connection to various sectors. CRM is a process used by companies to understand their customer groups and anticipate customer needs. Information gathered through CRM programs often generates solutions to problems outside a company's marketing functions, such as supply chain management and new product development. This study tries to outline an overview of what tools can be used in to manage and build a good customer relationship and highlights the importance of using the correct tool in relation with the clients because depends on culture, values, norms, etc.*

◇ **Keywords:** *CRM, tools, building*

Nowadays, in a globalized world economy, creating and maintaining relationships with customers can be challenging, businesses have become focused on customer relationship management (CRM) as it has become a central orienting point in academia and business environment with organizations increasingly focusing on managing customer relationships as a strategic capability to achieve market leadership and profits.

Customer Relationship Management (CRM) is a process used by companies to understand their customer groups and anticipate customer needs. Information gathered through CRM programs allows firms to collect and manage large amounts of customer data and then carry out strategies based on that information. It also helps to solve specific problems throughout their customer relationship cycle.<sup>1</sup>

<sup>1</sup> Bain & Company, Insights Management tools, *Customer Relationship Management* <http://www.bain.com/publications/articles/management-tools-customer-relationship-management.aspx>, 10.06.2015, accessed september 10, 2015.

There is a series of accepted definitions of CRM, and one of the most meaningful was provided by Swift who says that "CRM includes efforts of the entire company which are directed towards a better understanding of customer's behaviors and acquiring opportunities to influence such behavior through various forms of meaningful communication; with the purpose of constant improvement of possibility to attract new customers and keeping the old ones, and rising the level of their loyalty and usefulness".<sup>2</sup>

A CRM system is a web application that businesses use to organize information about

<sup>2</sup> Robert Fabac, Ivan Mance, *Customer relationship management system in occupational safety & health companies, research on practice and preliminary design solution*, Interdisciplinary Description of Complex Systems, 2011, Zagreb, p. 105.



their customers and leads and it is being integrated into every activity of the company; it is essential for the company. However, a simple product and/or service is not enough to satisfy the needs of a customer, the relationship of staff with customers is also very important, as well as well-dosed and unobtrusive marketing, post-sales activities within the scope of servicing, and other activities which include the interaction of customer with the person providing products and/or services.<sup>3</sup>

Many CRM systems can hook into financial and accounting systems to help organizations track earnings and costs. They can also provide analytics that enable a business to better predict a customer's future needs.

According to relevant analysts, CRM consists of three components. (**Fig. no. 1**)

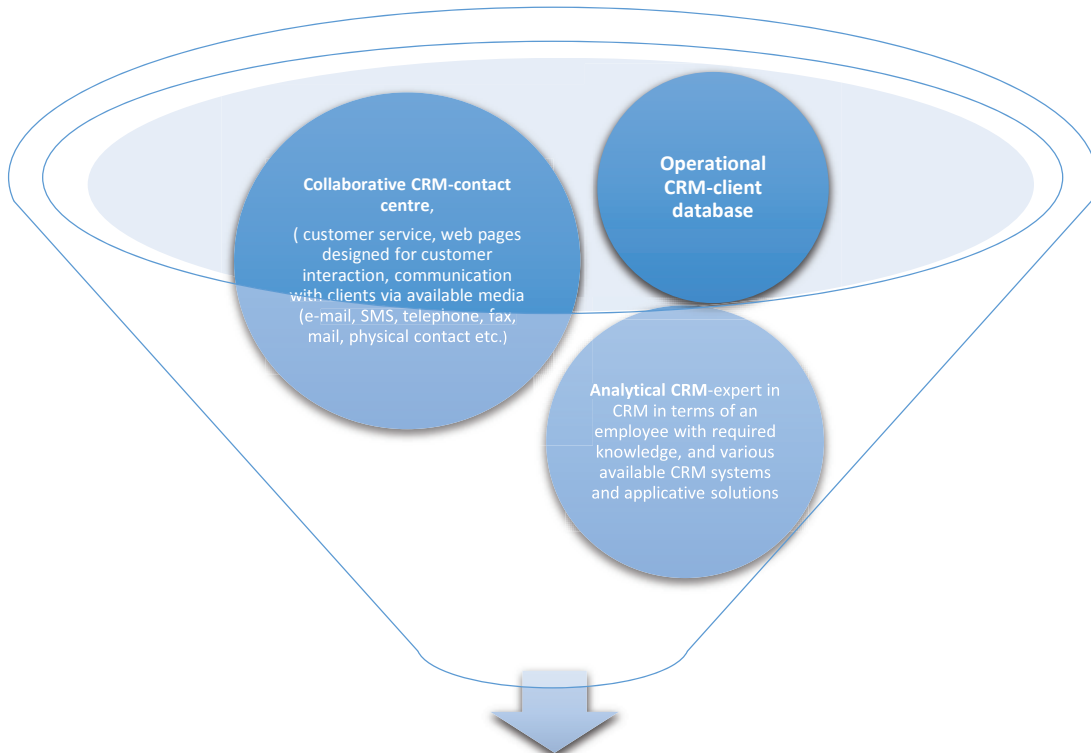
Today, the strategic importance of CRM has become an essential capability to enable firms respond efficiently to customer needs in a highly competitive and volatile market in any

<sup>3</sup> *Ibidem*, p. 106.

industry. A successful CRM therefore requires a combination of managerial commitment, cultural change and a combination of resource and technology to achieve the needed result. CRM only becomes a failure when it is conceptualized as technological tool and software solution only.

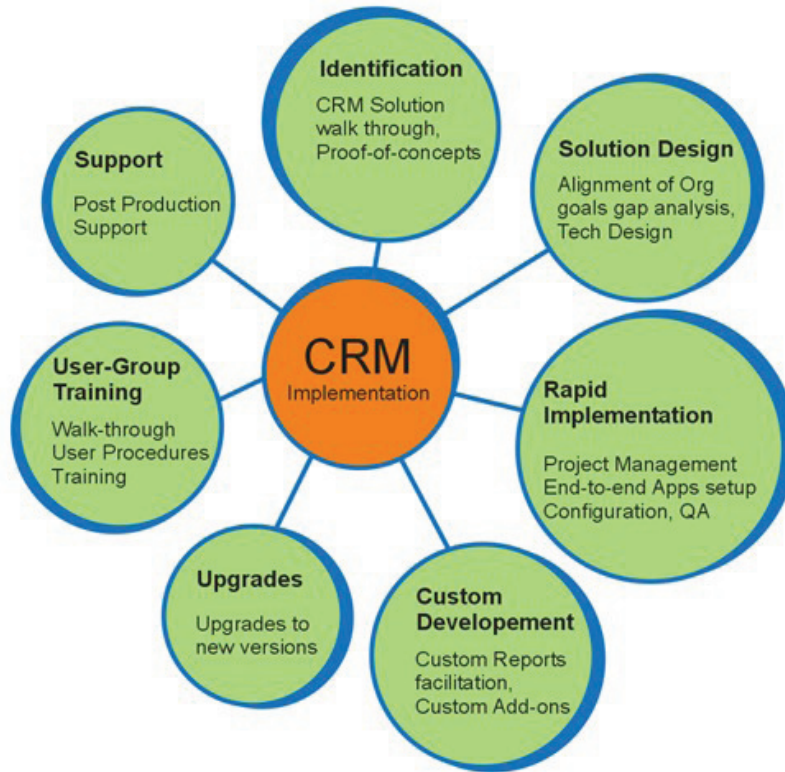
CRM systems in practice most often include purchase of software and hardware which will enable the company to save important information about certain customers. By studying the past purchases, demography and psychology of a customer, the company gets to know the customer's preferences. In this way, the company can also send specific offers only to those customers with expected high interest for purchase, which brings savings. By using the data carefully, the company can better attract the attention of new customers, cross-selling and up-selling. In short, a system of CRM is a system based on the company's customers and how the company can provide the best service and product for this customer.

K M 2015



**Figure no. 1** CRM Components

**Source:** own adaptation based on data from Francis Buttle, Stan Maklan, *Customer Relationship Management: Concepts and Technologies*, London, Taylor & Francis Ltd, 2015, p. 16.



**Figure no. 2** CRM Implementation requirements

**Source:** V. Kumar, Werner Reinartz, *Customer Relationship Management: Concept, Strategy and Tools, 2nd Edition*, London, Springer, 2012, p. 39.

The system will focus on the relationship and the aim is to gain loyalty and long-term customers<sup>4</sup>.

CRM involves efficient communication within a company itself as well as between the company and its customer. Companies that only see CRM as a tactical step and only focus on its technology might fail in its implementation due to the lack of support from the employees. Employees' resistance is one of the major risks associated with CRM implementation.

Another point in CRM implementation is the changes needed to keep the costumers, it would be ethically problematic and illegal to simply just keep track of them with software surveillance, to get feedback of how they use the service or product just to update it in their favor, the company needs to be aware of what the laws says in their specific location – which could impair the prerequisites for the CRM. Moreover customer information should be

kept in a secured database which could not be hacked or intruded in some other way.

The environment is an important part for CRM, within the company itself and within different kinds of markets. But there are some basics that are working throughout most of all the markets such as, improving the customer service, developing more effective marketing programs, and increasing the efficiency of the sale service will strengthen the relationship between the company and its customer<sup>5</sup>.

Implementation of CRM demands systematic approach and represents a matter of organizational design. In my opinion CRM requires a complex, cross-functional integration of people, processes, operations, and marketing capabilities that is enabled through technology and applications, as is shown in the **Fig. no 2**.

Customer Relationship Management is used by companies to gather market research on customers (in real time if necessary); to

<sup>4</sup> *Ibidem*, p. 107.

<sup>5</sup> V. Kumar, Werner Reinartz, quoted work, p. 55.

generate more reliable sales forecasts; to coordinate information quickly between sales staff and customer support representatives, increasing their effectiveness; to see the financial impact of different product configurations before setting prices; add data to customer preferences and problems to product designers; to increase sales by systematically identifying and managing sales leads; to improve customer retention; to design effective customer service programs.<sup>6</sup>

The other main functions of this software include recording various customer interactions (over email, phone calls, social media or other channels, depending on system capabilities), automating various workflow processes such as tasks, calendars and alerts, and giving managers the ability to track performance and productivity based on information logged within the system.

The main vendors of CRM systems are: Salesforce.com, Microsoft, SAP and Oracle. Other providers are popular among small to middle market businesses, but these four tend to be the choice of large corporations. The software resides on the company's own servers and the user assumes the cost of any upgrades and usually requires a prolonged installation process to fully integrate a company's data. Companies with complex CRM needs might benefit more from the premise of deployment.<sup>7</sup>

The CRM based on cloud, also known as SaaS (software-as-a-service) or on-demand, the data is stored on an external, remote network that employees can access anytime, and anywhere there is an Internet connection, sometimes with a third-party service provider overseeing installation and maintenance. The cloud's quick, relatively easy deployment ca-

capabilities appeal to companies with limited technological expertise or resources. For companies might be more cost-effective option. Vendors such as Salesforce.com charge by the user on a subscription basis and give the option of monthly or yearly payments.

Data security is a primary concern for companies using a cloud-based system since the company doesn't physically control the storage and maintenance of its data. If the cloud provider goes out of business or is acquired by another company, a company's data can be compromised or lost. Compatibility issues can also arise when data is initially migrated from a company's previous system to the cloud. Finally, cost may be a concern, since paying subscription fees for software can be more costly than on-premises-based models.<sup>8</sup>

Open source CRM programs make source code available to the public, allowing companies to make alterations with no cost to the company employing it. Using an open source CRM system requires only a web server, database, and browser. Open source CRM systems also allow the addition and customization of data links to social media channels, assisting companies looking to improve social CRM practices. Vendors such as SugarCRM, Vtiger, CiviCRM, Fat Free CRM, Zurmo are popular choices in the open source market.<sup>9</sup>

From my point of view the adoption of any of these CRM methods depends on a company's business needs, resources and goals, regarding the fact that each has different costs associated with it.

Another aspect in CRM is the advent of social media and the proliferation of mobile devices which make the CRM providers upgrade their offers including new features that cater to customers who use these technologies. Social CRM refers to businesses engaging customers directly through social media platforms such as Facebook, Twitter and LinkedIn. Social media presents an open forum for customers to share experiences with a brand. To add value to customer interactions on social media, businesses

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6 Bain & Company, Insights Management tools, Customer Relationship Management <http://www.bain.com/publications/articles/management-tools-customer-relationship-management.aspx>, 10.06.2015, accessed september 10, 2015.

7 Jagdish N Sheth, G Shainesh, Parvatiyar Atul, *Customer Relationship Management : Emerging Concepts, Tools and Applications 1st Edition*, New Delhi, Tata McGraw - Hill Education, 2011, p. 146.

8 *Ibidem*, p. 148.

9 V. Kumar, Werner Reinartz, quoted work, p. 358.





use various tools that monitor social conversations, from specific mentions of a brand to the frequency of keywords used, to determine their target audience and which platforms they use. Other tools are designed to analyze social media feedback and address customer queries and issues. Companies are interested in capturing real feed-back from customers and also an overall satisfaction in order to develop marketing and service strategies.<sup>10</sup>

Another way in which social CRM is adding value for companies and customers is customer communities, where customers post reviews of products and can engage with other customers to troubleshoot issues or research products in real time. Customer communities can also benefit companies by providing new product ideas or feedback without requiring companies to enlist feedback groups.<sup>11</sup>

In conclusion, a system of CRM is a system based on the company's customers and how the company can provide the best service and product for this customer. The system will focus on the relationship and the aim is to gain loyalty and long-term customers.

However, without the proper management, a CRM system can become little more than a glorified database where customer information is stored. Data sets need to be connected, distributed and organized so that users can easily access the information they need. The majority of the studies shows that customers

are increasingly dissatisfied with the contact center experience, the communication with a company being the main point so the major challenge of a CRM system is to deliver a cross-channel customer experience that is consistent and reliable. Social media, for example, has been touted as a more efficient channel by which customers can reach companies and get problems resolved or queries answered, rather than the traditional method of waiting in a phone queue or awaiting an email response.

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<sup>10</sup> *Ibidem*, p. 366 .

<sup>11</sup> *Ibidem*, p. 367.

# NATIONAL SECURITY, PUBLIC ORDER AND INDIVIDUAL SECURITY - GENERAL ASPECTS

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◆ **Abstract:** *Before we can analyze the threats, risks and hazards at the address of national security we must understand the concept of national security, public order, public safety and human or individual a security. As we will show, all this concepts are in close relationship and depend on each other, they even influence one another. National security is a state that ensures the favorable development both for the person and community, being significantly influenced by a number of risks and threats both economical, informational, ideological, demographic, cultural and ethnic tensions and conflicts, religious etc., particular for areas of instability.*

◆ **Keywords:** *national security, public order, individual security, state, human security*

## Introduction

Security is addressed at all levels of society, from the individual, to the state, to internal the environment, up to the international environment.

Security and public safety are elements based on the state of normality in the functioning of any society. This way, the citizens of any country have the needed conditions and, if possible, sufficient conditions in order to live and to conduct their activities without fear of threats, risks or other dangers.

The human right to security, although not a right enshrined, *expressis verbis* in Romanian legislation, is the de facto the center of gravity of all human rights and freedoms without which they cannot exercise. The right to security is different from the individual freedom as provided by Article 23 of the Constitution (2003) which refers to “individual liberty and security of person”, in our view this is referring to the safety and security of the person, prerogatives belonging, otherwise to human

security. If I were to summarize what human security is, we could use two words safety and protection, transferable in the absence of threats, the right to food and freedom, the right to live in dignity. Human security is closely linked to national security by supplementing it, the human being the center of its concerns.

In our scientific approach, we consider it important to define the concepts of national security and public safety, as well as the concept of individual security, given that the main beneficiary of the state of normality is the human being.

## General aspects

### *National security*

Defining the concept of national security is rather difficult to do, due to the complexity of the term. This attribute of complexity lies in a number of issues: the current multidimensional structure of the national security, the multitude of challenges that the national security must respond to and the involvement in achieving

K M 2015



national security.

If national security had originally one single component - the military one, today this concept implies a multidimensional structure.

Among these, the most frequently mentioned by the authors are the economical, social, political, energy, diplomatic, cultural and environmental dimension (Petre, Dușu, "Asymmetrical or hybrid threats: conceptual delimitations to fundamental national security and defense", UNAp Publishing, Bucharest, 2013, pp. 8-9). Today, in the center of the national security is the individual, the citizen whom the state, through its institutions, must ensure and guarantee safety of living and safety of the environment in order for the individual to develop and conduct his activities.

National security must at the same time, meet all challenges, whether they are external challenges (international migration, globalization, cross-border criminality, proliferation of weapons of mass destruction etc.) or internal challenges (economical, demographic, environmental, energy, political etc.).

Involvement in achieving national security rests not only in the hands of the state, by means of its institutions, but also in the hands of the civil society and the private sector. The private sector must be actively involved in employment issues, social or economical, by creating and securing jobs and the civil society, through its organizations, entail people to building the national security.

Traditionally, national security means protection of a state and, by default, protecting its citizens against threats, normally of military nature. More broadly, national security consists of assembly made of the conception, organization and carrying out actions and activities to ensure and guarantee the safety of the citizens, of the entire society through the appropriate responses to internal and external security challenges.

In a narrow sense, national security is the state of normality in which citizens live their lives and conduct their work safely. Here we are referring not so much at the absence of risks, hazards and security threats, but also at

preventing them, limiting the negative effects if they occur.

#### *Public safety and public order.*

National security can't exist without the public safety, the two being in close relationship, depending on each other. National security can not exist and can not be asserted independently of what happens in one region of the country, therefore, public safety is an essential component of national security.

Public safety expresses the feeling of confidence on the measures taken in order to maintain public order and safety, to ensure the safety of citizens, to protect and guarantee the exercise of rights, freedoms and legitimate interests of individuals.

Public order is the state of normality to which any society aspires to – citizens, communities and the state, based on the efforts to achieve full keeping within the law, social stability and political stability, ensuring economic prosperity.

Locally, public order is ensured through the efforts of the state institutions with responsibilities in this field and in cooperation with other institutions and partners, in agreement with the national partnership programs and in line with the national security strategy.

From the systemic point of view, public order has three components:

- social order - peaceful coexistence and harmonious cooperation between members of society;
- the constitutional order, which refers to the normal functioning of state institutions for shaping, application and enforcement of laws;
- natural order, which regards the balance between the natural and environmental factors (Cearapin, Tudor, "Romania's security and national defense", Gendarmerie Journal, Bucharest, 2002, p. 257).

From these three components follows two important principles found in international documents:

- each person has the right to benefit from a social and international order in which the

existence of rights and fundamental freedoms should be able to find full realization (Universal Declaration of Human Rights, art. 28, resolution 217 (III), 10.12.1948);

- states have the responsibility to defend and protect in accordance with laws, the international obligations and commitments on human rights, the democratic order freely determined by the people's will against the activities carried on by persons, groups or organizations which take part or refuse to renounce to acts of terrorism or violence in order to overthrow public order (The documents from the Copenhagen Reunion of the OSCE's Conference for the Human Dimension, art. 6, 20.01.1990).

We appreciate that public order, through its components is in direct relationship with the national security, given the implications that its status might have at a given time and in this regard, it can represent a reference standard for the state of national security.

Many of the threats to the national security of Romania are in direct correlation with the public order, in general, the two concepts are tackled together, meaning that either the degradation of public order determines a potential threat to national security or actions against national security generates deterioration of public order.

In conclusion, we consider that this correlation - national security, public order and public safety can be summarized as: national safety is circumscribed to the national security and the public order falls within both national safety and national security.

#### *Individual security*

Security at all levels has to do with the man, so that, since the 90's, the talks around the concept of individual security or, as some experts call it, human security has increased.

Human security was mentioned for the first time in the "Report on Human Development" in 1994 (The document belongs to the United Nations Development Program). According to the report, the security concept was used in a way too narrow, referring only to the security of the borders against external aggression or

the defense of the state's international interests and ignoring the basic, daily needs of the individual.

The concept is centered on the individual as part of the society, the focus being not on the state but on the community to which the individual belongs (Băloi, Aurel, "Methodology and security indicators. Analysis of the international security: conceptual delimitations apund Pigui, Traian, "Economic security and și human security" in Colocviu Strategic, nr. 10/2014).

Individual security or human security aims to ensure the physical integrity of the individual against any form of violence, which comes or not from a conflict.

We believe that human security is more than the absence of risks and threats to the physical and psychological integrity of a person, but the entailing with it a feeling of well-being, tranquility and lack of care for tomorrow, thus representing a state in which the risks, threats or hazards that may affect individual are adequately controlled and so the individual is protected in all aspects.

It can be appreciated that individual security is an indispensable resource of everyday life that assures both the community and its ability to fulfill aspirations and ideals freely, thus ensuring quality of life.

If national security is identified with the state of unity and territorial integrity of the state, values are based on ethical and moral standards that transcend religious differences, ethnic and linguistic beliefs and common interests and democratic life, economic and social welfare rights and fundamental freedoms are guaranteed and protected, all accomplished with help and benefit all citizens of the state, human security is identified with the individual's security transposed in ensuring the right to a decent living of any person as meeting certain minimum standards social protection (food, water, housing, health, environment and education) guaranteed by the state.

In achieving its aspirations, human security promotes human's liberty to take decisions and desires without being influenced or



manipulated and develops in a manner chosen by him.

People can exercise their rights and freedoms only in a safe and free environment and have the opportunity and also the responsibility to take care of their lives, contributing actively to personal development, but also to society and the country in which they live and whose citizens are.

The triad individual - society - state asserts upon all rights and obligations that must be undertaken responsibly, so that all interests are protected and the potential conflicts mitigated.

Between the individual, society and state is the rule of law, the balance that ensures the equilibrium and avoid skidding from any party, and contributing to human development and thus to ensure national security and reduction or mitigation of vulnerabilities, risks and threats to it.

### 3. Conclusions

Although over time security received many definitions, we considered that the most adequate one would be the one that states the lack of threats addressed to the national values and interests.

National defence and security are the fundamental conditions for the normal function of any country. Thus, the citizens dispose of the basic and adequate conditions to live their lives and carry on their activities without the fear of dangers or risks and, most important, threats to national security and defence.

This is the main reason why the states adopt coherent measures to prevent dangers, risks and threats to national security and defence.

Nowadays, security threats have diversified, manifesting in complex, multidimensional and interdependence forms. Among these are asymmetric and hybrid threats which, by their characteristics, produce effects with a significant impact on national security and defence. In the center of this is the human being, the individual whose protection the state must ensure.

Each state has the obligation towards its citizens to permanently consolidate its national security and defence in order to efficiently counter the effects of dangers, risks and threats (symmetric or hybrid threats).

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# PARTICULARITIES RELATED TO THE EVALUATION OF SOLDIERS' LEVEL OF PHYSICAL CONDITION FROM SOME NATO COUNTRIES

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◇ **Abstract:** *The evaluation of the soldiers' level of physical training must not be conceived just as an objective way of measuring, of controlling the "accumulated knowledge", but also as a means of improving the educational system with the help of the data and information gathered from the soldiers. Through the evaluation, we have the possibility to know the level of the propelling force's indexes, the complexity and variety of the system of propelling habits and abilities, the way the soldiers behave, the efficiency of the actions used and the didactic capacity of the specialists in military physical education.*

◇ **Keywords:** *evaluation, physical training, push-ups, sit-ups, running.*

## Introduction

Evaluation is a stabile component of any instructive-educational process, necessary and compulsory, having precise objectives, which must start and take place through the control of its value.

In order to conceive and put appropriately into practice the evaluation of the instructive – educational activities, we must bear in mind the following aspects:

- the evaluation of the process (the strategy) which led to getting the results after the action of evaluation (checking and analysing the results);
- varying the techniques of evaluation and making them appropriate to concrete didactical situations;
- focusing the evaluation on the positive results obtained and not always disapproving the negative ones;
- transforming the soldier, through self evaluation, into an authentic partner for the leader of the instructive - educational process.

A very important role in evaluating the instructive – educational process in military physical education is held by the specialist officer who has to do his best to include as much comparison information as possible into the process, so as to realize an assessment and keep an objective record of the soldiers.

## General notions regarding the physical training of soldiers

The evaluation in the military physical education system is accomplished through some criteria which are issued from the objectives of the assessed process. Each one of them individually or all put together, these criteria of evaluation are important and should be respected in the system. From these we mention:

- the obtained result from the measured competitions (movement performance);
- interpreting the progress realised by the soldiers;
- the quality and quantity of the elements obtained in comparison with the

K M 2015

regulations of the planning documents of the field;

- the capacity of the soldiers to restructure and assemble the learnt elements, to use in practice the movement skills and competences;
- the capacity of the soldiers to practise independently the physical exercises;
- the soldiers' level of physical development;
- the soldiers' attitude towards physical education and sports, materialised in the presence to the sessions / lessons, their participation in sporting competitions, the level of attained theoretical notions, the way of achieving some organisational tasks, etc.

In the instructive - educational process of military physical education, the soldiers' evaluation implies three main stages: checking, assessing and keeping a record of the scores.

Checking is the process in which a soldier goes through an effort in a sporting event and it can be of a different nature. In the army, most of times, checking takes a practical form, even though it would be useful to also exist some oral and written checking, whose purpose would be to establish the level of theoretical knowledge of specialty for each soldier. Through the practical checking of soldiers, we aim to test the movement qualities and identifying the capacity of applying what is attained or developed in the instructive – educational process and in the independent activity of practising the physical exercises.

Checking soldiers is done while performing the competitions mentioned in the evaluation test designed to establish the soldiers' physical level (according to Annex no. 5, from the Military Physical Education Bylaw, 2013), according to age group, gender and the particularities of the military unit they belong to. The only exceptions to this rule concern the pupils and students from military educational institutions, who are checked in accordance with the rules and marking schemes mentioned in the subject's analytical curriculum/ sheets.

Assessment is the second phase of

evaluation (from a chronological point of view) and it represents the reflection of reality, through the use of some verbal expressions (very well, good, weak, bad, etc) or through giving grades and scores. Oral assessment must be used frequently and mostly during military physical education classes/ sessions, as it has the role to activate and stimulate the soldiers.

If we refer back to the evaluation test of the soldiers' physical level, in which the competitions are measurable through marking schemes, we can say that assessment is objective, truthful, correct and lacking partialism. When the results are not measurable, but only perceivable, assessment can have more or less partialism aspects. Here we refer to the military pupils' and students' assessment from military institutions and also to the professional soldiers who, according to the year of study / training stage, are assessed following the quality of the execution of the procedures and technical elements, for each subject, like: gymnastics, judo, taekwondo, karate, combat with the arms from the institution, swimming, skiing and sports games.

The causes or main motives which can determine deviations from an objective assessment from the specialists in the field could be the following<sup>1</sup>:

- the rush with which the head of the instructive – educational process makes the decision related to the grading, influenced sometimes by other specialists involved in the activity;
- the tendency of the specialist, to overly encourage some students who lack in self confidence or to favor the female soldiers;
- the good mood or the state of nervousness of the head of the instructive- educational process;
- influences from the soldier's family;
- sound pollution (noise, screams, alarms, etc.).

1 Gh., CÂRSTEA, *Theory and methods of physical education and sport – examination finalized and second degree*, Publisher An-Da, Bucharest, 2000.

Even though it doesn't appear in the army's special documents, we consider that the soldiers' self assessment is very important in assessing the army's physical education, because through an objective self assessment, formed in time, the soldier is aware of his capacity, his physical and psychological readiness. He can constantly be compared to the other colleagues, according to his physical potential, leading to an increased independence in action and his skillfulness in self-control

Keeping a record and giving scores is the result of the dialectical unity between checking and assessing, representing the materialisation of the evaluation act. Not only does it express in another way a certain quantity and quality, but the grade also plays a special role in ensuring the moral and volitive background in which the instructive – educational process takes place<sup>2</sup>.

#### **Particularities regarding the evaluation of the American, British, Canadian and French soldiers' physical training level**

After the careful study of several confrontations which the American troops have taken part in, their specialists have reached an important conclusion regarding physical training, that is: the soldiers' physical fitness is very important on the battlefield, also influencing directly their level of fighting training. To that effect, they have tried to quantify this level of physical training of the soldiers, through the implementation of repeated tests, which were always updated and improved.

At this moment, the evaluation test of the American soldiers' physical training level („*Army Physical Fitness Test*” - APFT) is conceived so that it can measure the muscle force (especially the muscles of the chest, the arms, the shoulders, the hips and the abdomen), the soldiers' resistance and heart-respiratory capacity (the capacity of the circulatory and

respiratory systems to give oxygen to the skeletal muscles)

They are graded with points from 0 to 100, according to the performance obtained at each of the following 3 competitions: number of push-ups done in 2 minutes, number of sit-ups done in 2 minutes and the time achieved running for 2 miles (3.2 km), depending on age and gender.

In order to pass the test, soldiers must get a minimum of 60 points at each competition and the total of points for all three events will be between 180 and 300 points. This minimum number of points grows to 70 for soldiers who are part of special operations. Active or retired military personnel must pass the APFT during a year, when this is officially scheduled to be taken

If a soldier is found to suffer from a temporary medical condition which doesn't allow him to take one or several exams from the test, he is given an extension until his total medical recovery. In the moment in which he is declared able for physical effort, the soldier must pass the APFT in 90 days.

If the soldier has a permanent medical condition which doesn't allow him to run for 2 miles, he can choose one of the following alternative exams: walking for 2.5 miles (aprox. 4 km), swimming for 800 yards (aprox. 730 m) or cycling for 6.2 miles (aprox. 10 km), for the push-ups or sit-ups there are no alternatives.

In the situation in which a soldier is declared rejected at two or more consecutive tests, he is required to take a special training programme or he is asked to leave the army, each case being different.

Taking the APFT is done in accordance with the regulations of “*Army Physical Readiness Training*” (Army FM 7-22), in which it is presented the organization and the process itself of testing, as well as the techniques of execution for each test.

Soldiers who achieve at the APFT a score of 270 points or higher and for each test a minimum of 90 points, are rewarded and they receive a badge (Physical Fitness Badge),

<sup>2</sup> P., POPESCU, Review and correct notation (experiments, proposals), Publisher Training and Teaching, Bucharest, 1978, p.108.



which can be worn with the drill uniform. At the same time, this performance can be transformed into a score which is used for establishing the eligibility of the soldier to be promoted to a higher rank. The algorithm of grading also includes a higher scale through which soldiers can obtain over 300 points at the APFT, this being done only if for the three tests one can get beyond the standard 100 points.

Soldiers who are enrolled at Ranger School must take a special test called „Ranger Physical Fitness Test” (RPFT), which is made up of 4 tests and reaching the following standards (minimum marking scheme): 49 push ups in 2 minutes, 59 sit ups in 2 minutes, 6 pull ups and running 5 miles (8 km) in 40 minutes.

This APFT from the American army is changed and improved, in accordance with the army and the military branch to which it is given, there being different evaluations for the air forces, the navy, the maritime forces or the coast guard

In the British army, the annual physical training evaluation test (known as Combat

Fitness Test - CFT) is conceived so as to measure the soldiers’ level of muscle force and resistance. The test implies marching on a different-level terrain, at a quite high speed (for a mile in 15 minutes), using the complete battle equipment (instruction uniform, the army’s individual weapons – SA 80 and a haversack with a weight of 15 to 25 kg). The distance that must be covered (6-8 miles), as well as the weight of the equipment depend on the specific army unit and the weapon / the speciality of the soldier.

Besides this annual test (CFT) British soldiers must be evaluated twice a year on the test called „Personal Fitness Assessment” (PFA), both being thoroughly presented in the Regulations book „British Army’s Military Training Test” (MATT 2). The PFA test implies reaching the minimal marking schemes (according to age and gender) at the following 3 tests: press ups in 2 minutes, sit ups in 2 minutes and running for 1.5 miles (aprox. 2.4 km). In the case of a soldier who is declared rejected (he doesn’t reach the minimal marking

Table with the scores obtained after taking the APFT, in accordance with Army FM 7-22

Age group	17-21 years		22-26 years		27-31 years		32-36 years		37-41 years		42-46 years		47-51 years		52-56 years		57-61 years		over 62 years	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>Push ups</b>																				
100 pct	71	42	75	46	77	50	75	45	73	40	66	37	59	34	56	31	53	28	50	25
60 pct	42	19	40	17	39	17	36	15	34	13	30	12	25	10	20	9	18	8	16	7
<b>Sit-ups</b>	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
100 pct	78		80		82		76		76		72		66		66		64		63	
60 pct	53		50		45		42		38		32		30		28		27		26	
<b>Running 2 miles</b>	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
100 pct	13:00	15:36	13:00	15:36	13:18	15:48	13:18	15:54	13:36	17:00	14:06	17:24	14:24	17:36	14:42	19:00	15:18	19:42	15:42	20:00
60 pct	15:54	18:54	16:36	19:36	17:00	20:30	17:42	21:42	18:18	22:42	18:42	23:42	19:30	24:00	19:48	24:24	19:54	24:48	20:00	25:00

Table with the minimal marking schemes of the PFA test, according to MATT 2

Age group	under 29 years		30-34 years		35-39 years		40-44 years		45-49 years		50-54 years		55-59 years		60-64 years	
Test / Gender	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Press ups	44	21	41	19	39	16	35	15	29	13	25	11	21	9	17	7
<b>Sit ups</b>	50		46		43		37		34		32		27		23	
<b>Running 1.5 mile</b>	10:30	13:00	11:00	13:30	11:30	14:00	12:00	14:30	12:30	15:00	13:30	16:00	14:10	16:40	14:40	17:10

schemes for all three tests), is required in 7 days to repeat the test, consecutive failures might lead to disciplinary measures (including being let go from the army)

For this reason and under this pretext, soldiers from the Canadian army must take at least once a year a physical training evaluation test, known under the name „FORCE Evaluation” test. This new test, introduced in 2014, replaces the old one called „CF EXPRESS”, which has been given to soldiers for thirty years. The CF EXPRESS is made up of 4 tests, to which one must get the minimal marking scheme, that is: press ups – all in a row, without stopping, sit ups in a minute, the dynamometer bender (Hand Grip) and running for 2.4 km.

At the Hand Grip test the minimal marking scheme is made up of all the values realised with both hands. Besides these tests, the chin - ups test is also important for the physical training of soldiers, this being measured but not evaluated.

After a long research (analyzing over 400 physical tasks done by Canadian soldiers in all the fields, in the last 20 years), the results of the new FORCE Evaluation programe have been scientifically validated and aproved by the Canadian Army (Canadian Armed Forces - CAF). FORCE programe evaluates the capacity of the soldiers to do tasks which are directly connected to the physical challenges they are confronted with, during the military operations.

The FORCE Evaluation is made up of 4 tests, each one of them conceived in order to measure different physical abilities. The sand

bags test: consists in lifting alternatively a number of 2 bags filled with sand (each 15 times), with a 20 kg weight, at a height of 1 metre above a line trassed on the wall. The bags are placed at a distance of 1,25 metres between them. The minimum of time allowed to pass the task is: 3 minutes and 30 seconds.

- Weight caring test: consists in lifting (walking or marching) a 20 kg bag filled with sand, from point A to point B and back to A, at a 20 m distance. After leaving the bag on the ground, you have to do a sprint on the same route. Caring the bag and running will be done 5 times each, so as to cover a 400 m distance. Minimum time to pass the test: 5 minutes and 21 seconds.
- Speed test: consists in doing 2 sprints, one after the other over a distance of 40 metres (20 to go + 20 return), starting from a lying position face down, without the arms to touch the ground; the same position has to be taken after every 10 m during the sprint. Minimum time for one to pass the test: 51 sec.
- The dragging sand bags test: consists in simltenously transporting through dragging on the ground some 20 kg bags filled with sand, for 20 metres. The number of bags depends on the type of boarded floor. The only condition to pass the test is for the soldier to do the transport without stopping.

All soldiers who belong to CAF are tested every year and they have to reach the minimum standard, no matter what age they have or gender. Even if the CF EXPRESS test

K M 2015

Table with the minimum marking scheme of the CF EXPRES test (nullified)

Age group	under 29 years		30-34 years		35-39 years		40-44 years		45-49 years		50-54 years		55-59 years		60-64 years	
Test / Gender	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>Press ups</b>	44	21	41	19	39	16	35	15	29	13	25	11	21	9	17	7
<b>Sit ups</b>	50		46		43		37		34		32		27		23	
<b>Running 1.5 mile</b>	10:30	13:00	11:00	13:30	11:30	14:00	12:00	14:30	12:30	15:00	13:30	16:00	14:10	16:40	14:40	17:10

was nullified, I consider it important, in order to notice that the Canadian army has given up on a test given for 30 years, a test which is similar to the one given in our army.

The French Foreign Legion is known as being an elite combat force, comparable to the British and Australian SAS troops. Taking into consideration the fact that a soldier must have the ability to endure long periods of physical effort, with a certain load (weapon or haversack) and to do several tasks at the same time, the requirements regarding the physical training soldiers must undertake when enrolling

taking the „Cooper Test” (running as much as possible in 12 minutes, the minimal being a distance of 2800 metres) and the „Luk Leger test” (running on a 20 meter lane, both ways, at a certain rhythm which grows every minute by 0.5 km/h), the assessment of the force by doing a minimum of 40 sit ups and 4 chin ups, as well as climbing on a 5 metre long rope, with or without the use of legs.

Every French soldier must take a physical test once per year, usually between the months of March and September. This assessment is meant to simply measure the physical level

Table with the minimal marking schemes of the evaluation test from the French army

Age group	under 30 years		30-34 years		35-39 years		40-44 years		45-49 years		50-54 years		Over 55 years	
Test / Gender	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>Push ups</b>	19	9	19	9	14	7	14	7	14	7	14	7	14	7
<b>Sit ups</b>	19	15	19	15	17	12	17	12	17	12	17	12	17	12
<b>Hand Grip</b>	75	50	75	50	73	48	73	48	73	48	73	48	73	48
<b>Running 2.4 km.</b>	11:56	14:26	12:26	14:55	12:56	15:25	13:25	15:55	13:56	16:25	14:25	16:54	14:56	17:24
<b>Chin ups</b>	6	3	6	3	4	2	4	2	4	2	4	2	4	2

in the French Foreign Legion are very similar to those of other armies. The physical tests which are taken at the conscription center in Aubagne are not at the level of any „special force”, the focus being more on the mental part, as the physical strength can be built in time but the mental part cannot.

The evaluation of the resistance consists in

reached by all personnel, at the end of an instruction stage. It is made up of the following 3 tests: „the Cooper test”, swimming (free style over a 100 meter distance, without stopping, followed by diving to reach the bottom of the swimming pool for 3 minutes and 40 seconds) and climbing a 5 meter mountain climbing rope, assessed with different points

according to age and gender. The total number of points received at all these 3 tests, leads to determining a level of physical training (good, sufficient, weak) and a common hierarchy of all soldiers.

### **Conclusions**

A challenge which the Romanian army is confronted with is that young soldiers nowadays are a product of a society which has replaced free time spent outdoors with the time spent in front of the computer, walking or riding a bike to work, to the city or on a field trip with going by car, milk or still water have been replaced with soda. If there are not more gym classes in schools (through the practice of sports one can maintain healthy the whole body) and if the focus is mostly on individual sports, the army is going to have to deal with more soldiers who can throw a grenade, but they will be unable to do basic movements (as they lack coordination, being always prone to accidents)

Another problem is that the soldiers who are in good physical shape, most of the time have a limited movement experience, centered on one particular sport. They will be wonderful straight line runners, but that will be it. The army however needs soldiers who run, as fast as they can, in different directions, so they don't get caught, carrying the haversack, the weapons and individual materials which weigh approx. 30 kg. They have to be instructed how to start, how to stop, how to climb, how to come down from different obstacles, how to move in different directions, etc. – necessary movements on the battlefield.

At this moment, for somebody to be considered „admitted”, the soldiers from the Romanian army must reach at least the minimal marking scheme for each task of the physical training evaluation test. What does this mean? Let's take as exemple the soldiers from the first age group (until 31 years old), males, enclosed in a fighting unit / subunit / structure. These have to take the following tests and pass the minimal marking schemes,

so as to be declared „admitted”, that is: push ups (34), sit ups (42) and running for 3000 metres (15 minutes and 45 seconds)<sup>3</sup>.

Making an average of the performances acquired by students (in the last 5 years) from a military academic institutions at the tests mentioned above, they manage to achieve on average the following performances: 45 push ups, 60 sit ups, 13:50 running. These students must be determined to, when they become soldiers and are tested at the unity where they are assigned, do at least one more repetition above the minimum marking scheme.

For the soldiers who are in very good shape, the current grading system of soldiers may lead, in time, to an advancement of mediocrity, through the contentment of reaching only the minimal marking scheme.

The only honest thing would be if this evaluation produced an hierarchy of the soldiers according to each of their physical training level, through grading them or giving them scores and registering them in the annual work appreciation (where it can have a value in percentages).

At the same time, if we compare ourselves with the other NATO states, we can say, that some changes would be necessary as far as the Romanian soldiers' evaluation of physical training is concerned, that is: bringing to the same level the running distances for male and female, bringing to the same level the sit ups test for male and female or introducing another test, which should have more practicability on the battlefield (a practical military route).

The reserchers in the field of ergophysiology have reached the conclusion that there are 6 physical tasks (scientific validated) which form the minimum standard of physical training at soldiers, necessary for accomplishing any operational scenario. These are:

- doing a rapid movement (short sprints), in all directions and positions (squatting, crawling), in order to cover from the enemy's fire in save places;

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3 A., DRAGNEA, and colab., *Theory of Physical Education and Sport*, School Book Publishing, Bucharest, 2000.

K M 2015

- the extraction and evacuation of a wounded fellow soldier in an accident;
- picking the materials and digging a hole;
- carrying a stretcher with a wounded soldier on it;
- emptying and carrying sand bags in case of floods or building retrenchments;
- team work, in order to make a shelter or a barbed wire fence.

To that effect, I consider that the evaluation of Romanian soldiers' physical training level must be formed of tests which contain movement actions and acts taken from the above mentioned goals, having unique marking schemes regardless of age and gender.

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## THEORETIC APPROACHES TO CULTURE SHOCK

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◇ **Abstract:** *The article examines the wide range of theoretic approaches to the phenomenon of culture shock, starting from view that it is an inevitable socio-occupational disease, an outlook that prevailed in mid-20th century. It then reviews the outlooks emphasizing its negative aspects and the approach to it based of the stress management psychological models. The article also refers to the more recent approaches that stress the positive aspects of culture shock, namely the development opportunities that it offers to individuals. The more recent views on the phenomenon no longer see it as an inevitable phenomenon, but as a process with a profound and subjective nature, manifested in very different ways, depending on the personal history and characteristics of the individuals experiencing it, sometimes reflecting the intrapersonal conflicts and inner dissonances of individuals.*

◇ **Keywords:** *intrapersonal conflicts, culture*

After WWII, when economic needs spurred the intensification of migration, be it labor or immigration, it became evident that the cultural environment in which we were born exerts a power influence on individuals, and that when working in a new cultural environment there is also the risk a socio-occupational disease that affects all those who left behind their native lands and moved to a new cultural environment. This disease, with powerful forms of manifestation, was named “culture shock”, a term that was put into circulation by Kalvero Oberg, in 1960<sup>1</sup>. Kalvero Oberg is the author of one of the first explicative models of the culture shock, which he considers as a succession of emotional reactions brought about by the intercultural contact, by culturally different determination of what work, or friendship, or time management, or conflict mean, actually by a different way of life. This model consists of four stages, the first stage,

“ the honeymoon”, is a period of enthusiasm towards everything that is new, followed by the culture shock proper, the crisis in which the individual realizes that he is completely ignorant of the cultural rules that function in the new space. This stage is characterized by a wide variety of emotional, but also psychological and cognitive reactions that can appear in various stages of immersion in a new cultural environment and include a wide range of manifestations from sleeplessness and sleep disorders to pains and allergies, irritability, distrust, feelings of anxiety, frustration and even hostility, excessive care for the quality of water or food, desire to avoid contacts with the locals, fear of doing new things or going to new places, loneliness, insecurity, loss of identity, homesickness, desire to seek the company of the co-nationals and the perception of the home culture on the basis of stereotypes.

The culture shock can be overcome through consistent cognitive and emotional efforts, if the individual is willing to make

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<sup>1</sup> Oberg, Kalvero, “Culture Shock: Adjustment to New Cultural Environments” in *Practical Anthropology*, 7, 1960. pp. 177-182.



them and if he or she possesses the linguistic abilities and the personality traits that will allow for getting to know the new cultural environment and successfully managing the situation. These enable the “recovery”, the settlement of the crisis and cultural learning, and later on the adjustment, the development of the functional competence in the new environment, accompanied by the development of the capacity to understand the specific cultural characteristics.

After the approach to culture shock as an inevitable disease, more nuanced, but still predominantly negative approaches followed, focusing on the feelings of being uprooted, accompanied by “frustration, rejection and revolt and anxiety that affect those in contact with an unknown cultural environment”<sup>2</sup>. Other explicative theories take into account psychological aspects. Gudykunst și Hammer set out from the premise that the main dominant of an intercultural encounter is change, seen as uncertainty as novelty and lack of familiarity with the new culture. Novelty makes individuals unable to “foresee and explain their own behavior and the behavior of others during interactions”<sup>3</sup>. Most literature in the field points to the fact that a great share of the misunderstandings in the intercultural contacts spring from the fact that interlocutors attribute different causes to their behaviors. Ignorance of the true causes of these behaviors and the evaluation of behaviors according to the own cultural rules represent the deep causes of miscommunication, misunderstandings, hostility. As regards overcoming the culture shock, Gudykunst and Hammer take into account the importance of cognitive variables such as : knowledge of the target culture, the attitude towards the inhabitants of the host country and the attitude of the latter towards the newcomers, similarities between the cultures,

2 Cohen-Emerique, Margalit, „Chocs culturelles et relations culturelles dans la pratique des travailleurs sociaux. Formation par la mètode des incidents critiques” în *Dicționarul alterității și relațiilor interculturale*, Editura Polirom, 2006, p. 369.

3 Gudykunst W.B. și Hammer, M.R., “Stangers and hosts: an uncertainty reduction based theory of intercultural adaptation”, în *Cross-Cultural Adaptation: Current Approaches*, Newbury Park, CA, Sage, 1988, p. 112.

linguistic competence and they analyze the way in which these can curb insecurity and facilitate cultural adjustment<sup>4</sup>.

Another approach to culture shock is based on stress management psychological models, as any intercultural meeting is considered to be a stress generating situation and the solution to it has to mobilize all means that contribute to reducing acculturative stress<sup>5</sup>. Thus, to alleviate the stress of the intercultural experience two types of factors can be involved: on the one hand, a wide range of traits of the respective individual, such as his/her capacity to muster up cognitive, emotional volitional resources, the type of personality (introvert vs. extrovert), the capacity to tolerate ambiguity, previous intercultural experiences and the adjustment mechanisms he/she can resort to, and on the other, the characteristics of the situation that facilitate adjustment to the new cultural environment: relations with the individuals from the host country, relations with co-nationals in the host country, relations with the people at home, as these relations actually create a power support mechanism which is indispensable in such situations.

More recent approaches to culture shock focus on its positive aspects, stressing the learning and development potential that it offers to individuals. Peter Adler sets out from Oberg’s model and defines five stages of the culture shock, including both the positive and negative aspects, but stressing positive learning<sup>6</sup>. From a positive perspective, he sees the culture shock as a process of personal development, an intercultural learning experience, with a direct impact on the development of the individual. Paul Pedersen adopts Adler’s five stage outlook on adjustment to a new culture and designates them as following: *honeymoon, disintegration, reintegration, autonomous functioning and independent function-*

4 *Ibidem*.

5 Ward, Coleen, Bochner, Stephen, Furnham, Adrian, *The Psychology of Culture Shock*, second edition, Routledge, 2001, p. 45.

6 Adler, Peter, “The transitional experience: An alternative view of culture shock,” *Journal of Humanistic Psychology*, 15, 1975, 13-23.

ing<sup>7</sup>. A positive view is also shared by Adrian Furnham and Stephen Bochner, who emphasize the development of certain social skills as a result of interactions in the new cultural environment<sup>8</sup>.

They point to the need of a positive relationship with at least one member of the host culture as a pre-requisite for setting in motion the adjustment process<sup>9</sup>. John W. Berry renounces the term culture shock, preferring the term “acculturative stress” and takes into account the importance of acculturation strategies, psychological acculturation, strategies for overcoming linguistic differences, the development of communication skills, the improvement of the communication style and the adjustment of the nonverbal behavior to the requirements of the new culture<sup>10</sup>.

The phenomenon of culture shock attracted the attention of Geert Hofstede, in his ample research of the intercultural communication. His explanatory scheme, under the form of an “acculturation curve”<sup>11</sup> illustrates a four-stage process which he names *euphoria*, a short but very positive, *the culture shock proper*, at the opposite pole of the positive euphoric stage, *acculturation*, that is the adjustment and the restoration of the balance and the *stable state*, the durable attitude towards the respective culture, which can be established at a positive or negative levels.

7 Pedersen, Paul, *Five Stages of Culture Shock: Critical Incidents around the World*, 1995.

[https://books.google.ro/books?hl=ro&lr=&id=zsxz6k5Y1HMC&oi=fnd&pg=PR5&ots=XM28xINHdu&sig=dVfEO9M4J0Y12MF-LwLaYA6461Q&redir\\_esc=y#v=onepage&q&f=false](https://books.google.ro/books?hl=ro&lr=&id=zsxz6k5Y1HMC&oi=fnd&pg=PR5&ots=XM28xINHdu&sig=dVfEO9M4J0Y12MF-LwLaYA6461Q&redir_esc=y#v=onepage&q&f=false)

8 Furnham, Adrian și Bochner, S, *Culture shock: Psychological reactions to unfamiliar environments*. New York, Methuen, 1986.

9 Furnham, Adrian și Bochner, S., “Social difficulty in foreign culture: An empirical analysis of culture shock,” in Stephen Bochner (Ed.), *Cultures in contact: Studies in cross-cultural interaction*, New York: Pergamon Press, 1983.

10 Berry, John W., “Acculturation: Living Successfully in Two Cultures”, *International Journal of Intercultural Relations*, 29 (2005) 697–712, <http://sites.harvard.edu/fs/docs/icb.topic551691.files/Berry.pdf>

11 Hofstede, Geert, *Culture's Consequences. Comparing Values, Behaviours, Institutions and Organizations across Nations*, second edition, Thousand Oaks, London, New Dehli, Sage Publications, 2001, pp. 125-126.

The literature in the field also mentions the reverse culture shock, which occurs in individuals who return to their country after living in a different culture, a phenomenon much less discussed than culture shock. Although there is a great number of works approaching the phenomena related to immigration and expatriation, the return to the native country has been underestimated from the point of view of its cultural and emotional impact<sup>12</sup>. However, empirical data show that the cultural identity of individuals returning home and their social readjustment, although seemingly easily and devoid of problems, can last surprisingly long and involve unexpected difficulties<sup>13</sup>. The reverse culture shock has similar manifestations to the culture shock proper, namely the euphoria of returning to the well-known realities of home, but then alienation, boredom or frustration due to the incapacity of explaining to the others the experiences of the journey, or to the fact that the others are unwilling to listen or understand them, longing for the country of adoption and a life style that was familiar for some time, dissatisfaction with not being able to use the new skills developed in the abroad<sup>14</sup>. But as culture shock depends a great deal on the personal characteristics of individuals, the reverse culture shock is also personalized in its manifestations<sup>15</sup>.

The great number of studies dedicated to the phenomenon of culture shock have brought contributions that clarify the phenomenon, so now the culture shock is no longer seen as an inevitable phenomenon, but a process with a profound and subjective nature, manifested in very different ways, depending on the personal history and characteristics of the individuals experiencing it. An intercultural encounter is

12 Betina Szkudlarek, *Spinning the Web of Reentry. [Re] connecting reentry training theory and practice*, p.36

13 Bauregard, M., *Managing the shock of reentry, Expatica*, [http://expatica.com/actual/article.asp?subchannel\\_id=24&story\\_id=35625](http://expatica.com/actual/article.asp?subchannel_id=24&story_id=35625)

14 Ramsey, Sheila J., PH.D., Schaetti, Barbara, *November 1999, Reentry Coming 'Home' to the Unfamiliar. Repatriates may feel like strangers in a strange land*, <http://www.transition-dynamics.com/reentry.html>

15 <https://www.interexchange.org/career-training-usa/internship-co-op-trainee-job/reverse-culture-shock-reentry>



considered a major experience that determines us to re-evaluate our outlook on the world and our own identity. The stages of the culture shock can take place in succession, but they can also appear independently in certain situations since they involve specific reactions. The duration and effects of the culture shock are determined by a series of factors, such as personality, mental health, previous experience, socio-economic conditions, language competence, education level.

This underscores once again that intercultural encounters are major personal experiences that involve to a great extent the personality of the individual. In order to accept and function in the new cultural environment, certain qualities are needed, ranging from cognitive to emotional and communicative skills openness towards new ways of life and the willingness to understand them and adjust to the new society. There are people who natively possess the so-called intercultural intelligence, the ability to function in a new culture<sup>16</sup>. But for those who don't, there is good news, since the social skills and behaviors specific to a cultural environment can be taught and learnt. Misunderstandings, hostility and frustration can be avoided if the individual is provided the adequate knowledge of cultural codes and the skills to adequately deal with the new situations. The learning process is facilitated by a series of cognitive variables such as the general knowledge of the target-culture, linguistic competence, the number and quality of relations with the members of host culture, the nature of previous intercultural experiences, the duration of the process as well as the individual characteristics of the person undergoing this experience.

The most recent approaches to culture shock point to the fact that this is a reflection of intrapersonal conflicts and a manifestation of inner dissonance<sup>17</sup>. As Geert Hofstede emphasizes, intercultural communication is difficult to achieve by people who have an

inflated sense of the ego, who have racist views and sympathies towards extreme right or extreme left ideologies, or by people who have adjustment issues. For them a prolonged stay in a foreign country, far from familiar things, can represent a true problem<sup>18</sup>.

Traditionally, intercultural communication courses have been closely related to foreign language teaching, as language is tightly connected to the cultural situations in which it is used. Lately, intercultural communication focuses on developing awareness of the own cultural identity and of the differences between the own culture and the host country culture, as ways to understand specific cultures but also to develop competences that apply to any cultural environment. From this perspective, the stages in intercultural learning are: awareness of cultural determination, acquiring knowledge about the host-country culture and developing the intercultural communication competence<sup>19</sup>. The knowledge of the target language and of the symbols, heroes, traditions and values of the target culture and of the way they manifest in everyday life allows for understanding the cultural system and for analysing the differences from our native culture. This ultimately enables proper functioning and integration in the respective culture and the appreciation of everything it has to offer.

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## OVERVIEW OF TERRORISM AT PRESENT IN THE EUROPEAN UNION AND GLOBALLY

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**Abstract:** *Terrorist phenomenon is one of the global challenges facing mankind. Although there are areas where this phenomenon has showed an accelerated increase, does not exist continent untouched by terrorist actions. In this context, also some European Union member countries are the target of terrorist attacks.*

**Keywords:** *terrorism, terrorist attacks, European Union (EU), US, Islamic State*

### The phenomenon of terrorism in the EU

Terrorism constitutes a continuing threat that can occur anywhere, anytime, with few cases of terrorist attacks that have been foiled. Today, terrorism has become a global phenomenon, whose spread is facilitated by the development of new technologies that ensure optimal communication between members of a terrorist group, by the use of the Internet as a means of recruitment and radicalization and by the finance through illicit means.

Rob Wainwright, Director of Europol, said on terrorist actions that “On a global scale, the number of terrorist incidents has been on the increase for more than 10 years, but the numbers of completed, failed and foiled terrorist attacks in the EU are low relative to Africa, South-East Asia and the Middle East, and they are not evenly distributed over the Member States”<sup>1</sup>.

In the European Union, in 2014, four people died as a result of terrorist attacks in the EU and 201 terrorist attacks carried out

<sup>1</sup> EUROPOL, *EU terrorism situation and trend report 2015*, European Police Office, 2015, [https://www.europol.europa.eu/latest\\_publications/37](https://www.europol.europa.eu/latest_publications/37), accessed on 09.10.2015.

in EU Member States. The measures taken by the authorities have resulted in the arrest of 774 individuals in the EU for terrorism related offences. Also, court proceedings for terrorism charges concluded in relation to 444 individuals<sup>2</sup>. These measures, taken swiftly, reduced the terrorist threat to the EU.

In 2015, the favorite target of terrorist actions is France. On January 7, 2015 the headquarters of magazine Charlie Hebdo was attacked by two armed terrorists affiliated with al-Qaeda in Yemen. Following the attack, 12 people lost their lives. The next day Amedy Coulibaly, a member of ISIS, killed a policewoman in Montrouge. On January 9, the same Amedy Coulibaly took hostages in a Hebrew shop in Paris. He killed four hostages and was killed during the intervention of the security forces.

On June 26, 2015 Yassin Salhi has beheaded his employer and tried to blow up factory in Saint-Quentin-Fallavier. Also in France, two months later, on 21 August, a young man opened fire in a train that connected Paris and Amsterdam. Three young Americans have restrained the shooter avoiding a tragedy of

<sup>2</sup> *Ibidem*, p. 8.

proportions.

On February 14, a month after the terrorist attack on Charlie Hebdo, in Copenhagen, Denmark, several armed men opened fire in a cafe where it was held a conference on freedom of expression. Following this armed attack, one civilian was killed and three police officers were injured. Hours later, another terrorist attack took place in Copenhagen. This time, a man opened fire near a synagogue, killing one person and injuring several.

Following these attacks, the members countries of European Union remained on alert. It conducted an anti-terrorist operation to thwart terrorist attacks in Belgium and thorough checks were made in France and Germany.

Also, following the violent attacks in Paris, at the level of the European Union was adopted the European Parliament resolution of 11 February 2015 on anti-terrorism measures<sup>3</sup>. Measures to fight terrorism involves combating the root causes of terrorism and radicalisation leading to violent extremism, implementation and review of existing law enforcement measures, EU internal security and EU law enforcement and Agency capabilities and Adopting an EU external strategy to combat international terrorism.

On 12 February 2015, in the Statement on counter-terrorism, the members of the European Council set out an ambitious agenda based on three pillars: ensuring the security of citizens, preventing radicalisation and safeguarding values and cooperating with our international partners<sup>4</sup>. On 16 March 2015, the Foreign Affairs Council adopted *The regional strategy for Syria and Iraq as well as*

*the Da'esh threat*<sup>5</sup>. A month later, on 28 April 2015, the European Commission has adopted *the European Agenda for Security*. In this document, the counter terrorism is the first priority, followed by organised cross-border crime and cybercrime.

In the same vein, the Counter-Terrorism Coordinator, Gilles de Kerchove, regularly presents to the Council reports on the functioning and implementation of the existent counter-terrorism tools at EU level<sup>6</sup>.

First Vice-President Frans Timmermans said: “**Terrorism, organised crime, and cybercrime** are complex and evolving security challenges that cross European borders. So it is time we Europeans work better and more closely together to make sure our citizens are safe. Through this shared EU agenda, we want to get national authorities to cooperate more effectively, in a spirit of mutual trust. Terrorists attack the democratic values we cherish. We will stand firm on fundamental rights and work to address the root causes of radicalisation, fostering a genuine culture of tolerance in our societies”<sup>7</sup>. Thus, *The European Security Agenda* sets out the EU strategy to counter threats to the security of the European Union in the period 2015-2020.

### **Overview of terrorism at global level**

According to US State Department<sup>8</sup> there are 59 foreign terrorist organizations. Of these, globally, in the period 2014-2015, some of them had sustained activity. It is the Islamic

3 European Parliament, *European Parliament resolution of 11 February 2015 on anti-terrorism measures*, 11 February 2015 – Strasbourg, <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+TA+P8-TA-2015-0032+0+DOC+XML+V0//EN>, accessed on 09.10.2015.

4 Council of the European Union, *Note: Follow-up to the statement of the Members of the European Council of 12 February 2015 on counter-terrorism: Report on implementation of measures*, Brussels, 2 June 2015, p.1, <http://statewatch.org/news/2015/jun/eu-council-ct-coordinator-implementation-9422-15.pdf>, accessed on 09.10.2015.

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7 European Commission - Press release, *Commission takes steps to strengthen EU cooperation in the fight against terrorism, organised crime and cybercrime*, Strasbourg, 28 April 2015, [http://europa.eu/rapid/press-release\\_IP-15-4865\\_en.htm](http://europa.eu/rapid/press-release_IP-15-4865_en.htm), accessed on 10.10.2015.

8 US Department of State, *Foreign Terrorist Organizations*, <http://www.state.gov/j/ct/rls/other/des/123085.htm>, accessed on 09.10.2015



State of Iraq and the Levant (ISIL or ISIS), Boko Haram, Al Shabaab and others. According to the *Forbes Magazine* the world's 10 richest terrorist organizations are ISIS, Hamas, The Revolutionary Armed Forces of Colombia, Hezbollah, Taliban, Al-Qaeda, Lashkar-e-Taiba, Al Shabab, REAL IRA and Boko Haram.

The Annual turnover of ISIS is \$2 billion. obtained from oil trade, kidnapping and ransom, collection of protection and taxes, bank robberies and looting. Hamas Organization has an annual turnover of \$1 billion obtained from taxes and fees, financial aid and donations. The Revolutionary Armed Forces of Colombia has an annual turnover of \$ 600 million; the sources of this annual turnover are drug production and drug trafficking, kidnapping and ransom, mining of minerals (especially gold), fees and taxes. Hezbollah has an annual turnover: \$500 million. Its sources of finance are financial assistance and donations, production and trafficking of drugs. The Taliban, which act in Afghanistan and Pakistan, have an annual turnover of \$ 400 million. Their activity is supported by drug trafficking, sponsorship fees and taxes, financial assistance and donations. Al-Qaeda has an annual turnover of \$ 150 million. Its income is insured by financial assistance and donations, kidnapping, ransom and drug trafficking. Lashkar-e-Taiba, terrorist organization which act in Pakistan and India, has an annual turnover of \$ 100 million. Its sources of income are financial assistance and donations. Al Shabab carries out terrorist actions in Somalia, Kenya, Uganda. Its annual turnover is up to about 70 million and its sources of finance are kidnappings and ransom, illegal trade and pirate activity, sponsorship fees and taxes. REAL IRA, a radical faction of the IRA (Irish Republican Army) act in Northern Ireland, Ireland and United Kingdom. Its annual turnover of \$ 50 million has as income sources: smuggling and illegal trade, aid and donations. Boko Haram perpetrates terrorist attacks in Nigeria and Cameroon. Its annual turnover - \$ 52 million - is obtained by kidnappings and ransom, fees and taxes,

protection, bank robberies and looting<sup>9</sup>. This consistent financing ensured the purchase of weapons, conduct of extensive terrorist activities which produce more victims. Moreover, the purpose of terrorist organizations is that by spreading terror constantly and considerably to achieve its goals.

The Islamic State of Iraq and the Levant (ISIL) - known as Islamic State was established in April 2004. 10 years later, intense terrorist actions resulted in mastery of important territories in Iraq and Syria have determined "in late June 2014, ISIL declared the establishment of an Islamic caliphate under the name the "Islamic State" and called for all Muslims to pledge allegiance to the group"<sup>10</sup>. At present, Islamic State is one of the most feared terrorist organizations against which allied countries throughout the world have joined efforts to destroy.

Boko Haram is a Nigerian terrorist group. This terrorist group is "Sunni Islamist and seeks to abolish the secular system of government to implement Wahhabi interpretations of Sharia law in Nigeria"<sup>11</sup>. In 2014, Boko Haram was responsible for targeted killings of Cameroonians in Mayo-Sava, Mayo-Tsanaga, Mayo-Danay, and the Logone and Chari Divisions of the Far North Region – including the villages of Kolofata, Fotokol, Waza, Amchide, and other localities at the border with Nigeria<sup>12</sup>. The members of this terrorist

9 Forbes, *The World's 10 Richest Terrorist Organizations*, december 12, 2014,

<http://www.forbes.com/sites/forbesinternational/2014/12/12/the-worlds-10-richest-terrorist-organizations/>, accessed on 09.10.2015.

10 The National Counterterrorism Center, *Counterterrorism 2015 Calendar*, p. 24, [http://www.nctc.gov/sites/pdfs/ct\\_calendar\\_2015.pdf](http://www.nctc.gov/sites/pdfs/ct_calendar_2015.pdf), accessed on 11.10.2015.

11 Institute for Economy&Peace, *Global Terrorism Index 2014*, [http://www.visionofhumanity.org/sites/default/files/Global%20Terrorism%20Index%20Report%202014\\_0.pdf](http://www.visionofhumanity.org/sites/default/files/Global%20Terrorism%20Index%20Report%202014_0.pdf), accessed on 09.10.2015. apud Bederka, A., 'Wahhabism and Boko Haram', Student Center for African Research and Resolutions, 2014, <http://www.scarrdc.org/uploads/2/6/5/4/26549924/bederkawahhabism.pdf>, (accessed 7 October 2014).

12 *Country Reports on Terrorism 2014*, June 2015, United States Department of State Publication, Bureau of Counterterrorism, Released June 2015, p. 16, <http://>

organization kidnapped many people and used explosive devices.

Al Shabab is an Islamist militant group which is fighting against the government in Somalia. Its activity involved terrorist attacks in Somalia and Kenya. In 2014, “of the two dozen terrorist attacks in Kenya in 2014, al-Shabaab publicly claimed responsibility for three major attacks. On June 15, armed attacks in the village of Mpeketoni in Lamu County left at least 48 people dead. On November 22, a bus hijacking in November in Mandera County in Northeast left 28 people dead. On December 2, an armed attack in December at a quarry also in Mandera County left 36 workers dead. While Kenya had seen deadly attacks in these counties near the Somali border before, the brutality of the Mandara County attacks in which non-Muslims – including women – were singled out for killing, was especially troubling and prompted some non-Muslims, particularly civil servants and teachers, to flee the areas”<sup>13</sup>. The group is allied to al-Qaeda and represents a powerful threat in the region..

Regarding the the tactics used by terrorist organizations, they are increasingly violent: “Continuing a trend noted in last year’s report, terrorist groups employed more aggressive tactics in their attacks. In ISIL’s case, this included brutal repression of communities under its control and the use of ruthless methods of violence such as beheadings and crucifixions intended to terrify opponents. Boko Haram – operating in the Lake Chad Basin region of northern Nigeria, northern Cameroon, and southeast Niger – shared with ISIL a penchant for the use of brutal tactics, which included stonings, indiscriminate mass casualty attacks, and kidnapping children for enslavement. ISIL targeted religious minorities such as Christians and Yazidis in particular, but also Shia Muslims and Sunni tribesmen who defied its rule”<sup>14</sup>. Islamic State and Boko Haram groups are highlighted by practicing extremely violent terrorism.

[www.state.gov/documents/organization/239631.pdf](http://www.state.gov/documents/organization/239631.pdf), accessed on 09.10.2015.

<sup>13</sup> *Ibidem*, p. 27.

<sup>14</sup> *Ibidem*, p. 7.

Globally, terrorism continues to increase. According to the analysis *Global Terrorism Index 2015*, “deaths caused by terrorism increased by 61 per cent in 2013, which resulted in almost 18,000 people being killed in terrorist attacks. Of those deaths, 82 per cent occurred in just five countries: Iraq, Afghanistan, Pakistan, Nigeria and Syria. The threat of terrorism has also affected many of the world’s most peaceful countries, with terrorist attacks occurring in France, Denmark and Australia in the last year”<sup>15</sup>. The outbreak of terrorist attacks in two European Union members countries and in Australia proves that terrorism knows no boundaries and can occur in various countries around the globe.

According to the same analysis, an regional overview reveals that “Europe remained the most peaceful geographical region in the world”<sup>16</sup>. At the opposite end, “the Middle East and North Africa region remains blighted by conflict and returns the worst regional score”<sup>17</sup>.

In the year 2014, statistics<sup>18</sup> placed Syria first in terms of conflict related fatalities – 71.667 persons. Total displaced persons reached the record number of 9.550.265, while 6.520.800 are internally displaced. Also, the number of refugees has reached 3.029.465. UNHCR declared that, in 2015, “total number of Syrian refugees exceeds four million”<sup>19</sup>. Uninterrupted terrorist actions of the Islamic State triggered amid the existing conflict between forces loyal to Bashar al Assad and the rebels have claimed many lives and resulted in occupation of large parts of the territory of Syria and Iraq. It is very worrying that “ nearly 30,000 foreign

<sup>15</sup> Institute for Economy&Peace, *Global Terrorism Index 2015*, p. 3, [http://economicsandpeace.org/wp-content/uploads/2015/06/Global-Peace-Index-Report-2015\\_0.pdf](http://economicsandpeace.org/wp-content/uploads/2015/06/Global-Peace-Index-Report-2015_0.pdf), accessed on 09.10.2015. 10.10.2015.

<sup>16</sup> *Ibidem*, p. 10.

<sup>17</sup> *Ibidem*, p. 15

<sup>18</sup> *Ibidem*, p. 23.

<sup>19</sup> UNHCR - The UN Refugee Agency, *UNHCR: Total number of Syrian refugees exceeds four million for first time*, Press Releases, 9 July 2015, <http://www.unhcr.org/559d67d46.html>, accessed on 09.10.2015. 10.10.2015.





recruits have come to Syria and Iraq to date, many of them to join the Islamic State, double the number compared to last year<sup>20</sup>. Both exceptional financing and abundantly human resources explain this terrorist successes in a short time.

In second place in the rankings is Iraq, which recorded 18.489 conflict related fatalities, 2.330.057 total displaced persons and 1.903.943 internally displaced persons. The number of refugees is lower compared to the number of refugees in Syria, but it is a considerable number – 426.114. Iraqi Army did not resist to the attacks by the Islamic State which resulted in loss of territory to the terrorist group.

In third place is Yemen with 3.836 conflict related fatalities, 337.026 total displaced persons and 334.512 internally displaced persons. In this country terrorist organization operating predominantly is Islamic State.

In *Resolution 2199 (2015)* adopted by the Security Council at its 7379th meeting, on 12 February 2015, UN, “stressing that terrorism can only be defeated by a sustained and comprehensive approach involving the active participation and collaboration of all States, and international and regional organizations to impede, impair, isolate and incapacitate the terrorist threat<sup>21</sup>, it includes measures against terrorism covering the following aspects: oil trade, cultural heritage, kidnapping for ransom and external donations, banking, arms and related materiel and asset freeze.

The President of the Security Council declared that “the Security Council reaffirms that terrorism in all forms and manifestations constitutes one of the most serious threats to international peace and security and

20 Gabriela Popescu, *Aproape 30.000 de luptători străini s-au alăturat ISIS în Siria și Irak*, 27 septembrie 2015 în *Evenimentul zilei*, <http://www.evz.ro/aproape-30000-de-luptatori-straini-s-au-alaturat-isis-in-siria-si-irak.html> accessed on 11.10.2015.

21 United Nations, Security Council, *Resolution 2199 (2015)* adopted by the Security Council at its 7379th meeting, on 12 February 2015, p. 2, [http://www.securitycouncilreport.org/atf/cf/%7B65BF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/s\\_res\\_2199.pdf](http://www.securitycouncilreport.org/atf/cf/%7B65BF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/s_res_2199.pdf), accessed on 12.10.2015.

that any acts of terrorism are criminal and unjustifiable regardless of their motivations, whenever and by whomsoever committed<sup>22</sup>. Also welcomes the various initiatives aimed at fighting terrorism: “The Security Council welcomes recent developments and initiatives at the international, regional and subregional levels to prevent and suppress the foreign terrorist fighter phenomenon, notes the work of the Global Counterterrorism Forum (GCTF), in particular its recent adoption of a comprehensive set of good practices to address the foreign terrorist fighter phenomenon, and the establishment of its Working Group on Foreign Terrorist Fighters, and the work of the Organization for Security and Cooperation in Europe (OSCE), the European Union, the African Centre for the Study and Research on Terrorism and the Meeting of Heads of Special Services, Security Agencies and Law Enforcement Organizations<sup>23</sup>. All these initiatives constitute significant steps in the fight against terrorism.

The fact that a very large number of people are leaving their home countries to join terrorist organizations is a concern: “The Security Council expresses its grave concern that there are now over 25,000 foreign terrorist fighters from over 100 countries who have travelled to join or fight for terrorist entities associated with Al-Qaida, including ISIL and ANF, and notes that the flow is mainly focused on, but not limited to, movement into the Syrian Arab Republic and Iraq, according to the report (S/2015/358) provided by the Analytical Support and Sanctions Monitoring Team<sup>24</sup>. This concern is also felt in the European Union

22 United Nations, Security Council, *Statement by the President of the Security Council*, 19 November 2014, p. 1, [http://www.securitycouncilreport.org/atf/cf/%7B65BF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/s\\_prst\\_2014\\_23.pdf](http://www.securitycouncilreport.org/atf/cf/%7B65BF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/s_prst_2014_23.pdf), accessed on 12.10.2015.

23 *Ibidem*, pp. 2-3.

24 United Nations, Security Council, *Statement by the President of the Security Council*, 29 May 2015, pp. 1-2, [http://www.securitycouncilreport.org/atf/cf/%7B65BF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/s\\_prst\\_2015\\_11.pdf](http://www.securitycouncilreport.org/atf/cf/%7B65BF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/s_prst_2015_11.pdf), accessed on 12.10.2015.



which requires measures to stop the flow of people, in general to Syria, to fight alongside Islamic State.

US President Barack Obama expresses concern about the Islamic State actions and believes that only a joint effort will destroy international terrorist organization: “We are joined by representatives from more than 100 nations, more than 20 multilateral institutions, some 120 civil society groups from around the world, and partners from the private sector. I believe what we have here today is the emergence of a global movement that is united by the mission of degrading and ultimately destroying ISIL”<sup>25</sup>. Previously he had made a call to the union of the international efforts to destroy ISIS, an effort that has crystallized increasingly more at a summit in September 2015 dedicated to the fight against ISIS.

Regarding the fight against terrorism, John Kerry, Secretary of State, declared in September 2015 at the Meeting on International Peace and Security and Countering Terrorism: “So our goal is to take urgent actions against immediate threats while also facing up to longer-term measures that prevent the recruitment of future generations of terrorists and improve governance and enhance economic opportunities so that radicalization is less likely. This is an enormous challenge for all of us; we know it.

There are countless countries where 60, 65 percent of the population in some cases are under the age of 30, under the age of 25, the vast majority, under the age of 18 in majority in many countries. And unless they find opportunity and options, their minds will be stolen; their opportunities will be robbed forever by bad actors who grab them in that vacuum. We also need to improve governance and enhance economic opportunity so that radicali-

zation is less likely. Too many places still see too much corruption, and corruption robs the populations of their due and of their possibilities<sup>26</sup>”. This fight against the Islamic State is a challenge; immediate measures are needed, measures that aimed at numerous aspects; it requires also human and material resources in the long term

On September 22, 2014, the United States, together with Bahrain, Jordan, Qatar, Saudi Arabia, and the United Arab Emirates began airstrikes against Islamic State. Later it joins Australia, France and United Kingdom. US has begun a training program for moderate Syrian opposition that 5,400 troops would be trained per year. But many of them fled with all weapons and joined the Islamic State group. As a result, the program has shrunk, those who would be involved being subject to stringent checks. On 30 September 2015 the Russian Federation has begun a military intervention in Syria against Islamic State. Russian military intervention consisted of air strikes and cruise missile launches on frigates in the Caspian Sea.

## Conclusions

Terrorism represents a genuine threat to the European Union, so that measures have been taken to limit it. Year 2015 started with the violent terrorist attacks, however, the EU has acted immediately and remained alert.

Globally there is a worrying trend of increasing terrorist activity. Year 2014 was marked by armed actions of Islamic State which has won large parts of the territory of Syria and Iraq but also by the extremely violent tactics by which it imposed its dominion. Starting in September 2014 and continuing today, the US, with other countries engaged in combating Islamic State, but without concrete results. To defeat ISIS is a need for wider international

<sup>25</sup> The White House, Office of the Press Secretary, *Remarks by President Obama at the Leaders’ Summit on Countering ISIL and Violent Extremism*, September 29, 2015, United Nations Headquarters, New York, <https://www.whitehouse.gov/the-press-office/2015/09/29/remarks-president-obama-leaders-summit-countering-isil-and-violent>, accessed on 12.10.2015.

<sup>26</sup> John Kerry, Secretary of State, *Remarks at a Meeting on International Peace and Security and Countering Terrorism*, United Nations, New York City, DC, September 30, 2015, <http://www.state.gov/secretary/remarks/2015/09/247639.htm>, accessed on 12.10.2015.

K M 2015



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# TRAINING PROCESS' PROFESSIONALIZATION AND CYBER DIMENSIONING - PHASE OF THE MILITARY TRANSFORMATION

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K M 2015

**Abstract:** *Over the past few years, the Romanian Armed Forces have undergone numerous and profound transformations with great impact over their set mind, structure, people and material resources use. Under the influence of a complex and dynamic security environment, the transformation of the military body took place simultaneously with the general transformation of a democratic society in a globalized, interconnected and cyber-typed world as the armed forces are an intrinsic part of it. But, the process also involved specific changes occurring at doctrinal and organizational and structural levels of the armed forces as well in the management of defense resources, military training and education and generation of capabilities including the ones used for training, increasingly cybernetic and interconnected, which are priority issues of military transformation process. Future soldiers must adapt to all these ongoing changes and transforming processes and this can be done only by an updated proper education to achieve the skills and abilities needed to comply to the qualitative conditions of the European military educational system and also to be able to counteract timely and properly the asymmetric threats by using high-tech means of warfare. Other dimension of the military education relies in the e-tools used in the educational process the students had to be able to exploit in order to achieve their professionalization aims.*

*In this context we consider it appropriate to approach the theme of professionalization and cyber dimensioning on the training process in the military field, in response to existing training requirements necessary to meet increasingly complex NATO and EU missions.*

**Keywords:** *transformation; training; education; military; computer based learning; cyber dimensioning; e-learning.*

## **Military transformation process for armed forces professionalization**

In the late decades, the military body overcome an ample process of restructuring, reform and modernization, in order to create credible and efficient defense capabilities able to respond to the major changes in the international security environment and to provide the fulfillment of requirements asserted by the

adhesion to the North-Atlantic Treaty Organization and integration in the European Union of Romania.

The actual concept - **transformation** – is defined in dictionaries in terms as: becoming, development, evolution, modification, transmutation, change or even metamorphosis.

The NATO Military Committee, by MC 324/1/2004 document defines transformation



as „a continuum and proactive process involving the development and innovating integration of some new capabilities for greater efficacy and enhancement of NATO forces and partner countries interoperability”. Transformation can also mean a „sustained change often at large and coherent scale aims the achievement of the strategic goal to create and maintain an advantage into a competition or to annihilate the advantage of a new or existent adversary”<sup>1</sup>.

The American Department of Defense defines transformation as “a process shaping the changing nature of competition and military cooperation by new combinations of conceptions, capabilities, peoples and organizations exploiting the advantages of our nation (American, a.n.) and preserves the protection against our asymmetric vulnerabilities in order to support our strategic position contributing to the strengthening of peace and stability in the world”<sup>2</sup>.

In the Romanian Armed Forces, transformation is conceived correlated to the Alliance’s transformation process aiming: “to provide the capability necessary for the Romanian Armed Forces to promote and protect its national interests against current developing and future risks and threats, the achievement of engagements in the security and defense plan assumed by our country in the NATO framework as well for other international bodies”<sup>3</sup>.

Along this, without pretending to complete an extended defining we can add transformation is an adaptive and continue process to reshape military capabilities to the exigencies and challenges of the security environment; an elaborated answer to the predictable and/

or unpredictable changes in the political-military competitive space, to the requirements, opportunities and restrictions appearing in the military field and its auxiliaries. Thus, the transformation aims the *transgression* of the military institution from *something* (totalitarian regime) to *something else* (democratic regime) and consequently *from something obsolete and old to something modern, new and superior*. Regarding the content of transformation, specific for the military body, it concerns differently quality and/or quantity transgression in fields as: *the basis of institution constitution and organization*, the unitary doctrinarian military thinking, the architecture of training programs and their consequent tasks, the endowment hitting means system, philosophy and conductment processes, organizational culture, *development of capabilities* and particularly human component – focusing on competence, quality, motivation, attitudes and behaviors, acting efficiency, specially achieved by training, education and instruction. Therefore, this image of the military institution must be promoted in the national and international plan.

*The Romanian military education* evolves in the transformation process in the direction of its compatibilization with the national civilian and European education by implementing the provisions of normative acts which have as priority the development and modernization of Romanian education.

Consequently, *education and training*, as integrative part of component related to the human resource is developed in the structures specific for military education and training facilities as well as in the deployable and regeneration units preparing on the grounds of some training programs specific for the entrusted missions and operationalizing phase they are found in. It is an axiom the fact that world is in continuous transformation and its only constant of the world is transformation itself. Thus, the transformation process triggers to adapt the military organization in order to achieve a competitive advantage or at least in maintaining a balance between the opposite

1 Garstka, John, *The transformation challenge*. in: „NATO Review”, No.1, 2005, available online at: <http://www.nato.int/docu/review/2005/issue1/english/special.html>

2 O’Rourke, Ronald, *Defense Transformation: Background and Oversight Issues for Congress*, CRS Report for Congress, Updated November 9, 2006, available online at: <http://www.fas.org/sgp/crs/natsec/RL32238.pdf>, p. 6.

3 *Romanian Armed Forces Transformation Strategy* (Strategia de transformare a Armatei României), București, 2007, p. 6.



forces indifferently their nature or confrontation physiognomy. For the Romanian Armed Forces was looked for the identification of those priorities and means of action used for it become competitive in the new context from structurally, doctrinaire and operationally perspectives. Thus, there was done the transition from doctrine and training specific for strictly military-type operations to multinational crises management, conflict prevention, peace support, disaster response, civilian emergencies, humanitarian aid operations, etc.

The need for transformation of some capabilities in the doctrinaire-operational, *training-educative* and educational capabilities can appear in each moment of social evolution but it is very necessary in a complex and dynamic changing environment as the military environment is recently.

*Structural, conceptual and operational transformation* is the effect with multiple consequences of mass armed forces change in professionalized armed forces and its main goal is the achievement of capabilities with high ratio of sustainability and interoperability, flexible, mobile, easily deployable in the theatre, able to participate to the whole range of NATO operations and missions, EU operations and other international organizations operations as well in actions in the framework of some coalitions.

By *structural perspective* it is aimed the diminution of effectives by: resizing the force structures in concern to the occidental model, the elimination of redundant echelons and thus providing the compatibility of battle doctrines and manuals with those of the modern armed forces, reshaping the organization structure (a supple army with pyramidal structure with great amount of soldiers and professional militaries), force and *training* standardization to the level of NATO requirements, perfecting the leadership by reorganizing in modular system the commandments and achievement of conceptual, operational and technical interoperability with the similar structures of NATO forces. The General Staff reorganized in modular system similarly with the commandment

structures in the NATO members' states armed forces. This and also the commandments of forces categories of armed forces' major staff suffered a series of successive adaptations and modifications following the multiple changes produced in the organizational plan to the level of NATO member states' armed forces but also to the alliance's level as a whole. In the following years, there were done some changes one of them being the achievement of a first step *military education reorganization*. By *organizational perspective*, the restructuring and professionalization of the armed forces presumed the achievement of functions pyramid as it should provide 51% of soldiers/volunteers militaries, 34% NCOs and 15% officers, in conformity with same documents<sup>4</sup>. This organizational construction, on personnel categories, overlapped over the force structure leads to essential modifications in the structure of personnel of the units and commandments but also in the missions and attributions for each category and therefore there were created the preconditions to pass from the phase of *defining the basic restructurings 2005-2007* to the phase of *operational integration in NATO and the European Union*, which is intended to be finished in 2015 (as it was provisioned in the Romanian Armed Forces Transformation Strategy, 2007).

The third phase of transformation respects one of main directions in the field of military transformation as it was stipulated in the National Defense Strategy in terms of "finalizing the revision of forces structure and the operationalizing process". The transformation *to the conceptual level* was initiated concomitantly with the strategic intention of Romania to adhere to NATO and is still undergoing aiming to achieve the fully integration in the Euro-Atlantic structures. NATO integration offered the opportunity to adapt the reform strategies, plans and concepts in parallel to the transformation process lately crossed over by the Alliance. The conceptual evolvments devel-

<sup>4</sup> *Conception on personnel dynamics in the Romanian Armed Forces* (Conceptia privind dinamica de personal in Armata României), București, 2007, Annex 3, p. 22.





oped by the Alliance in the Washington Summit - Defense Capabilities Initiatives, Prague – Prague Capability Commitment) and Riga – Comprehensive Political Guidance configures the member and partner states roles in strengthening the new structures and capabilities of the Alliance.

Thus, the Comprehensive Political Guidance represents a high level guide offering the political framework and guideline to transform the Alliance by settling main directions on all the aspects related to the Alliance’s capabilities in the field of: defense planning, *doctrine-operational concepts*, operations, *forces training* and information. Also, it analyzes the future security environment and determines the types of operations the allied forces must undergo and consequently sets the categories of capabilities the Alliance will need as well as the detailed requirements for NATO institutions and member states related to those. All these measures will be applied by the adoption of some adequate strategies grounded on specific doctrine concepts.

The apparition of transformation goals and concepts, developed and coordinated by the Allied Commandment of Transformation was the triggering element for the launch and development of transformation processes to the Alliance’s level and in its member countries. Under these circumstances, Romania initiated a process of fundamental revision of defense doctrines and plans embodying the principles and concepts provisioned in NATO Directives and priority targeting to provide expeditionary, mobility and flexibility to the owned capabilities. It is saluted the idea to overtake some doctrine concepts launched by NATO (effects-based operations, decisional supremacy, coherent effects achievement, joint deployment and support, comprehensive operations, etc.) but they must be detailed, explained and developed in self-standing documents fundamental for the operational field as well for the *military training and education*.

### **Training professionalization in the cyber-era**

Along the doctrinaire aspects, education and training represent defining components of each transformation process. Thus, in the Romanian Armed Forces, the traditional educational management system was replaced with a new approach aiming to re-conceptualize and reorganize it as reasonable as it is possible. In the functional triad of structural – conceptual – operational transformation, the last aspect must represent a priority used to respond to a series of questions referring the specific missions the forces must achieve, the training level and the ration of knowledge concerns the doctrines, future operations environments and capabilities needed to fulfill the settled goals.

In conformity with NATO goals, Romania will develop forces with high ratio of operational interoperability - compulsory condition to develop each action (activity) in the Alliance’s framework – thus, it has to increase the role of *specialized training*, inter-categories and modular as the essential requirements of the missions ask for, and *education* will have its own share in the theoretical and practical grounding the new concepts, techniques, procedures and technologies. Therefore, forces’ training is an important pillar in achieving and maintaining the operating level needed to fulfill coherent operations along with other NATO armed forces or in coalitions, concomitantly with the undergoing of generation/regeneration process and designed modernization programs.

### **Technology evolution and change of the military action**

Once with the technology evolution, the cyberspace domain got primary conduit for transactions vital to every activity of modern life. Our society and military are increasingly dependent on cyberspace. Cyberspace is a source of both strength and vulnerability

for modern society. While cyberspace operations enable a modern society, they also create critical vulnerabilities for our adversaries to attack or exploit. Manufacturing controls, public utilities distribution, banking, communications, and the distribution of information for national security have shifted to networked systems<sup>5</sup>. Increased wireless dependence and expanded interconnectivity has exposed previously isolated critical infrastructures vital to national security, public health, and economic well-being.

The international security environment was also changed while the society became more globally connected and furthermore fragile and asymmetrically threatened by known and unknown and this is expressed in the change of conflict nature.

Definitely, the military structures transformation is owed to the change of military conflicts physiognomy or the efficiency criteria mainly imposed by the requirements to use increasingly sophisticated techniques and equipments and these determined deep changes in the educational system, respectively in the training-educational process, at the cognitive, conceptual and actionable levels, as well as scientific and technological levels.

Consequently, technology has been integrated to military weapons and spy gear as long they developed, and particularly now in the age of speed Internet and communication, the field of military technology is quickly developing. Thus, nowadays, military technologies developed in a wide range “from drones that maneuver without a pilot and “death ray” weaponized lasers that unleash killer zaps to invisibility cloaks that obfuscate tanks and X-ray vision for soldiers”<sup>6</sup>. Also, it can not be neglected the fact that C4ISR capabilities became pivotal enablers for the flexible and efficient accomplishment of NATO security objectives as well as for national security pur-

suance.

Cyberspace is “a global domain within the information environment consisting of the interdependent network of information technology infrastructures, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers”<sup>7</sup>.

As part of the operationalizing process specific for the recent missions and operation field, the forces training for the participation in multinational joint operations must answer to the following conditions: to be standardized based on a clear conception at all leading and execution echelons levels and concordantly with the real requirements of the operation field; to be flexible to allow the resizing of standard goals or activities in regard to the involvements from the operation field; to be competently leaded; to have continuity and a progressive character to stimulate the engaging in permanent knowledge of real situation and to give the possibility for the needed corrections to be done.

In the recent military action trends, the soldiers should realize risks and vulnerabilities are often determined by the interdependencies inherent in the networking and integration of systems through cyberspace. Integration of cyberspace operations involves actions taken to enable decision superiority through command and control (C2), innovation, integration, and standardization of systems across air, space, and cyberspace domains.

### **Cyber-dimensioning of military education and training**

From the previous experience it is obvious that “in order to be effective, education and training requires consensus on a set of shared competencies, learning objectives, and performance metrics; with course curricula based on a well-defined and testable body of knowledge and skills”<sup>8</sup>.

<sup>7</sup> *Joint Publication (JP) 1-02*, Department of Defense Dictionary of Military and Associated Terms

<sup>8</sup> Burkle FM Jr., *The development of multidisciplinary core competencies: the first step in the professionalization of disaster medicine and public health prepared-*

K M 2015

<sup>5</sup> United States Air Force, *Cyberspace Operations*, Air Force Doctrine Document 3-12, 15 July 2010, incorporating Change 1, 30 November 2011, p. 3.

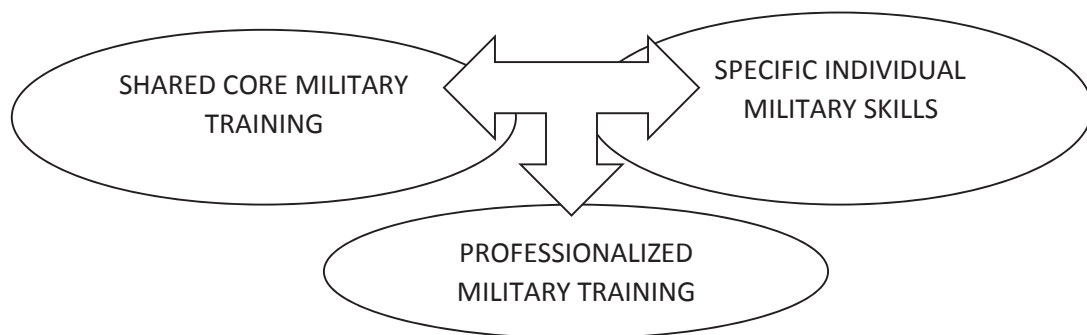
<sup>6</sup> *Military Weapons, Spy Tech and Defense News*, available online at: <http://www.livescience.com/topics/military-spy-tech/>, accessed on 04.02.2015

As regards military training professionalization process resulting in professionalized military personnel aims the acquiring of two basic competencies: shared core training and specific individual skills, as it is shown in the below figure.

Traditionally, in the *military education* are

*ness on a global scale*, in Disaster Med Public Health Prep, March 2012, p. 6.

and digital libraries. There appeared a series of E-solutions used in the custom learning of militaries in order to professionalize them faster and better: E-learning, Mobile Learning, Rapid E-learning, Instructor-led Training, Virtual Instructor-led Training or System E-learning. There is also needed to develop some evaluation tools to measure knowledge, skills and experience as well as to digitalize



**Figure no. 1** Military training professionalization process

mainly achieved individual capabilities needed for the professional formation, specialization and development of Romanian Armed Forces personnel from theoretical and, partially, practical-applicative regard on the basis of an integrated, step-by-step curriculum differentiated on education forms and levels. The main objectives of the military education are the knowledge specific for the military field and the development of militaries' creative thinking. Nowadays, a lot of the military missions are related to cyber security, and therefore have needs for the same skills to be acquired in the military educational system.

Therefore, in order to achieve this specific training goal it is needed to develop didactic tools applying information technologies to the environment of synthetic education, for the environment of joint decision making, man-machine interface, systems of interactive instruction, relationships between interactive learning and a tool for retrieving multimedia data bases

the information and educational resources.

The *training* component involves practical-applicative activities. It has as main objective the formation, development and keeping the individual's and military structures aptitudes of action in order to fulfill the attributions of function or missions and undergoes at individual and at military structures level.

Virtual Task Trainer (VTT) are used in a large range of military training scenarios in order to support classroom instruction and supplementing learning activity by providing self-paced distributed learning by 3D simulations to train personnel.

The third component of training process, *the exercises*, is considered in the NATO member-states armies to be a special compound of training because along the development of operational capacities of military structures, the exercises has as goals also the assessment of operational capacity level of military structures, their keeping to the projected level

as well as the final assessment before forces involvement in the operations theatre. In the exercises framework the connection is done between the acquired capabilities along the training process and the ones requested to the militaries and structures by the realities from the operations theatres in the missions aimed to be accomplished. In the recent high tech era, there were created exercises combining live, virtual and constructive simulation environments with subject matter expertise in order to enhance operational readiness and training outcomes in the military training.

*Training by practice* is the final and the most complex phase of the training cycle wherein along the fulfilment of functional attributions and missions, the personnel and the military structures gain experience. Thus, training, education and professional activity undergone in joint, inter-agencies and multinational environments also contributes in shaping competencies and trust of soldiers. Along this learning and experience process it takes place a continuous phenomenon of formal and informal assessment as well as a feedback of acquired competencies. The feedback must be clear, a true formative guide directly connected to the result of training activities measured in relation to the standards that should be reached<sup>9</sup> [9]. In the nowadays era, the computer technology and multimedia technologies provide the possibility of *individual out-school education* during an entire professional career. Thus, as concerns the military training, electronic learning is also very useful and this should be focused on the use of simulation and modern training technologies to enable individuals to work with modern weapons and weapon systems. This is the direct consequence of the fact the cyberspace domain enables the command, control, communication, computers, intelligence, surveillance, and reconnaissance capabilities in the military field.

Although *computer-based networked self-*

*education processes* it is a good manner for the militaries to improve their education and training on the individual level. The self-education comprises those educational issues the individual uses to growth his/her own knowledge but if the process undergoes while the respective person is part of the military body, the military institution also benefits by his/her individual training. Self-education brings plus-value to the institutionalized and operational training acquired by the military personnel. Thus, the formal and informal self-education is focused on the actions necessary to diminish or eliminate the gap between the institutional and operational experience.

### Conclusions

The significant effects of structural, conceptual and operational mutations implemented by the Romanian Armed Forces Transformation Strategy in all the specific fields in general and in the educational field in particular, will produce in time as the transformation process is complex and enduring and the success in the field is influenced by a multitude of factors and this determines the need for more attentive management of it by creating to the level of Romanian Ministry of Defense of a structure responsible for the acceleration and effective conductment of education transformation.

The forces' training field is essential for the development and management of their capabilities because in its framework are provided the valuation and synergy of all the other dimensions of the capabilities system, the result of the training activity being synthetically expressed in personnel and military structures' quality.

Consequently, its role manifests not only in forces generation but also in the results of the assessments, yet from the peace time, of viability of operations doctrines and the efficiency of military techniques and equipments, of structures organization and the means the command act is exercised.

In order to achieve the most important

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<sup>9</sup> Frunzeti, Teodor, *O nouă concepție de instruire a Forțelor Terestre*, in revista „Gândirea Militară Românească”, nr. 1, 2004, p. 19.





common military skill needed in this cyber century, there is needed for specific basic IT training for each of militaries involved in the military actions, but also advanced IT training for specialized posts using cyber-enabled capabilities (guided missiles, integrated laser engagement systems, cloud computing technologies, etc.) needed when leading or counteracting possible network-centric warfare actions. This kind of common skill could be achieved in the framework of some cyber-security training programs for soldiers to offer the peculiar type of fundamental computer science training and education they need. Self-education and self-training by using high tech e-learning and virtual exercising platforms helps the military body even when the acquired skills and abilities are not the ones specific for the military professionals, because anytime a wider knowledge horizon, greater capacity of thinking, more diversified and developed capacities support the individual helping him/her to better fulfill professional obligations in the military system.

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9. United States Air Force, *Cyberspace Operations*, Air Force Doctrine Document 3-12, 15 July 2010, incorporating Change 1, 30 November 2011, p. 3.







as a historical necessity. This institution was created by Dunant's initiative, an initiative developed by the "Geneva Society for Public Welfare" - established on September 1 1863 "International Committee for Relief to the Wounded".

The committee decided to summon an international congress at Geneva, on October, 28 1863 - Where delegates from 16 countries took part. The adopted Resolutions revealed the obligations on the treatment of the injured, binding the National Committees, as well as the obligations of States to protect the wounded in the theaters of military operations. In 1864, the Swiss Federal Council has accepted the proposal of the committee to be convened in Geneva an international congress on August 8, inviting European and American countries. The draft of the statute was debated by the representatives of participating States and was approved on 22 August under the name "Convention for the amelioration of the condition of the wounded in armies in the field". Distinctive uniforms and flags were adopted for hospitals, ambulances and vehicles used for the evacuation of wounded and sick. The flag and armband had the Red Cross on white background<sup>1</sup>.

This convention included measures which ensured the protection of the wounded and sick who fell on the battlefield, for the medical personnel and medical establishments.

"The national Dutch Society for helping wounded soldiers" used the name Red Cross, the name which was later adopted by other national societies, which led the Geneva Committee to change its name in 1880 - "International Committee of Red Cross" (ICRC).

Many Romanian volunteered to serve for international ambulances in France during the Franco-Prussian War, 1870-1871. Carol Davila, the general inspector of the sanitary service of the Roman army managed to obtain Romanian government support for organiz-

<sup>1</sup> The adoption of this symbol was a tribute to Henry Dunant's host country, as the flag of the Red Cross Society of the Conference resembles the Swiss flag, but with reversed colors.

ing and sending two health ambulances. The establishment of the International Committee of the Red Cross was followed in Romania by the application of the necessary legal and administrative steps for the accession to the Geneva Convention. On July 1876, the "Red Cross Society of Romania" was founded.

Carol Davila had an important role in organizing the newly founded society. Davila had an extensive experience which he accumulated during the Franco-Prussian War, an experience which had persuaded him of the importance of establishing such a society. He also had to entrust the society's management to someone who had good leadership experience in the public health sector. The choice was made in the person of Dimitrie Ghica, who was a chairman of Eforiei Civil Hospital - one of the leading healthcare institutions. The Government, through the Minister of War, Col. Gh. Slăniceanu, asked him to head the medical establishment.

The draft of the society's statute contained provisions regarding the treatment of soldiers, victims of armed conflicts, with no discrimination on nationality. These provisions were adopted in accordance with the 1864 Geneva Convention.

The draft was debated by a provisional committee, comprised of Dimitrie Ghica, Dimitrie Sturza, Grigore Cantacuzino. With the Minute of 4 July 1876, the Committee decided that the name of the new medical institution would be "Red Cross Society of Romania". On July 15, 1876, in Bucharest, the society's status was adopted and the first general council of the Red Cross Society was elected and included: Dimitrie Ghica, President; Carol Davila, vice president; doctor Nicolae Kretzulescu, the founder of the School of Surgery at Hospital Colțea; C.A. Rosetti, Ion Ghica, Androcle Fotino and Iulius Al. Theodor, military doctors.

The Council elected the Central Committee, comprised of: D. Ghica, C. Davila, P. Iatropol, A. Fotino Colonel I. Algiu. During the same meeting, two secretaries were elected and a cashier.

War broke out between Ottomans and Serbia. The Romanian Red Cross has proposed, through its Foreign Minister, to send sanitary ambulances in both warring camps. The Ottoman government rejected the proposal. The Serbian government has accepted it gratefully.

The organization of the sanitary ambulance was made by Dr Davila, with specialized personnel being selected from the Army's Medical Service.

The activity of the Romanian Red Cross Society stood out during the war for independence in the period 1877-1878.

By profound humanitarian mission, Red Cross Society of Romania attracted numerous young physicians.

The Red Cross has worked to organize sanitary formations to come to help those who take part in military battles. The first of these formations - Romanian Red Cross ambulance - was placed under the leadership of Major-doctor Sache Stefanescu. The Sanitary formation of the Red Cross was equipped with carriages for transporting patients, a mobile hospital and medical equipment etc.

The Red Cross extended its activities towards the establishment of temporary medical settlements, in Bucharest and other cities. Intensifying its activity in patients and care plans, since the summer of 1877 the Red Cross has taken 194 beds under management in hospitals in Bucharest and Ploiesti. The two Red Cross ambulances were added to the existing military ambulances. Decisional Ambulances had a staff formed by a commander, nine surgeons, two pharmacists, one officer and 80 men in the medical company, equipped with means of transport for the wounded, hospital equipment, ambulance equipment etc.

The first section has accompanied Division 1 to Radișevo, where, on command, turned to Verbita. On the morning of 30 August 1877, during the attack on Grivița, some of its staff (PhD Băican N., S. Avramescu and others) gave first aid to wounded soldiers. From 31 August to 7 September, the party has cared for the wounded and sick evacuated from the

front line.

From its establishment until the end of the war, the formation of ambulances from the first Red Cross Society has treated 1093 wounded and sick.

The third section of the ambulance gave medical consultation to military and local residents. Section ensured hospitalization to 24 wounded and sick people. During war, the Third Section handled the hospitalization and care of 866 wounded and sick.

In early February 1878, the Red Cross, at the request of Dr. Davila, sent to Rahova a formation comprised of doctors and medical personnel. Arriving at their destination, they were introduced to Gustav Otremba, doctor in Division 4, who gave the service of two temporary hospitals, both comprising 44 beds. Besides organizing mobile and fixed ambulances, Red Cross Society has dealt with training auxiliary personnel, raising money and equipment to support the war. The Red Cross has secured an important material basis which allowed it to organize and maintain its establishments, caring for wounded and sick throughout the war for independence.

A medical establishment, led by the Committee of Ladies, was settled in Iasi. At the government's call to organize hospitals in the country's towns to treat the wounded and sick soldiers, the Iasi Committee responded by action. The Committee supported a hospital with a capacity of 50 beds, installed in the house of Elena Malinescu, naming the hospital "Santa Maria". The staff of the new settlement was comprised of reputable doctors.

The Committee of Ladies from Iasi dealt with gathering the materials and money for the logistic needs for the independence war.

With the amounts collected, two hospitals were established in 1877: one in Craiova, then one at Turnu Magurele, both placed under the patronage of the Romanian Red Cross Society. The concentration of Romanian troops along the Danube and the hostilities on the front in Bulgaria required the creation of hospital establishments near the battle zone. The choice was made for the city of Turnu Magurele,



which already had two hospitals, one from the Red Cross and the other from the Committee of Ladies in Iasi.

During the war for independence, according to the Geneva Convention, numerous Red Cross Societies of European countries have expressed willingness to send to Romania medical staff to work in hospitals and stepped up to provide medical aid. At the end of the war, French surgeons -through their consulate- addressed thanks for the support they had received from the Romanian authorities for fulfilling humanitarian missions.

After the victorious conclusion of the war for independence, the Romanian Red Cross Society has directed its activity to strengthen its base material.

The Balkan Peninsula has experienced a new crisis: the war between Bulgaria and Serbia (1885-1886). During the conflict, Red Cross Society of Romania has granted humanitarian aid to both warring countries. In 1913, between the Red Cross Society and the Red Cross Society of ladies from Romania a first step was made towards unification of these humanitarian institutions by setting up, on 25 June, a joint committee called Unification Committee of the Red Cross. Organized ambulances and private individuals joined the committee, thus making an important step towards a single Red Cross society in Romania.

Red Cross Society has helped organize a sanitary caravan to follow troops on the battlefield in the Balkans. The staff consisted of 72 people, 18 physicians and medical students, pharmacists and assistant pharmacists, a laboratory chief, 25 nurses and 25 nurses military civilians. The Caravan had a health service staff, which consisted of mechanics, fitters, electricians, drivers. Dr. Alexandru Obreja was named head of the formation. The Caravan's had train-hospital made up of 37 train cars, 5 for personnel and 32 for materials. The train went on 18 July from Bucharest to Turnu Magurele, with destination Telis.

A hospital of 200 beds was installed in the area, with a pharmacy, a laboratory for analysis and a generator for lighting up rooms.

In autumn 1913, when cases of cholera have spread alarmingly in many settlements in Romanati, Teleorman and Dolj, the Red Cross Society took immediate action by sending teams of physicians, nurses and medical supplies in the contaminated areas.

On 13 April 1915, the General Assembly of the Red Cross Society approved the merger with the Red Cross Society of Ladies from Romania. After the merger, the institution was called the National Red Cross Society of Romania (SNCR).

With the preparation and approval of the organization and operation of SNCR being made, the Regulations for the administration and operation of the Red Cross hospitals were established.

In World War I, to safeguard the unity and territorial integrity, Romanian armies were enrolled in the country's history page of heroism and patriotism. National Red Cross Society in Romania has made an important contribution in terms of humanitarian missions. SNCR managed to complete the army's health service by organizing 11 hospitals (with 2670 beds) in Bucharest and 47 hospitals in 38 other localities (with 5152 beds).

Throughout the campaign, the National Red Cross Society has demonstrated the spirit of human solidarity which was animated by initiating actions that directly supported the soldiers and Romanian population, and also the prisoners of warring camps. Regarding the foreigner prisoners, SNCR eased the exchange of correspondence, organized the sending of humanitarian aid etc. Among the first actions initiated by the National Red Cross Society in support of the Romanian army consisted in organizing canteens and nursing stations, in cities or in areas where troops were stationed or concentrated. Such canteens functioned in Bucharest (at North Train Station and Obor) Fălticeni and Vaslui. The National Red Cross Society organized many hospitals for the army, many of them mobile.

During the occupation of Bucharest by German troops, part of the National Red Cross Society staff was evacuated in Iasi and an-



other part remained in the capital, performing particularly difficult missions. Thus, the Red Cross staff took under the patronage the medical establishments, having managed a number of 26 hospitals with 5620 beds.

At the beginning of 1917, establishments under the National Red Cross Society had to be able to address the serious epidemic of typhus and relapsing fever which were haunting the country. At that time, the company cared about 7 000 wounded and sick. German occupiers used the better equipped hospitals, using them to care for their wounded and sick. The requisition of these establishments was brutally made. Many medical professionals have endured even retaliation. The German army requisitioned all mechanized transport in Bucharest, including the hospitals and the "Salvation" service (a.n. medical emergency services, including ambulances).

An important activity of the Red Cross was to help Romanian prisoners of war. The Red Cross has organized a committee of women with the task of gathering food, clothes, medicine, money. With funds and materials collected, canteens and infirmaries were organized for the prisoners. For example, in the camp "Holy Brothers" in Bucharest, there were approx. 8000 prisoners. Red Cross organized a bathroom and an infirmary with 80 beds, and also paid a cash allowance to increase daily food rations for prisoners. Meanwhile, prisoners who went home or were transferred to other camps received food, clothing and some money at their departure.

National Red Cross Society Representatives contributed with funds and materials for helping prisoners hospitalized in Romanian establishments in other countries. In this regard, establishing a liaison with the Romanian Red Cross organized at Bern, at the initiative of the Red Cross from Iasi. By this, food supplies were sent to Romanian prisoners in hospitals in Germany and Austria-Hungary. In the period July 1817 - March 1918, our compatriots have received from the Red Cross in Bucharest food worth 122,029 Swiss francs. In the winter of 1916/1917, when hardship

and deprivation caused by war had come close to its peak, a serious phenomenon appeared: the typhus epidemic. Along with the civilian medical services and military personnel, the Red cross took part with high sense of sacrifice in fighting the epidemic.

Through the International Committee of the Red Cross, the Red Cross National Society - Department of Iasi - obtained information about Romanian prisoner camps held abroad and helped them with food, clothing and medicine. Thus, during December 1916 - April 1918, the Red Cross compiled inventories of 143,679 Romanian prisoners. Besides sending parcels with food, clothes and medicine, The Red Cross established an agency in Berne, with a mission to send aid to detained Romanian prisoners. The Red Cross Society of Iasi held agencies in the allied capitals and in neutral countries. A Section of the Romanian Red Cross was set in Paris, in charge of helping the Romanian prisoners held in Germany (the Berne Agency provided support to those who were in camps in Austria-Hungary) and the Geneva agency handled those detained in camps in Bulgaria and Turkey. The work of these agencies was very important.

The Section of Moldova Red Cross stepped in to help war orphans, refugees and population, by providing food, clothing and medicine. In difficult conditions of war, deprivation of all kinds, Romanian citizens have donated money and materials to assist the wounded, the disabled and their families. A humanitarian support was also given by the great musician George Enescu, whose name appears frequently in the forefront of the subscription lists.

In February 1918 after negotiations with the Central Powers, an agreement was reached on the release of disabled or seriously ill prisoners from camps. To support them, a medical unit was organized in Bucharest - Gara de Nord, ensuring those who returned to their homeland minimal clothing and food. The Red Cross set up a canteen which operated day and night and who distributed food to a number of 40.000 former Romanian, French, Italian,

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Russian and German prisoners. The Red Cross organized a hospital in Giurgiu, where they treated invalids who were detained in camps in Bulgaria and Turkey. With the approval of the Bulgarian authorities, a team of Red Cross nurses crossed the Danube, moving to camps to identify seriously ill Romanian prisoners.

After the war ended, the problem of prisoners had become acute. Thousands of prisoners from almost all European countries, released from captivity, roamed the roads of our country. Without proper clothing, sick, hungry, they found support and generosity from the Romanian Red Cross. In hospitals in Bucharest and other cities, many pilgrims were hospitalized for treatment. National Red Cross Society has provided records of transmitting lists of names and the whereabouts of prisoners or former prisoners to the International Committee of the Red Cross. An important objective of the National Red Cross Society activity in this period was also to organize, within the given limits, in helping the disabled, former prisoners, the sick and orphans of war. On this line, the Red Cross has set up homes for refugees, popular canteens, was active in combating tuberculosis and other contagious diseases. Also, the Red Cross organized a hospital with 400 beds in Techirgiol to treat children suffering from tuberculosis.

On 6 May 1919, at the initiative of the U.S. Red Cross, the League of Red Cross Societies was created. The League seeks as its main objective, to establish a collaboration of Red Cross societies for peace. On the 3<sup>rd</sup> of July, the National Red Cross Society of Romania became part of the League of Red Cross Societies.

The affiliation of the National Red Cross Society of Romania League (1919) meant an expansion of its activity in external relations. Contemporary documents attest that, between 1920-1940, the Romanian Red Cross participated in congresses, conferences and other significant reunions and events concerning Red Cross issues.

An important moment was the XIII International Conference of the Red Cross, held on 23 and 27 October 1928 in The Hague, where 55 national Red Cross societies attended. The great interest shown for this conference is that it adopted a new statute of the International Red Cross. Through the new statute, the necessary regulations were brought on relations among national societies of the Red Cross, the International Committee of the Red Cross and the League of Red Cross Societies.

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## THE CONCEPT OF “ROBUST” PEACEKEEPING

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◇ **Abstract:** *The events that marked the history of humankind proved the fact that the peace represents the sole condition that enables the development of human civilization, Thus, the right to peace of all inhabitants of the planet is a fundamental right, being the supreme asset of humankind.*

◇ *Because of that, after the Second World War, in 1945, the United Nations Organization was established, having as purpose to keep the world peace and security. Even since the beginning of its functioning, UNO developed peacekeeping operations, but without having praiseworthy results in relation with the aimed purpose. Given the experience gathered along the time, in 2008, UNO considered that the implementation of the concept of “robust” peacekeeping is opportune, taking into consideration the factual situations that they faced. Actually, during the development of the peacekeeping operations, the need of using force has been established repeatedly, especially for the protection of civil population and maintaining of public order.*

◇ *The comparative analysis of the operations of “robust” keeping and of those of asserting peace developed by UNO is essential, in order to be able to understand which the conditions are, the level of taking decision of using force, legality and legitimacy of using force that makes the difference between two types of operations.*

◇ *Due to the multidimensional nature of the peacekeeping operations , UNO is the sole organization with universal vocation competent to have a comprehensive response in relation the complexity of the crises and that developed the concept of “integration of missions”, aiming to support the states in their effort of a durable peacekeeping.*

◇ **Keywords:** *UNO, “robust” peacekeeping, peace assertion, multidimensional, Capstone.*

### Introduction

After the Second World War, the entire international community has united forces in order to keep peace, that was obtained with huge human sacrifices and material damages. Thus, in 1945, the United Nations Organization was set up, aiming to “save the future generations from the scourge of the war”, as it is mentioned in the preamble to the Charter of United Nations.<sup>1</sup>

According to the provisions of the art. 1 of the Charter of United Nations, UNO has as purpose to maintain peace and international security, through appropriate collective measures and it is required that the settlement of differences between states be achieved by peaceful means. From the analysis of this universal document, it results that the use of war as tool for settling out differences between states is removed from the law scope, developing actually the principles that stood at the basis of concluding the Briand – Kellogg Pact from 1928, being known as the treaty by which the war is forbidden as means of settling out

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<sup>1</sup> [http://www.anr.gov.ro/docs/legislație/internațională/Carta.Organizația\\_Națiunilor\\_Unite.ONU.pdf](http://www.anr.gov.ro/docs/legislație/internațională/Carta.Organizația_Națiunilor_Unite.ONU.pdf), accessed on\_01.08.2015 at 17.45.

differences between states.

In the period of more than 70 years that has passed from the Second World War, however, humankind has no more faced a war of such amplitude, all the states from the globe that united their forces in order to maintain a durable peace being praiseworthy.

### The Concept of Peace

Humankind has faced during the history a series of wars that sometimes were ended by peace treaties, of which conditions were difficult to observe, as the winning power asserted its power more, which determined along the time reactions from the defeated power. As the conditions through which the peace was agreed were oppressing over the defeated party, they were representing many times stimuli for starting a new war.

The peace represents the state of right following the end of war, by which the belligerent parties established mutual rights and obligations that they had to comply with, having the role to end the war.

Georg Wilhem Friderich Hegel mentioned that the observance of the treaties represents an essential obligation, that the war does not represent a permanent state and that “the possibility of peace must be kept in war”.<sup>2</sup>

Even since Antiquity, the Greeks deemed that a virtuous Republic had to enjoy peace, the purpose of the war being carried only to establish peace and not vice-versa, and the “citadel accused one of the politicians for committing injustices”, thus the laws of the Republic placed virtue at high level, as is was considered as being a condition of the peace.<sup>3</sup>

The peace represents a state of facts that characterize by absence the war. In the modern era, there were identified three states of facts in the political relations between states: war, non-war and peace. If the state of war represents the existence of hostilities expressed

violently, the state of peace is characterized by the absence of these hostilities. The state of non-war is found especially in the post-war period, through which the powerful states had a conduct in the internal relations, which determined that certain periods would not be considered as periods of peace, but neither as war, the period of the Cold War being illustrative thereto. “The idea of non-war is an implicit recognition of the fact that the absence of an armed conflict is a necessary part, but in no case sufficient definition of peace.”<sup>4</sup>

The history proved that the peace is the single conditions that the humankind is able to progress and to enjoy prosperity.

In the current context in which the technological development amplified, being mass destruction arms as efficient as possible, it cannot be questioned the matter that peace would be protected by violent means (attacks by using armed forces, by terror, etc.) but through peaceful alternative tools of settling out conflicts (good offices, diplomacy, mediation, negotiation, etc.), namely, appealing to reason.

In the opinion of some specialists in the field<sup>5</sup>, “the peace tends to evolve from a negative vision, defined only in dissociated terms, by the absence of the armed confrontation, towards a positive vision. Such a positive definition, not only that excludes armed confrontation and war-causing conditions, like the armament racing, power balance, military blocks or other structural acts of violence, but tends to understand the concept of peace as a structural and relational edifice, based on symmetrical, equal, equitable, responsible and joint cooperation between the national collectivities, that would ensure the access of all to progress and wellbeing.”

Even from the inter-war period, the great Romanian jurist Vespasian V. Pella, stated imperatively that the war could not be tolerated, and the public international law should pay important only to a single law: peace law, as

4 Graham Evans, Jeffrey Newnham, *Dicționar de relații internaționale*, Editura Dalsi, 2001, p. 434.

5 Gheorghe Deaconu, Daniel Ghiba, *Polemologie-curs-*, Editura Universității Naționale de Apărare “Carol I”, București, 2010, p. 27.

2 G.W.F. Hegel, *Principiile filozofiei dreptului*, Editura Academiei, București, 1969, pp. 369-369.

3 Platon, *Opere*, vol. I, Editura Științifică, București, 1974, p. 384.

he deems that the war law is a “crime law”.<sup>6</sup>

The role of developing the peace law is to establish the good relations between states and the cooperation between them, thus observing peace is a primordial obligation of each state.

In the post-war period by stating some international norms, that regulate the relations between states, by the Charter of United Nations, the people’s right to peace is actually set forth, the peace becoming a supreme asset of humankind. But, also at an individual level, the right to peace becomes a fundamental right of humans.

The peace may be defined as that state that regulates the international relations between states, the differences between them being made by peaceful means. That is possible only by promoting and observing principles like: equality in rights of the states, observance of independence and sovereignty of states, not interfering in the internal affairs of a state, elimination of the domination of powerful states towards the less developed states, etc. In this understanding, the peace has an active role, implying that all the states would make efforts and directly participate in consolidating principles of democracy and supervise their observance, to reduce economic differences between states and regions, to take into consideration the interests of all states.

Pursuant to the positive law, the states are those expressing the express or tacit will in creating norms of international law, which is valid also for regulating peace norms. Thus, it may be noticed the close cooperation between the positive law and the peace.

The mass media is presently considered as being the fourth state power. The concept of peace in mass-media suffers, as the peace-oriented discourse lack totally, thus being impossible to develop and trade this concept. It is deemed that the “media peace – oriented discourse is made up based on three pillars: strategies for imposing the concept of peace, competition on the media market between dif-

ferent dominant and competing subject matters (the value of news being the measure of success) and substantiation of a rhetoric construction.”<sup>7</sup>

The experience on the rating field showed that the news related to the actions of peacekeeping or to the concept of peace doesn’t have so big impact over citizens, so the news about conflicts are sold in detriment of the news with pacifist contents.

Notwithstanding, it is appreciated that the war reporters in the future will be all of the past, and the journalistic style named Peace journalism will be the one to make space in mass media. This journalistic style is a lot more responsible in social terms, it has an impartial nature, unstressed and balancing in the media discourse, by bringing peace upfront. Peace journalism is a style of media representation that has a special contribution in the process of keeping and obtaining peace, in settling out conflicts through peaceful means, as well as in promoting the peace concept.<sup>8</sup>

Therefore, the concept of peace in the future will make space in mass media against the concept of war, taking into account the strong social nature and, as well, it is noticed that the mentality of news consumer is changing, in the meaning that the later tends to refuse the bothering news of fighting nature.

From the examination of the above, it may be noticed that, while the concept of peace had a remarkable positive evolution, becoming a fundamental right of the individual, but also a primary obligation of states to maintain peace. By the UNO Charter, the legal tool with universal vocation, states that the fundamental principle of peacekeeping in the international relations between states, as well as the settlement of differences between them by peaceful tools, as being *jus cogens* rules, the war being taken out of the law scope. Naturally, these rules may be derogated from, as exception, only in the conditions of the art. 51 from the Charter and namely the use of the force only

<sup>7</sup> Adriana Țăruș, *Peace PR, Relații publice în procesele de menținere a păcii*, Editura Tritonic, București, 2007, p. 38.

<sup>8</sup> *Ibidem*.

<sup>6</sup> Vespasian V. Pella, *În slujba științei dreptului și a cauzei păcii*, Editura Karta-Graphic, Ploiești, 2011, p. 13.





for the purpose of individual or collective self-defence in case that an armed attack is caused against a member of the United Nations Organization, thus being observed the fundamental right of self-defense. Notwithstanding, such right has a temporary character “until the Security Council will have taken all the measures necessary to maintain international peace and security.”<sup>9</sup>

### **The concept of “robust” peacekeeping within the peacekeeping operations**

Shortly after being set-up, the United Nations Organization tried to form military forces that would intervene in conflicts and reestablish peace. Thus, in 1948, the Organization had a failure in setting-up military forces, which determined it to change the approach, as concerns peacekeeping, by initiating peacekeeping operations, by involving all member states.

The first force created in 1948 by the United Nations Organization was UNTSO that had as purpose the supervising of peace agreement from Palestine.<sup>10</sup>

From 1948 and until now, the United Nations Organization developed over sixty peacekeeping operations, and they have become during the time more and more complex, multifunctional multidimensional, multinational and multicultural.

As the definition of peacekeeping operations cannot be found anywhere in the Charter of United Nations, as well as the lessons learnt resulted from the development of the Charter of United Nations, the Organization has made during the time a series of reforms and policies relating to the development of Charter of United Nations peacekeeping operations.

Therefore, in 2008, the United Nations Organization drafts the “United Nations Peacekeeping Operations: Principles and Guide-

<sup>9</sup> Art. 51 din Carta ONU; [http://www.anr.gov.ro/docs/legislație/internațională/Carta.Organizația\\_Națiunilor\\_Unite\\_ONU.pdf](http://www.anr.gov.ro/docs/legislație/internațională/Carta.Organizația_Națiunilor_Unite_ONU.pdf), accessed on 02.08.2015, at 18.21.

<sup>10</sup> Nicolae Neagu, *Teoria și practica întreprinderii poliției civile în operațiunile de pace ale Națiunilor Unite*, Editura Triumf, Brașov, 2003, p. 10.

lines” that is known also as Capstone doctrine, that has as landmark the analysis of the Brahimi Report, as well as other data that has the role to guide the Organization in the development of the future peacemaking operations. This doctrine was revised in 2010, exiting the possibility that it may be subject to new reviews of the circumstances require so. Both the doctrine and its review were conceived by consulting the member states and the partners that provided data and information acquired as a result of the on-site experience. Also, the Capstone doctrine contains the principles concerning decision taking, leading and development of peacekeeping operations, as well as the norms of right applicable thereto. This doctrine represents a guide for all member states of the United Nations Organization which they must observe.

With a view to the fact that the international environment has changed, the peacekeeping operations initiated by UNO have also been subject to modifications, tending to a new generation of the “multidimensional”. As the peacekeeping operations are specific to dangerous situations after the end of internal violent conflicts, it is necessary a mix involvement of military, police forces and civil capacities that would support the implementation of the global peace agreement.<sup>11</sup>

Some multidimensional peacekeeping operations were engaged by UNO as a result of the request of the national authorities for the support towards the passing from a legitimate government, in the absence of a formal agreement of peace. In exceptional cases, the Security Board of the United Nations Organization authorized by peacekeeping missions to assume temporary legislative and administrative functions of the State. This temporary assuming lasts until the support or the transfer of authority is made from a sovereign entity to another, or until the sovereignty issues were fully solved out, as well as to help the State establish administrative structures that there

<sup>11</sup> *United Nations Peacekeeping Operations – Principles and Guidelines*, 2008, review data: January 2010, One UN Plaza, New York, NY 10017, p. 22.



were not previously in place.<sup>12</sup>

The multidimensional peacekeeping operations of the organization that were developed in the post conflict internal areas, faced on site with a series of problems, as the member states involved in operations did not have sufficient capacities in protecting civil population and maintaining public order.

This dangerous environment was determined by the division of the population on ethnic, religion and regional criteria, as well as by the serious abuses of the human rights that were committed during the conflict, making thus difficult the efforts of national reconciliation. As a result of such experiences, that made difficult to establish peace, the Organization made the principles and policies that are applicable to the peacekeeping operations, being necessary to lay out the peculiarity of each peacekeeping mission.

Thus, the peacekeeping operations imply a series of activities that are developed by UNO and by other international actors that aim at maintaining peace and security worldwide. Therefore, the Capstone doctrine aims that all practitioners understand and know to what the conflict preventing operations, the peace making operation, the peace asserting operations and the peace construction operations refer, these operations developing distinctly, depending on the conflict stages.<sup>13</sup>

The peacekeeping operations of the United Nations Organization are developed in compliance with the three principles like: consent of the parties, impartiality, neutralization of the force except for self-defense and defending of the mandate, as well as in compliance with the human fundamental rights and norms of humanitarian international law.

According to the principle of impartiality, the UNO peacekeeping operations must fulfil the mandate without favouring or prejudicing either of the parties from the conflict, but they cannot have a neutral attitude as concerns the fulfilment of the mandate, if either party in the conflict made difficult the peace making

process.

We will notice that the implementation of the principles such as the consent of the parties and neutralization of the force except for self-defence and defending of the mandate apply differently in certain peacekeeping operations.

As the environment in which the Organization developed peacekeeping operations was especially dangerous as a result of the presence of militants, criminals groups and looters that undermined the peace process or that endangered the civil population, the Security Council authorized in that situation the organization, that developed “robust” peacekeeping operations to “use all the necessary measures” to protect mandate, protect civil population from any imminent threatening or direct attack over it, as well as for the assistance of the national authorities to maintain law and order. The use of the force within the “robust” peacekeeping operations is made to achieve tactically with the authorization of the UNO Security Council and with the consent of the host country and / or of the main parties from the conflict.<sup>14</sup>

As concerns the decision of using military forces in the peace asserting operations, it must be mentioned that it is taken without considering the consent of the host country and / or of the main parties from the conflict, a decision that is taken at strategic or international level, only with the authorization given by the UNO Security Council. And in case of the peace asserting operations, it is noticed a derogation from the provisions of the art. 2, 4<sup>th</sup> paragraph from the Charter of United Nations Organization, only by the authorization given by the UNO Security Council.

Relating the use of armed forces in the peacekeeping operations, it must be mentioned that this is the final solution used by the Organization, only when the other alternative instruments of solving out the conflict (diplomacy, good offices, counselling, mediation, embargo, etc.) fails.

A clear distinction was made within the

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<sup>12</sup> *Ibidem.*

<sup>13</sup> *Ibidem.*

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<sup>14</sup> *Ibidem.*



Capstone doctrine in what conditions and circumstances as well as the level at which the decision to use force was made, in the peacekeeping operations, as in similar situations a unitary implementation is aimed by all those involved in such operations. Therefore, the use of the force within the peacekeeping operations, UNO wants to endow with robustness the peace process, that is the fundamental purpose of the Organization, ensuring at the same time the safety of the autochthonous population as well as ensuring the public order in the area where the peace process takes place.

### Conclusions

The gloomy experience that the human-kind has faced in the last century, as well as the threatening of the nuclear war determined the international community to make efforts to maintain international peace.

The setting-up in 1945 of the United Nations Organization has as purpose to maintain peace and international security, so that the future generations would not get to know the war rod.

Presently, the peace is considered as being a universal asset which all the states must protect, and the right to peace of the individual is a fundamental right of individuals. The international sphere of the relations between states is characterized by the obligation of the states to maintain peace, and the settlement of difference between states is made by peaceful ways.

Also, it has been ascertained that peace is a state of fact that is characterized by the absence of war, being the single state that enables humankind to develop and get to know the economic well-being, that aspect being remarkably emphasized by Kant, as follows: “the mercantilist spirit cannot coexist with the war spirit.”<sup>15</sup>

At the beginning, the peacekeeping opera-

tions initiated by UNO were not so complex, but both following the gathered experience and because of the security environment that has become complex, determined the Organization to develop peacekeeping operations of multidimensional nature. Consequently, the Organization made in the peace making process a series of reforms and policies as concerns the peace maintenance.

Given that in the Charter of the United Nations Organization the peacekeeping operations are not defined, UNO created in 2008 a doctrine that comprise the principles and policies of the peacekeeping operations, being known as Capstone doctrine, that was revised in 2010 and that is meant to be a guide that must be complied with by all those involved in such operations. Such doctrine is necessary, as during the peacekeeping operations, the organization faced with a series of problems that endangered the peace process, thus the lessons learnt after the experience should be used efficiently and effectively in the future.

This doctrine outlines the principles that are taken into account in the development of the peacekeeping operations as well as aspects relating to the levels at which the decisions for the use of force are taken.

The use of the force within the peacekeeping operations is the last solution to which UNO appeals and represents an exception in the “robust” peacekeeping operations and within the peace asserting operations.

According to the capstone doctrine, the “robust” peacekeeping operations use the force at tactical level, with the authorization of the UNO Security Council and in the circumstances that are expressly and restrictively provided for as: mandate defence, defending of the civil population from attacks and in case of establishing public order.

The need was also felt to be made the difference between the “robust” peacekeeping operations and those of peace assertion, the latest being engaged under the provisions of the Chapter VII from the UNO Charter, using the force, having implications at strategic or international level and it is allowed only with

15 I. Kant, *Perpetual Peace*, Macmillan, New York, 1917, p. 157, apud Hans J. Morgenthau, *Politica între națiuni, Lupta pentru putere și lupta pentru pace*, Editura Polirom, Iași, 2007, p. 418.

the authorization of the organization's Security Council.

We believe that the use of the force in the "robust" peacekeeping operations doesn't contravene the principles propagated by the UNO Charter, but it has as main purpose to invest the peace process with durability, by defending population and eliminating some incidents that should determine the undermining of the already established peace.

By the "robust" peacekeeping operations, UNO analysed in a balanced manner the factual situation, employing force in accordance with the principle of proportionality of using military force. In the same time, in developing the "robust" peacekeeping operations, UNO takes into account a series of factors, such as: consent of the host country, public opinion, staff security, humanitarian impact, capabilities of the missions, etc.

UNO is the sole organization with universal vocation competent to have a comprehensive response according to the complexity of the crises, the peacekeeping operations developed by it have a multidimensional nature and have creditworthiness in the international opinion, as absolutely clearly the commitment in such operations have the role and purpose to support the states in their effort to maintain a durable peace.

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# INTERDEPENDENCIES AND CONDITIONALITIES BETWEEN ENVIRONMENTAL SECURITY AND SUSTAINABLE DEVELOPMENT

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◆◆◆◆◆ **Abstract:** *The concept of sustainable development relies on the holistic approach or integral approach of the three dimensions: economic, social and environment. The culmination of almost 50 years of international efforts on sustainable development was recently materialized at the UN Sustainable Development Summit, which adopted the “2030 Agenda for Sustainable Development” (took place from 25-27 September 2015 at UN Headquarters in New York). This Agenda comprises 17 Sustainable Development Goals with 169 associated targets which are integrated and indivisible. Never before the world leaders have had pledged common action and endeavour across such a broad and universal policy agenda. The new Agenda recognizes the need to build peaceful, just and inclusive societies that provide equal access to justice and that are based on respect for human rights (including the right to development), on effective rule of law and good governance at all levels and on transparent, effective and accountable institutions. Factors which give rise to violence, insecurity and injustice, such as inequality, corruption, poor governance and illicit financial and arms flows, are addressed in the Agenda. We will present the linkages between sustainable development and security with focus on environmental security. As new Agenda mention “Sustainable development cannot be realized without peace and security; and peace and security will be at risk without sustainable development.”*

◆◆◆◆◆ **Key words:** *sustainable development, national security, environment, ecology, holistic approach, integral approach, environmental security, sustainable development goals, institutional framework for sustainable development*

*Motto: “Sustainable development is a security imperative. Poverty, environmental degradation and despair are destroyers of people, of societies, of nations. This unholy trinity can destabilize countries, even entire regions”.  
(Colin Powell)*

Since 2005, the United Nations created the link between security and development, taking an integrated approach to issues of peace and development, including poverty eradication, human rights, rule of law, protection of civilians, promotion of democracy and good governance and environmental protection. In

2004, the UN Secretary General Kofi Annan launched an ambitious agenda for reform, to confront the challenges of globalization and new threats by the report “High Level Panel on Threats, Challenges and Change” and published its report in 2005 “In larger freedom: towards development, security and human rights for all “.



Starting with 2003, the European Security Strategy recognizes the mutual interdependence between security and development and the need to address the root causes of conflict as timely as possible and to take the effective prevention measures. In 2008, "The Report on the implementation of the European Security Strategy - Providing Security in a Changing World" reveals a nexus between security and development.

The common understanding on development of 2005 recognized that sustainable development cannot be achieved without peace and security, and there will be no lasting peace without development and poverty eradication. Threats to public health, particularly pandemics, further undermine development. Human rights are a fundamental part of the equation. In many areas of conflict or post-conflict, we must address the appalling use of sexual violence as a weapon of intimidation and terror.

Economic globalization and the new family of non-energy aggression, those that are outside the scope defined as *hard power* stringency imposed reconsidering the national and international security field. Conceptual adaptation will be accompanied by new models of operationalization of this area. For example, significant steps were made in the case of international operations under United Nations mandate, those represented by the family of peacekeeping, *peace enforcement* or *peace building*, when international forces are required to rehabilitate the areas on their responsibilities in accordance with the original state. Nowadays the new reality of cosmic waste imposed new international regulations. Given that there are over one million of materials - from the size of tennis ball to the size of a bus - into outer space which belonged to various artificial objects launched into space was considered necessary to regulate this area. The new international regulations require that every object launched into outer space should be disintegrated in the operation to return into the atmosphere.

We can argue that environmental security, in a broad sense, may affect actual humanity

and institutions anywhere, anytime. Ability of decisions makers (or inability, sometimes) to identify and achieve institutional architecture innovating, while promoting technologies oriented towards sustainable development will enable management performance challenges in this area and will contribute on the strengthening or vulnerability of the environmental security at global level.

The efforts made by experts to conceptualize, for example, sustainable development often faced with limited processing of specific social information within various categories of specialists in this field. And as it is known in crowds' sociology, what is not understood is conveying rejected! Unfortunately, it is easy to notice that the position of recognized experts who dispute the scientific validity of this concept for reasons determined by the interests of transnational economic groups.

The concept of sustainable development - which is increasingly calling as "ultimate goal" of the developed societies, introduced into political speeches on environment, on economy, on creating jobs and generally whatever is beneficial in a society - it is not always fully understood in its scientific argumentation and there are even opinions that it is not based on a scientific foundation<sup>1</sup>. The concept of sustainable development relies on the science of ecology. Ecology is the science which studies the relations/ interaction between living organisms and their environment. The concept of sustainable development relies on holistic approach or integral approach of the three dimensions - economic, social and environment and the interlinked as systemic.

At the highest decision-making level of United Nations, accordingly to the messages delivered by the Secretary General Ban Ki-moon, the concept of sustainable development was central on solving the poverty eradication together with a new way on setting the economy. The outcome of the United Nations Conference on Sustainable Development held

<sup>1</sup> SLIM, Assen, *Le développement durable*, editura Le Cavalier Bleu, Colectia "Idee recue", Paris 2007, pp. 9-12.

K M 2015





in 2012 in Rio de Janeiro (Rio+20) was considering a momentum for the international community to shift on a new path of development. The Rio+20 outcome (entitled “The Future We Want”, adopted by the United Nations General Assembly Resolution A/RES/66/288) generated new capacity building processes on the institutional framework for sustainable development – the governing body of the United Nations Environment Programme (UNEP) became the United Nations Environment Assembly of UNEP (convening the first session in June 2014) and the High Level Political Forum on Sustainable Development replaced the Commission for Sustainable Development, both new bodies being characterized by universality – all the UN member states are part of the negotiating and decision making process.

Sustainable development represents the locomotive of political statements at the highest level delivered by UN Secretary General Mr. Ban Ki-moon calling for the implementation of the provisions of the international documents: “The Future we want” the outcome of Rio+20 Conference. He stated its commitment to promoting a sustainable future of the planet for present and future generations in an integrated approach to the three dimensions of sustainable development, recognized and internationally accepted: economic, social and environmental. Another central element of the development agenda and is a potential threat to national security factor, is poverty that was decided to be “solved” on board of “sustainable development”.

More recently on 25 September 2015, 153 heads of states and governments gathered at the UN Summit for the adoption of the post-2015 Development Agenda They agreed on 17 Sustainable Development Goals, the outcome document is entitled “Transforming our world: the 2030 Agenda for Sustainable Development” is considered the historical momentum of the United Nations when the world is setting a new course. Agenda 2030 comprises a balanced approach of the three dimensions of sustainable development, mainstreaming the

environment issues among economic and social aspects as well as peace and security, good governance, rule of law, sustainable consumption and production, ensuring an inclusive society with equal opportunities for all. “This Agenda is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. We recognize that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development. All countries and all stakeholders, acting in collaborative partnership, will implement this plan. We are resolved to free the human race from the tyranny of poverty and want and to heal and secure our planet. We are determined to take the bold and transformative steps which are urgently needed to shift the world onto a sustainable and resilient path. As we embark on this collective journey, we pledge that no one will be left behind. The 17 Sustainable Development Goals and 169 targets which we are announcing today demonstrate the scale and ambition of this new universal Agenda. They seek to build on the Millennium Development Goals and complete what these did not achieve. They seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental.”<sup>22</sup>

Despite the pressures more or less explicit, caused by multilateral diplomacy and exponents of globalization (which often worship market fundamentalism) succeeded the advancing of the inalienable right of nations to identify specific solutions to implement the principles of sustainable development according to their development, potential and existing natural elements of national identity.

The new international security environment, in conjunction with the emergence of 2 A/69/L.85 - Draft outcome document of the United Nations summit for the adoption of the post-2015 development agenda <https://sustainabledevelopment.un.org/post2015/transformingourworld> (29th September 2015)

new non-state actors, has generated innovative formulas on decision-making mechanisms. Notable in this respect is the involvement of civil society, of the nine UN Major Groups on decision-making processes of the UN in the field of sustainable development.

The evolution and dynamics of international processes has enabled global decision-makers to identify the main facets of international security. Alongside the well-known tools specific of “hard power” approach in which the lead role was played by military or police, have been notified as increasingly relevant the aspects of security aimed to the economic potentiality, social peace, the attitude towards the natural environment and more recently, it increased safety significance concerning cultural identity and cybersecurity. IT has become, especially in the last decade, one of the specific critical infrastructures of the nations, along with transport and energy.

The political dimension of security envisages the predictability and stability of the political system and the quality of governance. This dimension considers security of the principles of democratic society maturity, the maturity of state of law and legislative system and actions focusing on respect for fundamental human rights.

The experts in international relations have advanced a concept that covers specific family of states, characterized by the fragility of the political processes, the existence of a state of corruption at the state level, the fluidity of monetary system, significant potentiality of organized crime groups that determine social pressure and constant promotion of the critical threshold of socio-economic underdevelopment at national level. These states were classified as failed states (“rogue states”). On the basis of the analysis of public information, we can state that in many cases this classification is promoted by the state or by economic actors (corporations) to motivate transnational armed interventions that violate principles of international law seriously. The most often cited ex-

cuse is the respect for human rights.

The military dimension of security is decisively determined by membership in collective security structures. Romania is participating as a full member in managing regional and international security by NATO, the most powerful political and military alliance in the world today. Classical military operations were up-dated to the new types of conflicts and especially in post-conflict management. The military operations under UN *peace enforcement*, *peace keeping* or *peace building* became one of the operational models of success in managing conflicts, especially those of low intensity (low intensity conflict) and movements of insurgency in the failed states. Technological performances have generated new weapons systems and very precise attacks that allow minor material and human damages at the same time preserving the natural environment.

The economic dimension of security has become perhaps the most significant in its consequences for the global magnitude. The processes of economic globalization have deepened cleavages and, especially on social. Market fundamentalism has exacerbated viability of mechanisms for self-regulation of markets and more polarized world. The rich get richer, while the share of the population living below the poverty line has increased almost exponentially. For these reasons the Rio+20 Conference put poverty eradication on its agenda and the outcome document and has become the main focus of the UN global interest. Another reason was that Millennium Development Goals have not succeeded in their entirely achievements, one of the target not fulfill being eradication of extreme poverty. The post-2015 Development Agenda comprises 17 Sustainable Development Goals, poverty eradication being the first one. Sustainable Development Goals are:

Goal 1. End poverty in all its forms everywhere

Goal 2. End hunger, achieve food security and



improved nutrition and promote sustainable agriculture

Goal 3. Ensure healthy lives and promote well-being for all at all ages

Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Goal 5. Achieve gender equality and empower all women and girls

Goal 6. Ensure availability and sustainable management of water and sanitation for all

Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 10. Reduce inequality within and among countries

Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12. Ensure sustainable consumption and production patterns

Goal 13. Take urgent action to combat climate change and its impacts<sup>3</sup>

Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

More and more experts believe that man-

<sup>3</sup> Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

kind is in a state of real world conflict, where gunpowder was replaced by natural gas or oil. Natural resources have become the main targets of the new conquistadors economic and transnational companies became strategic potentially influence decision makers on a global scale. Financial-economic system has become a source of unprecedented economic and social implosion and economic crime requires new institutions and their new skills. An efficient economy is generating resources needed to implement a secure potentially suitable for every nation.

The social dimension of security is directly determined by socio-economic and political context specific for the country. Political stability and a high standard of life of the population constitute the best prerequisites for consolidating social peace for communities and the entire nation. Quality of life, which is directly correlated to the quality of the environment constitute, according to the latest sociological studies, the main concern of the populations of developed countries.

Regarding the environmental dimension of security there are many variables that can undermine the security of nations which can draw attention to the inadequate economic policies, inflexible political structures regimes, oligarchic, authoritarian government, or other factors that exceeded the environment issues. All these national particularities may worsen environmental problems, which can cause instability on social, economic and political fields.

Managing environmental security drew attention of prestigious international institutions such as the “Institute for Environmental Security”, which conducted a study entitled “Horizon 21”. Professor Norman Myers conducted a high level scientific study on the continuity and novelty items in the environmental security. He emphasizes the potential for generating significant conflicts of interests of access to vital natural resources such as water. In the last half century there were over 450 conflicts because of this. At least 261 of the big rivers globally delimit national territories: 176 flow-

ing between two states, 48 are borders of the states and 37 delimit three or more four states. At global level, desertification and drought threaten the existence of over a billion people in more than 110 countries. In the Summary of the Report, according to Professor Norman Myers, environmental security can be defined as relational architecture that refers to the environment - water, soil, vegetation, climate and other core components that form the basis of nature environment of a country - that can disrupt all activities and can cause vulnerable socio-economic and political stability. From this perspective, when environmental resources are degraded or depleted, increases insecurity of a nation. Appropriate approach must target the general objective: security for all, security for ever.

Foundation for Environmental Security & Sustainability advances the following definition: “environmental security can be considered a specific condition of a nation or region, based on government performance, capable management and sustainable use of their natural resources and the environment, to the development through social stability, economic and policy for ensuring welfare.

Sustainable use of natural resources and the environment are critical variables for political and economic stability and social welfare. “Environmental Governance” can be defined as the institutions by which power is exercised, accountability and authority in the field of natural resources of a country.

The statement of Colin L. Powell in his capacity of U.S. Secretary of State that “sustainable development is a moral and humanitarian problem convincing, and therefore, is a security imperative. Poverty, environmental degradation and despair are destroyers of people, of societies, and nations. This trinity can destabilize countries and even harmful entire regions”, Alongside the concept promoted by the administration of George W. Bush The three D “Defense, Diplomacy and Development” and the outcome of the UN Summit for post-2015 Development Agenda led to new

development in international processes, including a new international institutional setup on sustainable development and a new agenda for development, including environmental and security issues are arguments that global action has already begun.

At the Regional Seminar on the Sustainable Development Goals, organized by the Inter-Parliamentary Union and the Parliament of Romania held in Bucharest on 15-16 May 2015, the Executive Secretary of the United Nations Economic Commission for Europe (UNECE), Mr. Christian Friis Bach. He stated, referring to the 17 sustainable development goals and 169 targets which will be part of the new UN Development Agenda: Agenda 2030, which makes a better inter-linkages and mainstreaming of sustainable development and security, that “there can be no sustainable development without security and no security without sustainable development.”

Environmental security began to be recognized in the twentieth century, in the mid eighth, when the final report of the Brundtland Commission has included a chapter on this area. The report noted that “environmental issues will affect the poor and the rich alike, in a not too distant time horizon, generating political instability and turmoil”. Noteworthy is the phrase that begins the Report of Brundtland Commission: “The Earth is one but the world is not” was and will be an invitation for the entire global community to solve issues on environmental security for the benefit of human civilization.

In recent decades, international political environment has recognized the fundamental importance of the relationship between human security and the environment as a whole. Studies in the security environment have revealed that:

- environment represents the issue that has most significant transnational specificities;
- for the next hundred years, third of global dry surface will be transformed which will force humanity to choose

K M 2015



between consumption, ecosystem services, natural environmental restoration, conservation and its management;

- environmental security is central to the security of the nation, including dynamic processes and inter-linkages between existing base of natural resources, the state of social configuration and specific economic potential, with great importance to regional and local stability;
- natural environment plays an increasingly important role in peacekeeping, the emergence of conflicts, destabilization and insecurity and human community.

At conceptual level we can make a distinction between services provided by the natural environment and natural resources such as minerals, oil or gas. In fact, the exploitation of these natural resources can cause severe degradation of the natural environment through pollution, infrastructure, corruption and violent conflict all causes of the environment insecurity.

We should identify the inter-linkages between the globalizing processes - which obviously fragile global potential both development potential and management of global issues by international institutions - and both need of reconceptualization of international relations and global security.

On his desire for progress and growth at any cost, man forgets often that is part of the natural system, intervening sometimes more than the nature carrying capacity. Thus, the effects of which appeared imbalances are already at global concerns and more emphasized to counteract these effects.

Sustainable development can be seen as an adaptation of society and the economy at the main problems that mankind faces today: climate change, water crisis, drought, desertification, depletion of resources, waste, biodiversity loss, population growth, poverty, migration and so on. To prevent, counter and

eliminate their effects and ensure economic development, social progress and human development, are necessary initiating and supporting concrete action, summarized in specific and measurable objectives, which forms the object of national strategies for sustainable development.

Sustainable development is the only viable solution of the evolution of planetary civilization and one that provides general welfare of current and future generations. Sustainable development allows the integral, cross natural potential, material, financial and human resources of a nation, guaranteeing strategic development timelines. Sustainable development enables secure natural resources from the perspective of national security objectives.

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## NATO POLICIES AND STRATEGIES ON INFORMATION OPERATIONS

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◇ ***Abstract:** NATO policies and strategies on information operations focus on the implementation, planning and integrated management of the key domains. The Info Ops domains can get significant individual effects in the battlespace. But by acting together, based on specific Info Ops policies and strategies, they can augment all the effects of informational activities on target audiences. NATO policies and strategies on information operations are “living” documents that adapt to the development of the battlespace, the improvement and modernisation of capabilities and specific domains of information operations as well as the lessons learned by participating in various operations.*

◇ ***Key words:** target audience, deception, psychological operations, key leader engagement.*

◇ *“Throughout the full spectrum of operations, peace, crisis and conflict, the integration and implementation of information activities at every level of command is essential to overall success”<sup>1</sup>.*

◇ <sup>1</sup> MC 0422/4, *NATO Military Policy on Information Operations*, 2012, p. 2.

### NATO Military Policy on Information Operations

What is the future of information operations? What we certainly feel today is that information operations are a core component of any military action and more. Based on predictive analyses and the lessons learned in the course of military operations, the specialists in the area have designed policies and strategies intended to provide an answer to the question above. NATO is currently a political and military alliance that understood that using information operations can create effects in the information environment through information activities on target audiences. The success can be seen in all types of operations, both in peacetime and especially during crisis and conflict.

This document is a natural continuation of

the presentation of certain results of the doctoral research entitled *Information Operations in NATO Crisis Response System*. In a document previously published I described elements of information operations policy and strategies at national level and showed that they fit well into the policies and strategies of information operations at NATO level.

The purpose of this document is to disseminate in the academic environment part of the results of my doctoral research, namely *NATO Policies and Strategies on Information Operations* by presenting a brief history of the NATO documents regulating information operations and by describing the specific domains of information operations. For this purpose I used as a research method the analysis of NATO documents and the analysis of the participation in various operations of the NATO forces.

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## Brief history

The concept of information operations appeared for the first time in 1999 in the U.S. The history of defining and implementing information operations in NATO began with policies on information operations, *NATO Policy on Information Operations* MC 422/1 in 2002, MC422 / 2 in 2005 and MC422 / 3 in 2008, which resulted in the joint doctrine AJP - 3.10 *Allied Joint Doctrine for Information Operations* in 2009 and NATO Bi-SC *Information Operations Reference Book* in 2010. Then a new policy emerged, called *NATO Military Policy on Information Operations* MC 0422/4 in 2012.

These documents define the concept of information operations, describe the general framework, show the important role of information and joint target management, provide details about the involvement of all actors holding capabilities and key domains of information operations and highlight the importance of exercises and training involving Info Ops.

The evolution of these policies and their translation into the doctrine and the manual show the interesting theoretical approach which regulates information operations. Putting theory into practice is truly the most interesting. The domains which are part of Info Ops are those which put theory into practice from policies and strategies. Hereinafter I. present an analysis of Info Ops domains.

### Specific domains of information operations

The domains of information operations, in the NATO's joint doctrine, are similar to those in the national Info Ops doctrine. There are ten domains in total, i.e.: psychological operations, presence, posture and profile, operations security, information security, deception, electronic warfare, physical destruction, key leader engagement, computer networks operations, civil-military cooperation.

#### Psychological Operations (PSYOPS)

are an element contributing to an increase in effectiveness on the battlespace of the forces that use them along with conventional actions. They were, at the time the concept of information operations emerged, the central element and the most important component of Info Ops.

Psychological operations have been used from ancient times to this day and the future will certainly be affected by them. Sun Tzu appreciated that war should be evaluated according to five factors, out of which one is *moral influence*, a component of what we now call psychological operations. For him, moral influence is "*what determines the harmony between people and rulers, causing him to follow in life and in death*"<sup>1</sup>. Propaganda, an element of psychological operations, has been widely used by the Nazis in World War II and the British. The latter used propaganda to influence U.S. people in supporting the permanence of India under the influence of the empire. Therefore, for the British, propaganda was "*employed against enemy and friend alike when survival of an ideal was at stake*"<sup>2</sup>.

Today, psychological operations are defined as "*planned activities using methods of communication and other means directed at approved audiences in order to influence perceptions, attitudes and behaviour; affecting the achievement of political and military objectives*"<sup>3</sup>.

The national doctrine defines psychological operations<sup>4</sup> similarly and adds further to the purpose, next to the influence on perceptions, attitudes and behaviours, the influence on *opinions*. Moreover, the national definition states that it supports also, besides the achievement of political and military objectives, the *commander's missions*, a key element of any

1 Sun Tzu, *Arta războiului*, Ed. Antet, București, 2013, p. 8.

2 Auriol Weigold, *Churchill, Roosevelt and India: Propaganda During World War II*, Routledge, Taylor&Francis Group, Oxon, 2008, p. 4.

3 AAP-06, *NATO Glossary of Terms and Definitions*, NSA, Bruxelles, 2014, p. 2-P-10.

4 S.M.G.-F.O.P.3.16., *Doctrina operațiilor psihologice*, București, 2007.

military operation.

To illustrate the development of specific actions of psychological operations in Afghanistan, one of our Romanian specialists in psychological operations, Sorin Cîrstea highlights “*the fundamental distinction between propaganda and persuasion*”<sup>5</sup>.

Psychological operations are effective to the extent to which they are integrated to support the overall goals and the commanders’ missions and to the extent to which PSYOPS specialists participate from the beginning of the whole process of planning a military action. Also, their effectiveness depends on PSYOPS integration along with other specific domains of information operations based on a common strategy and policy.

**Presence, posture and profile (PPP)** is the next domain of information operations. The three elements have an important impact on the perceptions of target audiences. The presence of a force in a larger or smaller number can send a certain message to the local population, adversary forces and authorities in the area of operations. Posture and profile can demonstrate commitment, determination and the attitude of forces to resolve a crisis or a conflict. The image of the commander and of the force that he/she leads must demonstrate towards the outside determination, capabilities and intentions synchronised with the overall objective of the operation.

In simple words, PPP means that what a soldier does on the battlespace is seen and interpreted by the adversary, the local population, local authorities, allied forces, the media, international organisations, NGOs, etc. The presence of the force in an area of operations is essential by transmitting the first message to target audiences: “*we are here*”. The profile of the force shows how much we are present. This profile transmits in offensive and defensive operations that the number of troops, equipment and capabilities matter in that quantitative

and qualitative relation with enemy forces. In stability operations that number and presence are reduced to a much lower level, depending on the level of threat. In both cases the force profile transmits the second message “*we are equipped, trained, motivated and ready to do what it takes to fulfil our mission*”. Posture describes the attitude of the force and of its commander. It can be aggressive / passive, threatening / non-threatening. Posture transmits the third message “*we are here to help you*” or “*we will overcome no matter what*”.

The presence, posture and profile of troops should be used in all the benefits of their use, viewed as an aggregate of influence activities against leadership and information protection activities that one’s own forces and their commander has available and can use to facilitate victory. Depending on the mission, we must not forget that a mere smile, a simple lifting of a weapon or a greeting can make the difference between success and failure.

**Operation Security (OPSEC)** is another important domain of information operations. The essential information for an adversary’s success is referred to in the military literature as EEFI, Essential Elements Friendly Information. If the enemy knows the EEFI then he will be able to defeat us. An example of EEFI: what is the location of the 10 mechanised division headquarter? Our forces must take all specific operation security measures to prevent the adversary from finding out the exact location of this headquarter, otherwise risking to be destroyed.

Another example: what is the scheme of manoeuvre of our forces? To prevent that such intelligence reaches the adversary, our forces will take specific OPSEC measures such as: ensuring the physical security of the place where the operation planning documents are kept; performing movements of forces and means of deception; concealing alignments and capabilities; transmitting messages through the means of communication intended to deceive on future operations; organising an action to deceive the opponent by facilitating his capture of false planning documents etc.

<sup>5</sup> Sorin Cîrstea, *Treisprezece ani de operații psihologice în Afganistan. Semne de întrebare după retragerea forțelor luptătoare ale NATO*, <http://www.lumina.org/ro/stiri/420-opera%C5%A3ii-psihologice-%C3%AEn-afghanistan.html>, accessed on 17 Mar. 2015.



In conclusion, the security of an operation acts as a key domain of information operations, involving particularly information protection activities that produce a significant impact on the ability of understanding and perception of the adversary. NATO policies and strategies on information operations highlight the important role of operation security, stressing that EEFI protection must be continual and achieved by using passive and active techniques.

**Information security** is another important domain of information operations. The way information technology has advanced in recent decades has led to a need to implement information security mechanisms, to organise the security of the information that is being used and to apply control actions to effectively address weaknesses and threats. The military environment, an environment dependent on information and information systems with the highest level of security must be protected in order to function correctly and consistently when circumstances require, in times of peace, in crisis situations, and especially during war.

Information security must be regarded as all areas whereby the protection of information is secured: security organisation (legal proceedings); personnel security; physical security; document security; industrial security and information systems and communications security. To answer some of the challenges posed by information security, Denmark established for instance an offensive cyber warfare unit<sup>6</sup>. The purpose of this structure is to reject cyber-attacks and launch counter-attacks and has a budget of 74 million dollars for the period 2015 - 2017. Another modern element of information security is the transition from the principle of “*need to know*” to the principle “*need to share*” which was noticed and analysed by military experts<sup>7</sup>

6 Silvia Mircea, *Capacități cibernetice ofensive*, Observatorul militar nr. 6, 18 – 24 feb. 2015, p. 15.

7 Hyde Bales, *Information sharing critical to improve C-IED technologies*, interviu în Defence IQ Press, 2015, [http:// www.defenceiq.com/army-and-land-forces/articles/information-sharing-critical-to-improving-c-ied-te/?utm\\_source=1-6361871014&utm\\_medium=email&utm](http://www.defenceiq.com/army-and-land-forces/articles/information-sharing-critical-to-improving-c-ied-te/?utm_source=1-6361871014&utm_medium=email&utm)

while moving from the old principle tributary to the Cold War to the new principle adapted to modern confrontations and threats from operations in Afghanistan and Iraq.

For information security to meet the requirement of blocking adversaries’ access to essential information, it must be regarded as a system operating based on the following cycle: identifying EEFI that are of interest to the adversary; performing actions to secure such EEFI by inducing false intelligence about one’s own forces; persuading the adversary’s commanders on such induced EEFI; adversary’s wrong decision-taking based on EEFI induced. The plan that will underpin the execution of such information operations will certainly contain specific actions of information security concerted with other types of actions specific to the other Info Ops domains.

Information security is an extremely important domain for information operations due to the exponential growth of information technology and the importance of the information and virtual environment in modern conflicts. Information security is a key domain of information operations in particular by means of the information protection activities affecting the will and the ability of understanding and perception of the adversary.

**Deception** was used on the battlefield as early as the ancient times. Sun Tzu in Chapter XI “*The nine types of terrain*” of his book *The Art of War* says “*launch numerous operations designed to mislead him*”<sup>8</sup>. For the Chinese strategist deception would occur on the terrestrial environment and using demonstrative or false actions.

Today deception as part of concealment means much more. It allows us, by actions of imitation, disproportionation, manipulation, and falsification, concealment, to achieve desired effects on the adversary’s perception, ability of understanding and response.

The concept of concealment requires a

8 Sun Tzu, *op. cit.*, p. 78.

set of measures intended to hide objectives, actions etc. so as to mislead on the situation, purpose, intent of one's own forces. Some military experts use the concept of "delusion"<sup>9</sup> to define concealment instead of deception. To achieve concealment it is important to know the adversary's means and possibilities for surveillance, his possibilities of deciphering intelligence and the technical conditions for obtaining the concealment effect<sup>10</sup>.

I believe that highlighting the concept of deception as part of concealment is normal given the evolution of the modern battlespace where the information environment is important and relevant for military actions in general and for information operations in particular. This does not mean that deception will run exclusively through actions on the information environment, but it will further include the traditional actions such as demonstration or fake activities, in the terrestrial, naval, aerial, cosmic and etheric environment.

The Israeli military used deception in the 1967 war against Egyptian forces through false or demonstration actions at the Syrian border, but the night preceding war they moved towards the Egyptian border causing surprise. This example underlines the unique element that gives essence to deception, i.e. *surprise*.

NATO policies and strategies on information operations highlight the important, sometimes decisive, role played by deception when integrated in the planning process, based on a unique concept and with the purpose of accomplishing the entrusted mission. It must be active, tailored to the newly created situations and lead to the creation of surprise on the adversary.

The next key domain of information operations is **electronic warfare**.

Military experts have defined electronic warfare through an extended approach by including all electronic means and systems at state, diplomatic and military<sup>11</sup> level for

situational awareness on all instruments of power: diplomatic, informational, military and economic. The electromagnetic space, the space where electronic warfare acts, is a space that integrates all actions, processes and means involving the electromagnetic energy from the terrestrial, naval, aerial and cosmic spaces. Through the simultaneous action in all areas of military confrontation electronic warfare is becoming a capability which cannot be neglected in the modern confrontation.

Electronic warfare translates into the following components: electronic support, electronic protection and electronic attack. Specific activities of electronic warfare proved extremely useful in theatres of operations. For example during the Afghan mission of the Armed Forces of Romania as part of the Force Security Assistance Force in Afghanistan (ISAF), the component of the electronic signals intelligence provided support with intelligence for patrols in the area of operation, investigated and located the insurgents' communications systems and very often informed their own forces about possible attacks with improvised devices in certain locations based on the analysis of the radio traffic between insurgents. The joint action of manoeuvre forces and electronic warfare support forces therefore proved useful by acting on the adversary's capabilities and led to the execution and fulfilment of missions.

Electronic warfare is a key domain which, by integrating the three types of specific activities of Info Ops (influence, against leadership and command capabilities, information protection), can produce synergistic effects on the ability of understanding and perception, on the will and capabilities of the adversary.

**Physical destruction** is another important domain of information operations. It makes the natural connection between the traditional component of any military operation which is the physical, destruction, component, and the informational component. By physically destroying an adversary, his moral component,

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*Războiul electronic contemporan*, Editura Sylvy, București, 1999, p. 50

<sup>9</sup> Emil-Victor Chețe, *Mascarea în câmpul de luptă modern*, Editura Militară, București, 1991, p. 60.

<sup>10</sup> Emil-Victor Chețe, *Confruntarea cercetare-mascare*, Editura A.I.S.M., București, 1999, p. 64.

<sup>11</sup> Constantin Teodorescu, Constantin Alexandrescu,





the will to fight, is affected in its entirety. It is obvious that by physical destruction we eliminate the adversary, his forces or means, thus meeting the conditions to obtain victory.

Although seemingly an element of the traditional media of conflict manifestation, physical destruction is a component that produces strong effects in the information environment. The first issue of the physical destruction refers to attacking command and control systems, which are important elements of the information environment in case of conflict. Their striking can be performed by fire support, provided by all components of firepower, which by the actions performed, may decisively influence military actions according to the intended goal.

Fire support along with information operations can simultaneously produce effects in the physical and information environment, creating superiority needed in the battlespace to defeat the adversary. Fire support will be mainly performed by the ground artillery system, the aviation system, the air defence system and the weapons systems on Navy ships. The physical destruction of the command and control system can occur also through the use of specific actions of electronic attack, part of the electronic warfare described above, and can hit the adversary's communication systems, radio, radio-relay, radar means, computer networks. Global positioning systems, UAVs (Unmanned Aerial Vehicles), military satellites are other means that will transmit information or execute specific fire support missions to achieve effective effects on the target.

The use of force is the second aspect of the definition of physical destruction as domain of information operations. Synchronising the use of traditional force, whether through command, manoeuvre, support by fire, with the force offered by psychological operations allows for a decisive concentration of effects on adversary forces and their centre of gravity. Such use of force will create psychological effects by influencing the behaviour of the adversary force, his attitude towards lower moti-

vation and even the abandonment of fighting. Physical destruction remains a compulsory element of the policy and strategy on information operations in order to be victorious in the battlespace.

**Key Leader Engagement (KLE)** is the next domain of information operations. The introduction of this area acknowledges the importance of significant elements that all great commanders have been using during conflicts from ancient times until this day - knowing leaders of the adversary, of the local population and of communities, influential groups and establishing links with them. Recognising key leader engagement as a domain of information operations has been proven amid operations in Afghanistan where it showed its efficiency on the counterinsurgency approach success. To run KLE, key leaders will be first identified, schemes of relationships between key leaders will be subsequently established and effective contacts with them will be ultimately established.

The identification of key leaders will take into account the following intelligence about a key leader: bibliographic data, type of personality, management style, motivations, ambitions, goals, values, psychological profile, addictions, current attitudes, health status, religious conceptions, data about family, interpersonal relations system, facts and events relevant for the professional and personal life. All this intelligence must be integrated by the structure of information operations to outline the profile of the key leaders from the area of interest.

The next step is to establish schemes of relationships between different leaders of interest for one's own forces. This scheme will detail relationships such as command / subordination, work / private, cooperation / power struggle, interest / influence. The link scheme is a constantly improving document because, especially in an area of crisis or conflict, the relationships between various military, political, religious etc. actors will likely be highly dynamic. This document will constitute an essential element of databases covering all key

leaders in a certain area of operations.

The next natural step is to establish contacts with key leaders. The influence / interest combination will establish the priorities of one's own forces in engaging key leaders. It is obvious that a leader showing increased influence in a specific area which suits and supports the interests of one's own forces will become an ideal candidate for establishing contact between him and one's own commanders.

By the effects produced in the information environment, KLE appears as an extremely effective domain for commanders during the peace, crisis, conflict and post-conflict cycle.

**Computer Network Operations (CNO)** are another key domain of information operations. Human dependence on computers is evident in all fields: military, economic, social, legal etc. The military domain, especially for modern armies, has become dependent on computer networks which provide a framework under which it operates efficiently. They convey the information necessary for decision-taking, for the operation of the command and control system, the complex weapons systems, intelligence agencies, the communication system, the ISTAR system etc. and are able to compensate the physical, mental limitations, and human intelligence by optimising military actions in their entirety.

The history of computer network operations began probably with the computerised attack executed by Robert Morris Jr. in 1988 by using a worm-type program on the Internet. Since then the military domain has become aware of the risks and vulnerabilities of information technology. It is obvious the linear relationship between the use of this Info Ops domain and the adversary's dependence on the use of information technology, communications and computer networks. For example during the NATO aviation strikes on Yugoslavia in 1999, Yugoslav officials said that NATO forces had executed attacks on computer networks but without any results because the Yugoslav army was not dependent on such networks. During US military ac-

tions in Afghanistan, radical Islamic structures started the electronic Jihad, by attacking anti-Islamic websites using DDoS (Distributed Denial of Service) procedures. These two examples show the evolution of the importance of computer network operations, from a low level during the conflict in Yugoslavia to a high level during the conflict in Afghanistan. Currently, civil and military dependence on computer networks is increasing and requires action to protect our networks and attack the adversary's networks.

The favourite targets of general computer networks operations are: political-military and economic centres, the financial and banking system, control centres for the air, rail, water, traffic system, the information and communications technology system, control centres for water, electricity and gas supply, the sanitary system.

Info Ops specific policies and strategies will focus on computer network operations to neutralise command centres and headquarters, to neutralise the air defence, to impair the functioning of ISTAR systems, to block the functioning of military satellites, to neutralise the communications systems, to impair the operation of computer networks.

The computer network operations domain is very dynamic and constantly growing. It must be seen as a key domain of information operations especially in terms of the ability to carry out influence activities and activities against command and control capabilities. By carrying out such activities, computer network operations will achieve the desired effects on the will, the ability of understanding and perception and the capabilities of the adversary.

**Civil-Military Cooperation (CIMIC)** is the next key domain of information operations. Although the environment for conducting military actions is different, we can see that all actions have in common the variety of stakeholders, whether military or civilians. Thus, the emergence of the concept of civil-military cooperation was natural in the modern battlespace. NATO's concept of comprehensive approach describes very well the CIMIC real-

K M 2015



ity, by involving all stakeholders present in the area of operation in the management of a crisis or conflict situation.

CIMIC objectives and their specific actions are interlinked and have a very important role in meeting immediate local needs in the area of operations, to obtain stabilisation and thereafter to transfer responsibilities to local civil authorities. This cycle, i.e. meeting immediate needs - stabilisation - transfer of responsibilities, is one to which CIMIC brings significant contribution with the level of expertise provided by military and civilian experts working together towards a common goal.

The efficiency of CIMIC actions is outlined by the policies and strategies on information operations through a concerted action on appropriate target audiences, through the participation in actions to support the entrusted mission, to engage key leaders and through the planning and execution of successful actions in civil emergencies.

The Allied Joint Doctrine presents the connection between information operations and public affairs as related domain. Both information operations and public affairs create effects in the information environment and should work together to give a unitary character to the military operation. Information and public affairs will focus on gaining public support for the military institution and its forces conducting military operations at a certain time.

## Conclusions

The history of NATO documents governing NATO policies and doctrines on information operations prove the capacity of the North Atlantic Alliance to adapt to changes in the security environment, to the technological progress and to the real needs of the battlespace. These policies and strategies bring to the forefront the key domains of Info Ops, their deployment, planning and management in order to achieve the intended objectives.

The key domains of information operations can achieve significant effects in the battlespace individually. But by acting together,

based on specific information operations policies and strategies, they can augment all individual effects on target audiences, thus obtaining enhanced effects with a higher degree of success. This integrated action is a possible answer to the question I raised at the beginning of my endeavour. Also, the domains of information operations can be ensured in NATO operations by the efforts of nations that will contribute with the most modern and efficient capabilities and domains. The result will be that the specific actions of information operations will have an obvious multinational character.

The ten domains can be further completed with other types of techniques and capabilities, depending on the evolution of the information environment and the commander's vision on achieving the intended objective. NATO policies and strategies on information operations are "living" documents that adapt to the development of the battlespace, the improvement and modernisation of capabilities and specific domains of information operations as well as the lessons learned by participating in various operations.

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# THE IMPORTANCE OF IRANIAN NUCLEAR DEAL

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**Abstract:** *The agreement signed in Vienna on June 14, 2015 marked a very important step for international stability and the normalization of relations in the broader Middle East, marking a reorientation of Iran towards the West, thereby continuing the orientation of Iranian President Hassan Rohani policy, drawn from the beginning of his term.*

*The Iran nuclear program was, for a long time a main concern for Western governments, but especially for the United States and Israel, which made former President George W. Bush to put Iran on the Axis of Evil along with North Korea.*

**Keywords:** *deal, nuclear, Iran, sanctions*

After seventeen days of continuous talks and negotiations in P5+1+EU<sup>1</sup> format, foreign ministers of seven countries - Iran, the United States, Britain, Russia, China, France and Germany<sup>2</sup> along with the High Representative of the Union for Foreign Affairs and Security Policy - Frederica Mogherini, officially announced having reached an agreement on the Iranian Nuclear Program. The agreement called *Joint Comprehensive Plan of Action*<sup>3</sup>, issued in the form of an international agreement, is a continuation of the *Interim Joint Action Plan*<sup>4</sup> signed in Geneva, on November 2013, in Iran+P5+1 format and constituted the basis for negotiations that followed for a 20 months period.

## Background

After a deadlock of twelve years in Iran – Western Countries relations, that could have led any time to a conflict in the Middle East,

1 The text of JCPOA E3+3 formula is used (3 European countries - France, Germany, UK + US, Russia and China).

2 US, Russia, China, Britain and France - Permanent Representatives in United Nations Security Council.

3 JCPOA

4 JPA

it had been reached an agreement on limiting nuclear capability of Iran, a commitment that was welcomed by almost all the states and international and regional security organization. From the US to Russia and China, from United Nations Organization to Middle East Initiatives, they all officially recognized the importance of this deal, with one exception, otherwise predictable - Israel.

Thus, for a better understanding of the causes that determined Western countries to start applying a policy of isolation and embargoes, which has proved economically and socially costly for Iran, we should look into some historical data.

During 1953-1979, the Shahanshah<sup>5</sup> Muhammad Reza Pahlavi, the last monarch of the Pahlavi dynasty, led a pro-Western policy, backed by the United States, a policy totally disavowed by Islamic fundamentalist clerics. In 1957 the United States included Iran in US Atoms for Peace Program, US providing specialized assistance in the nuclear field, marking in this way the beginning of

5 Although in many documents he appears with the title of Shah, since October 26, 1967 he received the title of Shahanshah that could be translate "King of Kings" or "King".

the Iranian nuclear program. During the same period, more precisely in 1968, Iran signed the Nuclear Non-Proliferation Treaty (NPT) and ratified it in 1970.

The attempt to modernize Iranian society, initiated by Pahlavi with the support of American allies did not please the Muslims fundamentalists, who capitalized the general feeling of social discontent caused primarily by the abuses of the secret police SAVAK<sup>6</sup> and the army and made possible Ayatollah Ruhollah Khomeyni's<sup>7</sup> returning to power in 1979, after a long exile and who decided to suspend the Islamic Republic nuclear program.

But in 1982, Iranian officials announced that they will enrich uranium from the country's own resources to the center of Isfahan, which meant that in 1983 inspections will take place IAEA<sup>8</sup> completed with grant assistance program for uranium enrichment, off later under US pressure.

In August 2002 the US accused Iran of wanting to acquire the atomic bomb, as a result of information disclosed by the Iran National Council of Resistance, a group of dissident in Paris, saying that Iran had started developing in secret a uranium enrichment plant at Natanz<sup>9</sup> and a heavy water production facility at Arak. Moreover, the Iranian president, Mohammad Khatami, a year later confirmed the existence of those facilities, but specified that their purpose was a strictly civilian one, being just small scale uranium enrichment experiments used only for nuclear energy production. To defuse international diplomatic conflict it allows IAEA inspectors to visit sites but do not allow sampling. Therefore, in 2003, the IAEA director, Mohamed ElBaradei, said in a report that Iran had not paid their obligations under the previous agreement on non-proliferation.

6 SAVAK, the secret political police was an omnipresent force, ruthless, which was directly subordinated to the Shah, to settle accounts with opponents of the regime, but also absolutely innocent people, resorting to cruelest methods of torture.

7 Ciprian Ignat, *International Crises and Nuclear Threats*, (Bucharest: National Defence University "Carol I" Publishing House, 2014), 165.

8 International Atomic Energy Agency

9 Ignat, *International Crises and Nuclear Threats*, 169.

The Islamic Republic agreed to suspend uranium enrichment program and allowed IAEA inspections, ended however with the release of an announcement, in which was stipulated that there is no evidence that Iran is trying to go nuclear.

The signing of the Declaration of Tehran<sup>10</sup> on October 21, 2003 marked a first step on funding the JCPOA. Foreign ministers of Germany, France and Britain agreed to the invitation of the Islamic Republic of Iran Government and signed the first agreement inter alia being mentioned in Article 2 the fact that "nuclear weapons have no place in Iran's defense doctrine and nuclear program and nuclear activities aim solely peaceful areas."

But in 2004, Iran resumed nuclear activities and restarted enrichment procedures so the IAEA discovered that the Iranians were digging tunnels in the mountains near Isfahan. In 2005, Europe's efforts, supported by the US, to offer Iran economic incentives to dismantle the program, as well as Russia's offer to enrich Iranian uranium on Russian territory failed<sup>11</sup>. Since it took office in 2005, President Mahmoud Ahmadinejad has been a strong supporter of nuclear program, saying that nuclear technology will contribute to peace and declaring himself against a nuclear war. However, throughout the two terms, Ahmadinejad did nothing but escalate the crisis situation created both by his bellicose statements and by the numerous suspicions derived from the nuclear development program.

It was only in 2013, when the coming to power of the new president Hassan Rohani, known as an eminent political scientist, an Iranian theologian Shiite, and a lawyer, brought openness to dialogue with the US and beyond, towards achieving economic measures and reforms, which came as a promise to get the

10 The entire text of the Tehran Declaration can be found at [http://news.bbc.co.uk/2/hi/middle\\_east/3211036.stm](http://news.bbc.co.uk/2/hi/middle_east/3211036.stm).

11 P.K. Kerr, *Iran's Nuclear Program: Tehran's Compliance with International Obligations*, (Federation of American Scientists, Congressional Research Service, December 23, 2009), 1-6.



country out of international isolation. The fact that he was the chief negotiator in the Iranian nuclear file, and the fact that, following negotiations with the governments of Britain, France and Germany, he finally agreed to stop program of uranium<sup>12</sup> enrichment for a period of two years the, were the prerequisites of a good start in the negotiation of what became Joint Comprehensive Plan of Action.

### Provisions of JCPOA

Following long talks and discussions at the highest level, based on the structure of the Framework Agreement settled in Lausanne in April 2, 2014, to an agreement called Joint Comprehensive Plan of Action on the Iranian nuclear file has been finally reached, marking the success of international diplomacy and according to the majority of international actors, yet involving a certain degree of controversy.

A long-term gradual approach, based on mutual commitments represents a first general feature of JCPOA, stating that only full implementation of the provisions of the plan will ensure the exclusively peaceful nature of Iran's nuclear program. One of the most important aspects of the Treaty stipulates that "Iran reaffirms that under no circumstances will Iran ever seek, develop or acquire any nuclear weapons"<sup>13</sup>

A number of specific mentions regarding the legal side of the agreement implementation were established and providing that Iran will be treated like any state non-nuclear signatory to the NPT, in that case JCPOA causing the lifting of all sanctions the Security Council of the UN and both multilateral and national sanctions regarding nuclear program. The responsibility of introducing a draft resolution in the United Nations Security Council has been assumed by the E3+3, so JCPOA takes effect, eliminating the possibility JCPOA may be invoked as a precedent for similar cases

12 Profile: Hassan Rouhani, President of Iran, November, 11, 2013. Accessed April 25, 2014, <http://www.bbc.com/news/world-middle-east-22886729>.

13 JCPOA text, Preamble and general provisions, iii.

that might involve other states and also for principles of international law.

The responsibility of supervising and verifying the implementation of measures has been attributed to IAEA, overall JCPOA nuclear supervising being assigned to a Joint Commission to be created.

If we want to highlight the main achievement related to nuclear measures, it would be that the plan reduces the time required to produce a sufficient amount of fissile material for producing a bomb, from 2-3 months currently to at least 1 year in the future. This involves blocking the 4 ways that Iran can produce nuclear weapons: facilities equipped with centrifuges at Natanz and Fordow which enriches uranium and reactor for the production of heavy water in Arak that can produce plutonium and secret facilities which might use other technologies such as laser enrichment devices.

A brief technical presentation would be necessary regarding the elements used in the nuclear weapons producing process. A nuclear weapon involves the use of fissile material to produce a chain reaction, commonly used elements being<sup>14</sup> Uranium-235 (U-235) and Plutonium-239 (P-239). To build a relatively simple nuclear weapon 15 kg of Uranium are needed or 6 kg of Plutonium and, for a more sophisticated designed nuclear weapon, 9 kg of Uranium or 2 kg of Plutonium would be needed. As a chemical element, Plutonium is very difficult to find in nature and Uranium in a natural state is a combination of 99.3% U-238 and 0.7% U-235. Therefore, to produce nuclear weapons, plutonium must be produced or uranium should be enriched. But enriched uranium can also have civilian use for producing nuclear energy.

Therefore, to implement the provisions JCPOA, Iran will be forced to dismantle the centrifuges of the IR-1 within 10 years, maintaining a total of 5,600 latest generation centrifuges Natanz and 1,044 at Fordow, a total 19,500, able to enrich the isotope U-234

14 It have been used Uranium-233, and also Reactor Grade Plutonium

to 3.67%, much below the 20% needed to produce a bomb. However Iran will continue the nuclear research and development but without being allowed the accumulation of enriched uranium in a quantity greater than 300 kg (compared to 10,000 kg as currently holds) for a period of 15 years and also will not build other centrifuges as IR-1 centrifuges will be removed. Fordow, built under a mountain and considered invulnerable to conventional ammunition, will be transformed into a technological plant and Natanz nuclear center will keep its uranium enrichment activity at a level of 3.67% for 15 years.

For a better understanding of the risks that Iran will be exposed to in case of violation of JCPOA, we should present the sanctions imposed on Iran for non-compliance NPT and subsequent agreements that have derived from it. United Nations Security Council through a series of resolutions imposed embargoes on goods and technology that could be used in nuclear and ballistic missile programs, including dual-use products, the export of arms and related material from Iran, banned nuclear investments in Iran, services bunkering, established the obligation of states not to subscribe for new financial commitments with Iran and also the states vigilance towards the financial support commitments assumed from public sources for such trade and the activities of UN member states financial institutions with Iranian banks and their branches and subsidiaries abroad. It also imposed restrictions on banking relationships, established the obligation of inspecting cargo to and from Iran, transported by the main Iranian companies and individual restrictive measures concerning the right to move and freezing goods and services.<sup>15</sup>

To support the signing JCPOA and implementation of JPA (Joint Action Plan), the European Union, implemented since the beginning of 2014 the suspension of some of the restrictive measures by Decision 2014/21/CFSP and Council Regulation 2014/42/EU,

suspending certain restrictive measures on Iran in Decision 2010/413/CSDP concerning restrictive measures against Iran and Regulation (EU) no. 267/2012 concerning restrictive measures against Iran.

These two documents had stipulated the suspension for six months starting January 20, 2014 for some of the sanctions. Some of those included: ban on the supply of Iranian crude oil transport services of (import and purchase of Iranian petroleum remain still banned) and insurance/reinsurance for them, including for third countries (Art. 3a (1) and (2), Art. 18b in Declaration 413/2010, Art. 11 (1) c) and d) of EU Regulation 267/2012); banning the import, purchase or transport of Iranian petrochemical products and related services, such as financing, financial assistance, insurance and reinsurance, including third countries (Art. 3b of Declaration 413/2010, Art. 13 (1) of Regulation 267/2012); prohibiting trade in gold and other precious metals (not applicable for diamonds) with the Iranian government, public authorities and the Central Bank of Iran or persons and entities acting on their behalf, and related services: transport, technical assistance or brokering services, financing or financial assistance (art. 4 c) in Declaration 413/2010, Art. 15 (1) Regulation 267/2012).<sup>16</sup>

Furthermore, over a period of 6 months, the EU has increased from 100,000 euro to 1,000,000 euro the limit authorization for transfers related to transactions products not subject for sanctions such as food, health-care, medical equipment, for agricultural or humanitarian purposes and from 40,000 euro to 400,000 euro for personal money transfers (art. 10 (3) and (4) of Declaration 413/2010, Art. 30 (3) and 30a of Regulation 267/2012). This allowed processing of several financial transfers to and from Iran without the need for authorization, facilitating in this way transactions in areas not subject to sanctions.<sup>17</sup>

Analyzing the risks to which the Iranian state would be to incase it attempted to violate the agreement, after a probable period of

<sup>15</sup> Sanctions regime on Iran destination. Accessed October 15, 2015, [http://www.mae.ro/sites/default/files/file/pdf/sanctiuni/2014.02.06\\_iranro\\_2013.pdf](http://www.mae.ro/sites/default/files/file/pdf/sanctiuni/2014.02.06_iranro_2013.pdf).

<sup>16</sup> Sanctions regime on Iran destination

<sup>17</sup> Sanctions regime on Iran destination





economic recovery following the lifting of international sanctions, certainly the validity period of this agreement can be quite long.

### *Geopolitical and geostrategic considerations*

Yet why would Iran arm with nuclear arms, assuming that this would actually happen. We could find a possible explanation in the neo-realist interpretation on proliferation and nuclear deterrence. Kenneth Waltz argues that nuclear proliferation is more desirable than feared, since it increases security and does not threaten it. Waltz believes that the gradual and controlled spread of nuclear weapons should reduce the frequency and intensity of wars. The basic assumption is that states are aware of the devastating consequences of a possible nuclear war.<sup>18</sup>

French President Charles de Gaulle had declared in 1961 that “a nation without nuclear weapons cannot control its destiny.” The temptation of states to become nuclear powers is huge, national security, prestige and ability to withstand the constraints from other power being the factors designed to stimulate the nuclear aspirations of the leaders of many states. Since the entry into force of the Treaty of the Non-Proliferation of Nuclear Weapons (NPT) in 1970, the number of nuclear-armed states has increased from 4-9.<sup>19</sup>

Kissinger<sup>20</sup> once said that, for nuclear deterrence to work, an operational type of relation is needed between nuclear capability, determination to use it, and disclosure of the existence of those two elements to potential enemies. In an asymmetric balance of nuclear power, a state that does not have nuclear weapons has no defence capability to prevent an attack, while a state with nuclear weapon possesses the last deterrent means against con-

ventional threats. In other words, the more the opponents are already holders of such type of weapon, the more a state without any nuclear allies will desire nuclear weapons. According to Waltz, this will encourage states towards the acquisition of nuclear weapons.

So, Iran, like any other state, will look for an enhanced permanent advantage in the region and internationally, and the measures taken for nuclear securitization would give it a position that otherwise it could not be achieved. So it can be said that Iran’s nuclear proliferation potential remains active but at a minimum, or more precisely in a state of relative *latency*. Providing strategic insurance in terms of nuclear weapons, can secure the position of a state by its value at the level of perception and not necessarily through an effective nuclear option. Facilitating political and technical measures, a nuclear weapon assures a holder of an instrument of influence, coercion and deterrence.<sup>21</sup>

One of the most important aspects regarding the international strategic relevance of JCPOA is the way the United States is related thereto, as the artisan and probably the one that had to gain the most from signing this agreement was Barack Obama. If we also consider the Republicans opposition in Congress and the pressures of pro-Israeli groups who have invested millions of dollars even though they could not yet block the signing of the agreement, we can say that the action was indeed a masterpiece of diplomacy.<sup>22</sup>

CIA Director, John O. Brennan said in a debate of the Council on Foreign Relations<sup>23</sup> held on March 13, 2015, only a few months before the agreement was signed: “*As for the nuclear program, the package negotiated is*

21 Ariel E. Levite, Never say never again: nuclear reversal revisited, *International Security*, no. 27/ 3, 2002, 72.

22 Miodrac Soric, Comment: Obama is imposing, September 3, 2015. Accessed <http://www.dw.com/ro/comentariu-obama-se-impune/a-18691404>, October 13, 2015.

23 Washington-based NGO, whose president is Richard Haass of expert Safety, a close associate of former Secretary of State Colin Powell.

18 Kenneth Waltz, *The Spread of Nuclear Weapons: More May Be Better*, Adelphi Papers, no. 171, International Institute for Strategic Studies, London, 1981.

19 Andrei Miroiu, Radu Sebastian Ungureanu, *Manual of International Relations*, (Polirom, Iași, 2006), 299.

20 Henry Kissinger, *Limited War*, *Journal of the American Academy of Arts and Science* (Daedalus, 1960), 52.

a consistent one that allows, finally, control of Iran nuclear facilities and that they will not produce fissile material needed to make nuclear weapons".<sup>24</sup> Also at the conference John Brennan declared that link between US and Iran is due to common interests related to destabilize the Islamic State and the release of the occupied territories in Syria and Iraq of ISIS occupation.<sup>25</sup>

The main argument used by Obama's opponents revolves around the idea that the agreement is too vague and that it will destabilize the situation in the Middle East. Strengthening Iran will be tantamount, in the opinion of the Republicans and the pro-Israel with intensifying extremist activities of Hezbollah, the Shiite movement and Yemeni Houthi and other groups and terrorist force to strengthen, leading to destabilization, threatening both Israel and Sunni groups.<sup>26</sup> It should be borne in mind however that any success of the Democrats in Congress, especially in view of 2016 elections, will be considered a handicap for Republicans in the election race and so they will remain intransigent on rejecting the agreement in Congress. As the US State Secretary John Kerry declared in Senate hearings, it is unlikely that a future president will give up on this agreement because it would give an extremely unfavorable signal on American foreign policy and certainly, other negotiating parties to JCPOA will not be willing to resume negotiations for a new agreement.

Noteworthy is the speech of American President Barack Obama, who greeted the final agreement on the Iranian nuclear file. He mentioned that through this agreement all the possibilities that Iran might rearm, had been

cut, mentioning that "you don't make deals like this with your friends".<sup>27</sup> Skeptics might say that, as in the case of previous agreements, Iran could violate the terms of the agreement, but that would lead to the assumption that the parties who negotiated the agreement were not attentive to all details. Take, for example, the agreements signed during the Cold War between the Soviet Union and the United States, which were respected in the smallest detail. These agreements were not respected in too much "consciousness" but because of mutual distrust which made negotiations very difficult and often very complex in terms of technical details and included cross-checks so thoroughly thought that they made deceiving the adversary completely unattractive.

Another significant event that occurred after the Vienna deal, in terms of benefits, was the temporary relief of American-Russian relations after a freezing period, due to the illegal annexation of Crimea and the conflict in Ukraine. United States and Russia acting together after a difficult period can be considered an important step in tempering the bilateral relations, even if it not for long.

*Majlis*, the Iranian Parliament approved JCPOA on October 13, 2015, with 161 votes for<sup>28</sup>, 59 votes against and 13 abstentions out of a total of 250 members of Parliament present in a meeting that was not without controversial and heated debates, a vote that has restored credibility of the moderate government led by Hassan Rohani, after several MPs of his own party voted against.

Bringing into discussion Israel's position, unique among all other countries and studying the string of bellicose statements of the previous leaders in Tehran, in relatively recent past, it is understood that the leaders in Tel Aviv could not respond enthusiastically

24 Transcript of the Conference can be accessed on: <http://www.cfr.org/intelligence/us-intelligence-transforming-world/p36271>.

25 Alexandru Grumaz, CIA Director vision on today's world, July 15, 2015. Accessed <http://www.alexandrugrumaz.ro/?p=2553#more-2553>, September 14, 2015.

26 Petre Iancu, Agreement with Iran or about the face and reverse of activism, July 16, 2015. Accessed September 07, 2015, <http://www.dw.com/ro/acordul-cu-iranul-sau-despre-fa%C5%A3a-%C5%9Fi-reversul-activismului/a-18589253>.

27 Making the world a bit safer, July 18, 2015, The Economist. Accessed October 8, 2015 <http://www.economist.com/news/briefing/21657820-imperfect-deal-better-alternatives-making-world-bit-safer>.

28 Abas Aslani, Iran Parliament passes bill approving nuclear deal, October 13, 2015, Russia Today – online edition. Accessed October 14, 2015, <https://www.rt.com/news/318454-iran-approval-nuclear-deal/>.



to the announcement of signing JCPOA. Clearly their endeavors, at least in the last period of Mahmoud Ahmadinejad's mandate, were targeting a military involvement with the United States in Iran, possibly under the umbrella of a resolution of the United Nations Security Council but the coming to power of Rohani and the switch of his predecessor from a virulent tone to a moderate one, made Israeli leaders to see their plans crumble. Even if Benjamin Netanyahu called the signing of the deal on July 14, 2015 a "capitulation" and "a mistake of historic proportions" and Deputy Israeli Foreign Minister Tzipi Hotovely said that the Israeli government will use all means to prevent ratification of the agreement, the opinions of Jews in the United States should be taken into consideration. American Hebrew communities have divided opinions. In August 2015 one of the largest Hebrew communities in the US called Reform Jewish Movement issued a statement expressing its neutral position on JCPOA.<sup>29</sup> In the same period, eleven former congressmen, members of Jewish Democrats have drafted an official letter supporting the agreement, arguing that its rejection would only restart the nuclear race in Iran within 2-3 months.<sup>30</sup>

## Conclusions

Three aspects should be considered when debating the effectiveness of such an agreement: if this will really be respected by Iran, if it's really so strict as to discourage a possible circumvention of its provisions and if there is a real chance to put an end to all nuclear ambitions of Iran.

The intention of Iran at this time is clearly

towards compliance with the agreement and when John Carry, US Secretary of State called for, at the end of negotiations in 2015 that his Iranian counterpart, Iranian Foreign Minister Mohammad Javad Zarif to confirm that he is the person designated to sign this agreement not only by President Hassan Rouhani but also by the Supreme Leader Ayatollah Ali Khamenei, he gave assurances in this regard.

It is unlikely that Iran will give up its nuclear arming intentions permanently and the prospect of a state of relative latency is much closer to the truth. What should really be needed to have in mind is if this nuclear latency may be extended for such a long period, so that the nuclear hedging will be offset by the economic growth caused by the lifting of sanctions. Only if the living standards of ordinary citizens of Iran increased considerably to such an extent that on further imposition of sanctions by the international organizations, it would cause massive internal social reaction, it might determine Iran to stop a new nuclear program.

So far, the signals are positive and although sanctions have not been fully raised, a considerable number of foreign delegations are visiting Tehran weekly in anticipation of a resumption of business in Iran, Britain already confirming that in the first week of October 2015 a delegation of 30 members, representatives of 15 British companies<sup>31</sup> have conducted a visit to Iran.

The Vienna Deal is therefore an engagement with "solid, durable and verifiable and clearly brings value to international nuclear non-proliferation efforts".<sup>32</sup> Moreover, if the agreement were as imperfect as opponents

29 Reform Jewish Movement response to Iran Deal: Address important concerns, focus on the day after. Accessed October 14, 2015, [http://urj.org/about/union/pr/2015/?syspage=article&item\\_id=118381](http://urj.org/about/union/pr/2015/?syspage=article&item_id=118381).

30 11 Jewish ex-congressmen back Iran deal; 190 former generals oppose, 27.08.2015, Jewish Telegraphic Agency – online edition. Accessed <http://www.jta.org/2015/08/27/news-opinion/politics/11-former-jewish-congressmen-back-iran-deal-190-former-generals-oppose>, October 14, 2015.

31 Saeed Kamali Dehgha, Iranian Parliament passes bill approving Nuclear Deal, The Guardian, online edition, October 13, 2015. Accessed <http://www.theguardian.com/world/2015/oct/13/iranian-parliament-passes-bill-approving-nuclear-deal>, October 13, 2015.

32 The Comprehensive P5+1 Nuclear Agreement With Iran: A Net-Plus for Nonproliferation, Statement from Nuclear Nonproliferation Specialists, August 17, 2015. Accessed [http://www.armscontrol.org/files/Nonpro\\_Specialist\\_statement\\_on\\_Iran\\_Deal\\_Aug\\_2015.pdf](http://www.armscontrol.org/files/Nonpro_Specialist_statement_on_Iran_Deal_Aug_2015.pdf), October 13, 2015.

stated, it is definitely more favorable to the preservation of peace than no agreement at all.

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K M 2015





## EU POLICY REGARDING THE MARITIME SECURITY STRATEGIES IN FORCE IN THE BLACK SEA AREA

Simona MALESCU

**Abstract:** Romania has to harmonize its maritime strategies and politics with the EU ones, must promote and defend the maritime values of the European community space.

Romania's strategic interest is defined on one hand by its political options that from a political, military, economical, cultural and financial point of view place it in the Western world and on the other hand by the developments and changes that take place in the local and international security area, towards those our country must answer in accordance not only with its interest but also with the position adopted by its present and future partners.

Keywords: EU maritime security strategies, Black Sea area, EU maritime space, maritime transports security, vessels and port security.

Romania's strategic interest aims to change the Black Sea area into a stable and thriving vicinity well integrated into the Euro-Atlantic space of democracy and security.

The Black Sea area has a good development potential and will continue to be a region of economic collaboration in the interest of all the states not only from this part of Europe but also from the whole continent.

The European Union through its members from this area-Bulgaria and Romania and through its initiatives can substantially contribute to guide all countries from this region on the path of common European political, economical, democratic and security values. On the background of the redefinition of the Heartland, the Black Sea was "discovered" by the West and pushed "from the periphery to the center of Western attention".<sup>1</sup>

Romania has an important part to play in promoting the EU initiatives in this part

of Europe. EU decision makers have often underlined that Europe expects Romania to have a solid contribution to the creation of a climate of trust and good vicinity with all the countries in the Black Sea region and to consolidate their cooperation with the EU.

Knowing that the issues from this part of Europe can be solved only through political and diplomatic means and through a wide cooperation and at the same time paying attention to the interest of all the parties involved, it is high time to create a special mechanism of conciliation and mediation that will promote the rapid settlement of the conflicts from the Black Sea region.

Through the European Charter of Regional Development<sup>2</sup> (European Regional Development Charter), the European Plan for Spatial Development (European Spatial Development Plan) and the European Ministerial Conference for Regional Planning (The European Spatial Planning Ministerial Conference - CE-

<sup>1</sup> Adrian Pop, "Security and stability in the Black Sea", published by UNAp „Carol I", Bucharest, 2005, p. 117

<sup>2</sup> The Charter was adopted on 20 November 1981 and revised in 1995 and 2004.

MAT), the policy of spatial development of EU member-states attaches the utmost importance to cross-border cooperation. Cross-border cooperation is a more recent type of cooperation covering large cross border territorial areas (Atlantic Arc, Baltic Sea Region, The West-Mediterranean, Black Sea Region CADES<sup>3</sup> space, etc.

The partners of the European Neighborhood Policy (ENP) from the Black Sea region have to implement cooperation agreements with EUROPOL and FRONTEX.

The European Commission has to review the existent maritime legislation of its coastal regions in order to identify solutions to the maritime issues and to work towards reaching an operative synergy.

The risks and threats related to the maritime space include: the vessels pollution, the illegal activities, human trafficking, smuggling, terrorism.

Solving this issue requires the harmonization of the EU members' laws and the implementation of the International Ship and Port Facility Security Code (ISPS Code). The monitoring of the EU maritime area means surveillance operations by land and by air, with the help of satellites and ships 'tracking devices.

ABSTRACT ---Black Sea region faces cross-border organized crime issues. The development of a modern infrastructure network in the field of communication and transport, compatible with the ones the EU maritime area has, would definitely raise the implication of the riparian states in ensuring the security of the region. According to some estimates, about 10% of the illicit traffic uses the sea routes from the Black Sea region<sup>4</sup>

The first objective of the EU integrated

maritime policy is the creation of optimal conditions for the safe and secure use of the seas, ensuring the development of maritime and coastal regions.

An integrated maritime policy requires a legal administrative frame as well as horizontal and cross -sectorial political instruments.

The European Commission created a task force for the maritime legislation with the responsibility of analyzing the maritime businesses and the laws that affect them, coordinating the cross sector strategies, taking into consideration the interactions among them and managing the development of cross sectorial political instruments.

The Commission also started to give the EU agencies responsibilities related to the maritime sector in order to ensure the collective contribution to the development of the maritime legislation.

Improving the maritime surveillance activities as well as the interoperability at European level are important aspects in the EU efforts of answering the challenges and threats of the security of maritime transports.

The European Commission supports the imperativeness of a better coordination regarding the maritime surveillance through tightening the cooperation between the coast guards of the riparian states.

The naval infrastructure, the marine environment as well as the maritime trade can be affected by terrorist or pirates. Protecting them against such threats is presently a major preoccupation of all states and of the international community. A series of measures and special actions have been created for this purpose.

EU has established compulsory standards for raising the security of ships and harbors. It also adopted a directive that requires the member states to draw security plans while the Commission is empowered to check their efficiency.

EU implemented a system to control the harbors' status and to monitor the foreign ships that enter the European harbors. The ships that do not meet the requested standards can be denied the access to the EU states' harbors.

K M 2015

<sup>3</sup> After the recent division of the Central-European, Adriatic, Danubian and South-Eastern Europe (CADES) areas, Romania's territory will be part of the Danubian-Balkan area (CADES south), along with countries such as Austria, Hungary, Bulgaria, Slovenia Greece and some regions in Italy and Slovakia

<sup>4</sup> Eugene B. Rumer and Jeffrey Simon, *Toward a Euro-Atlantic Strategy for the Black Sea Region*, Institute for National Strategic Studies, National Defense University Press, Washington, D.C., April 2006, p. 22



The Black Sea region has a strategic importance for the EU energetic security. It has a significant potential of diversifying the energy supply being therefore an vital element of the EU foreign strategy in the energy sector. Furthermore it's worth mentioning that in the recent years EU has created a long term, coherent strategy and legislation in the region.

The Energy legislation is among the most important issues on the agenda of the community institution. The energy Green Charter created by the EU commission and adopted by the EU Council defines two major aspects of the common energy legislation: the development of the gas and electricity market and the creation of a common foreign policy in relationship with the external suppliers to ensure the security of energy supply. Green Energy Charter, adopted on 8 March 2006, states the central energy target - 20% reduction in greenhouse gases by 2020.<sup>5</sup>

EU works closely with the regional partners to strengthen the energy stability through upgrading the existing energy structure and building new infrastructures. The Commission develops an energy corridor on the Caspian Sea-Black Sea axis. Romania also implements other measures with important effects on the maritime security, measures assumed through the commitments to secure the EU eastern border especially the maritime border at the Black Sea.

Romania received additional responsibilities regarding the monitoring and control of the maritime space in the context of ensuring the security of the EU outside border. In order to monitor the vessels traffic SCOMAR has been created (The Complex System of Observation, Monitoring and Control of the Traffic at the Black Sea).

The main objective of this intelligent system is to ensure the monitoring of the maritime borders and implicitly those of EU. It is part of the Integrated System of State Border Security

<sup>5</sup> An Energy Policy for Europe, Memo, European Commission, Directorate-General for Energy and Transport, January 2007, [http://ec.europa.eu/energyindex\\_en.htm](http://ec.europa.eu/energyindex_en.htm), accessed 20 September 2015

and it is actually a operating system based on state of the art technology which allows the detection, tracking, recognition and identification of illegal vessels in the Black Sea region.

Talking about the maritime security we have to evaluate this issue which is considered a vital issue at EU level. Monitoring the strict law enforcement, intensifying the checks in the territorial waters of the EU state members, enforcing criminal sanctions for sea pollution and creating European Maritime Safety Agency – E.M.S.A., all these are activities meant to ensure the maritime security. The initiatives in this field is an essential objective from all EU members, Romania included.

The capitalization of Black Sea potential greatly depends upon the development of the regional cooperation initiatives and upon the decisions of the big actors- ONU, OSCE, NATO, EU.

The national as well as international approaches regarding the implementation of the international maritime legislation, the implementation of the main legal tools to achieve maritime security, all these actions are important.

Law enactment is vital for securing the naval vessels, the harbors and the commercial routes. The cooperation agreements between the state members that are part of the Black Sea Economic Cooperation that elaborate means to fight criminality is a compulsory legal instrument. It controls the cooperation in preventing, suppressing, detecting, disclosing and investigating a huge variety of offenses such as: terrorism, organized crime, unlawful cultivation, production, fabrication and trafficking of narcotics as well as psychotropic substances, illegal trafficking of guns, ammunition, explosives nuclear and radioactive materials as well as poisonous substances; money laundering; smuggling; criminal activities related to migration; illegal border crossing and trafficking; counterfeiting and forgery of banknotes, credit cards, documents, securities and other values; corruption, environmental crimes etc.

We agree that the transport infrastructure

of the riparian states has potential but it does not ensure the security conditions in the new international context. The existing structures have to be modernized and extended in order to be connected to the pan-European transport structures and because of the increase in goods transportation-especially gas and oil-it is imperative the development of pipelines as a viable alternative to the traditional routes.

The interest that the European countries have in the Black Sea region must be fulfilled through a deeper involvement, through common strategies that will change a region of conflicts in one of cooperation.

The adjacency of Romanian space with three of the four major European strategic corridors and its EU membership allow Romania to contribute significantly to the strategic control of the situation in Southeast Europe, the Black Sea to the Caspian area, which means Romania has a role in controlling and preventing asymmetric threats and major conflicts and can protect European and Euro-Atlantic interests<sup>6</sup>. The importance of the area increased with the discovery of energy sources in Central Asia and South Caucasus.<sup>7</sup>

Regional initiatives supported by the international communities could raise the capacity of the Black Sea riparian states to successfully face the challenges generated by both globalization and international terrorism.

The process of creating a Euro-Atlantic strategy at the Black Sea will also bring forth the success in fighting terrorism and cross border organized crime. The international community's reaction will be decisive in terms of engagement and the use of military capabilities (military alliances and coalitions) in future operations regarding the control and repression of transnational organized crime<sup>8</sup>.

6 Gheorghe Vaduva, "Eurasian geostrategy" communication included in the volume "Scientific tenth session« Security and society: the challenges of the third millennium """, published by the National Intelligence Academy on 24 March 2004, p. 172.

7 Constantin Hlihor, Constantin Bușe, "Security and stability in Central Asia", published in "Gândirea Militară românească", no. 4, 2005, p. 34.

8 Constantin Iordache, Daniela Coman, "EU Policies

The Lisbon Treaty<sup>9</sup> stipulates the principle of solidarity between member states, meaning that each member state is acting in a spirit of solidarity if another member state is the target of a terrorist attack or the victim of a natural disaster.

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9 The Treaty of Lisbon, consolidated version. <http://ec.europa.eu/romania/>





12. Rumer B. Eugene and Jeffrey Simon, *Toward a Euro-Atlantic Strategy for the Black Sea Region*, Institute for National Strategic Studies, National Defense University Press, Washington, D.C., April 2006
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activity is realized without any pressure; has a positive influence over the knowledge sharing effort), extrinsic motivation (an employee is doing an activity in order to achieve a positive / to avoid a negative external outcome; such an employee is stimulated to do an activity by an external factor; accomplishing the activity does not reflect the employee's own interests) and introjected motivation (is a hybrid between the first and the second type of motivation; appears when an employee internalizes an external regulation but without accepting it).

The KM's goal is to create a framework that offers the possibility to interconnect the people with the system that is being used, in order to realize a knowledge transfer and distribution. In Figure 1, there are presented two main components of the KM, respectively operational and strategic KM and also the main elements that characterized them. The Operational Knowledge Management (OKM) is influenced by the "People and Motivation" Module and also by the Knowledge, Systems

and Technologies used. A lot of elements like Portals, Learning management systems, Search engines, Multi-Agent Systems, Expert Systems, Social Software, ERP, CRM, etc. have their contribution to a successful OKM. The Strategic Knowledge Management (SKM) is influenced by the "Market, Vision and Strategies" Module, "Structure and Process" Module and also by the "People and Motivation" Module.

Among the main aspects that characterize KM, technologies play a decisive role in order to achieve the success of the KM process.

### Knowledge management technologies

Technology may be seen as a facilitator for Knowledge Management. Technology alone cannot deliver KM with remarkable results, but KM in any company or enterprise will need technology. A technology classification is shown in Table 1 [9].

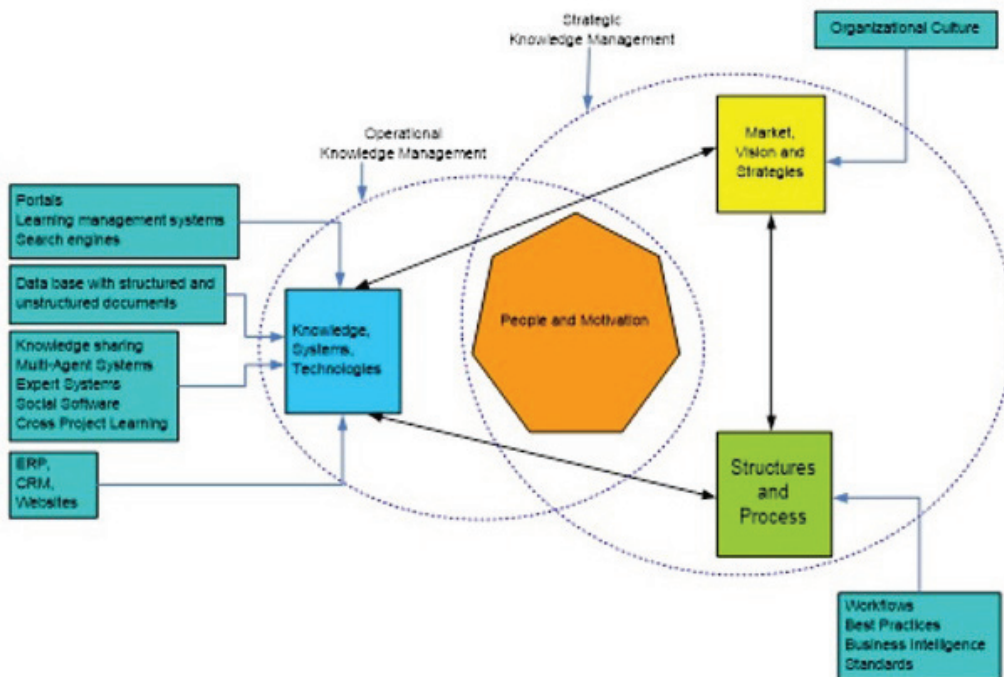


Figure no. 1 The Knowledge Management structure

Source: based on [10]

Table 1. Knowledge Management Technologies

KM Technology	Description
Groupware	<p>Refers to those technologies that are facilitating process like collaboration and sharing of organizational information. An example of such kind of a product was Lotus Notes (this product provided tools for sharing of documents, organization uniform email, etc.)</p> <p>Another technology in this category is the <b>Multi-Agent System based technology</b> because of its collaboration properties that the software agents may have.</p>
Scheduling and planning	<p>Automate the process of creation and maintenance of an organization's schedule (scheduling meetings, notifying the employees about an upcoming meeting, etc.) An example of scheduling tool is Microsoft Outlook. The planning aspect can integrate with project management tools such as Microsoft Project.</p>
eLearning	<p>This technology enables organizations to create customized training software. Elements that might be created are online classes, lesson plans, etc. eLearning technology enables enterprises to save money that usual were spent to train and educate their members in a classical way.</p>
Enterprise Portals	<p>These are web sites that include useful information across the entire enterprise or for groups of individuals within the organization such as project teams.</p>
Content/Document Management	<p>This type of systems is designed to realize in an automatic manner the creating process of the web content or documents within a company. There are several roles (such as designers, editors, graphic, etc.) that may be modeled in order to move from one phase to another.</p>
Tele-presence	<p>Enables individuals to participate to virtual meetings rather than having to be in the geographically in same place. Videoconferencing is an example of this technology.</p>
Workflow	<p>The tools from this category allow the description of the processes related with the creation, use, and maintenance of organizational specific knowledge.</p>

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### Multi-agent systems and knowledge management

An agent may be defined as a software or hardware component used in order to realize one task or several behalf of its user or users. Some of the most important properties that an agent may have there are reactivity, autonomy and knowledge based reasoning capacity. For the Knowledge Management process, the multi-agent system based technology represents a new dimension for simulating and accomplishing processes like collaboration and coordination. MAS is seen also as a one

of the best solution for the distributed and collaborative environments.

Every agent may serve a user or a group of users in order to achieve a solution to a problem. According to [3] using MAS to implement KM provides competitive advantage and various benefits like:

- The communication between agents minimizes the time needed to obtain and distribute knowledge.
- Several tasks may be done in the same time by assigning different tasks to different agents.
- Robustness is achieved.





- Fault-tolerance can be achieved in some situation where one or more agents are in charge with the control of the entire MAS.
- Scalability can be achieved by adding more agents to MAS.
- Problem solving capabilities can also be improved by adding new agents or new capabilities to the existing ones.

Some specific aspects of MAS must be taking into account when MAS is used as a solution for KM. These are the ACL (Agent communication language) and the AOM (Agent oriented methodology).

**ACL** - An ACL (Agent communication language) represents a collection of sentences used by agents in order to communicate with other entities from the system or environment. From FIPA (Foundation of Intelligent Physical Agents) point of view, an ACL is described as a language:

- that defines the environment in which the agent takes actions and interacts with the others agents;
- in which the communication between agents is done through a channel with several properties;
- in which agent management system can realize new agents, can delete agents, can give and take access rights to the existing agents.

**MOA** - According to [7], MOA is a software methodology that uses the agent notion in each phase of the system realization process. The MOA objective is to offer a complete framework that contains all the elements needed to a software system development.

One of the MOA classifications is based on the use of the “role” concept. There methodologies:

- a) non-role oriented – they don’t use the role concept at all in the SMA development.
- b) role-oriented – for these methodologies the role concept is very important, being a central element of the development process. Gaia, MASE și MESSAGE are some exam-

ples of role-oriented MOA. From this point of view there are three types of methodologies: goal oriented (where the roles are identified based on the system objectives analysis), behavior oriented (where the roles come from system objectives and behaviors) and organization oriented (the roles are identifies using the system organization structured).

As we can see, there are some MAS facilities that make easier the use of it for developing the KM process. Also, from this point of view, the entire enterprise activity may be modeled in one way or another using a MAS based solution. In this context, the Knowledge Management process may benefits from all the advantages that this technology offers.

### Conclusions and future work

This paper presents the Knowledge Management, Operational Knowledge Management, Strategic Knowledge Management and KM specific technologies. The Multi-Agent System based technology represents a technology that can influence very much the results of the KM process. Aspects like communication, coordination, collaboration and time needed for take decisions are only some that can be improved.

Beside the mentioned advantages of the proposed approach of the KM, there are a lot of elements specific MAS like Agent communication language and Agent oriented methodologies that offer a very good support in developing KM process centered system. The MAS is very useful when the systems from real life that have to be modeled are in distributed and collaborative environments.

As a future work, we want to simulate a knowledge management process from a specific domain like e-commerce using a multi agent system in order to extract the information, to create knowledge, to process it and to obtain the best results based on the input data.

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K M 2015



# QUANTITATIVE AND QUALITATIVE METHODS OF RISK IDENTIFICATION

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◆ **Abstract:** *The article synthetically presents quantitative and qualitative methods of risk identification. The achievement of the objectives of an organization also requires the assumption of multiple risks. Within this process of risk management, going through its first phase – risk identification – is not only compulsory but also necessary.*

◆ **Keywords:** *risk, risk identification, quantitative methods, qualitative methods, logical scheme*

**Quantitative and qualitative methods of Risk identification** presents particularities determined by the specificity of the field of activity being analyzed. These particularities present, however, operational variations of methods generally valid for risk identification.

## List of risks

The risk identification specific to the (armed) structures of the Ministry of Internal Affairs (MIA) is carried out by drafting lists of risks. The list of risks can be completed by using the following methods:

**a) The list of risks is drafted by specialists from outside the MIA structures.**

The method is ordered by the MIA top management when the results of the management of the structure decreased under the critical level of efficiency of their specific activities. The method is used in order to find solutions to increase the efficiency of the activity of the structure, but it can also be achieved as an action focused on a certain objective of process within it.

It is to be mentioned that, in order to com-

plete the list, experts will use discussions with the personnel of the structure, comparative studies, field observations and their expertise.

**b) The list of risks is established by experts within the MIA structure.**

The method is closer to the organizational culture of the structure and more adequate to the levels and objectives of the structure. The level of detailing in the list of risks can go as down as the basic levels of the structure being analyzed. It is recommended that the application of the method be coordinated by the top management of the structure, because the objectivity of the experts may decrease due to conflicts of interest.

**c) The list of risks**

**d) is drafted on the basis of standard questionnaires**

The list of risks is drafted by the managers in the field or organizational level being analyzed, together with experts from within or from outside the structure.

The questionnaires describe:

- Opportunities that can be exploited;
- Capabilities that are necessary in order to reduce the impact of risks;
- Threats to the structure (internal and

- external);
- Structure vulnerabilities;
- Correlation between threats and vulnerabilities;
- Places, people or values being threatened;
- Consequences of the action of risks;
- Qualitative and quantitative appreciations.

**e) The list of control of risks**

The list is to be drafted by experts in the management of quality and security. It is drafted at the beginning of the decision making process or of the analyzed activity, being completed later on with information regarding the way of manifestation of each risk – with negative effects – and the effect of the planned limiting actions.

**f) The logical scheme of occurrence of unwanted events**

The use of the logical scheme helps determine the risk factors and their causes, the places where they occur and the values they affect, including the measures to limit the impact of the risk.

The method of the logical scheme can be used both for the risks with a positive impact and also for the ones with a negative impact.

To conclude, the use of a method to identify risks is approved directly by the top management, and the final reports are analyzed and approved at the same level.

No matter which method of risk identification is adopted, the determination of factors / causes and the estimation of their probabilities of occurrence is fundamental for their optimal application.

**Techniques to establish risk factors**

Of the techniques to establish the risk factors (causes), the ones which can be applied in the case of the management of MIA structures are the following:

**The cause – effect analysis (FISHBONE or ISHIKAWA diagram)**

Risks that have multiple independent causes are used. The analysis ensures the

identification of risk causes, circumstances and factors.

The analysis can lead to the following conclusions:

- The causes of the loss of specialists can be internal and external;
- The causes have, in the current case, negative effects;
- The most probable causes were placed closer to the event, indicating a hierarchy;
- The causes can be codified –  $M_1$ ,  $M_2$  etc – in order to allow their easier use in IT support data or risk analysis bases

**The PARETO analysis**

The Pareto analysis allows for the establishment of effort distribution in the limitation of risks for each cause that generate sit. The **basic rule is 80/20**, meaning that if 80% of the risk causes are solved, the risk can be considered as „acceptable”. In table 1 we

Table 1. Hierarchy according to frequency  
Source: [www.mindtools.com/pages/article/newTED\\_01.htm](http://www.mindtools.com/pages/article/newTED_01.htm)

PROBLEMS	FREQUENCIES
Problem 1	52
Problem 2	64
Problem 3	31
Problem 4	70
Problem 5	26

$T_p$

present the analysis of a situations caused by five problems, placed in a hierarchy according to their frequency of occurrence over a certain period of time.

The solution to bring risk within „acceptable” limits is to solve the problems (causes) which summed up are the closest to 80%, in order 4, 2 and 1. Only if available resources remain, we move to solve problems (causes) 3 and 5.

As observed in the previous example, the

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Table 2. Hierarchy according to percentages  
Source: www.mindtools.com/pages/article/newTED\_01.htm

PROBLEMS	FREQUENCIES	PERCENTAGE
Problem 4	70	29%
Problem 2	64	56%
Problem 1	52	76%
Problem 3	31	89%
Problem 5	26	100%

Total occurrences = 244

Table 3. Table of quality indexes  
Source: Vose David, Risk Analysis a quantitative guide, 3<sup>rd</sup> Edition, The Atrium Ed., 2008, pag. 32

Odds	1:2	1:4	1:10	1:100	1:1000
Probability of events	0,5	0,25	0,1	0,01	0,001

identification of (causes) risk factors can not be done without an estimation of probabilities (frequencies).

(figure 1).

Naturally, all the problems presented above also have IT supported analytical quantitative solutions.

### Quantitative and qualitative methods of risk identification

Out of the multitude of methods used, we will select the ones closest to the proposed topic.

#### The odds method

The probabilities estimated are represented by odds (frequency). The method, represented in table 3, is mainly used in qualitative analyses.

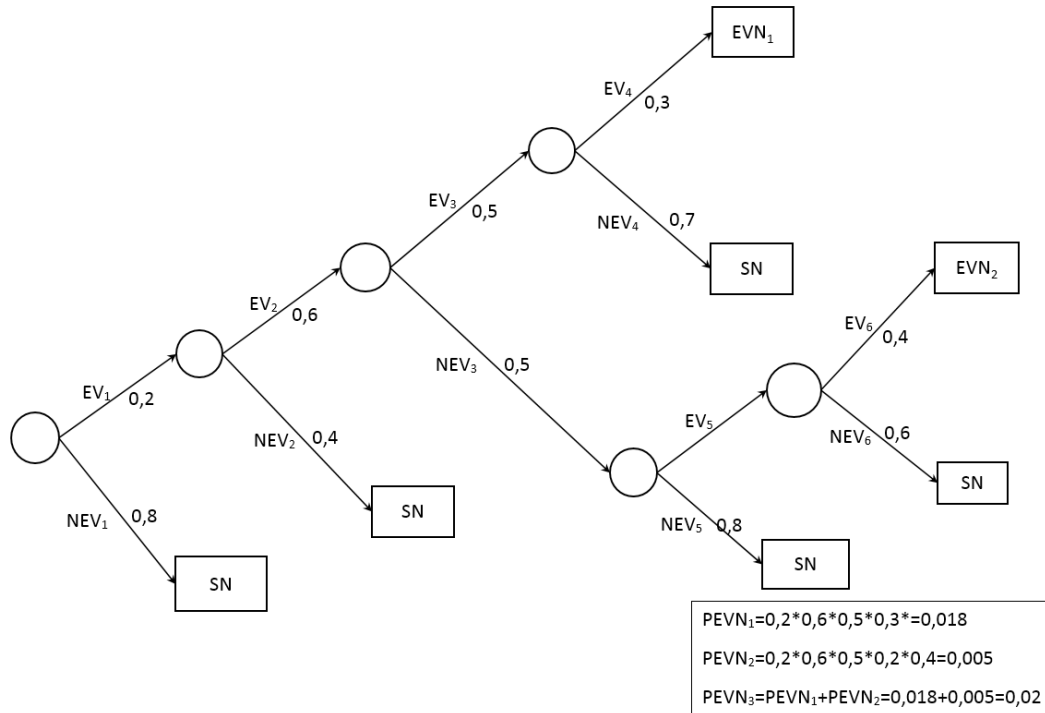
#### The tree of events method

We graphically present the causes of an event characterized by risk in chronological, processual or causal order. The probability of occurrence of the event is given by the product of the probabilities of the branches, while the frequencies (periods of time) are given by the sum of the corresponding parameters. The total probability of occurrence of the event is the sum of the probabilities of the branches

### Conclusion

The achievement of the objectives of MIA structures requires knowledge and assumption of a number of multiple risks. Within this risk management process, going through its first phase – risk identification – is not only compulsory, but also absolutely necessary.

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**Figure no. 1** The tree of events

**Source:** Vose David, Risk Analysis a quantitative guide, 3<sup>rd</sup> Edition, The Atrium Ed., 2008, pag. 168, adaptare.

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# RISK MANAGEMENT PLANNING AND INITIAL EVALUATION WITHIN THE US ARMY

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◇ **Abstract:** *This article analyses the DoD guide of the risk management represents an excellent reference for "acquisition system risk approach". The emphasis is set on highlighting the interconnection with the other aspects of the integrated management of the projects. The aim is to achieve an efficient balance among all the risks of the program-cost, programming and performance.*

◇ **Keywords:** *risk, risk planning, risk management, program management*

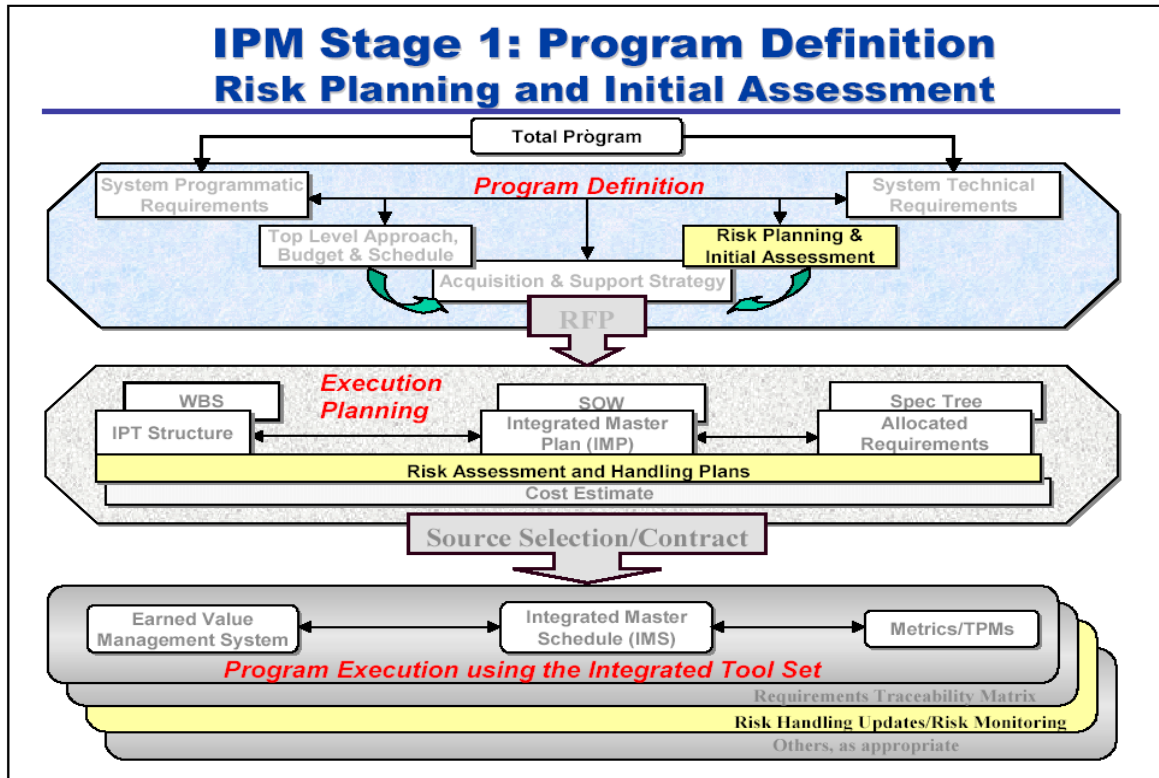
## Risk Planning and Initial Evaluation

Risk is the measure unit of the ability to achieve the general objectives of the program by following the exact constraints concerning the cost, time limit and the consequences. The two components used as criteria for risk planning and evaluation are: (1) the probability of of risk occurrence and (2) its consequences. Risk management is a process which aims to control the risk and keep it at an acceptable level - it is the keystone of the program management. It includes risk planning and evaluation, the development of some operating strategies concerning the risks and risk monitoring. It begins in the earliest phases of the program defining stage and continues to grow along the stages of execution planing and program execution. (fig.1) Early risk planning establishes the risk strategy of the program and directly supports its acquisition and support strategy. Beginning with the type of contract and continuing with the selection of the performance incentives or the IPT structure (Integrated Product Team), everything is affected by early risk evaluation and program strategies. The

aim is to achieve an efficient balance among all the risks of the program - cost, programming and performance.

From a historical point of view, the ultimate goal is the achievement of the performance requirements of the beneficiary, even if it has been achieved through higher costs or deadline risks. On a regular basis, the performance requirements have been considered inviolable, whereas deadline and cost scheduling have been considered dependent variables. The costs and deadlines can be amended and they usually increase during the development of the program in order to fulfill the performance needs. Still, the current policy focuses on the importance of the performance although the reality of the constraints concerning costs and deadline is well known. Cost as an Independent Variable (CAIV) is an instrument which is being used to help counteract risks. It encourages compromises among costs - performance - deadlines in order to maintain the risk at an acceptable level and to reach the cost objectives.

The DoD's (Department of Defense) politics and procedures which take into account



**Figure no. 1** Risk Management is a fundamental part of each stage of IPM (Integrated Project Management)

**Source:** Integrated Project Management Handbook, adaptation after Robert J. Kayuha and so on - Integrated Project Management Handbook, Interoperability/Systems Engineering and Acquisition Resource & Analysis/Acquisition, Dayton Aerospace, Inc., www.daytonaero.com, page 23.

the risk management from the acquisition programs are comprised in four DoD key documents. DoDD 5000.1 contains the politics concerning risk management and it is amplified by the information comprised in 5000.2-R which integrates risk management within the acquisition process and it describes the relationship between risk and various acquisition functions establishing some reporting requirements. DoDD 5000.4 and DoDD 5000.4-M specifically addresses the orientation manner of the risk analysis and the cost, applying to the Cost Analysis Improvement Group within the Secretary of Defense Office and its relationship with risk evaluation by the program office and the cost analysis by the DoD component (Component Cost Analysis - CCA).

The risk management DoD guide represents an excellent reference for “the approach

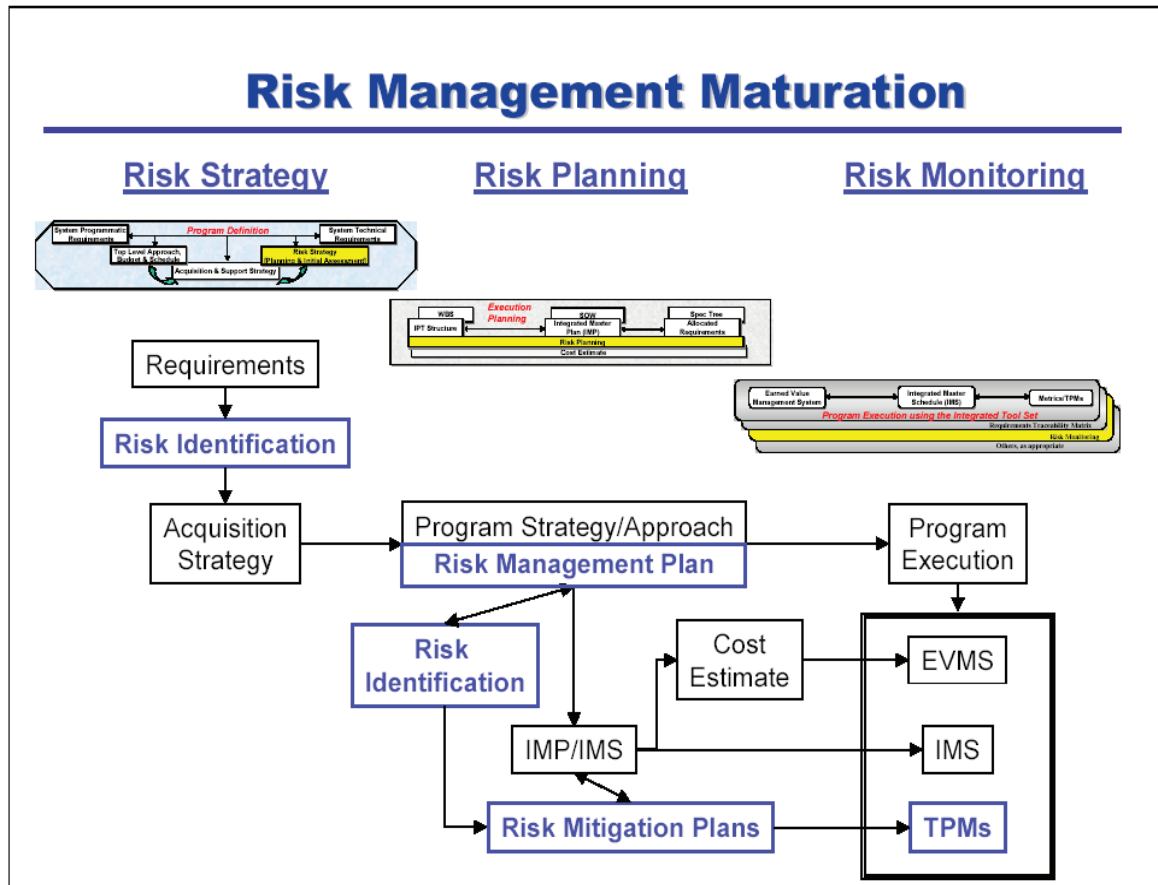
of acquisition system risk”. The emphasis is set on highlighting the interconnection with the other aspects of the integrated management of the projects. The risk management develops during the stages of the integrated project management. The fundamental assumptions and the premises which provide a basis for the stages concerning the risk management are:

The fundamental assumptions, and underlying premises, of risk management are the beneficiary is more likely to receive a product meeting his expectations, the contractor better executes the program, and the Government receives better proposals if risks are considered a key part of the RFP (Request for Proposal) preparation process, proposal development, and source selection processes.

Figure 2, illustrates the notional flow of the risk management processes by means of

K M 2015





**Figure no. 2** Risk Management Maturation

**Source:** *Integrated Project Management Handbook, adaptation after Robert J. Kayuha and so on - Integrated Project Management Handbook, Interoperability/Systems Engineering and Acquisition Resource & Analysis/Acquisition, Dayton Aerospace, Inc., www.daytonaero.com, page 24.*

the three stages of integrated project management. The program risk strategy is developed during the program definition stage. It is based on the overall program requirements, top level approach budget and schedule which leads directly to the development of the integrated acquisition and support strategy. The program strategy is the basis for the RFP and for the contractors detailed planning in the proposal. During risk planning, one can identify additional risks, some of which causing improvements to the approach. Eventually, the risk mitigation plans must be incorporated in the IMS (Integrated Master Schedule) and become the basis for the program cost estimate. This section investigates the ways to effectively manage risk, focusing on risk planning and the initial risk assessment. The following chapters

address the remainder of the risk management process, included in the IPM (Integrated Project Management) Execution and IPM Program Execution stages. There are also discussed the appropriate roles of the Government and the contractor. This includes the point of view of the industry on the Government provided risks and the manner in which the industry identifies both program risks and the risk of winning a competition.

## 2. Risk Planning and Initial Assessment Analysis

Effective risk management is an integral part of the overall integrated project management process. DoD acquisition history is full of examples of programs, which were forced

to develop too quickly, only to have unidentified or unresolved risks surface later. From time to time we learn the same lesson all over again. Programs can only go on to the next phase only if realistic risk assessments show that risk can be kept within an acceptable level and that the risk assessments must be realistic.

DoDD 5000.2(www.dtic.mil/whs/directives/corres/pdf/500002p.pdf) makes realistic risk management one of the important factors of program planning and execution.

“... acquisition managers shall continually assess program risks. Risks must

be well understood, and risk management approaches must be developed, before deci-

sion makers can authorize a program to proceed into the next phase of the acquisition process.”

Technical and programmatic requirements of the system are the basis for program planning, and thus becoming the principle inputs for developing the risk planning and initial assessment as there is a strong correlation between realistic risk assessments and ultimate program success. It correlates realistic risk assessments with future program success, highlighting that major programs evaluated as moderate risk within B main phase (which used to be called the second phase) are more successful in terms of meeting cost and schedule

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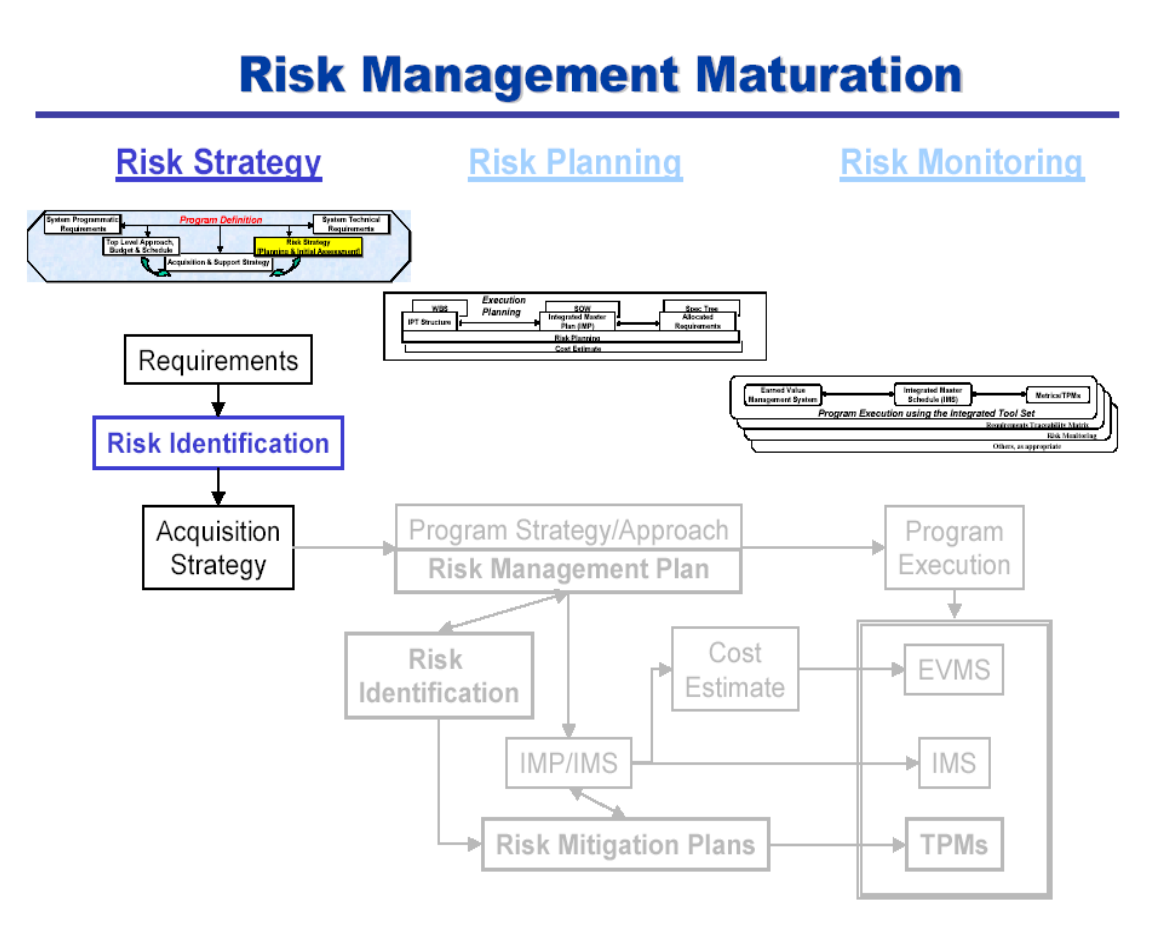


Figure no. 3 Risk Strategy is developed during Program Planning

Source: Integrated Project Management Handbook, adaptation after Robert J. Kayuha and so on - Integrated Project Management Handbook, Interoperability/Systems Engineering and Acquisition Resource & Analysis/Acquisition, Dayton Aerospace, Inc., www.daytonaero.com, page 24



goals than those unrealistically assessed as low risk. Initial risk assessments are made during the concept and technology development phase and become a primary focus of the system development and demonstration phase. As the program progresses into system development and demonstration phase, the risk assessments become more important. As the actual risk of the program is a reflection of the contractors ability to develop, manufacture, and test the system, early industry involvement is critical to program and risk planning.

The developmental and manufacturing processes and tools of the industry, the availability and skills of the staff, and the previous experience of the Government team and contractor team influence the ability to handle the development and production of the system. An effective risk management process includes the evaluation of the potential source's capabilities. This requires getting industry involvement in program planning as early as feasible. The Government needs to understand the industry opinions on program risks, and the way in which the industry can be most effectively motivated in order to address those risks early in the planning process.

Both the Government and industry often minimize the risks during the pre-proposal activities. The Government wants to ensure proposals meet the available funding plans. The potential offerers want to be perceived as a logical choice, having already "solved" all major risk areas. Early industry involvement through an open, frank and frequent communication can mitigate program execution difficulties resulting from unrealistic risk assessments. Incomplete or non-existent ongoing risk management will most likely result in major program cost, schedule and performance impacts. Risk management is a critical ingredient to a well-structured acquisition strategy. The acquisition strategy provides the framework for program planning and execution, and benefits appreciably from risk management key outputs for example:

- it provides a master schedule for critical

events in the acquisition cycle.

- it gives a master check list of the important issues and alternatives that must be addressed.

- it assists in prioritizing and integrating functional requirements, evaluating alternatives, and providing a coordinated approach to integrate diverse functional issues, leading to the accomplishment of program objectives.

- it provides the basis for the development and execution of the various subordinate functional strategies and plans.

## Conclusions

The strategy should ensure a sound program through the risk management of performance, schedule, and cost risk. An efficient acquisition strategy acknowledges and identifies program risks offering the basis for implementing an effective risk management effort. The program acquisition and support strategy must describe the manner in which the risk must be approached. It identifies the risks that are shared with the contractor and those that are retained by the Government. The key concept is that the Government only shares, it does not transfer the risks to the contractor. The Government program office always has the responsibility to the system user to develop a capable system, and can never pardon itself of that responsibility. Therefore, all program risks, whether they are managed by the Government or the contractor, must be assessed and managed by the Government program office. The strategy should comprise the accepted general principles and top level guidelines for effective risk management.

The final risk allocation between Government and industry is partially defined by agreed-to contract types. Subsequently, the Government has all the risks associated with future contracts or contract changes, bounded only by the willingness of either party to "stay the course" with the program.

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K M 2015





# DEDICATED RISK MANAGEMENT SOFTWARE

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◇ **Abstract:** *Simulation method is a method to perform risk assessment within a project or activity. Simulation assists the decision-making process by using models which are simplified representations of real systems. The article analyses the possibilities of risk assessment using decision-making simulation, focusing on the Monte-Carlo method. It also presents a dedicated risk management software.*

◇ **Keywords:** *Monte-Carlo method, risk management, risk evaluation, decision-making simulation*

## Introduction

Risk is an uncertain element, yet always present, which manifests itself permanently in the social, human, technical, political, military, security and public order processes with possible damaging effects on organizations.

Risk assessment is part of the operational process and must identify and analyze the internal and external factors that could adversely affect the objectives of the trader. Internal factors are, for example, the nature of the organization’s activities, staff qualifications, major changes in management or efficiency of employees, and external factors are: variation in economic and legislative conditions, or changes in technology.

Risk assessment should cover the whole range of risks within the organization, so it should operate at all hierarchical levels, especially at the higher ones. The assessment process should discover all measurable and immeasurable risks, such as operational, and to select the uncontrollable ones.

Risk assessment is a permanent problem, due to constantly changing conditions, new regulations, new people, topical objectives and all those changes that permanently alter the structure of risks, that may never be completed.

Risk analysis is not an exact science. By establishing control activities, it aims for identified risks to become medium or low, up to eventual extinction. Consequently, risk management is an absolute necessity, yet it is a complex activity that has developed conceptually, theoretically and practically, thus becoming a powerful branch with scientific connotations.

Computerization and information technology has also found applications in risk management, which has led to the development and implementation of integrated intelligent systems that have the capability to provide real-time decision-making, thus reducing the negative effects of risks.

Risks under control often lead to unexpected opportunities for those who know and

agree to assume them. It's important to know the risks and to use the arisen opportunities for an unexpected success. Often, a high risk leads to a big win.

Risk management is the science and art of identifying on time and to assess the risks that occur in the activity of the organizations, in running business and projects and to develop and apply appropriate strategies and tactics in response to risk factors, to monitor and to accurately solve any emerging problems. In other words, risk management is managing uncertain events in order to achieve the success of the business (project) carried by an organization.

### **Risk assessment using decision-making simulation. Monte - Carlo method**

Simulation method is a method to perform risk assessment in a project or activity. Simulation assists the decision - making by using models which are simplified representations of real systems, and the result of a simulation can be used to quantify the risk of alternatives in the planning calendar of various strategies of the project, individual activities etc.

Monte - Carlo method combines the sensitivity analysis method and the analysis of placing probability distribution on the parameters. It models the values of a function with objectivity, based on variation range and probability of its parameters.

Monte - Carlo method is a sophisticated method, complex, single risk assessment of an investment project, financial asset, etc. It is a method that provides very useful information both to managers as well as to analysts, being among the few risk sizing methods which provides synthetic, overall images, on the risk of a project, by considering the variation range, and that of probability of influential factors. The data obtained using this method is quite accurate to draw the necessary conclusions. It is a method that provides real-time synthetic indicators necessary for assessing the risk degree of an activity. Data provided by the Monte-Carlo method has a degree of precision far

greater than for methods of discrete probability distributions. The method can only be used with a high performance computing system provided with a proper informational support (software).

Many software packages use the Monte Carlo simulation, designed as add-on for Excel: **Oracle Crystall Ball**, **@Risk for Project**, **Alyuda Forecaster XL**, **DFSS Master**, **Gold-Sim**, **Insight**, **Joint Planning and Commissioning Easy Monte Carlo Tool**, **Lumenaut**, **ModelRisk**, **Premium Solver**, **RiskAMP**, **Risk Analyzer**, **Risk Solver**, **SimTools XLA**, **SimuAr**, **Solver**, **Trader's Risk Management Guru**, **XL Sim**, **Yasai** etc.

### **Oracle Crystall Ball**

Oracle Crystall Ball is the most popular suite of applications based on spreadsheets for predictive, forecasting, simulation and optimization modeling. With over 4,000 customers worldwide, including 85% of Fortune 500, Oracle Crystall Ball is used by customers in a wide range of industries, such as aerospace industry, financial services, manufacturing, oil and gas, pharmaceuticals and utilities. Also, Oracle Crystal Ball is used in over 800 universities and schools around the world for teaching the concepts of risk analysis.

This suite of applications helps analysts and others involved in a business to analyze the risk, providing an analysis of essential factors that affect risk. Being a risk analysis and forecasting software, graph-oriented, it performs simulations on spreadsheet models which remove uncertainty from the decision-making process. This contributes to making accurate tactical decisions to achieve the objectives of the organization and gain a competitive advantage even under more uncertain market conditions.

Oracle Crystal Ball solutions include:

- basic pack for predictive modeling, Monte Carlo simulation (to model the complexity of real-world scenario), and forecasting;
- Oracle Crystal Ball Enterprise Performance Management pack extends a tool set

K M 2015



Oracle Enterprise Performance Management (EPM) and Oracle Business Intelligence (BI), adding Oracle Crystal Ball computing power;

- both previous packs can be improved with Oracle Crystal Ball Decision Optimizer, a feature for Oracle Crystal Ball that adds advanced capabilities of optimization and computing speed to the powerful set of tools for simulation and forecasting of Oracle Crystal Ball;

- for the academic community, Oracle offers Oracle Crystal Ball Classroom Edition, a friendly, fully functional version of Oracle Crystal Ball and Oracle Crystal Ball Decision Optimizer.

Oracle Crystal Ball allows various applications that include financial risk analysis, assessment, engineering, Six Sigma applications, portfolio assignment, cost estimation and project management.

Crystal Ball was designed as an add-on for Excel. A model is a spreadsheet that operates not only as data organizer, but also as analysis tool. One of the major limitations of Excel is that its only allows to assign a single value to a cell. To view other scenarios one has to manually enter the value in the cell. Crystal Ball defines the entry cell as assumption cells and the results as forecast cells. Once these cells are defined, Crystal Ball uses Monte Carlo simulation to model the complexity of a real-world scenario.

### @Risk for Project<sup>1</sup>

Software-product @ Risk for Project from Palisade Corp is an Add-On to Microsoft Project and runs ‘what if’ analysis: what if some activities do not end on the date initially specified / what if we overburden a human resource / what if we exceed the budget on one or more activities, etc.

Working steps with the @ Risk for Project software are<sup>2</sup>:

<sup>1</sup> <http://www.palisade.com/risk/?gclid=CMGpytrupa8CFQhe3wodilFCYQ>, accessed january 2012.

<sup>2</sup> @Risk for Project (guide to) - Advanced Risk Analysis for Project Management, Palisade Corporation,

1. developing a model - defining the problem .
2. defining the uncertainties:
  - » all possible values for these variables shall be taken into account for the simulation results to be relevant;
  - » probability distribution functions are used to describe the range of possible values for a variable and the probabilities associated with these values.
3. model analysis by running a simulation:
  - » the model is repeatedly calculated by simulation;
  - » each time, different sets of values of input variables (all possible values for the variables shall be taken into account for the simulation results to be relevant) are used;
  - » all valid combinations of input variables are tested to simulate all possible effects;
  - » it is as if it runs hundreds or thousands of 'what if' analyzes;
4. assessment and decision-making;
  - » @ RISK generates a distribution of possible effects a model could have and indicates the probability for each of these effects to occur;
  - » simulations this program carries out after entering areas of uncertainty mentioned above, provides solutions such as: best screenplay / worst scenario / a middle option.

### **Octave - Operationally Critical Threat, Asset, and Vulnerability Evaluation**

OCTAVE<sup>3</sup> (Octave= Operationally Critical Threat, Asset, and Vulnerability) is a planning technique and strategic assessment of security based on risk analysis. OCTAVE method developed by American specialists, defines the strategic assessment and is based on risk and technical planning in order to achieve security of the protected target. OCTAVE is a suite of tools, techniques and methods for planning

and strategic evaluation of information security.

There are three OCTAVE methods:

- » initial OCTAVE method (the body of knowledge);
- » OCTAVE-S (for small organizations);
- » OCTAVE - Allegro (approach used in assessment and providing information security).

Octave focuses on organizational risks and strategic issues, taking into account operational risk, security practices and technology<sup>4</sup>.

OCTAVE-S is an adapted version for small organizations with up to 100 people. For implementing the method it requires for a team of 3-5 experts to work, to deal with data collection, to analyze the received data, to develop protection strategies and to design plans to reduce the identified risks. The activity is organized in three phases.

**Phase 1** is dedicated to building the threat profile based on existing values in the organization (target) and consists of two processes: identifying information of the organization and profiling threats. During *process 1*, criteria for assessing the impact on the organization's assets are defined, and its values are inventoried, as well as security practices upon audit. In *process 2*, a critical selection and hierarchy of values takes place, establishing security requirements and identifying threats at critical rates.

**Phase 2**, identification of infrastructure vulnerabilities, is dedicated to detailed analysis of computer networks, in terms of critical rates. The phase includes examining specific access paths (physical and logical) to network resources, as well as technologies used for implementation.

In **Phase 3**, the work is carried out by two processes: risk and analysis identification, developing protection strategy and plans to reduce risks. The activities carried out during *the first process*, of identification and risk analysis, are assigned to assess the impact of threats, determine the probability for assess-

2000, p. 25.

<sup>3</sup> <http://www.cert.org/octave/>

<sup>4</sup> [http://www.revista-alarma.ro/pdf/Analiza\\_de\\_risc\\_intre\\_reglementare\\_si\\_necesitate.pdf](http://www.revista-alarma.ro/pdf/Analiza_de_risc_intre_reglementare_si_necesitate.pdf)



ment criteria and estimate threat probabilities. Further, during the *second process*, to develop a protection strategy and design concrete plans to reduce risks, the following activities are performed:

- » sketch current protection strategy;
- » choose risk reduction concepts;
- » design risk reduction plans;
- » identify changes in protection strategy.

Therefore, the method starts with selection and differential treatment of critical rates of the organization, continues with dedicated analysis of information and does not end with developing the security strategy, yet with drafting concrete plans to reduce the identified risks, activities that are designed to run cyclical and systemic.

### Conclusions

Monte Carlo method poses no explicit decision-making criteria. It is limited to providing synthetic indicators that allow you to create an overview on the project or asset. Also, it lacks a criterion to assess if the expected return is enough for taking that risk.

Dedicated software help analysts and others involved in a business to analyze the risk, providing an analysis of the essential factors affecting risk. As risk analysis and forecasting software, it can run simulations that remove uncertainty from decision-making. This contributes to taking accurate tactical decisions to meet the organization's objectives and to gain a competitive advantage even in the most uncertain market conditions.

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# CURRENT PROBLEMS IN MILITARY EQUIPMENT MAINTENANCE

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**Abstract:** *The evolution of the weapon systems of NATO countries armies of the last quarter century and the changes of the types of threats to Alliance members has led to increased availability coefficient of the military equipment. Increasing the availability was achieved through the implementation of modern concepts of the maintenance activity. Also, the transformation of the management and execution of maintenance structures and the procedures used contributed to optimizing the use of the equipment. Although they were many weaknesses mainly due to underfunding the domain, the maintenance structures managed the implementation of modern concepts of monitoring the equipment: the use of specialized computer programs, the prosecution of the products lifecycle costs, the reliability centered maintenance, the system life cycle management. All these concepts contributed to the implementation of integrated logistics system (ILS) whose objective is part of NATO concept “Smart Support”.*

**Keywords:** *maintenance, repairs, military equipment, availability, reliability, life cycle cost, integrated logistics system*

## Introduction

The last changes that targeted the actual maintenance system from ground forces military logistic system are the result of NATO organization’s principles and policies evolution. These principles and policies were built consistent with the need of multinational military cooperation from different operation areas. In these places, the maintenance structures were urged to cooperate together to ensure the high level of military equipments availability till the end of conflicts. It is well known that the objective of the current conflicts is no longer creating losses to the opponent, but putting him unable to use his means of warfare.

## Making maintenance support

Maintenance is the functional logistic support branch which performs the evacuation

of immobilized technique and threatened to be destroyed or captured by the enemy, the maintaining and the restoring of the specific technical features of machinery operating in the discharge of the missions<sup>1</sup>.

This definition contains only the essence of the maintenance activity. Actually, the maintenance activity includes a large variety of activities aimed at ensuring the availability of military equipment. These activities are: maintenance (preventive, corrective), technical controls, receptions and tents, operational testing, periodic inspections, repairs (with varying degrees of complexity), rebounds, discharges, parts, procurement of spare parts, decommissioning, revaluations, cassations, diagnosing, preservations, projects, manufacture, reconditions, rebuild and reassembly. All these activities are made by

<sup>1</sup> L-2, Army regulation, *Management of logistics support in joint operations*, Bucharest, 2008, p. 46.



a high qualified personnel who need to know very well the military equipments functioning and possess remarkable skills.

Because the current military confrontations in the operations theaters under NATO, EU or UN command, occur most frequently in a joint and multinational context, the need to achieve the forces interoperability is becoming increasingly important. In addition to the need for interoperable combat forces in all NATO states, the need to use certain weapons systems compatible within Alliance requires maintenance processing systems to adapt them to the new procedures for repairs and maintenance. The specialty literature often mentions that the equipment acquisition costs represent only a small fraction of total operating costs, the most significant cost being the cost of the maintenance.

Computerized monitoring of the equipment from recent years has allowed the build of an effective management of their use. Careful monitoring of the behavior of weapon systems in peacetime or during the conflicts allowed the implementation of new repairs and maintenance techniques that have increased their availability by increasing the average time of proper functioning. They were carried out new procedures for the introduction in repair by implementing the modern concepts of maintenance as: the reliability, the technical and economic analysis by tracking costs lifecycle analysis, the analyse of the values range of damages and the need to perform the maintenance interventions (DEA – the Date Envelopment Analysis<sup>2</sup>), the analysis of the environmental equipment utilization, the multi-criteria analysis on the need to increase visibility and analysis of maintenance intervention on each equipment subsystem (propulsion installations, firepower, CBRN protection, GPS positioning, communications, computer systems etc.).

Integrating the new technologies into wea-

<sup>2</sup> Saeideh Fallah-Fini, Konstantinos Triantis, *Performance measurement of highway maintenance operation using data envelopment analysis: environmental considerations*, Proceedings of the Industrial Engineering Research Conference, Miami, 2009.

pons systems and the multitude of systems that compose the modern equipment require to maintenance structures to adopt a permanent monitoring computerized management of equipment operation. This management is based on recordings in real time of sensors embedded in monitoring devices which provide data on: the degree of wear, the tracing of degradation in time of lubricants, the fuel or power consumption, the pressure, the temperature, the noise or other computerized indications. These records provide to maintenance structures the informations required for establishing the intervention priorities and the level of repair.

The maintenance systems transformations in NATO countries took place to adapt them to the requirements of high availability achieving of military equipment in the new conditions of creating of some credible operational capabilities of broad Alliances. In a complex operational environment, the achieving of the interoperability at ally level is obtained through maintenance standardization which assumes common operating procedures, use of compatible weapons systems and education and training similar systems for the specialised staff.

However, to maintain a high status technical coefficients of military equipment is required a modern equipment's management throughout their life. For this, the maintenance of military equipment system consists of management structures and operating structures that can be supplemented with outsourced maintenance structures under specialized companies from the National Defense Industrial.

**Management structures** from the maintenance field have as main objective the maintaining of a high availability of the equipment and the achievement of requirements of effectiveness, performance, supportability, reliability, maintainability, interoperability and security. These structures act as planners, developers and evaluators of entire maintenance activities. The military equipment readiness is based on the supervision in operation and the ensuring of an increased reliability of the equipment. It is obtained through an efficient

management of maintenance activity. Reliability centered maintenance<sup>3</sup> (RCM) defined by technical standard SAE JA 1011 is a new concept applied in industry and taken for use in the military system in order to establish the adequate safety and maintenance level. The literature shows us that the failure timely of maintenance interventions for the technical systems may increase the operating costs by up to 70-80%, or may lead to their complete destruction. Also, keeping in service of poorly functioning equipment or with the technical resource expired, may significantly increases the risk of accidents of personnel operating or damage of the environment in which they are used because they contain very high degree of risk components.

Another objective of the maintenance management structures is the operating equipment monitoring throughout the lifecycle and the achievement of an efficient management in order to reduce the operating costs (LCC - Life Cycle Cost). The life cycle of any equipment is the sum of the product development stages till to its disappearance. These steps are: development of requirements, design, prototype building, testing, evaluation, improving, manufacture, reception, operation, maintenance, diagnosis, repair, removal from operation, dismantling, and revaluation. Each stage involves some costs that, by summation, result the entire life-cycle cost of the equipment. In the current economic crisis conditions and budgetary restrictions for all armies from the North-Atlantic area, the lowering of the operating costs is an important equipment's indicator to implement the new NATO concept "Smart Defence" and "Smart Support".

Also, the maintenance management structures are designed to make contracts with specialized businesses from national defense industry which provide the equipment repairs and maintenance in outsourced system. These production units which usually operate attached to the military equipment factories make contracts with the defense system for re-

pair and overhaul of high complexity that can not be executed in own army units. Businesses from the national defense industry have production lines, spare parts and maintenance specialists that provide maintenance capabilities for both civilian and military sector.

Another characteristic feature of the maintenance management structures is the planning of conservation and preservation of the equipment. To avoid the degradation and in order to maintain the equipment characteristics for long periods of non-use, it is executed the preservation of the armament systems under expert guidance. Depending on duration, the equipment preservation could be of several types: long-term conservation, short-time preservation, short-time part preservation. The equipment covered by preservation procedures must be in good working order and maintained to be used anytime. After preservation action these are stored in special conditions, according to the manufacturer's instructions. During preservation, the maintenance management structures plan and perform checks on the storage mode.

The maintenance management structures with other logistics structures provide the supply of parts, materials, special fluids and consumables for all types of endowment equipments. Therefore, through an efficient use equipment management, these structures ensure judicious distribution of resources allocated to each equipment and oversees within specified limits consumption of equipment providers. The overcome consumption indicates nonconforming operation which lead to placing under repair of the fault equipment. These structures also check the use and operation of the equipment as intended including during the execution of missions.

During the multinational missions in the theaters of operations, the management maintenance structures provide specialized support for combat troops by working with their counterparts from armies of the other participating countries and by cooperating with the locally specialized operators. In the theaters of operations, the supply of the maintenance

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<sup>3</sup> [https://en.wikipedia.org/wiki/Reliability-centered\\_maintenance](https://en.wikipedia.org/wiki/Reliability-centered_maintenance)





means and of the resources for the support of the multinational force is the responsibility of each nation. During these missions are used common procedures, bilateral or multilateral agreements established at NATO level. The authority on resources lies with the commander designated by NATO who can dispose the ensuring of the maintenance support for all the subordinated forces.

In operations, the management maintenance structures ensure the Force Commander with informations and estimations concerning the degree of technical equipment provision and their readiness state. They also advise the commander on the use of technical systems in combat based on the available technical reserve resource and ensuring a credible and real operational capacity.

**The operating maintenance structures**, according to echelon, consist of structures such as group, platoon, company/section/squadron, battalion/center. They are employed with specialized personnel without outstanding practical skills and with technological flows required for the implementation of practical activities in the maintenance field. These activities are: design, manufacture, reconstruction, replacement of fluids and special lubricants, checks, adjustments, diagnostics, maintenance, repairs (current, medium or high complexity), maintenance, preservation, recovery, discharge, decommissioning, disposal etc. Because the current weapon systems incorporate many advanced technologies, the staff from the operating maintenance structures must possess highly specialized training and must be qualified in several areas. The development of diagnostics and self-diagnostics systems based on computer facilities require new skills in this area. The emergence of new types of weapon systems of the UAV type, the computer systems, the positioning systems (GPS), the self-guidance to target, the modern systems of emission - reception, the propulsion systems using new energy sources request from the operating staff a continuous training improvement.

The new requirements of interoperability

determined by the NATO expansion to Eastern Europe called for major changes to the new members in all areas: procedures, organizational systems, human and technical resource. All these determined major changes of the maintenance structures from ex-communist countries in the last quarter century. The countries already members of NATO have adapted the maintenance structures to the broad Alliance and to the NATO's current policy in order to achieve the multinational forces of fast intervention, numerically reduced but with increased deployable, riposte and sustainable possibilities.

#### *The maintenance of Romanian Land Forces*

Along with the massive transformation of the entire military system from Romania, the maintenance from ground forces logistics system has undergone many transformations. The transition from Soviet military equipment to current military equipment compatible with NATO weapon system was achieved through transformation stages with significant costs. The changes from the last quarter-century aimed the massive reduction of personnel and equipment which was organized by Soviet models and the achievement of a modern army with professional soldiers, reduced, easily deployable, with advanced weapons systems and sustainable capabilities.

For the land forces maintenance system, this transformation period meant significant shortcomings mainly due to underfunding of this field and to other factors of which we can mention:

- Removing of the compulsory military service led to the disappearance of a large amount of cheap labor, skilled in various trades;
- Reducing the repairs capacity by eliminating some important bases and repair workshops resulted in a significant loss of production lines and of highly qualified human resources which was immediately absorbed by the civilian market;
- Failure of maintenance interventions

at the set dates due to budget cuts boosted unjustifiably the future costs of re-running;

- Failure of outsourced maintenance involved additional costs with the training personnel and uptake of technologies, additional investments for the maintenance and adaptation of existing material resources (buildings, machinery and equipment, tools and devices, parts and materials deposits etc.);

- Purchase of new equipment for endowments was done sometimes without the maintenance specialists agreements or without acquisition of the maintenance system, which considerably increased the operating costs;

- Purchase of equipment of the same type but from different sources has imposed additional costs of acquisition for ensuring the maintenance of each type/system and additional costs of specialization for the staff from operating structures;

- Maintaining in use of some types of weapons with obsolete resource and without upgrades or renewals of the technical resource involved unjustified costs;

- Reduction of the military potential of research, technical advice and expertise status led to the decrease of the technical coefficients.

In addition to these shortcomings, the maintenance system from logistics land forces has benefited in recent years from a series of achievements:

- Changing of some types of weapons meant for the maintenance staff an increasing of the level of knowledge. The specialization courses and new approaches of the maintenance procedures led to staff professionalization;

- Conversion of the Soviet-style of the maintenance system organization and procedures to the NATO structures model led to the streamlining of operations and to lower production costs;

- Concentration of the specialized staff in new production capacities improved the equipment coefficients of technical condition;

- The studies of technical condition made in recent years on new criteria of efficiency by the

management of maintenance and presented to political - military decision makers increased the importance of the field and changed mentalities both in the Romanian and in NATO military system. Thus, in recent years there were increases in budgetary allocations for the equipment maintenance system (NATO Summit, Newport, 5-6 November 2014). These increases in budget allocations are need to maintain and develop NATO weapon systems that provides the current place in the world ranking of political and military powers.

### **Conclusions**

The lately technological evolution of the weapon systems imposed a modernization and reconfiguration of the maintenance systems in all armies of the world. The maintenance structures have completed stages of transformation and adaptation to the new requirements of greater equipment availability. They have been established modern structures and production capacities, equipped with high qualified staff, modern procedures and technological flows, capable of ensuring a high reliability and an increased economic efficiency on the equipment life cycle.

Due to the many emerging regulations for implementing the modern maintenance concepts it is required the achievement of a single regulation, with a comprehensive approach of the management of military equipment lifecycle.

A closer cooperation is needed between NATO states on the management of spare parts and materials needed, with possible exchange agreements between partner countries and joint courses or conferences in order to disseminate information and experience.

The current NATO's guidelines for the achievement of the new concepts "Smart Defence" and "Smart Support" were perfectly tracked by the maintenance systems from the allied countries which have gradually adapted the own structures to effectively support the forces involved in fighting against current challenges and threats to the Alliance.

K M 2015



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# 21<sup>TH</sup> CENTURY CONFLICTS. WHEN GLOBALIZATION AND HIGH-TECH TECHNOLOGY DEVELOPMENT MEET ACCULTURATION PROCESS

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**Abstract:** *As any stage of human evolution, globalization has generated dynamic transformations in social, cultural, economic, political and security term. The 21<sup>th</sup> century is known as a „post-traditional” (Anthony Giddens to describe present times. S.G. Meštrović, Anthony Giddens: The last Modernist, London, 2005, p.148, ) period of time that has as fundamentals multiculturalism, communication, networking, global interconnectivity, knowledge, innovation, civic competences, emotional intelligence, integration, adaptation, security-building and peacekeeping measures.*

*The world changes rapidly most of all due to high technology development and although is guided by valuable fundamentals that respect diversity, at international level we face adaptation challenges to the global multicultural environment, challenges that give rise to specific conflicts and implicitly, to special measures relating to conflict prevention and maintenance of global security.*

*The present paper focuses on the 21<sup>th</sup> century as a period of cultural interactions and complex conflict situations generated by the process of acculturation (<http://www.britannica.com/topic/acculturation>) that global world has to face nowadays.*

**Keywords:** *acculturation, globalization, conflict, identity, culture, tradition, beliefs, values, security*

*„Cultural diversity is a defining characteristic of humanity. Cultural diversity creates a rich and varied world, which increases the range of choices and nurtures human capacities and values, and therefore is a mainspring for sustainable development for communities, peoples and nations”. UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions (Paris, 2005, p.1, <http://unesdoc.unesco.org/images/0014/001429/142919e.pdf>)*

## Introduction

Every century had its own individuality in terms of economic and cultural development and its specific types of conflicts related to that.

Looking back to the last three hundred years one may think that each century contributed to the evolution of humankind as a global society that we are today, an interdependent and networked world governed by global norms related to „global economic governance and the governance of the global commons for achieving sustainable development, increased

coherence, coordination and collective decision-making at the global level, grounded in international human rights standards and guided by the human rights commitments of the international community”<sup>1</sup>.

At the beginning, let’s take a look at the Age of Enlightenment, the last half of 17<sup>th</sup> century and the 18<sup>th</sup> century that brought

<sup>1</sup> United Nation, *UN System Task Team on the Post-2015 UN Development Agenda, Global governance and governance of the global commons in the global partnership for development beyond 2015*, January, 2013, p. 3, [http://www.un.org/en/development/desa/policy/untaskteam\\_undf/thinkpieces/24\\_thinkpiece\\_global\\_governance.pdf](http://www.un.org/en/development/desa/policy/untaskteam_undf/thinkpieces/24_thinkpiece_global_governance.pdf), retrieved September 03, 2015.





changes in terms of science, technical development, progress in knowledge, respect for humanitarianism and moral values. From social and political point of view, the 1700s are marked with internal conflicts over succession especially unstable royal monarchies that generated social insecurity. On the other hand, economically, wealth was generated due to the intensification of trade between countries and a new social and influential class system formed. Tradesmen became wealthy and took positions as policymakers alongside nobility which privileged status declined. Theologically, monopoly of the church associated with spiritual slavery suffered a breakdown and people embraced a new way of thinking where God had been excluded. The development of scientific thinking led to the replacement of dogmatic thinking with materialism. The *human being and the interdependence between people* became the main preoccupation. The 18<sup>th</sup> century was the century that saw the bourgeois revolutions, the birth of new conceptions about the rationality of human, the movement from monarchic sovereignty to national sovereignty, the rise of cosmopolitan societies.

Imperialism, global power, military connections and state interactions characterized the 19<sup>th</sup> century. Many sociologists consider that the 19<sup>th</sup> century events reshaped the world order, international relations and even in the 21<sup>st</sup> we are dealing with its consequences. Markets from different countries became interconnected due to industrialization and commercialization of agriculture. But the revolution of industrialization had as costs exploitation, dispossession, abuses and *assimilation of indigenous people*, famine and created a substantial gap between United States, Britain, France and Germany on one hand, and other nations of the world on the other hand. They gained economical power fostering the development of capitalism and financial regimes. As one may say they created a global economy. Trade became intensive and with that the scientific research flourished, industrial productivity rose, communication systems and infrastructure were modernized. As a con-

sequence, regional and local economies were imposed new global trade rules that ruined them. 19<sup>th</sup> century is the century of ideologies such as liberalism, socialism, *the progress of rational state and human condition*. Imperialism built economic power, political influence and international order that deeply altered the connections between Asia and West. This was the point when military took an organized form prepared for destruction. Technological development envisaged also the improvement of old weapons and innovation for new types of machine guns, including naval military. The last decades of 19<sup>th</sup> century shaped the course of 20<sup>th</sup> century in terms of organization violence.

Modern social democracy of the 20<sup>th</sup> century based on social and *industrial development fuelled violent conflicts worldwide. Increasingly hegemonic interests created the conditions for two major military conflicts* to burst: The World War I (1914 - 1918), named by Nicolae Iorga<sup>2</sup> as “an hideous massacre, one of the major wars in human history by the number of armies - 20 millions of human beings”<sup>3</sup> and World War II (1939 – 1945), much more destructive than the first one, that involved material resources estimated to be around 1000 billion dollars<sup>4</sup> and resulted in 70 million human losses<sup>5</sup>.

We must mention here another war that is

2 Nicolae Iorga ( June 18, 1871, Botoșani, Romania - Nov. 28, 1940, Strejnicu), scholar and statesman, Romania’s greatest national historian, who also served briefly as its prime minister (1931–32), <http://www.britannica.com/EBchecked/topic/293151/Nicolae-Iorga>, retrieved August 31, 2015.

3 N. Iorga, *Războiul Nostru în Note Zilnice* (1914-1916) Vol.I, Colecția Ramuri, Ed. Ramuri S.A. Craiova,1921, p. 7 .

4 World War II. *Encyclopædia Britannica. Encyclopædia Britannica Online*. Encyclopædia Britannica Inc., 2015.

<http://www.britannica.com/EBchecked/topic/648813/World-War-II/53606/The-Japanese-surrender>, retrieved August 31, 2015.

5 *World-Wide Casualties*, By the number World Wide Deaths, The National WWII Museum, <http://www.nationalww2museum.org/learn/education/for-students/ww2-history/ww2-by-the-numbers/world-wide-deaths.html> , retrieved August 31, 2015 .

very much linked to both world wars namely the Russian Civil War (1917 to 1923). "The Russian civil war caused wide-scale devastation, economic ruin, loss of an estimated seven to eight million people, of whom more than five million were civilian casualties of fighting, repression, and diseases; the emigration of an estimated one to two million others; and approximately five million deaths caused by the famine of 1921–1923"<sup>6</sup>.

Between 1947 – 1989 is the period called the Cold War that was characterised by ideological confrontation and local conflicts which, fortunately, never generated a global conflict and ended almost 40 years of communism in Eastern Europe countries and Soviet Union and with that the competition between West and East.

*The two world wars put the future military conflicts into a different perspective and had a great influence on shaping international policies and new international organizations to regulate worldwide cooperation, peace, security and human rights.*

In 1919, under the Treaty of Versailles<sup>7</sup> was established the League of Nations in order to prevent Second World War to brake out. Althout failed, later on , in 1945, representatives of 51 countries draw up and ratified the United Nations Charter<sup>8</sup> and The United Nations came into existence.

*The creation of the United Nation organization aimed to prevent any future devastating conflicts that might burst and provide peace*

6 Raleigh, Donald J. "Civil War of 1917–1922", Encyclopedia of Russian History. 2004, <http://www.encyclopedia.com/doc/1G2-3404100266.html> , retrieved August 31, 2015.

7 Treaty of Versailles, peace document signed at the end of World War I by the Allied and Associated Powers and by Germany in the Hall of Mirrors in the Palace of Versailles, France, on June 28, 1919; it took force on January 10, 1920, <http://www.britannica.com/event/Treaty-of-Versailles-1919>, retrieved September 01, 2015.

8 The Charter of the United Nations was signed on 26 June 1945, in San Francisco, at the conclusion of the United Nations Conference on International Organization, and came into force on 24 October 1945. <http://www.un.org/en/documents/charter/intro.shtml>, retrieved September 01, 2015.

*and security all over the world.* As the Charter preamble provides, the main objectives of UN are:

- „, to save succeeding generations from the scourge of war, which twice in our lifetime has brought untold sorrow to mankind, and
- to reaffirm faith in fundamental human rights, in the dignity and worth of the human person, in the equal rights of men and women and of nations large and small, and
- to establish conditions under which justice and respect for the obligations arising from treaties and other sources of international law can be maintained, and
- to promote social progress and better standards of life in larger freedom,
- to practice tolerance and live together in peace with one another as good neighbors,
- to unite our strength to maintain international peace and security, and
- to ensure, by the acceptance of principles and the institution of methods, that armed force shall not be used, save in the common interest, and
- to employ international machinery for the promotion of the economic and social advancement of all peoples"<sup>9</sup>

Although, didn't succeeded in some missions of negotiation peace resolutions to conflict, *UN still represents that great necessary change in history as regards power unity.* Recognizing UN achievements in keeping a peaceful world, 2001, The Norwegian Nobel Committee awarded the Nobel Peace Prize to the United Nations and to its Secretary-General, Kofi Annan. „The committee declared in its award citation, *Today the organization is at the forefront of efforts to achieve peace and security in the world, and of the international mobilization aimed at meeting the world's economic, social and environmental challenges...the only negotiable route to global peace and coopera-*

9 UN, *Charter of the United Nations*, Preamble, <http://www.un.org/en/documents/charter/index.shtml>, retrieved September 02, 2015.

K M 2015



tion goes by way of the United Nations.”<sup>10</sup>

Another crucial regulation that had a great impact on world’s history was *The Universal Declaration of Human Rights* adopted by the General Assembly in 1948 which represents „the universal recognition that basic rights and fundamental freedoms to all human beings, inalienable and equally applicable to everyone; every one of us is born free and equal in dignity and rights whatever our nationality, place of residence, gender, national or ethnic origin, colour, religion, language, or any other status is”<sup>11</sup>.

„In the aftermath of the Second World War when each one of the two parts of Europe - the West and the East - had their own mechanisms for co-operation, *United Nations Educational, Scientific and Cultural Organization (UNESCO)* was the only international organization to gather the whole continent together”<sup>12</sup>. The Constitution of UNESCO<sup>13</sup> represents a success in „supporting the culture of peace and establishing a dialogue between „nations through education, science and culture in order to further universal respect for justice, for the rule of law and for the human rights and fundamental freedoms which are affirmed for the peoples of the world, without distinction of race, sex, language or religion,

by the Charter of the United Nations”<sup>14</sup>.

In response to the postwar colonial fragmentation of territories, seven *Arabian states constituted, in 1945, the League of Arab States* and adopted a charter that aimed „strengthening of the relations between the member-states, the coordination of their policies in order to achieve co-operation between them and to safeguard their independence and sovereignty; and a general concern with the affairs and interests of the Arab countries”<sup>15</sup>.

The 1900s brought decolonization, development of transportation infrastructure and communication technology and also faced population growth.

The 20th century built *the modern world on the idea of human being as a rational and autonomous individual, with his own rights, „with free acces to education, freedom of thought and religious beliefs, freedom of speech, freedom from fear, tyranny and oppression, better standards of life for men and women, equal in dignity without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status”*<sup>16</sup>.

We may conclude the past years marked by transforming events brought *diverse nations different cultures and traditions together* that led us to the world we are living in today.

## **21th Century. Post-traditional, High-Tech Economy and Acculturation.**

The term of “21<sup>th</sup> Century” is synonymous with a paradigm shift. As we can see it reflects, first of all, in education and knowledge utilization. Nowadays educational system is focused on building learning capacities,

<sup>10</sup> *Ibidem*, Article I, Purposes and functions

<sup>11</sup> UNHCR, The UN Refugee Agency, *Charter of Arab League, Article II*, <http://www.refworld.org/cgi-bin/texis/vtx/rwmain?page=publisher&publisher=LAS&type=&coi=&docid=3ae6b3ab18&skip=0>, retrieved September 03, 2015.

<sup>12</sup> UN, *The Universal Declaration of Human Rights*, <http://www.un.org/en/documents/udhr/>, retrieved September 02, 2015.

<sup>10</sup> UN, United Nations and Nobel Peace Prize, <http://www.un.org/en/aboutun/nobelprize/>, retrieved September 03, 2015.

<sup>11</sup> UN, *The foundation of International Human Rights Law*, [http://www.un.org/en/documents/udhr/hr\\_law.shtml](http://www.un.org/en/documents/udhr/hr_law.shtml), retrieved September 02, 2015

<sup>12</sup> UNESCO, *UNESCO in Europe and North America, Promoting the Cultural, Humanistic and International Dimension of Education*, <http://www.unesco.org/education/educprog/50y/brochure/unintwo/106.htm>, retrieved September 02, 2015.

<sup>13</sup> UNESCO, *UNESCO Constitution*, The Constitution of UNESCO, signed on 16 November 1945, came into force on 4 November 1946 after ratification by twenty countries: Australia, Brazil, Canada, China, Czechoslovakia, Denmark, Dominican Republic, Egypt, France, Greece, India, Lebanon, Mexico, New Zealand, Norway, Saudi Arabia, South Africa, Turkey, United Kingdom, United States, [http://portal.unesco.org/en/ev.php-URL\\_ID=15244&URL\\_DO=DO\\_TOPIC&URL\\_SECTION=201.html](http://portal.unesco.org/en/ev.php-URL_ID=15244&URL_DO=DO_TOPIC&URL_SECTION=201.html), retrieved September 02, 2015.



developing competencies, skills and abilities to use knowledge in order to create knowledge, developing emotional intelligence, multicultural capacities and collaborative skills. The 21<sup>st</sup> Century education is about *creating new knowledge, perception of others' individuality and accepting multiculturalism*. This knowledge-based pattern influences the global economy and society in terms of high-tech innovation, information technology and communication.

Globalisation has created a complex and unpredictable environment where technology became a quintessential element and competitiveness, in all sectors of life, a challenge for developing countries. This period of time we are living in is shifting very fast from traditional industries and economies to high technology ones, generating economic gap between countries with repercussions in terms of economic and social insecurity. *It became a consuming society based on virtual communication more than "face-to-face relation that caused produced new forms of risk and trust"*<sup>17</sup>.

Our civilization depends on the internet either we speak about medicine, economy, industry, business, culture or human interaction both professionally and personally. The digitalization of medicine created a great platform of communication and research in order to deal with the complex diseases. The internet communication facilitates networking on environmental degradation issues and allows free access to technical information and learning techniques. Many services are computerized and can be provided at international level. Civil society gained success (African NGOs that militate for peace and respect of human rights are the best examples in that matter) using web social networks and became voices that are heard at international community.

Globalization is reciprocal interdependence, coexistence of different nations with

17 A.Giddens, *The Consequences of Modernity*, Cambridge: Polity, 1991 in A.King, *Legitimizing Post-Fordism: A Critique of Anthony Giddens' Later Works*, p. 66, <https://ore.exeter.ac.uk/repository/bitstream/handle/10036/71393/King%20Legitimizing.pdf?sequence=2>, retrieved September 04, 2015.

diverse culture identities. Not only coexistence is the most important feature of this century but also *sharing human experiences and believes and learning multicultural competencies*. Due to IT technologies, this coexistence shifted into a "networked" society that overcame the geographical, religious and cultural boundaries and created new social structures where the individual has a privileged status, he has rights and exercises them without constraining or being constrained by traditional customs.

But these new social structures that gained power over the years couldn't assimilate all the communities of the world, especially Middle East developing countries.

The ongoing process of acculturation our global world is going through for hundreds of years, have generated conflicts which require different approaches and specific measures of resolution.

Historian Neagu Djuvara noted in his book *Civilizations and Historical Patterns. An Approach to the Comparative Study of History* that „the contact between two or more contemporary civilizations may have, in time, - depending on everyone's age and the moment of contact – different effects. That way, during the Middle Ages, the West received from the Byzantium and Arab world much more than it gave back. After the Renaissance, the West became the first donator and today we have the proof that the Byzantium world had been entirely absorbed and the Arab world is currently in the process of acculturation”<sup>18</sup>.

Awareness of the importance of acculturation in a globalized world is enhanced and very well expressed in the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions, adopted in 2005, which considers „that culture, as a defining characteristic of humanity, takes diverse forms across time and space; the processes of globalization, which have been facilitated by the rapid development of informa-

18 N. Djuvara, *Civilizatii si tipare istorice. Un studiu comparat al civilizatiilor*, Ed. Humanitas, Bucuresti, 2014, p. 276 .



tion and communication technologies, afford unprecedented conditions for enhanced interaction between cultures and represents a challenge for cultural diversity, namely in view of risks of imbalances between rich and poor countries”<sup>19</sup>.

### **Is really the 21<sup>th</sup> Century a century of globalizations conflicts or is just a century of acculturation conflicts?**

As we mentioned before, humanity faces the tumultuous process of acculturation of Arab world which is divided in diverse national and sub national ethnic groups within its own culture.

This division between groups of individuals (minorities) with radical beliefs within a country causes conflicts of global integration. From my point of view the term “belief” is more suitable to be used in the actual context more than the term of “religion”. Religion is a sum of moral values that can’t be associated with conflictual or violent acts. As historian Neagu Djuvara said “*peoples and group of peoples influences religions and mould them according to their own patterns of culture; religion is the one that divided from cultural cleavages and not the other way round*”<sup>20</sup>.

The beginning of 21<sup>th</sup> Century is marked with regional conflicts generated by sub national ethnic groups.

The most representative is ISIL (the Islamic State of Iraq and the Levant, ISIL/ISIS), a Sunni Islamist terrorist group, formed in Iraq that has expanded in the last 3 years. Now is controlling the northwestern Iraq and northeastern Syria and is trying to enlist new members from all over the world. It became a transnational extremist organization supported by other national extremist groups from Egypt, Libya, Nigeria, Saudi Arabia, Yemen, and Afghanistan. Now it is threatening the se-

<sup>19</sup> UNESCO, *Convention on the Protection and Promotion of the Diversity of Cultural Expressions*, Paris, 2005, pp. 1-2, <http://unesdoc.unesco.org/images/0014/001429/142919e.pdf>, retrieved September 03, 2015.

<sup>20</sup> N. Djuvara, *op. cit.*, p. 261.

curity not only of Iraq and Syria but also in a larger area of the Middle East, Africa and Europe. „ISIL’s violent ideology is pouring oil on the fire of extremism and sectarianism that is already burning across the Middle East and North Africa. But it also risks exporting terrorism much further afield, including to NATO and EU member states. And so it represents a fundamental threat to the security and stability of all our countries, and to the very fabric of our societies”<sup>21</sup>.

Syria is experiencing a high-intensity civil conflict caused by ethnic exclusion within national citizens - Alawite minority vs. Sunni majority. Both combatant groups are supported in their violent actions by other Islamic extremist groups such as ISIL, Hezbollah and Al-Qaeda. Although the identity of combatants is very much highlighted by the media in terms of association with Islamic religion this Syrian conflict is about the recognition of human rights and freedoms not about their long established beliefs and faiths.

Even though it is lasting in time for almost a century, the conflict between Palestine and Israel is nurtured by Hamas, a fundamentalist Muslim group which goal is to build a new Palestinian state as a replacement of state of Israel.

Another case of extremist conflict is Iran that still refuses to renounce to its fundamentalist believe in building a global Islamic world and to accede peacefully to international community.

Pakistan still faces the violent consequences of division between its own ethnic groups in terms of the acceptance of the right to freedom of religion (beliefs and practices) without any state regulation or limitation. This conflict has expanded due to the unfairly distribution of economic resources and created ethnically unbalanced society.

Theoretically, the international conflict in Afghanistan ended on 28th of December 2014.

<sup>21</sup> NATO Deputy Secretary General Alexander Vershbow, *Abu Dhabi Strategic Debate - Strengthening NATO-Gulf cooperation*, Emirates Palace, Abu Dhabi, , 2014, [http://www.nato.int/cps/en/natohq/opinions\\_113987.htm](http://www.nato.int/cps/en/natohq/opinions_113987.htm), retrieved September 03, 2015.

In reality, Afghanistan is still affected by violent ethnic conflicts between Taliban (most of them from Pashtun ethnic group) and non-Pashtuns (Tjiks, Uzbeks, Hazaras, Aimaq) over affirming beliefs in revolutionary Islam.

Iraq is also divided in ethnic groups (Shiites, Sunnis and Kurds) who's tensioned disputes over unequal government participation between Shiites and Sunnis (Sunnis as a minority forced Shiite subordinancy) degenerated into a violent conflict that spread across the borders. The subordination was't about political representativeness as much as was about political limitation of religious rights.

Nigerian conflict follows almost the same patterns of conflict as the other mentioned above. There are many ethnic groups with diverse Islamic and Christian traditions in Nigeria. After years of military dictatorship, in 1999, it became a democratic federative country. Unfortunately, some ethnic-interest groups divided it not only territorially but also religiously. The current turbulent conflicts, located mostly in the northern areas of the country, derive from the adoption of Sharia criminal justice beyond any civil rights and some ethnic groups desire to transform it into a political instrument to govern personal status law.

As a conclusion the main feature of 21<sup>th</sup> Century conflicts is rejection of "global identity", "global conduct" and "global culture influences" that come from the part of some Arab extremist groups. They are still demanding territorial autonomy, as form of isolation, in their existing country and fostering an extremist ethnic movement in all spheres of life, movement based on with fundamentalist "values".

As a part of the ongoing acculturation process, global society pays close attention to these isolated groups and increases the efforts to make them understand that culture, as any other aspect of life, is not changeless. Tradition can be transmitted from generation to generation and adaptation is a necessity no matter how difficult is for everybody to find a ballance between the unique cultural identity and the multicultural identity imposed by

globalization.

## Conclusion

In the last three hundred years, as parts of human evolution stages, we faced an intensive process of recognition of human being identity in terms of individuality and affiliation to a nation and culture. This recognition has reflected in international policies on human rights, cultural expressions and global standards of conduct and brought us to a global society.

21<sup>th</sup> Century is about building a global unity among nations with different experiences of life, social conduct, cultures, traditional customs and practices and values. Technology development interconnected people and this process brought them, beside the national identity another one – a „global identity” where different cultures meet and coexist. This process called aculturation, which is an ongoing process of humanity, became very intense and challenging nowadays. Although the technological progress has generated global welfare systems to develop for each country, there are some countries that didn't succeed in adaptind their long-established values and cultural patterns to the global identity and culture. This limited adaptation causes nowadays violent conflicts and raises global security issues.

As we mention before, in terms of human-kind evolution, is Arab world turn to survive and accept the acculturation process.

The present conflicts are the living proof that extremist and conservatory ethnic groups fights against acculturation. They still consider globalization threaten to their traditional cultures, customs and beliefs and refuse to integrate global identity in their own and to participate to a multicultural community.

Nowadays, especially media, divides us in Muslims and non Muslims as regards violence but as a mediator I don't consider this division is constructive mostly because these etiquettes easily generates the idea that religion is the causal factor of conflicts.

We have to understand the fact that the



pressure of a fast evolution and transformation that globalization is responsible for, provokes disruptive behaviours and violence. Most of all it is important to give thought of tradition that is considered, especially by the extremist group, in terms of history meaning. Their experience of life reflects on their beliefs and values. They reject the idea of identification with a minority status in a global society. The lack of an educational system with multicultural programs is also reflected in misunderstanding of other culture and, implicitly in the social stability.

As sociologist Anthony Giddens says „such changes influence our personal and social lives as our perceptions of our life conditions reflexively change in relation to life conditions in other parts of the world”<sup>22</sup>.

The acculturation process envisages not only the Arab world but also the global community that assimilates it in terms of prevention, conflict resolution and security measures. One can notice that international community adopted reflexivity when working for maintaining security in a global world and created new tools in the field of conflict resolution. That has reflected on organizing peace negotiation missions before any military interventions. Adopting at international level guiding lines for mediating conflicts in 2012, was another step “towards improving states capacities in the pacific settlement of disputes, conflict prevention and conflict resolution, including mediation, for sustainable peace”<sup>23</sup>. Due to digital communication nowadays we have an active network of international, regional and sub regional organizations in the field of

mediation of international disputes that work in line with UN Charter provisions.

21th Century invites us to a shift of thinking from the concept of “ Islamic extremist threat “to the concept of “Arab world process of acculturation”, a process that is a part of our history that can’t be stopped. Maybe it’s time to look to ourselves, as the one who has to assimilate them, and to try to help them pass through this process without too much suffering.

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22 A. Giddens, *Runaway world: How globalization is reshaping our lives*, London, Profile, 1999 in Aliakbar Jafari & Christina Goulding (2013) *Globalization, reflexivity, and the project of the self: a virtual intercultural learning process*, Consumption Markets & Culture, 16:1, 65-90, DOI: 10.1080/10253866.2012.659435, p. 67, <http://dx.doi.org/10.1080/10253866.2012.659435>, retrieved September 03, 2015

23 UN General Assembly , *Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution* (A/66/811, 25 June 2012), p. 2, [http://peacemaker.un.org/sites/peacemaker.un.org/files/SGReport\\_StrenghteningtheRoleofMediation\\_A66811.pdf](http://peacemaker.un.org/sites/peacemaker.un.org/files/SGReport_StrenghteningtheRoleofMediation_A66811.pdf), retrieved September 04, 2015.







parts: general context and situation assessment.

*General context (background)* - consists of a description of the geo-political and geo-strategic context, including the current situation and historical background of political-military relations at regional level, located in the time and space, the presentation of the operational environment within the crisis area, the theater physical dimension by providing geographical and topographical data and the presentation of the participating actors. If a detailed presentation of the crisis area (or parts of it) and/or the key players situation are considered necessary, regional or country studies can be attached. The main elements of this section are: *general issues* and *operational environment*.

*General issues* – presents the conflict geopolitical frame.

*Operational environment* – includes some elements as follows:

- Crisis zone boundaries (graphics and text).
- Presenting the actors involved in the scenario, following the structure: belligerents, neutrals and allies, first the alliance type, then the state and non-state ones. The following items are presented:

- Name - conventional long, conventional short and names in the past.

- General characteristics – PMESII-PT description of the actor, aiming at key issues such as the polity, administrative organization, military capabilities (on force components), the economic situation, population (ethnic composition, religion, age, urban population), the transport infrastructure status and important geographical features.

- Geopolitical and geostrategic interests, important alliances and partnerships (political, military, economic or otherwise) and key systems of power relations;

- Critical capabilities, critical vulnerabilities, critical requirements, sources of power.

*Situation assessment* - includes analysis of the current situation throughout the operational environment (on PMESII-PT structure - political, military, economic, social,

informational, infrastructure, environment and time), the analysis of politico-military known or expected alliances and the escalating conflict between belligerents actors. In assessing the military domain, the presentation is focused on forces overall situation, on threats likely to occur and on the opponent estimated campaign plan. The main elements that make up this section are: *operational environment assessment*, *crisis assessment* and *political and military assumptions and limitations*.

*Operational environment assessment* – is an analysis of operational environment and tracing the PMESII-PT variables and sub-variables status. It also presents the key factors that can influence the development of the crisis, the conduct and end of the conflict (each of them with inferences and conclusions).

*Crisis assessment* – details the following: causes and signs of the crisis; assessment of interests at international and national levels; potential threats and risks (immediate and growing); political, economic, social, cultural or other implications; issues of international law; attitude / interests of media (international, regional and national); interventions / support of third parties to resolve the crisis; political declarations; international contributions and areas of cooperation in political, diplomatic, economic, humanitarian and military.

*Political and military assumptions and limitations* – it presents assumptions regarding the plausible crisis development and ensuing political or military restrictions and constraints.

**Conditions governing the armed conflict** – contains aspects related to *strategic initiation* and *crisis response planning*.

*Strategic initiation* – contains information on the following issues:

- Road to crisis - events leading to current situation, documents of regional and global security organizations which produce effects during the events development or endorse the legal basis of operations (UNSC resolutions, warning orders, planning initiating directive);

- The desired end state (political and military); the political, military, economic or other objectives; the real reason and the pretext

invoked by the attacker;

- Strategic approaches / responses (using political, economic or military instruments) and strategic effects pursued (national and international);

- Strategic situation assessment and the initial national task forces;

- Strategic initiating directive and Strategic planning directive.

**Crisis response planning** – information related to the following issues:

- Intelligence, CIMIC and environmental summary;

- Detailed presentation of the belligerent actors' structure, potential and force deployment;

- The required effects and key tasks; limitations, constraints and restrictions;

- The higher echelon CONOPS and the commanders' planning directives;

- Necessary data and information on intelligence, TOPFAS and LOGBASE.

The presentation of the desired end state, the pursued objectives and the conditions to be met for ending the military aggression and the conflict are highly important aspects of this scenario module.

**Military action** – this is one of the most important components because usually, it decides the accomplishing of operational planning effort as a set of procedures, a plan or a strategy. It contains three basic sequences: the activation and deployment of the force; the execution of operation; ending operation, disengagement and redeployment of force.

Each of the three sequences contains details related to the execution of specific military actions, listed chronologically, as a concept of operation. This can be supported by documents (estimates, orders and reports) issued according to operational procedures assigned to each phase. The central sequence is set by the scenario objectives. The level of details for this specific sequence of CONOPS will be obviously higher and the events / incidents that occur during its progress will be focused on finding optimal solutions for planning so that the initial objectives will be achieved.

**Main events and incidents** – is a component specific to scenarios meant to conduct a military exercise but it can also be used for planning the response in future crisis situations. The events are “*major occurrences or a sequence of related incidents developed to support achievement of the exercise objectives and to set the stage for achievement of the training objectives*”<sup>1</sup> and generate feedback from operation planners. The incidents are “*actions or situations that provide greater clarity to an event*”<sup>2</sup>.

*Main events and incidents list (MEL-MIL)* is the element that gives a better organization to the presentation of military actions performance, both chronologically and in terms of structured group of actions taken to meet the objectives throughout the scenario progress. Therefore, it is important to specify that MEL-MIL writers can bring to the attention of planners some situations that may cause deviations from the planned course of action. In these cases, the result may be a contingency response attached to the master plan (in the form of a *branch*).

**Conflict results** – is presented the implementation of conflict mediation measures, political, military, economic or of other nature, as well as claims and their settlement during the negotiations between the warring states.

The scenario is not a prediction of the future. It is important to specify that, most often, the resulting product of a scenario implementation should be viewed as a sum of solutions and not as a solution summed. The script should have a greater degree of plausibility but it does not guarantee that the events listed will be the same as in reality. Therefore, the resulting product, even if it is constituted as a coherent whole, must be considered as a sum of chronological procedures, mainly causally interconnected, able to be continuously adapted to the actual course of events.

The design and implementation of military scenarios involves going through five basic

1 \*\*\* Collective training and exercise directive, BI-SC 075-003, 02 October 2013, p. M-1-4.

2 *Ibidem*.



steps which, in turn, involve sequential performance of some specific activities. These are: *selecting the participants and instruments; setting missions / tasks for the planner structure and the scenario time frame; defining the scenario framework - in terms of information (geo-political framework description and analysis of the operational environment and the crisis) and conceptual (identify directions of development for the crisis situation); writing scenario; evaluating and refining the scenario.*

As an overview of military scenarios design and development process, *after assigning the core scenarist team (CST) and selecting the participants in the process*, the next step in building military scenarios is to identify missions or tasks that the planning structure must accomplish and the *scenario timeframe*. Usually these missions / tasks involve certain risks and threats generated by the related operational environment. For *determining the risks and threats* to be utterly carried out, it is necessary to conduct in advance some activities of delineating, defining and exhaustive analyzing of the operational environment.

*Defining operational environment* requires a number of intense resource-consuming activities (time, mostly), of which the most important are outlining the geopolitical framework in which the crisis may occur, defining the actors and describing the crisis situation. These activities are executed in order to achieve a conceptual and informational foundation for all activities that will succeed. The foundation, which is also called *documentary database*, is completed with planning hypothesis, as assumptions on the current situation or suppositions about the future course of events that are considered as true in the absence of actual data or information. This instrument has some specific features corresponding to the situation described in scenario. Thus, if the script is meant to provide support for contingency planning, the documentary database, once established, can be considered as a concluded document. However, if the documentation database is being made to serve as source of information for

the operational planning process undertaken in order to achieve a plan applicable in an imminent or ongoing crisis situation, the document remains 'open' during the scenario development and even throughout the planning process, as the situational dynamics implies continuously changing or supplementing information contained herein.

The analysis of the operational environment results in identifying a series of threats that may occur on the structures involved in the operation. If they are defined as an opponent of state or non-state type employing in adaptive and concerted ways political, military, economic, social or information means, within a combinations of conventional and unconventional methods of action, in order to achieve the objectives pursued, it means they have a *hybrid configuration*. By correlating the threats with the tasks / missions established it is ascertain that the operation to be planned has some risks. The threats and risks analysis results in their hierarchy, in terms of priority, and also specifications concerning the manner, frequency and moment they may occur. Also, they can be simultaneous or sequential and can be connected or not in a causal relationship. Establishing the causal connection between the threats is a crucial step in the process of developing scenarios. For this task, it is recommended *the transversal impact analysis method* which is designed to identify threats that enable or inhibit other future threats. In this method is carried out the *transversal impact matrix* that records on rows and columns the threats that may arise in the defined operational environment. Transversal impact analysis works on the principle of conditional probability, stating that the existence of a threat is dependent on the manifestation of another, which means that the two threats are linked. For the reason of completeness, it should be specified that the method takes into account three features of each causal link between two threats: *bond direction, bond strength and bond duration*.

*Bond direction* - indicates the bond presence and how the effects of a threat affect the existence of another. Thus, if the link is positive,

it enables the emergence of other threats and if negative, it prevents other threats.

*Bond strength* - indicates the extent to which the presence of a threat in the operational environment affects the emergence of other threats in connection. In this sense the connection may be a widening or narrowing.

*Bond duration* - indicates quantitatively the time when a threat has an inhibitor or generator effect on another.

Transversal impact analysis method is extremely complicated by myriad causal links that may arise between elements but it has the advantage of offering the analyst the opportunity to discern and prioritize comprehensively and completely the interdependencies that may exist between the threats throughout the operational environment.

The next step in the scenario design and development process is to *identifying and connecting relevant factors* by outlining the uncertainties specific to operational environment and actions likely to be taken in this context. The uncertainties, according to Sascha Meinert<sup>3</sup>, are basic elements in setting directions for scenario development and can be *givens* (reasonable level of certainty) and *drivers* (highly uncertain). The analysis of drivers can be accomplished employing MICMAC structural analysis method, developed by French analyst Michael Godet. This method involves describing the relationships between previously determined drivers and identifying those which essentially influence the crisis evolution. The method mechanism is mathematical type and involves the design and use of a *cross-impact with multiplier applied to classification matrix*<sup>4</sup>. The drivers analysis result stands for the base structure in generating the development directions of the scenario or scenarios.

Before setting the development directions of the crisis it is necessary to *determine strategies* that actors in the scenario would use to achieve their objectives. This analysis gives scenarists

an extremely useful tool that will help them to give coherence and plausibility to scenarios that they will develop. Michael Godet has made an effective method of systematic analysis of the actors and their strategies called MACTOR (*matrix of alliances and conflicts: tactics, objectives, recommendations*). It involves six phases, as follows:

*Building the actors strategies table* - involves identifying plans, motivations, constraints and means of action for each actor.

*Identifying strategic issues and associated targets* - presents strategic issues that define this crisis and related objectives of each actor (objectives may be convergent, divergent or neutral).

*Establishing the relationship* of convergence or divergence between the actors involved in the conflict and every strategic aspect previously established.

*Establishing the hierarchy of objectives* for each actor and evaluating the convergence or divergence relationships between actors, in terms of objectives.

*Evaluating the power relationships* and issuing recommendations on strategies, taking into account the priorities and resources.

*Shaping key issues* regarding the future developments of the crisis, considering the power relationships between actors and their strategies.

Based on these elements and objectives to be achieved by running the scenario, the scenarists ***determine the directions of development for the crisis situation***. These are done as radiographs of crisis developments, centered on the related operational environment, taking into account the actions that may cause or have caused it and are options of the course of action needed to be adopted in order to resolve the crisis. This sequence can be conducted in a participatory manner, in working groups. MACTOR method has certain disadvantages related the occurring of some sources of distorted communication like the domination of the group by one or more people, the pressure caused by respecting the group opinion, the differences in personality, the difficulty to oppose publicly to

<sup>3</sup> Sascha Meinert, „*Field manual – Scenario building*”, European Trade Union Institute, 2014, p. 14.

<sup>4</sup> Matrice d'Impacts Croisés Multiplication Appliquée à un Classement





people with positions of authority and even the interpersonal conflict.

An effective method for identifying development directions of the crisis is Delphi. This method eliminates distortion in communication and involves a rational forecasting process used to obtain and develop a documented opinion on the progress of future events. Delphi method involves the following steps: *processing input data, selecting the participants, applying the questionnaire, organizing the group meeting and issuing the final report.*

*Processing input data* – CST centralize and process data and products obtained in the previous sequences of scenario development process, providing the conceptual and information grounds for building the development directions of scenarios.

*Selecting the participants* – If necessary, other personnel with expertise in supplemental areas is added to the personnel selected in the first stage. The main purpose of this step is to clarify influences. A suitable method is the “snowball” analysis. CST begins with identifying a proponent of an idea that usually is someone influential in the area and to require that person to appoint two others who approve or disapprove the majority by their own opinion. These two people should do the same, calling other people who approve or disapprove through certain opinions. The series continues until reaching predetermined number of participants. Participants must be different, not only in terms of opinions, but also in terms of relative influence, the formal authority and group affiliation.

*Applying the questionnaire* – CST draws up a set of questionnaires with questions aiming the course of future events likely to happen. Each questionnaire is a consequence of the previous one and, as such, it must be made after centralizing and statistical analysis of the responses to the previous questionnaire. These questionnaires are applied independently to each participant, in several rounds. By the end of the last round of the questionnaire, all participants have the opportunity to freely express their opinions or initial forecasts, amendments

and options, to argue their opinions or reassess and change their position. If necessary, interactive discussions can be organized with some participants in order to clarify or argument their opinions.

*Organizing the group meeting* – involves gathering all participants in a joint meeting to let them discuss the reasons, assumptions and arguments to support their views. Discussions *tête à tête* creates conditions that all participants to support their position and to receive immediate feedback.

*Issuing the final report* – contains creative ideas, with arguments, concerning the proposed courses of action as well as the goals, options and consequences of their conduct.

Based on products resulting from running the Delphi method, CST will build directions of development for scenarios as a sequence of events that describe developments in the current situation. Succession and the causal relationships between events that constitute a course of action can also be analyzed with *transversal impact assessment* method by building the *events connection matrix*. In this case, transverse impact analysis method complements Delphi. Each development direction corresponds to a scenario, as long as it involves a distinct and viable alternative solution. If certain variants of solving the crisis do not differ substantially from one another, they can address events or incidents that generate responses, without deviating too much from the basic course of action set in the scenario.

*Writing scenario* – the pieces finished until this stage set up the framework for the scenario that, subsequently, is filled in with narrative sequences that conclude its shape and provide to the incumbent planning structure the full picture it needs to address. Having defined the confrontation environment, the actors, the goals pursued by them, the final state delimiting the military action and the probable course of action of each party, the next step in scenario developing process can be run. This is developing CONOPS and issuing documents that constitute parts of the scenario. Concept of operations includes text and graphics and gives

details about the action most likely to take by either party.

After finishing the scenario, it enters a stage of *evaluation and refinement*, so that CST to ensure it meets the default and specified requirements. As with any process, testing and “finishing” the resulting product is a step of a great importance. Essentially, this is done through a recurring process of analysis, testing and evaluation of the scenario (or set of scenarios). The aim is to make sure that it follows the established direction of development and to eliminate any irregularities such as correlation of data and actions, accuracy of the most important moments throughout the forecasted crisis progress or correlation between threat and the generated effects on targets. For the activity to have consistency and efficiency, the scenarioists may use different tools, in the form of matrix or temporal axis, ensuring that the scenario is articulate and plausible.

The size and the amount of details of scenario component parts vary, depending on the type and the environment in which the events take place. Therefore, the military scenarios development process should be adapted so that the resulting product meets the general and specific requirements imposed.

The general requirements of military scenario obviously refer to their basic features. The military scenarios must be *realistic* (to place the forces and their procedures in a situation that may exist), *objective* (not to contain redundant sequences), *robust* and *complete* (to employ integrated all the force capabilities in a joint and unitary conception), *feasible* and *coherent* (made in a fluent and articulate manner).

As for the specific requirements, the hybrid operational environment, considering the specific characteristics it has, determines the need for a description at a high degree of detail, especially for the actors participating in the conflict and also an exhaustive analysis of the conflict outbreak. Moreover, military actions conduct and their results are intertwined in presentation because of the ambiguous nature of hybrid conflict. In the real hybrid operating environment,

most times, the conflicts end state is false, the hybrid threat or its components being able to resurface and create effects all the time.

In conclusion, it should be pointed out the fact that long-term planning is a basic requirement for an efficient and modern military strategy. The use of military scenarios as initiator and contextual support for plans developed under this process adds a significant boost in efficiency and durability, along with the opportunity to estimate quantified the response to the question “*What if this happens?*?”. The main purpose is to determine and apply all necessary measures to maintain permanent correspondence between the military instrument and the contemporary and future operational environment.

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accept them;

- Social services: recommendations were made with the purpose of ensuring that the social services will become more proficient in their approach to the complex social problems of people that find themselves in situations of social exclusion;

- Use of the work force: these works focus on promoting equitable access to obtaining positions of employment while taking into account the evolution of the labour market and also the changes in the services of using the work force;

- Housing: activities centred on access to housing pay a great deal of attention to the situation of member states that face great difficulties in this field;

- The child and the family: activities in this domain are aimed at developing an integrated approach to child rights according to the conventions of The European Council and The Convention of The United Nations, as they pertain to child rights. The focus is put on the role of parents for developing their children fully and harmoniously in a modern society.

The social cohesion strategy defines the guide-lines for the actions of the division for the development of social cohesion of The European Council. Current activities include the development of useful indicators and other conceptual and methodological instruments for promoting social cohesion. The division organises a forum every year that is open to current topics in order to debate the social transformations that affect social cohesion. The analysis of these debates is published in the series entitled “Tendencies of social cohesion”.<sup>2</sup>

### **The European funds, instruments of development**

Structural funds are instruments through which Romania is obligated to contribute to: “strengthening economic, social and territorial

<sup>2</sup> www.europa.eu, accessed on the 15<sup>th</sup> of January 2015.

cohesion of The European Union”.<sup>3</sup>

The financial crisis and the whole global, European and internal economic context forces us more and more to focus on capitalization of European funds with prudence regarding their destination.

According to the European Committee, the contribution of funds for regional development is essential for the success of the Union’s crisis exit strategy.

In this context, Corina Crețu, the European commissioner for Regional Development, underlines the necessity of increasing institutional capacity and proper government to facilitate development efforts. The commissioner also mentioned the following: “this fact is more important than money and a pre-existing condition to enable the success of our policies”.<sup>4</sup>

The objective of European funds is to reduce the existing differences between the states and the regions of The European community regarding the areas of concern in:

- The economic field, by strengthening the competitive capacity on the Single Market;

- The social field, through implementation of a social policy focused on the creation of jobs and perfecting human capital;

- The durable development field, in order to avoid the dependencies and cataloguing over time of member states based on the maintaining or even the deepening of the differences between their levels of development, etc.

In order to achieve these objectives, the European commissioner for Regional Development, Corina Crețu, has guaranteed to offer member states technical assistance and institutional support, including the maintaining of inter-regional cooperation and promoting examples of good practice.

On the same topic, the simplification of procedures represents an important support both for the authorities as well as their direct beneficiaries. In this regard, the commissioner,

<sup>3</sup> Art. 174 of “The Treaty regarding the functioning of The European Union”

<sup>4</sup> www.corinacretu.wordpress.com, accessed on March 19<sup>th</sup> 2015.

Corina Crețu, wished to mention the following: “I have assumed in writing the promise to member states that I will do all that is possible to help them invest in 2015 the rest of the already contracted funds and it is a promise that I want to keep”.<sup>5</sup>

The European funds can also be considered instruments of development from the perspective that they are focused on achieving the following objectives:

- supply competitiveness regarding goods and services;
- capacity of resilience to competition;
- normal functioning of the market;
- research;
- innovation;
- the force of access to new markets etc.

Operational programmes will largely determine the public European investments for the period between 2014-2020<sup>6</sup>, especially in those countries and regions that have the most need for this contribution.

The Regional Operational Programme 2014-2020 has as its main priorities:

- improving the competitiveness of small businesses and technological transfer;
- increasing energetic efficiency;
- development of the healthcare infrastructure;
- development of the social infrastructure;
- development of the educational infrastructure;
- rehabilitation of county roads;
- programmes for economic regeneration;
- programmes for social regeneration;
- programmes for regenerating disadvantaged urban communities;
- programmes for conserving cultural heritage.

All things considered, the unspent funds in the 2007-2013 Budget represents a significant

<sup>5</sup> [www.corinacretu.wordpress.com](http://www.corinacretu.wordpress.com), accessed on March 19<sup>th</sup> 2015.

<sup>6</sup> Regarding The Regional Operational Programme 2014-2020, the value of the allocated community funds is 6.7 billion euros.

source at the disposal of member states from the perspective of surpassing the crisis. Thus, the European Committee decided to form a specific work group to stimulate absorption and support those states from the European Union that have troubles regarding usage to their maximum capacity of the remaining available structural funds from the 2007-2013 period.

“This was one of my first priorities as commissioner of regional policies. I hope that this work group will offer the final necessary impulse for the 2007-2013 period and will help us gain valuable lessons for the new programming period, 2014-2020”, was the declaration given by the European Commissioner for Regional Development, Corina Crețu.<sup>7</sup> She also accentuated the efforts made by the institutions of the European Union, having as a purpose the support of the member states to achieve as great a rate of absorption as possible by the end of 2015.

The European Committee is focusing its attention towards the re-establishment of programs that target national projects, that refers mostly to the recurring results of the proposed projects over time. The perspective formed by the strategies created at the European level is that of developing projects finalised with European funds that produce continuous dividends for Romania’s economy. The result of such a project must be viewed as a hub that can bring a surplus of worth from which other sectors can benefit.

Taking into account all these reasons, we can deduce the fact that beyond the success of spending structural funds, often analysed only from a statistic point of view that usually leaves us with only a number to which we attribute a reduced significance, the authentic result of using them would presuppose quality infrastructure in fields such as:

- transportation;
- education;
- healthcare;
- collecting of taxes and dues;

<sup>7</sup> [www.corinacretu.wordpress.com](http://www.corinacretu.wordpress.com), accessed on March 20<sup>th</sup> 2015.

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- communications;
- using databases etc.

The European Union is in a transition period regarding the regional development programs, and the attention of the authorities and beneficiaries from the private domain must be focused both on the finalisation of projects from the 2007-2013 period and also on preparation of the 2014-2020 period.

### **Project management and its influence on Romania's social policies**

The Romanian social model can be outlined by the necessity of emphasising the strategic dimension of not only the politics, and also by the ensuring of a large support from political decision makers, but also the "civil society"<sup>8</sup>, aiming to:

- Harmonize the entirety of the economic and social policies with the ones existent in the European Union;
- Approach step-by-step the composition, but also the evolution of a sustainable Romanian social model, that can answer all the social needs.

The European Committee attracts the attention of all member states to the fact that during the programming period for 2014-2020, accessing European funds must be focused on as much creativity as possible to ensure not even one Euro from the community budget will be lost, but oriented where it is needed, in order to fix not only the economic problems, but also the social ones.

With regards to the lowest degree of absorption of European funds, the following countries can be mentioned: Bulgaria, The Czech Republic, Croatia, Italy, Romania, Slovakia, Slovenia and Hungary. The European Committee has recommended to these member states of the European Union that are facing difficulties in the management

<sup>8</sup> The civil society represents the entirety of the forms of organisation that ensures: "a solidarity and a capacity for spontaneous reaction from individuals and groups of individuals towards the decisions of the state and, more generally, towards everything that normally occurs on a daily basis in the country." (Nicolae Manolescu)

of community funds, to avoid using subsidies and instead focus as much as possible on using the financial instruments with a high degree of innovation, such as:

- loans;
- warranties.

These solutions are meant to accelerate the improvement of the fund absorption rate, thus achieving to finance as many projects as possible.

The European Committee views projects management within the context of community funds, from the perspective of a few instruments that are levers for increasing private investments and for maintaining social policies, by creating more jobs.

If we are referring to Romania we must keep in mind the necessity to reinforce a Romanian social model, and in order to achieve this goal we must mention the following fundamental factors:

- The effects of globalization on economic and social diversity;
- The transitional situation in which the Romanian social system currently finds itself, correlated with the reduced possibility to answer needs and solicitations, as well as to sustain progress;
- The current context of our country, dominated by general transformations at the level of the Romanian society, with flexible key institutions and structures in movement, but also with a population open to change.

By means of project management and Operational Programmes, it is aimed to reinforce the following objectives within Romanian territory:

- Capitalization of societal democratization and reflection of a new approach that is responsible with regards to economic and social policies;
- Exploiting work in a positive manner, by serving the greater interests of the population, this having an important weight in the rural environment and outside activities of employment;
- Promotion of pro-active and well oriented actions, supporting the growth of

competitiveness and work productivity;

- Stimulating the private business environment, by favouring increased participation in the work-force, thus making the work market more flexible and fluid.

In this context the European Commissioner for Regional Development, Corina Crețu, states: “As I said within the European Parliament, this is not about charity work, or about budget support for poorer regions, but about a full blown economic development policy, whose purpose is to generate economic growth and to create jobs. Cohesion policy offers opportunities, but asks in return for a lot of responsibility.”<sup>9</sup>

Another extremely important aspect underlined by the commissioner, Corina Crețu, is linked to combating poverty, this being one of the gravest problems that Romania faces with regard to social policy, but also economic policy: “With over 40% of the population being on the edge of poverty and social exclusion, Romania has to manage a very grave social problem, and the funds for regional development must be used mainly on solving this problem”<sup>10</sup>.

In the context of the current financial crisis, Europe is facing a difficult task, because it must reduce unemployment and poverty, thus putting into effect the transition to an economy with reduced carbon dioxide emissions.

Such an ambitious task requires of the involvement of the European political actors, and also fast action on multiple fronts. In this regard the European Council adopted Strategy Europe 2020<sup>11</sup>.

Cohesion policy should continue to have a decisive role in this difficult period, in order to guarantee a growth that is intelligent, durable and which favours inclusion.<sup>12</sup>

## Conclusions

In every country, the social security system is the result of many centuries worth of political struggles and development, and cohesion policy contributes significantly to the generalisation of growth and Prosperity in the entire Union.

The European community is an aggregate of states, regions and peoples, as great geographic, linguistic and cultural diversity. Realizing economic and social cohesion represents an expression of European solidarity and a requirement for economic efficiency and global competitiveness.

We can conclude by saying that the cohesion policy of the European Union represents an ideal, an objective for which societies must permanently strive.

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11 Europe 2020: a European strategy for intelligent, durable and inclusion friendly growth

12 Coursework Policies of the European Union, prof. univ. dr. Iordan Gheorghe Barbulescu





# AN APPROACH OF ETHICAL DILEMMAS FOR THE FUTURE ROMANIAN OFFICERS EDUCATION

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**Abstract:** *Although the military organization is an organization with a high degree of predictability of its members' behavior, a system of values clearly and visibly expressed, the young cadets of military academies face moral dilemmas. This paper presents some considerations on how military students from Romania relate to ethical dilemmas, as well as some arguments in favor of mentoring, as one of the solutions to support future officers in solving ethical dilemmas.*

**Keywords:** *Ethical dilemmas, Ethical mind, Mentoring*

## Ethical Dilemmas in Military Academies and the Ethical Mind

The dilemma is reasoning with two solutions, one of which must be chosen, although both lead to the same conclusion<sup>1</sup>. The term comes from the Latin *dilemma* or Greek *di-lemma* (double proposal). The ethical dilemma raises a moral choice between two solutions, based on moral values shared in the organization. The issue is not the choice between good and wrong (such a choice does not imply a dilemma), but to choose by moral reasoning, based on moral consciousness.

The person who faces an ethical dilemma is concerned about two issues: how to justify the choice to those who will be affected by it and how to avoid damage or injustice. The ethical dilemma is related to emotional elements and to the value system.

Theoretically, it would be expected that, once inside the military academy, the young cadets, future officers, do not face ethical dilemma, because the military organization is an organization with a high degree of

predictability of behaviour of its members, characterized by hierarchy and unified command, with a system of values clearly expressed and visible. However, the cadets face such dilemmas, although they adhered to the values of the organization and understand them very well. In our opinion, this is due to the following factors:

a. Technology is neutral with respect to any system of values. Military students are part of the generation of digital natives and for them world is unthinkable without the Internet. And, as the Internet is one of the vehicles of cultural globalization, it is clear that young cadets are in contact with values belonging to other cultures and even with the traps of non-values.

b. The young cadet goes through a new phase of socialization: from the primary group (represented by family and close friends) to the secondary group (represented by the military organization).

The way in which military students solve ethical dilemmas is very important, because it is an indicator for the level of acquiring of the three skills requested for each officer: to

<sup>1</sup> <https://dexonline.ro/definitie/dilem%C4%83>, accessed on 25.09.2015

discern in a complex environment, to decide under conditions of uncertainty and to order in adversity (in hostile conditions)<sup>2</sup>.

Howard Gardner shows in his *Five Minds for the Future* a vision for future mental types that people will need to ensure their progress in future ages<sup>3</sup>. The author believes that education should be focused on building the ability to examine and organize the vast amount of information, to think globally and act locally, regionally, nationally. The five minds for the future are: the disciplined mind, the synthesizing mind, the creative mind, the respectful mind and the ethical mind. The first three refer to intellectual education, and the last two refer to moral education. Ethical mind refers to how the future officer understand and exercise their role of leader / military leader, fighter, military specialist, educator and citizen. Young cadets in military academies must learn to reflect on their role as students and future professionals, the core values of the profession and the geopolitical context in which they are called to carry out tasks on national territory or outside it. Throughout their career, they will continue this process by acting as a guarantor of the preservation and delivery of the military values, acting in accordance with their responsibilities as citizens of the community, of the nation and of the world. The problem is the system of values to which they relate, because there are some examples in the world history in which the military had acted ethically in relation to the system in which they were involved, but unethically in relation to the values of humanity.

### **How Do the Future Romanian Officers Solve Ethical Dilemmas?**

During January-February 2015, we applied questionnaires to 77 students at Land Forces Academy “Nicolae Bălcescu” in Sibiu and

<sup>2</sup> Andronic, Benone, *Pregătirea studenților în instituțiile militare de învățământ*, Buletinul Universității Naționale de Apărare „Carol I” Nr. 1, 2012, București, pp.128-129.

<sup>3</sup> Gardner, Howard, *Five Minds for the Future*, Editura Sigma, București, 2007, p. 9.

at Air Forces Academy “Henri Coandă” in Brașov. The aim of the questionnaire was to collect data on moral consciousness education of future officers in the light of globalization and the digital age.

The sample comprised 58 boys and 19 girls, between 19 and 27 years, and had the following structure:

- 52 students from Land Forces Academy “Nicolae Bălcescu”, “Organization Management” specialization, the second year of study;
- 7 students from Air Forces Academy “Henri Coandă”, “Organization Management” specialization, the second year of study;
- 5 students from Air Forces Academy “Henri Coandă”, “Organization Management” specialization, the third year of study;
- 8 students from Air Forces Academy “Henri Coandă”, “Air Traffic Management”, the second year of study;
- 5 students from Air Forces Academy “Henri Coandă”, “Air Traffic Management”, the third year of study.

The first two questions of the questionnaire were related to ethical dilemmas and answers are relevant to analyze how students relate to solving them.

*Item 1. Have you ever had an ethical dilemma related to military academy student life?*

➤ 38 respondents (49%) declared that they had ethical dilemmas related to military student life. The large number of students who had no ethical dilemmas (39 respondents, that is 51%) is because military life is clearly regulated by moral norms. We do not believe that those who have ethical dilemmas have a problem in adapting to the military organization. These are young people who are strong reflexive persons.

*Item 2. If yes, how did you solve it?*

➤ The 38 students who declared that they had an ethical dilemma related to student life, gave in total 54 answers on how they solved the problem (each respondent could tick



several options). Thus, we find that the opinion of colleagues/ friends is very important (24 responses, respectively 44.44%), which means that the integration into the students group is very good. The second position is the call to parents' advice (14 responses, respectively 25.92%) where students prove trust, which shows that values shared in those families are very strong (it is about the moral convictions). We consider this as a positive aspect because the moral strength of a man is built from the family. Appealing to teachers / commanders (11 responses, respectively 20.37%) gives a proof of moral maturity of military students, although, given the mentoring system, we expected more answers to this target. It is somewhat surprising that in the digital age, the Internet is not "interrogated" by the military students on ethical issues (only two answers, namely 3.70%), which seems positive as it demonstrates, once again, maturity. The respondent who declared he re-read the military regulations needed, in our view, to strengthen the cognitive element of moral consciousness, that is represented by understanding the rules. Those who declared they left the dilemma unsolved (2 answers, that is 3.70%) need psychological support and mentoring, for two reasons: the understanding that every problem has a solution (opening psychological perspective) and the threat is that avoiding ambiguity gives room to other dilemmas.

### **Mentoring - One of the Solutions to Support Future Romanian Officers in Solving Ethical Dilemmas**

Specialized literature defines the mentor as a wise person, a counselor, a guide for those who face difficulties of a new social and/ or professional role. The role of the mentor is very important in military organization, because military career is an exceptional one, as it involves, in addition to specific skills, a degree of responsibility assumed only by special people.

From the answers we have previously

analyzed, we find out that only 20.37% of respondents call their teachers/ commanders to help them in solving ethical dilemma, which indicates that mentoring system is not sufficiently exploited in moral education of the young cadets. We believe that mentoring is one of the solutions to support future Romanian officers in solving ethical dilemmas for the following reasons:

- Both mentoring an ethical dilemmas are connected with concepts such as status, social role, profession, career design, communication, hierarchy, authority.

- Most often moral reasoning is not based on "how?" questions (whose answers are in the code of ethics) but on "why?" questions. The mentor, as a person with specific expertise who has already completed the stage which the cadet is facing, can help to the accuracy and to reasoning validation.

- For military students, the trend is not to "challenge" superiors with "out of the box" questions, but to conform. The mentor is the one who can dedicate his time and skills to help cadets to do connections between rules/ regulations and military organization values, which is essential in moral reasoning.

- Some specialists in military pedagogy talk about *action competence*, that is defined as the competence to manage a rapidly changing, unpredictable and risky environment<sup>4</sup>. The complexity of decision making process and the avalanche of information that need to be filtered in the process often causes strong internal conflicts for the person who has to make a decision. It is a general problem of techno culture that does not make a distinction between wisdom and artificial intelligence. We believe that, from this perspective, the mentor can help the future officers to acquire action competence.

- Solving ethical dilemmas involves three components: cognitive, emotional and volitional. The role of mentor intervenes in

<sup>4</sup> Toiskallio, Jarmo, *Cyborgs and Humans*, in *Military Pedagogy – An International Survey*, Peter Lang GmbH, Frankfurt am Main, 2002, p. 90

all fields: clarification of concepts (cognitive component), to strengthen adherence to the values of the organization (emotional component), but mostly on volitional component, because he will assist the cadet in an effort of will that is needed to remove internal or external barriers, in order to finally solve the dilemma.

In order to fulfil their role in solving ethical dilemmas of the cadets, mentors need to know very well the particularities of this current generation of cadets and understand the challenges that this generation must face, in the context of globalization and the digital age. To this end, we propose the participation of teachers in military academies appointed as mentors to training programs (workshops, conferences, courses, etc.) or to programmes for their certification as mentors code 235 902 in Classification of Occupations in Romania.

### **Conclusions**

Although the military organization is an organization with a high degree of predictability of behavior of its members, a system of values expressed clearly and visibly, the young cadets of military academies face moral dilemmas because of two reasons:

- Although the future officers are educated in the spirit of national military traditions, globalization and the digital era bring them into contact with other culture values, even with traps of non-values;
- The young cadet goes through a new phase of socialization: from the primary group (represented by family and close friends) to the secondary group (represented by the military organization).

The answers got from the applied questionnaires showed that 49% of respondents have had an ethical dilemma related to military student life, which have often been solved by calling the advice of colleagues/ friends (44.44%), parents (25.92%) and teachers/ commanders (20.37%).

We consider that mentoring is one of the solutions to support future Romanian officers in solving ethical dilemmas, as the mentor, through his competencies and his role, may contribute to shaping ethical mind that requires both the ability to make moral judgments and taking responsibility to how ethical dilemmas are solved. We propose for the military academies in Romania to put more emphasis on the work of mentors and to improve their competencies within training programs or by certifying them as mentors with code 235 902 in the Classification of Occupations in Romania.

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4. <https://dexonline.ro/definitie/dilem%C4%83>

K M 2015





# ASPECTS CONCERNING THE ROLE OF SMALL AND MEDIUM-SIZED ENTERPRISES IN THE ROMANIAN ECONOMY

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◆◆◆◆◆ **Abstract:** *Small and medium-sized enterprises play an important role in economic development both as suppliers, with employment opportunities and as a source of welfare for regional and local communities. If for large companies, small and medium-sized firms may represent adversaries, for individuals they represent jobs, first steps in their careers and, last but not least, an important step towards entrepreneurship. In fact, for the whole economy, this sector is the promotor of new ideas and processes capable of more efficient resource use.*

◆◆◆◆◆ **Keywords:** *firms, economy, society, economic growth.*

## Introduction

In the period after the revolution in 1989, the share of small and medium-sized enterprises has become more dynamic, after, in the communist era, it was basically non-existent. G. Verheugen stated that “small and medium enterprises (SMEs) have become increasingly important in society both as employment opportunities and as sources of welfare for regional and local communities.”<sup>1</sup> In this context, the efficiency of the whole economy, innovation as well as global increase of productivity are based on competitiveness as well as on entrepreneurial spirit because SMEs play a vital role in a modern economy: they focus on a more economic use of capital with respect to generating new jobs.<sup>2</sup>

1 Briciu, S., Groza, C., Putan, A., ”Small business development during the crisis” Annales Universitatis Apulensis Series Economica, 2012

2 Visinescu, S., Micuda, D., *Challenges faced by EU SMEs in the context of the global economic crisis*, Romanian Economic and Business Review No. 3, Vol. 4

## Small and medium-sized enterprises

There is no unanimously agreed upon definition of enterprises, either juridically or statistically in the literature. The ones that exist have become more and more verbose over time, and present them as having an important role in the economy, as being differentiated according to their influence and quality (reaching a certain level of work productivity, a certain level of behavior) and quantity (the sales volume, number of employees and profit).

In Romania, according to the legislation in force, in the case of SMEs whose activity comprises the production of goods and services, the average number of employees per year is: up to 9 (for micro enterprises); between 10 and 49 (for small enterprises); between 50 and 249 (medium-sized enterprises).<sup>3</sup>

Specialists in economic theory unanimously agree on the dynamic and profitable importance

3 Tuclea E. *Managementul intreprinderilor mici si mijlocii din turism si servicii*. Editura ASE: Bucuresti; 2004.

of SMEs if they are in large enough a number. If it is necessary for large-sized enterprises to properly reflect on the mechanisms, decisions and support actions for the creation and development of SMEs, the latter retain specific production, informational, commercial and managerial characteristics:

➤ Small size (adaptability and higher receptivity to market demands) – the most relevant feature that favors socialization and also leads to their increase in numbers;

➤ Productive potential and small individual weight (the role of investor, owner and manager overlaps with that of entrepreneur);

➤ A substantial contribution to the competitive climate (reduced possibilities for large scale enterprises to control the market). Largely however, SMEs are subcontracted by large enterprises, as they supply the latter with parts, services and thus the former become complementary not competitive;

➤ An important role in diminish the shocks generated by economic crises, taking into account the reduced volume of investment necessary to change the profile;

➤ Precursors in the creation of new civilian societies thus positively influencing social and political stability;

➤ Ample efforts with respect to joining or leaving a market even if the barriers in these cases are the same for all enterprises irrespective of their size;

➤ Resources and opportunities such as:

- Managerial – new approaches, methods, techniques, knowledge that eases the identification and capitalization of economic opportunities;

- Educational – the development of the abilities, knowledge and behavior pertaining to entrepreneurial activities;

- Informational – represented by new IT which would allow faster and more effective access to information, knowledge regarding the start and the unfolding of an economic activity;

- Judicial – the promulgation of new laws and ordonnances, amendments to existing

ones;

- Commercial – open demand or latent for certain products and services;

- Banking – the significant alteration of set lines of credit, the amount of the credit, its type, guarantees and interest rates;

- Fiscal – changing the way different taxes are calculated to motivate investors to start or develop enterprises;

- Technical – new equipment, technologies, raw materials which can aid the diversification, modernization and development of business.<sup>4</sup>

➤ Reduced financial reserves allocated to research and development and elevated innovative potential. Innovative capacity is ensured by contracts signed with scientific research and technological development institutions, consulting firms, science laboratories, testing and sampling facilities etc. and less through internal research and development (very few of SMEs can afford to undertake such activities individually).

➤ The deciding factor in the formation of a middle class in transition economies.<sup>5</sup>

### **Small and medium-sized enterprises in the Romanian economy**

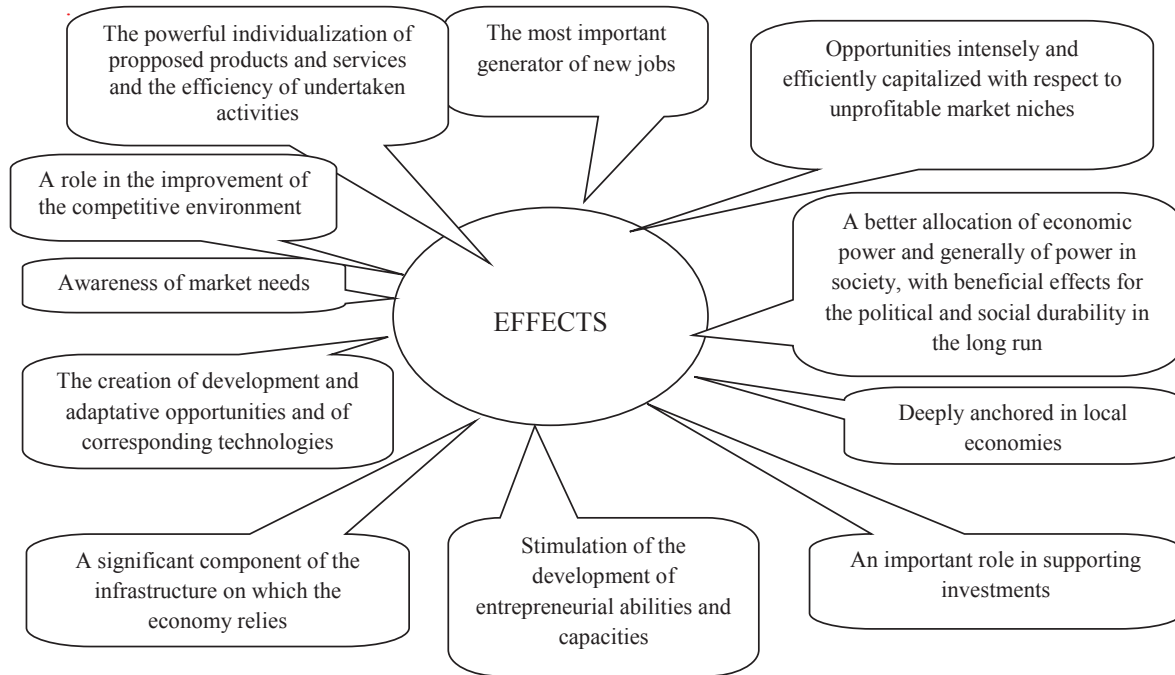
The dynamics of SMEs in Romania in determined by a series of causes and conditions (such as the way in which state-owned enterprises were restructured and privatized or the way in which legislation evolved with respect to the organization and function of these enterprises).

This sector basically increased from zero in 1990 progressively<sup>6</sup>, generating positive effects (fig.1).

4 Nicolescu, O. Nicolescu, C. *Intreprenoriatul si managementul intreprinderilor mici si mijlocii*, Editura Economica, Bucuresti, 2008.

5 Popescu, D. *Managementul intreprinderilor mici si mijlocii*, Editura Biblioteca, Targoviste, 2007

6 Briciu, S., Groza, C., Putan, A., *Small business development during the crisis*, Annales Universitatis Apulensis Series Economica, 2012.



**Figure no. 1** The positive effects generated by SMEs in an economy (according to Kerbalek I, *Economia intreprinderii*; Editura Gruber:2002)

**Sours:** URL: <http://www.economiaintreprinderii.ro/cap5/s2.htm>

### The difficulties of SMEs

The economic crisis which started in 2007 and got worse in 2008 was mainly caused by the bankruptcy of numerous insurance companies, banks and creditors. In the second half of 2008 in Romania felt the effects of the global financial crisis through the gradual deterioration of the economy and the investments.

The economic literature mentions three main channels by means of which the crisis reached our country.

1. Bank failures and a decrease in the number of domestic loans.
2. A reduction in export revenue.
3. A reduction in the financial flux to developing countries.<sup>7</sup>

SMEs, characterized by flexibility and innovation, also known as “engines of development”, “the hidden giant of western economies” or “human-faced enterprises”<sup>8</sup>,

<sup>7</sup> Farcescu, B., *Crises Effects on Financial System Structure in some Post-Communist Countries*, International Strategic Management Conference, 8th, 2012

<sup>8</sup> Popescu, D, *Managementul intreprinderilor mici si*

have proven the important role they play in Romania’s path to prosperity and long-term development.

However, in the entrepreneurs’ opinion a series of barriers could appear in the way of the development of this sector:<sup>9</sup>

- A reduced degree of stability and legislative homogeneity such as an incorrect enforcement of existing laws;
- Insufficiently operational institutional infrastructure, corruption as well as blooming bureaucracy;
- Excessive fiscality, as SMEs are treated differently compared to larger ones with respect to payment of delayed fiscal obligations;
- A lack of transparency in the domain of bank loans, lack of preferential interest rates, a large amount of paperwork;
- Difficult and costly access to information.

The reduction in the rate of development and the increasing number of bankruptcies

*mijlocii*, Editura Biblioheca, Târgoviste, 2007

<sup>9</sup> Popescu, D, *Managementul intreprinderilor mici si mijlocii*, Editura Biblioheca, Târgoviste, 2007

has represented the impact of the crisis on SMEs but their flexibility represented some people's advantage to relaunch on the service market through new services and products comparatively to large entrepreneurs.

### Conclusions

If, for large companies, SMEs are a competitor, for individuals these represent a first workplace, a first step in their careers and not lastly an important step to entrepreneurship. Moreover, for the whole economy, this sector represents an idea-launcher, a proposer of new processes which utilize resources more efficiently. Employment rates have proven the potential of these economic operators with respect to economic growth, however, their innovation capacity has not been fully explored. A favorable and more flexible political environment would represent support for finance and new technologies, thus contributing to their capitalization.

SMEs in the public life could improve the quality and the realism of renewable strategies and economic processes if SMEs' participation

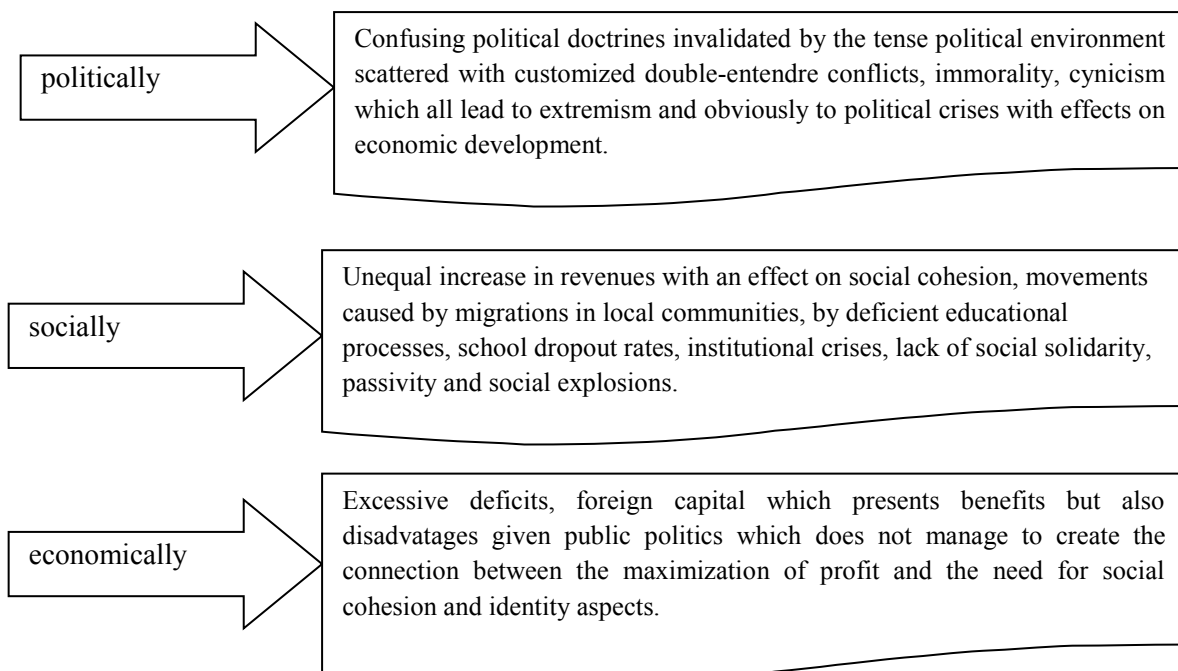
in the democratic decisional process would be improved.

Politically and socially, the following aspects are visible:

The role of SMEs is acknowledged worldwide as part of a country's economic development as political strategists often name them as the engine of social recovery. The global crisis, with its effects on developed areas, but also on developing areas in Central and Eastern Europe, affected SMEs development rates, increased the number of bankruptcies, thus affecting the economies of all states. The main problems that occurred were: a reduction in sales, delayed payments, exhausted work capital, insolvencies of SMEs but also difficulties in accessing loans or other financial aids.

Romania retains the same overall objective to support the recovery and development of this economic sector, through a series of strategic priorities: stimulating investments, improved access to finance sources, stimulated innovative spirit, increase in competitiveness, a simplified and improved legal framework, improved entrepreneurial educations, a more

K M 2015







active involvement on the domestic and international market.

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## GENERAL CONSIDERATIONS REGARDING EFFICIENCY IN SERVICES DOMAIN

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◆ **Abstract:** *The structure, volume as well as the efficiency of the way available resources (human, material and financial) are used to determine the economic viability of a firm.*

◆ *Efficiency as an economic category represents the causal relationship between the effects resulting from an activity and the effort invested in it.*

◆ *In a strict sense, efficiency may be defined as the result between the results obtained from an action and the resources allocated for this purpose, while the extended sense represents the attribute of the action, thing or person of producing society favorable effects. Services have certain characteristics that determine a particular efficiency, in their case.*

◆ **Keywords:** *efficiency, indicators, evaluation, services, clients, resources.*

### The concept of efficiency in service providers

Every human activity has a final result that can be translated in terms of effectiveness and efficiency, its characteristic to produce the useful desired effect regarding the way of allocating and using human, material, financial resources.

The Explanatory Contemporary Romanian Language Dictionary presents economic efficiency as the ratio between the results obtained from an economic activity and the total expenses the activity implied<sup>1</sup>, and the word *efficiency* comes from the Latin *efficientia*, meaning the quality, capacity to produce the useful (positive) desired effect<sup>2</sup>.

Efficiency, as an economic category, represents the causal relationship between the ef-

fects from an activity and the effort invested in it.

Strictly, the term efficiency can be defined as the ratio between the results of an action and the resources allocated for that purpose, while the enlarged sense represents the attribute of the action, thing or person of producing society favorable effects.

Introduced in all human and social activities, this concept was completed to become social efficiency, economic efficiency, ecological efficiency.

The way resources are allocated in an economic process regarding services and the obtained results is a complex category, which puts the economic effort and the corresponding effects in a causal rapport.

A service provider has a total economic efficiency which is influenced by:

- the efficiency of resources allocation – the services are what the beneficiaries need;
- the efficiency of using the production factors – providing services with the lowest

1 Breban V., *Dicționarul explicativ al limbii române contemporane*, Editura Științifică și Enciclopedică, București, 1986.

2 Zamfir A., *Managementul Serviciilor*, Colecția Management, Editura ASE, București, 2011.

production cost;

- the efficiency of services selling – volume, structure and quality according to the beneficiaries requirements, allowing them to spend the available revenues.

The efficiency in service providing has different forms:

- reducing the consumption of raw materials;
- improving the quality of the offered services;
- improving the lucrativeness;
- increasing labor productivity.

Service providing has certain characteristics determining that efficiency, in their case, is customized as follows:

- *the non-material character of service providing determines that the useful effects of services are particularly different from those of the goods.* The useful effects of services can be noticed after a longer time and are difficult to quantify (as in sanitary services, culture, teaching etc where the efficiency is expressed through rationalizing the consumption of production factors. In particular is sought the efficiency of resources use and less the profit);

- *direct effects* (as in services regarding air, naval, route, railroad transport as well as direct distribution activities) but also *indirect effects* (those induced by the service sector on the other social domains – education, culture, sanitary services produce effects on the economy and society by increasing the level of training and culture or improvement of general health);

- *efficiency correlated with the quality of services and provider* (attracting, maintaining and increasing the number of clients is accomplished through the quality of services and has a direct effect on the fiscal value and profit).

### Evaluation of the provided services

Evaluation of the provided services can be approached from different points of view, according to the criteria of substantiation of the economic efficacy and efficiency. These criteria differ from one evaluated service to an-

other, but also according to the development conditions.

When evaluating the economic efficiency of a service provider, the evaluation methodology principle from the point of view of the ratio of efforts and effects is represented by the evaluation criteria.

According to the evaluation criteria several indicators categories have been identified in the specialty literature<sup>3</sup>:

- indicators reporting the service objectives to the necessities;
- indicators reporting effects to resources;
- indicators comparing what was obtained by following the purposes;
- indicators that combine the efficiency and effectiveness of the accomplishments, results and impact.

They can be divided into two main categories:

1. economic;
2. quality related.

In order to identify and build a system of evaluation of the economic efficiency in the service providing domain, we have to start from the general principles for efficiency calculation, on the structure of the used resources, the nature of efforts invested and obtained results, as well as on the way in which the quality of the services provided contribute to obtaining the satisfaction of the beneficiaries, aspect that presumes the consideration of the following indicator categories<sup>4</sup>:

General indicators of the economic activity – regardless of the level at which they are realized (within a firm) characterize the overall efficiency of the economic activity. Profitability – economic efficiency of service providing, correlated with the professionalism of the economic operators and the resources used for service providing;

3 Nicolescu O; Plumb I, Pricop M, Vasilescu I, Verboncu I, *Abordări moderne în managementul și economia organizației*, vol. 3-4, Editura Economică, București, 2003 și Andreea Zamfir, *Managementul Serviciilor*, Colecția Management, Editura ASE, București, 2011.

4 Zamfir A, *Managementul Serviciilor*, Colecția Management, Editura ASE, București, 2011.

$P = \frac{P}{C} \times 100$ , P – annual profit, C – annual production expenses – represents the profitability rate, by which can be calculated the consumed resources for the service providing both for the firm as a whole and for each compartment.

Cost for 100 lei revenues -  $C_{/100} = \frac{C}{Q} \times 100$ , C – annual production expenditures, Q – fiscal value – allows comparison between service providers.

Structure indicators for the consumed resources and obtained results – structure of the work force, how the employees work time is used and the use of serving capacities<sup>5</sup>.

Production factors use efficiency -

$W = \frac{Q}{X}$ , Q – service production, X – production factors consumption, expresses the level of service providing production by consumed production factor unit, highlights the total or partial productivity<sup>6</sup>.

The structure of the work force has the main indicators<sup>7</sup>:

- *percentage of workers from the total number of employees,*

$p_1 = \frac{Nm}{N} \times 100$ , N – total number of employees, Nm – number of workers;

- *percentage of leadership and administration personnel from the total number of employees,*

$p_2 = \frac{Nca}{N} \times 100$ , N – total number of employees, Nca – leadership and administration personnel number.

The way the work time of the employees is used has for main indicators:

- *Indicator of maximum available time use,*

$I_U = \frac{t_e}{t_d} \times 100$ ,  $t_e$  – effective work time,  $t_d$  –

5 Ovidiu N., Nicolesc C., *Antreprenoriatul și managementul întreprinderilor mici și mijlocii*, Editura Economică, București, 2008.

6 Radu I., Ursacesc M., Vladean D., Cioc M., Burlancu S., *Informatică și management - o cale spre performanță*, Editura Universitară, București, 2005.

7 Dalota M. D., Dalota S., *Analiza și evaluarea firmei*, Editura Orizonturi Universitare, Timisoara, 2000.

maximum available time;

- *indicator of not used time,*

$i_r = \frac{t_a}{t_d} \times 100$ ,  $t_a$  – unused time,  $t_d$  – maximum available time.

The way of using the serving capacities has the main indicators:

- *percentage of active fixed capital in the total fixed capital,*

$p_k = \frac{K_a}{K_f} \times 100$ ,  $K_a$  – value of active fixed capital,  $K_f$  – value of fixed capital;

- *degree of use of the serving capacity* (expresses the degree the serving capacities are attracted in the economic circuit),

$G = \frac{Q}{CMA} \times 100$ , Q – realized service production, CMA – annual average capacity, which can also be calculated through the

formula  $CMA = Ci + \frac{I \times N_{if}}{12} - \frac{E \times N_{inf}}{12}$ , Ci – existing capacity at the beginning of the year, I – existing capacity functioning during the year,  $N_{if}$  – number of functioning months for the new capacities during the year,  $N_{inf}$  – number of non-functioning for the new capacities during the year.

The indicators with a bigger importance are those evaluating the social efficiency and the efficiency of the investment activity in the service providing sector, meaning those indicators that have a clear importance in the category of indicators specific to various activity domains.

The evaluation and characterization of the services quality is accomplished by a system of indicators:

- *technical indicators* – referring to the volume of services and including indicators of quality of the equipments used in the service providing process;

- *environment indicators* – the level of loading the environment with contaminants, level of sound pollution etc;

- *specific (partial) quality indicators* – used for services that allow no deviation from the established quality characteristics, due to the need to assure the continuity of the service and safety in providing (potable water supply,



electrical energy, natural gas etc);

- *indicators of serving the consumer* – accessibility of the service, economic and managerial efficiency of the service provider (value of the resources used to obtain the results and the quality of the management decisions), level of satisfaction of the beneficiary of the service provided;

- *indicators of the consumers complaints* – expresses the reaction of the clients to deviations from the contracted quality<sup>8</sup> etc.

Satisfying the clients' expectations is the representation of the way the offered service is appreciated. In these conditions aspects as opportunity, accessibility, continuity in providing the service, become important.

For satisfaction criteria can be considered:

- *level of anticipation of the client's needs:*

- *level of exactitude in defining the contents of the service:*

- *level of fulfillment of the service demand:*

- *level of flexibility (promptitude) in solving the emergency situations:*

- *level of efficiency in solving the issues regarding the service.*

The firm management has the obligation to ensure a commercial orientation as well as a technical one, this being the only way to harmoniously combine set of actions capable to satisfy the client (elaborating the offer, presenting the services, establishing the prices, elaborating the documentation for informing the clients, advertising).

The impact of the client satisfaction is an activity that has to be continuous and regularly and is evaluated through financial and quality methods:

- financial impact – through the variation of the firm profit.

- the profit increased proportionally to the increase of the quality and clients' satisfaction;

- the profit linearly varied to the increase of clients' satisfaction;

- the profit decreased with the decrease of

clients' satisfaction.

Financial calculations don't always offer the correct operational solution from a temporal point of view, that is why the management of the service provider also has to appeal to non-financial approaches, in order to identify the strong points but mostly the weak points.

- immediate operational impact, by using:

- *the satisfaction queries method* – provides the position of the service provider to the main competitors:

- *critical incident method* – identifies the difficulties encountered by the clients in the process of service providing:

- *record and management of complaints* – recording the clients' complains, sorting them and finding solutions:

- *mystery client method* – designation of an employee of the service provider as a client to test the real conditions of service providing<sup>9</sup>.

## Conclusions

The structure, volume and efficiency of the way the available resources (human, material and financial) determine the economic viability of a firm.

The most important indicator is the work productivity, implying a nuanced analysis (taking into consideration the influencing factors, the assumed implications on the status and economic dynamics of the firm, in other words its complexity).

Starting from the classical productivity formula:  $W=Ca/Ns$ , can be discovered various factors that participate in the modification of its level (active fixed means/total fixed means ratio, efficiency of the fixed means, level of technical endowment).

The way in which are observed the correlations between the main objectives and the results achieved from their fulfillment represents the efficient use of resources.

8 Zamfir A, *Managementul Serviciilor*, Colecția Management, Editura ASE, București, 2011.

9 Zamfir A, *Managementul Serviciilor*, Colecția Management, Editura ASE, București, 2011.

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9. [www.mfinanțe.ro](http://www.mfinanțe.ro), Bilanț - societati prestatoare de servicii



# EUROPEAN MIGRANT CRISIS. SECURITY AND GEOPOLITICAL IMPLICATION OF THE DEMOGRAPHIC DEVELOPMENTS.

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◆ **Abstract:** *The phenomenon of migration is one of the main demographic realities which can have profound effects at geopolitical and security levels. The new European developments, under the arch of migrant crisis are the most actual and acute issues. This crisis has the potential to create pressure for some host countries with a recent history challenged by issue of migration. In this respect the present study aims to emphasize mostly the security-migration nexus starting from a theoretical level and to realise a demographic analysis of the situation in order to underline the magnitude of the phenomenon. This magnitude leads the present research to its last objective: identifying possible security risks and geopolitical consequences of the current crisis.*

◆ **Keywords:** *security, immigrants, refugee's quotas, crisis, effects.*

## The geopolitical and security valences of migration phenomenon.

Migration is one of the most important demographic realities of the 21st century and with deep security potential implications especially for Europe's case.

The phenomenon of migration is one of the three most important elements of demographic transition<sup>1</sup>, process that has the power to

<sup>1</sup> The three most important dimensions of demographic transition are: 1. the numerical dimension: diverse regional realities, most important being: stagnation and decline of population specific mostly in the developed world, and explosive growth in less developed parts of the world –even though the rhythm of growing is decreasing-; 2. the age-structure dimension: diverse regional realities, most important being: population aging specific to the developed world and youth bulge spe-

reshape the global realities, which, for the case in discussion, is amplified by actual violent conflicts. For Europe this is a situation without precedent in its recent history.

Geopolitical specialist of the moment emphasizes both in their theoretical and applied approach the potential the nexus migration-geopolitics has. For example, in 2013, Gyula Csurgai structured 11 most important demographical factors relevant in geopolitics and migration dynamics were among those factors, mostly in terms of their effect on the ethno-demographical structure of a territory and of the geopolitical role the Diaspora arose

specific to the less developed and in developing parts of the world; 3. migration dimension: immigration/emigration dynamics.

from those movements can have.<sup>2</sup> We can also mention the approach of Nayef al-Rodhan. He identifies five dimensions of global security and multisum security principle: human security, transcultural security, transnational security, environmental security, national security.<sup>3</sup> The transcultural security is seen as an important part of international security and covers the cultural entities and their interaction, within it migration playing an important role<sup>4</sup>, asserting: "The identification of the security of groups and cultures within states is particularly important within the context of transnational realities, including migration and irregular immigration and xenophobic and exclusionary tendencies in host societies with regard to culture, political beliefs and religion. A better understanding of different cultures and greater tolerance and respect for diversity could help to mitigate some of the most pressing security concerns of our day".<sup>5</sup> Nayef al-Rodhan insists on issues of migration as a potential demographic factor of instability: "The influx of large numbers of migrants can put pressure on the resources and the economy of destination countries, which can have political implications. Migrants can also change the ethnic balance of a state"<sup>6</sup> and as an example he highlight some possible issues Europe will face from this perspective: "Europe, for instance, will have to deal with an increasing number of migrants in search of employment. This will have security implications when it comes to illegal migration, and it will have social implications in those European states which have so far had difficulties integrating people of different faiths and ethnicities into the mainstream society."<sup>7</sup> We can identify also

at Nayef al-Rodhan a view shared by numerous specialist and members of academia in which migration has a dual valence from security perspective, with potential implication for both the host community and the immigrant community: "Migration by other groups into areas of homogenous cultural community can sometimes be seen as a threat to the community's way of life and trigger xenophobic reactions. At the same time, cultural minorities can be exposed to the same type of xenophobia by members of the dominant culture within a state."<sup>8</sup>

Studying both the theoretical frame and the regional realities we can assert that migration is currently an issue with geopolitical potential which can bring deep security effect, mostly if we take into consideration the most recent European developments, put under the arch of the refugee crisis. The European migration crisis has two very relevant aspects related to population issues: 1. the demographic magnitude; 2. the major cultural differences between the host countries and the origin countries of immigrants.

### **A demographic perspective of European migration crisis**

Even before the refugee crisis Europe was facing some challenges brought by migration, by the formation of strong immigrant communities, especially of those with a very different cultural background from the host countries.

From demographic perspective this developments are specific to the most recent European history. Between 18th century and the first half of the 20th century Europe was "the starting point of the most consistent emigration flows" and nowadays we assist at a twists, Western Europe being transformed in the "terminus point" of migration.<sup>9</sup> Therefore, since

2 Gyula CSURGAI (ed), *Geopolitics and Demography*, International Centre for Geopolitical Studies, Geneva, 2013, p. 12.

3 *Idem*, p. 131.

4 Gyula CSURGAI (ed), *op. cit.*, p. 132.

5 Nayef AL-RODHAN, *The five Dimensions of Global Security*, Geneva Centre for Security Policy, Genève, 2007, p. 13.

6 Nayef AL-RODHAN, *Neo-statecraft and Meta-Geopolitics: Reconciliation of Power, Interests and Justice in the 21st Century*, LIT Verlag, Berlin, 2009, p. 87.

7 *Ibidem*.

8 Nayef AL-RODHAN, 2009, *op. cit.*, p. 212.

9 Maria-Ana GEORGESCU, Emigrarea forței de muncă feminină și criza familie, 2006, available at [http://www.upm.ro/facultati\\_departamente/stiinte\\_litere/conferinte/situl\\_integrare\\_europeana/Lucrari2/Georges\\_cu%20Maria.pdf](http://www.upm.ro/facultati_departamente/stiinte_litere/conferinte/situl_integrare_europeana/Lucrari2/Georges_cu%20Maria.pdf), accessed at 1st of October 2015, p. 309-310.



the second half of the 20th century we assist at a new era for Europe in terms of migration dynamics, Western countries becoming some of the most desired destination for immigrants at global level. In 2009, according to Gallup, the most attractive European destinations for migrants worldwide were: United Kingdom, France, Germany, Spain, and Italy.<sup>10</sup>

The most recent Eurostat data shows that, in January 2014, the top countries from the perspective of percentage of immigrants out of the total population are: Luxembourg (45.3%), Cyprus (18.6%), Latvia (15.2%), Estonia (14.8%), and Austria (12.4%) Ireland (11.8%), Belgium (11.3%), Spain (10.1%), Germany (8.7%), Italy (8.1%) United Kingdom (7.8%), Sweden (7.1%), Greece (7.7%), and Denmark (7.1%), France (6.3%).<sup>11</sup> The proportion could be higher. For example 2013 UN data shows higher percentages than Eurostat ones, for the case of some of the most influential European states, that are also in top 10 most desired destination of immigrants: United Kingdom (12,4%), Germany (11,9%), France (11,6%), Spain (13,8%)<sup>12</sup>. According to UN, other European states with great proportion of immigrants are: Austria (15.7%), Belgium (10.4%), Sweden (15.9%), Netherlands (11,7%), Switzerland (28,9 %).<sup>13</sup> Those are significant val-

ues with possible geopolitical and security valence if we add to these considerations about the urban distribution of immigrant communities with a very different cultural background from the one of the host countries, this being for example the case of the Muslim communities. Harvard expert on Islamic studies, Jocelyn Cesari, asserted in 2007: "Berlin is a Muslim city, Paris is a Muslim city, and even Madrid and Torino are, to a certain extent".<sup>14</sup> The European countries with important percentage of Muslims out of the total population are: France (2010: 7.5%), United Kingdom (2010: 4,6%), Belgium (2010: 6%), Germany (2010: 5%), Netherlands (2010: 5.5%), Austria (2010: 5.7%), Sweden (2010: 4.9%), Switzerland (2010: 5.7%), Denmark (2010: 4.1%)<sup>15</sup>, very influential European countries and top desired destination for immigrants.

The recent refugee crisis, generated mostly by "the wars in Syria and Iraq, as well as conflict and instability in Afghanistan, Eritrea and elsewhere"<sup>16</sup>, can add more demographic pressure to some European countries which are

Bucharest, available online at <http://www.strategii21.ro/A/2015-04.%20STRATEGIC%20CHANGES%20IN%20SECURITY%20AND%20INTERNATIONAL%20RELATIONS%20IN%20THE%20EARLY%2021ST%20CENTURY/Strategii%20XXI%202015%20-%20FSA%20vol.%202%20.pdf>, p. 55.

<sup>14</sup> Simon KUPER, "Head count belies vision of Eurabia", financial Times, August 19, 2007, available at <http://www.ft.com/intl/cms/s/0/123ade02-4e6f-11dc-85e7-0000779fd2ac.html>, accessed at 10th of September 2012. Data previously used in: Filofteia REPEZ, Cătălina TODOR, "Europe of the future from the demographic perspective. The reliability of the term Eurabia", *Proceedings of the International Scientific Conference Strategies XXI „The complex and dynamic nature of the security environment”*, November 22-23, 2012, "Carol I" National Defence University Bucharest, available at [http://cssas.unap.ro/en/pdf\\_books/conference\\_2012.pdf#page=276](http://cssas.unap.ro/en/pdf_books/conference_2012.pdf#page=276), p. 281.

<sup>15</sup> PEW, "The future of Global Muslim population 2011", PEW Research Center Religion & Public Life, 2011, available at <http://www.pewforum.org/2011/01/27/future-of-the-global-muslim-population-regional-europe/>, accessed on 10<sup>th</sup> of January 2015. Data previous used in Cătălina TODOR, 2015, *op. cit.*, p. 56.

<sup>16</sup> UNHCR, "2015 UNHCR regional operations profile – Europe", UNHCR Global Appeal 2015 Update, available at <http://www.unhcr.org/pages/4a02d9346.html>, accessed at 2<sup>nd</sup> of October 2015.

<sup>10</sup> Neil ESIPOVA, Julie RAY, "700 Million Worldwide Desire to Migrate Permanently", Gallup, 2009, available at <http://www.gallup.com/poll/124028/700-million-worldwide-desire-migrate-permanently.aspx>, accessed at 1<sup>st</sup> of October 2015.

<sup>11</sup> Eurostat Statistics, *Non-national population by group of citizenship, 1 January 2014*, 2015, available at [http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Non-national\\_population\\_by\\_group\\_of\\_citizenship\\_1\\_January\\_2014\\_\(%C2%B9\)\\_YB15.png](http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Non-national_population_by_group_of_citizenship_1_January_2014_(%C2%B9)_YB15.png), accessed at 1<sup>st</sup> of October 2015.

<sup>12</sup> United Nations, *International Migration 2013*, U.N-Population Division, 2013, available at [http://www.un.org/en/development/desa/population/migration/publications/wall\\_chart/docs/wallchart2013.pdf](http://www.un.org/en/development/desa/population/migration/publications/wall_chart/docs/wallchart2013.pdf), accessed on 10<sup>th</sup> of January 2015.

<sup>13</sup> *Idem*. This data were previously used in a study: Cătălina TODOR, "Multiculturalism in theory and practice. The European demographic substratum", *Proceedings of the 11th International Scientific Conference Strategies XXI „Strategic challenges in security and international relations”*, 2<sup>nd</sup> – 3<sup>rd</sup> of April 2015, Volume 2, "CAROL I" NATIONAL DEFENCE UNIVERSITY,

confronting with significant immigrant communities; the above mentioned cases.

This year, respectively 2015, the UN Refugee Agency<sup>17</sup> argue that the number of asylum seekers „continued to climb in the first half of 2014”<sup>18</sup> and ”thirty-eight European countries recorded 264,000 asylum applications, an increase of 24% compared to the same period of 2013”<sup>19</sup>, out of which 216,300 were made in EU-28 countries. Top five EU receiving countries are: Germany, France, Sweden, Italy and United Kingdom.<sup>20</sup>

The most recent data provided by the European Commission show that 432, 245 asylum applications were made in EU-28 countries from January till Jun 2015, respectively in the first and second quarter of this year. The same source indicated 816,935 asylum applications in the last 12 months. The main host countries in the last 12 months (Germany, Hungary, Sweden, Italy, France, Austria, and United Kingdom) received the following number of asylum applicants: 296, 595 for Germany; 104,130 for Hungary; 78,245 for Sweden; 70,080 for Italy; 64,120 for France; 47,305 for Austria and 32,650 for United Kingdom.<sup>21</sup> In the second quarter of this year, the origin of the EU-28 asylum applicants were: 43, 995 from Syria (21%); 26,995 from Afghanistan (13%), 17,665 from Albania (8%); 13,930 from Iraq (7%), 10,045 from Kosovo (5%) and 100,565 from other countries (47%). Thinking in consideration the origin of asylum applicants in the main receiving countries the situation for the second quarter of 2015 is: 1) out of the total of 88,580 applicants of Germany 20% were Syrians, 19% Albanians, 9% from Kosovo, 6% from Iraq, 5% from Afghanistan and 40% had

other origin; 2) out of the total of 33,240 applicants of Hungary 42% were from Afghanistan, 26% from Syria, 8% from Pakistan, 7% from Iraq, 2% from Bangladesh and 15% had other origin; 3) out of the total of 15,895 applicants of Sweden 27% were from Syria, 17% from Eritrea, 10% from Afghanistan, 8% from Somalia, 6% stateless and 34% from other countries; 4) out of the total of 15,105 applicants of Italy 20% were from Nigeria, 11% from Gambia, 9% from Pakistan, 9% from Senegal, 8% from Ukraine and 42% had other origin; 5) out of the total of 15,990 applicants of France 7% were from Kosovo, 6% from CD, 6% from Sudan, 5% from Syria, 5% from China and 70% from other countries; 6) out of the total of 18, 105 applicants of Austria 30% were from Syria, 23% from Afghanistan, 16% from Iraq, 5% from Pakistan, 4% from Somalia and other 20% from other countries; 7) out of the total of 7,555 applicants of United Kingdom 10% were from Eritrea, 9% from Pakistan, 8% from Iran, 7% from Afghanistan, 7% from Sudan and 58% had other origin.<sup>22</sup>

Three countries were especially affected by this phenomenon: Italy (with 30,755 asylum applications in 2015 and ”42,356 irregular border crossings in the last 2 months”), Greece (with 7,475 asylum applications in 2015 and ”137,000 irregular border crossings in the last 2 months”) and Hungary (with 98 072 asylum applications in 2015 and ”78,472 irregular border crossings in the last 2 months”).<sup>23</sup>

In this respect EU has strived to find a solution appealing to the solidarity principle by proposing a relocation system for a number of 120,000 asylum seekers from Italy, Greece and Hungary over 2 years, main beneficiaries

17 UNHCR - United Nations High Commissioner for Refugees

18 UNHCR, 2015, *op. cit.*

19 *Idem.*

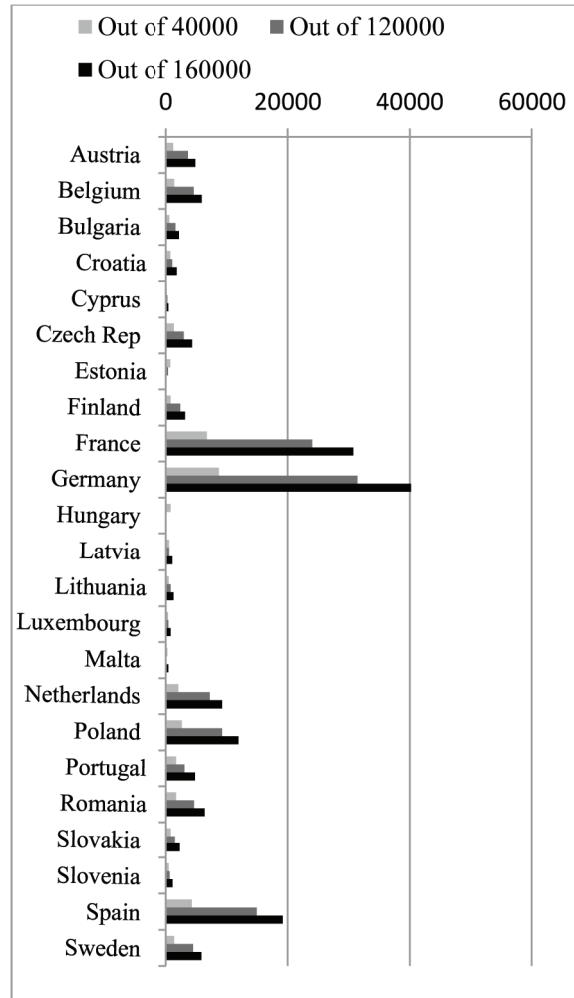
20 *Idem.*

21 European Commission, “Asylum applicants (including first time asylum applicants), Q2 2014 – Q2 2015”, 2015, data available at [http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Asylum\\_applicants\\_\(including\\_first\\_time\\_asylum\\_applicants\),\\_Q2\\_2014\\_%E2%80%93\\_Q2\\_2015.png](http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Asylum_applicants_(including_first_time_asylum_applicants),_Q2_2014_%E2%80%93_Q2_2015.png), accessed at 2nd of October 2015.

22 European Commission, ”Five main citizenships of first time asylum applicants, 2nd quarter 2015”, 2015, available at [http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Five\\_maincitizenships\\_of\\_first\\_time\\_asylum\\_applicants,\\_2nd\\_quarter\\_2015.png](http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Five_maincitizenships_of_first_time_asylum_applicants,_2nd_quarter_2015.png), accessed at 1<sup>st</sup> of October 2015.

23 European Commission, ”European solidarity: a refugee relocation system”, available at [http://ec.europa.eu/dgs/home-affairs/what-we-do/policies/european-agenda-migration/background-information/docs/2\\_eu\\_solidarity\\_a\\_refugee\\_relocation\\_system\\_en.pdf](http://ec.europa.eu/dgs/home-affairs/what-we-do/policies/european-agenda-migration/background-information/docs/2_eu_solidarity_a_refugee_relocation_system_en.pdf), accessed on 2<sup>nd</sup> of October 2015, p. 1.

Country	Out of 40000	Out of 120000	Out of 160000
Austria	1213	3640	4853
Belgium	1364	4564	5928
Bulgaria	572	1600	2172
Croatia	747	1064	1811
Cyprus	173	274	447
Czech Rep	1328	2978	4306
Estonia	738	373	1,111
Finland	792	2398	3190
France	6752	24031	30783
Germany	8763	31443	40206
Hungary	827		
Latvia	517	526	1043
Lithuania	503	780	1283
Luxembourg	368	440	808
Malta	292	133	425
Netherlands	2047	7214	9261
Poland	2659	9287	11946
Portugal	1701	3074	4775
Romania	1705	4646	6351
Slovakia	785	1502	2287
Slovenia	495	631	1126
Spain	4288	14931	19219
Sweden	1369	4469	5838



**Figure no. 1** The numbers of asylum-seekers each country would take (from the initial proposal of 40,000 in May and the latest proposal for an additional 120,000) [”Hungary was initially expected to take some people in from Italy and Greece but was later promised an exemption.” (Reuters, 2015)]

**Source:** *European Commission*, 2015, [Table and graphic realised after Reuters publication of European Commission data in Francesco GUARASCIO, Alastair MACDONALD, “EU eyes new migrant quotas; reluctant countries can buy out”, Reuters, published on 7<sup>th</sup> of September, available at <http://www.reuters.com/article/2015/09/07/us-europe-migrants-eu-quotas-idUSKCN0R70YX20150907>, accessed at 1<sup>st</sup> of October 2015]

being Syrians, Eritreans and Iraqis.<sup>24</sup> The mandatory quotas had been discussed, but on 12<sup>th</sup> of October 2015, after the interior minister’s talks, EU faced divergent positions of its members. Hungary, Slovakia, Romania, Poland and the Czech Republic expressed a “strong opposition”<sup>25</sup> regarding the compulsory quotas which were designated to “distribute 120,000

refugees”<sup>26</sup>. This was no surprise, because prior to this date countries expressed their position, for example on 4<sup>th</sup> of September 2015 “a summit of the «Visegrad Four» countries – the Czech Republic, Slovakia, Hungary and Poland ... rejected mandatory quotas for taking refugees, but said the group wanted to contribute to tackling the crisis and protect the Schengen border-free zone.”<sup>27</sup>

<sup>24</sup> *Idem*, p. 2.

<sup>25</sup> Deutsche Welle, “Berlin calls for sanctions on EU states that reject refugee quotas”, published on 15<sup>th</sup> of September 2015, available at <http://www.dw.com/en/berlin-calls-for-sanctions-on-eu-states-that-reject-refugee-quotas/a-18714957>, accessed at 1<sup>st</sup> October 2015.

<sup>26</sup> *Ibidem*.

<sup>27</sup> Georgi GOTEV, “Visegrad summit rejects migrant quotas”, Euractiv, published on 7<sup>th</sup> of September 2015, available at <http://www.euractiv.com/sections/justice-home-affairs/visegrad-summit-rejects-migrant-quotas->



The most recent data regarding relocation quotas for refugee was released at the end of September by the European Commission (figure 1).

According to this data, the highest number of asylum-seekers was proposed to be relocated in Germany, France, Spain, Poland and Netherlands.

All the previous analysed data indicate the dimension of the phenomenon. In this respect, International forums consider that “the unprecedented number of migrants crossing illegally the external borders ... resulted in the worst refugee crisis since the Second World War.”<sup>28</sup>

The magnitude and issue of migration for Europe is emphasized even by the special financing programs developed by EU for migration issues, programs for the period 2014-2020, in order to manage: 1. migration flows and asylum requests; 2. EU external borders; 3. crisis and preventing crime. For this purpose two funds are designed in order to “complement EU countries’ efforts and strive to provide additional value.” 1. AMIF (Asylum, Migration and Integration Fund) with a total allocation of € 3.1 billion; 2. IFS (Internal Security Fund) which contains two sections, IFS-Border and Visa and IFS-Police, with a total allocation of € 3.8 billion.<sup>29</sup> From this total amount of funds a part is designed for Union actions and emergency assistance (€ 385 million for AMIF, € 264 million for IFS-Border and Visa and € 342 million for IFS-Police), another for national programmes managed by the member countries (€ 2392 million for AMIF, € 1404 million for IFS-

Border and Visa and € 662 million for IFS-Police). In general, we can assert that the well-funded countries are the countries confronted with main immigration flows. In terms of total amount<sup>30</sup> allocated for countries in top of the well-funded countries are: Italy (€ 523 million), Spain (€ 506 million), Greece (€ 446 million), UK (€ 370 million), France (€ 344 million), Germany (€ 339 million), Netherlands (€ 156 million) and Sweden (€ 151 million). The other EU members have values between € 151-5 million. In terms of asylum funds top financed countries are: UK (€ 370 million), Italy (€ 310 million), France (€ 265 million), Greece (€ 259 million), Spain (€ 257 million), Germany (€ 208 million), Sweden (€ 118 million), Netherlands (€ 94 million), Belgium (€ 89 million). Our country, Romania, will benefit from a total financial assistance of €120 million out of which AMIF represents € 21 million.<sup>31</sup>

Also, from demographic perspective another fact is very relevant. While Europe strives to find a solution for the massive flow of asylum seekers, other regional actors, such as Saudi Arabia, Bahrain, Qatar, Kuwait, UAE, Oman, have 0 Syrian refugees. Alongside with European countries currently only Turkey, Lebanon, Jordan, Iraq, Egypt, Libya have Syrian refugees registered by UNHCR, the highest number being in Turkey (1,938,999 in Turkey; 1,078,338 in Lebanon; 628,175 in Jordan; 247,352 in Iraq; 132,375 in Egypt; 26,772 in North Africa).<sup>32</sup>

317388, accessed at 2nd of October 2015.

28 Frontex, *Annual Risk Analysis 2015*, European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union, 2015, available at [http://frontex.europa.eu/assets/Publications/Risk\\_Analysis/Annual\\_Risk\\_Analysis\\_2015.pdf](http://frontex.europa.eu/assets/Publications/Risk_Analysis/Annual_Risk_Analysis_2015.pdf), accessed at 1<sup>st</sup> of October 2015, p. 5.

29 European Commission, *Investing in an open and secure Europe – Two Funds for the 2014-20 period*, 2015 available at <http://ec.europa.eu/dgs/home-affairs/e-library/docs/invest-open-and-secure-europe/index.html>, accessed at 1<sup>st</sup> of October 2015.

30 AMIF+ IFS- Border & Visa + IFS- Police.

31 European Commission, *Investing in an open and secure Europe – Two Funds for the 2014-20 period*, available at <http://ec.europa.eu/dgs/home-affairs/e-library/docs/invest-open-and-secure-europe/index.html>, accessed at 1<sup>st</sup> of October 2015.

32 The data are the most recent registered at national level (some countries have reported last data for July and other from September-October) in UNHCR, “Registered Syrian Refugees”, UNHCR and Government of Turkey, Last Updated 4<sup>th</sup> of October 2015, available at <http://data.unhcr.org/syrianrefugees/regional.php>, accessed at 4<sup>th</sup> of October 2015.





## Potential geopolitical and security implication of migration crisis for Europe.

The refugee crisis is clearly an issue which raises profound humanitarian problematic and the need for international cooperation in order to identify the best practice in terms of support actions.

EU has taken a major responsibility in this crisis situation, mostly by Germany's position pro acceptance of large numbers of refugees, but we must underline the fact that there is no unified position among EU member states and the fact that this assumed responsibility may come with difficult to estimate possible risks and geopolitical consequences. The reasons for which there is no consensus on this matter is, besides the differences in development which can bring differences in the capacity of accommodation refugees, can be considered the security risks associated with this migration phenomenon foreseen by different by each European country.

In geopolitical terms, before the outbreak of the refugee crisis theories which revolved around the idea of the geopolitical influence of the Muslim world on Europe existed. The most preminent and maybe the most controversial one is Eurabia. Using arguments of historical, political, cultural nature, but also demographic ones (to some extend) the theory claims that the future reserves for Europe a statute of appendix of the Arab world.<sup>33</sup> This approach has both supporters and objectors but what is relevant regarding the refugee crisis is that some part of this theory might have returned with along the situation emerged. In this respect mass media, social groups and the political environment advanced ideas such as "Islamic invasion"<sup>34</sup>, "Islamization of

Europe"<sup>35</sup>, "Muslim conquest"<sup>36</sup>. Those could be some extreme position, both the formation of stronger refugee communities polarised is certain European areas/cities might bring some geopolitical consequences in terms of the geopolitical role that a strong Diaspora can have. For the case of Germany Angela Merkel makes a strong relevant declaration with a geopolitical connotation to some extent by asserting: "What we are experiencing now is something that will occupy and change our country in coming years"<sup>37</sup>.

In terms of security, two main issues can arise: 1) the consolidation of important immigrant communities with a very different cultural background from the one specific to the host countries can lead to tensions both on the behalf of the host country (islamofobia and xenophobia risk might increase and alongside with it possible manifestations and violent acts can occur) and of immigrants (reluctance to a high level of integration of this communities, possible increase of extremist reactions); 2) this flow of refugees can lead to an export of uncertainty and transform into an opportunity for extremist movements to operate by infiltrating their members among refugees. From the perspective of the first aspect, tensions caused by the intersection of two very

35 Kashmira GANDER, "Today refugees, tomorrow terrorists": Eastern Europeans chant anti-Islam slogans in demonstrations against refugees", Independent, published on 14<sup>th</sup> of September 2015, available at <http://www.independent.co.uk/news/world/europe/refugees-crisis-pro-and-anti-refugee-protests-take-place-in-poland-in-pictures-10499352.html>, accessed at 2<sup>nd</sup> of October 2015.

36 Carol BROWN, "Europe's Refugee Crisis: Violence, Demands, and Muslim Conquest", American Thinker, published on 11<sup>th</sup> of September 2015, available at [http://www.americanthinker.com/articles/2015/09/europes\\_refugee\\_crisis\\_violence\\_demands\\_and\\_muslim\\_conquest.html](http://www.americanthinker.com/articles/2015/09/europes_refugee_crisis_violence_demands_and_muslim_conquest.html), accessed at 1st of October 2015.

37 Justin HUGGLER, "Refugees will change Germany, Merkel says, as government releases £4.4bn to cope with crisis", The Telegraph, published on 7<sup>th</sup> of September 2015, available at <http://www.telegraph.co.uk/news/worldnews/europe/germany/11849468/Refugees-will-change-Germany-Merkel-says-as-government-releases-4.4bn-to-cope-with-crisis.html>, accessed at 2<sup>nd</sup> of October 2015.

33 This theory was previously analysed and published in a study: Filofteia REPEZ, Cătălina TODOR, 2012, *op. cit.*

34 Yoruk BAHCELI, "Wilders tells Dutch parliament refugee crisis is 'Islamic invasion'", Reuters, 10<sup>th</sup> of September, available at <http://www.reuters.com/article/2015/09/10/us-europe-migrants-netherlands-idUSKCN0RA0WY20150910>, accessed at 1<sup>st</sup> of October 2015.

different cultural worlds have been registered even before the actual crisis on both sides: for example the London and Madrid attacks, the tensions from French suburbs, the outrage caused by the Danish comics representing the prophet Mohammed, the murder of the director Theo van Gogh<sup>38</sup>, Charlie Hebdo etc and on the other side, the Islamophobic reactions, the most violent being Anders Breivik's Norwegian massacre, other examples being cases of burning houses of worship belonging to different European communities of immigrants. Current developments related to the refugee crisis, such as, on the one hand organised protest anti-Islamization of Europe in Eastern Europe (for example in Slovakia, Poland, Czech Republic)<sup>39</sup> and on the other hand for example refugees riot on Greek island of Lesbos<sup>40</sup>, the massive brawl from a refugee centre in Hamburg<sup>41</sup> show that future cultural and civil clashes are a possible European realities for the period and years to come. Not all Muslims are extremists, as not all Europeans are Islamophobics, but the realities configure future se-

38 Informations mentioned also in a previous study: Filofteia REPEZ, Cătălina TODOR, 2012, *op. cit.*

39 Sputnik, "Far-Right Activists Protest Slovakia's 'Islamization' in Bratislava", published on 20<sup>th</sup> of Jun 2015, available at <http://sputniknews.com/europe/20150620/1023642225.html>, accessed on 1<sup>st</sup> of October 2015.

Pamela GELLER, "Massive Anti-Islamization Demonstrations Take Place in Eastern Europe", published on 13<sup>th</sup> of September 2015, available at <http://freedomoutpost.com/2015/09/massive-anti-islamization-demonstrations-take-place-in-eastern-europe/>, accessed at 2<sup>nd</sup> of October 2015.

40 John HALL, "Riots erupt on Lesbos: 200 refugees throw stones at police and coastguard officials after being blocked from getting on a mainland-bound ferry", Daily Mail, published on 4<sup>th</sup> of September 2015, available at <http://www.dailymail.co.uk/news/article-3222419/Riots-erupt-Greek-island-Lesbos-200-frustrated-refugees-throw-stones-police-coastguard-officials-blocked-getting-mainland-bound-ferry.html>, accessed on 2<sup>nd</sup> of October 2015.

41 Umberto BACCHI, "Migrant crisis: Germany urges refugees to respect 'Western values' after violence at shelter", International Business Times, published on 1<sup>st</sup> of October, available at <http://www.ibtimes.co.uk/migrant-crisis-germany-urges-refugees-respect-western-values-after-violence-shelter-1522039>, accessed at 2<sup>nd</sup> of October 2015.

curity challenges that cannot be ignored.

The second aspect is emphasised by one of the most recent publications of Frontex - European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union - which identifies three major possible security implications of this crisis: 1. security implication for the life of the individuals which engage in dangerous travel experiences in order to come to Europe, "with the inevitable result that migrants' lives were put at risk"<sup>42</sup>; 2. illegal character of these developments ("illegal crossing to the EU") can "lead to a new *modus operandi*"<sup>43</sup> which aliments "business for organised crime groups"; 3. the magnitude of illegal border crossing leads to the fact that "resources are devoted to their immediate care, rather than screening and obtaining information on their basic characteristics such as nationality. After they are rescued, they continue their journey to other Member States and not knowing who is travelling within the EU is vulnerability for EU internal security."<sup>44</sup> Therefore "there is an underlying threat of terrorism-related travel movements especially due to the appeal of the Syrian conflict to both idealist and radicalised youths"<sup>45</sup>. In the first months of this year some transcripts of telephone intercepts led to the conclusion that "ISIS has threatened to flood Europe with half a million migrants from Libya in a 'psychological' attack against the West", in case a military intervention is perused in Libya against them.<sup>46</sup> What Frontex concluded regarding the illegal migration and their identification is

42 Frontex, 2015, *op. cit.*, p. 5.

43 *Ididem.*

44 *Ididem.*

45 Frontex, 2015, *op. cit.*, p. 6.

46 Hannah ROBERTS, "ISIS threatens to send 500,000 migrants to Europe as a 'psychological weapon' Chilling echo of Gaddafi's prophecy that the Mediterranean 'will become a sea of chaos'", The Daily Mail, published on 18<sup>th</sup> of February 2015, available at <http://www.dailymail.co.uk/news/article-2958517/The-Mediterranean-sea-chaos-Gaddafi-s-chilling-prophecy-interview-ISIS-threatens-send-500-000-migrants-Europe-psychological-weapon-bombed.html>, accessed at 1<sup>st</sup> of October 2015.

K M 2015

currently a much discussed subject in media from the perspective of the lack of existence or existence of fake identification documents that can be a real opportunity for extremist movements such as ISIS.

Therefore the refugee crisis is a phenomenon which has a great potential to change the face of Europe as we know it for now and security and geopolitical aspects should be an important focus for research and practitioners in order to identify the best way to cope with this unprecedented situation in the recent history of our continent.

### Conclusions

In the latest years studies of geopolitics increasingly included in their analysis and theoretical approaches the link with migration phenomenon. Therefore, in the context of the most actual European developments, the current research aimed to highlight some considerations towards the migration-geopolitics-security nexus starting from a theoretical perspective and than offering a demographic analysis in order to sustain the last part of the study. The third part focuses on the possible realities, with roots in the current refugee crisis, for Europe in terms of this nexus.

As a result of the argument exposed in this article we can assert that Europe is certainly facing unprecedented historical challenges and the demographic magnitude of the phenomenon can reshape the security agenda of its states and, to some extent it is to observe how these developments can result in the emergence of geopolitical consequences for European Union.

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network of retail store. Its management can be outsourced to a third party, can be exercised at the headquarters of the organization ('on-premises' / 'off-premises') or you can create a combined management. A private cloud can be compared to a conventional data center - the difference being that technological solutions are implemented.

*Public Cloud* is an infrastructure publicly owned, managed, and operated by a specialized service provider, commercial, academic, government or a hybrid thereof. The services can be accessed through the Internet and the service provider plays an essential role in terms of effective data protection employed on its systems.

*Community Cloud* is an infrastructure created for exclusive use by a specific community of users in organizations that have concerns and shared interests (e.g. schools, researchers, software developers). This can be owned, managed and operated by one or more community organizations, a third party or a combination thereof, and may physically exist inside or outside the organization.

*HybridCloud* describes a developed infrastructure as the usage of two or more distinct cloud structures that remain unique entities (combination of private, community, and public retain their unitary character), but are bound together by the same proprietary technology or standardized technology, allowing portability of data / information and applications (software used) upon request<sup>3</sup>.

A second classification criterion, based on user requirements, identifies several cloud computing solutions available on the market, that can be grouped into three main categories: *IaaS*, *SaaS*, *PaaS*. The models are usually applied to private and public cloud solutions.

*IaaS (Infrastructure as a Service)*: It may be a technological infrastructure –of remote virtual servers, hired by a cloud provider - which may replace IT systems of a company or that can be used alongside them. Such specialized

providers optimize costs by building an architecture based on low costs and high availability, and by establishing points of presence in several geographic<sup>4</sup> areas. The customer can install any type of software, including operating systems. He can also configure, within specific boundaries, various allocated network resources - firewalls, spam filters, etc. *IaaS* is in fact a service virtualization. Instead of investing in hardware, software licenses, storage or network equipment, these can be purchased as a service. Cables and server cabinets are replaced by a virtualized infrastructure hosted in a large data center, management and administration remaining the responsibility of a local IT specialist, which means that security is the user's<sup>5</sup> responsibility. *IaaS* resources include the ability to abstract the infrastructure and facilities of the hosted hardware platforms, and deliver their physical and logical connectivity.

*SaaS (Software as a Service)*: a provider offering services through the web, various applications and making them available to end users. These services are often meant to replace conventional applications installed by users on their local systems. As an example, we have the typical web-based office applications, including spreadsheets, word processing tools, computer records and diaries, shared calendars, email, etc<sup>6</sup>. The customer can configure parameters for the used infrastructure (bandwidth-servers, operating systems, storage).

*PaaS (Platform as a Service)*: solution provider offers advanced development and application hosting for companies addressed to both personal use (demand) and for redistribution (services to other companies). *PaaS* may be the best solution for companies that want to

3 [http://www.cert-ro.eu/files/doc/775\\_20131030091057011764400\\_X.pdf](http://www.cert-ro.eu/files/doc/775_20131030091057011764400_X.pdf), 10 May 2015, accessed on 10.05.2015

4 [http://www.cert-ro.eu/files/doc/775\\_20131030091057011764400\\_X.pdf](http://www.cert-ro.eu/files/doc/775_20131030091057011764400_X.pdf), 10 May 2015, accessed on 10.05.2015

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6 [http://www.cert-ro.eu/files/doc/775\\_20131030091057011764400\\_X.pdf](http://www.cert-ro.eu/files/doc/775_20131030091057011764400_X.pdf), 10 May 2015, accessed on 10.05.2015

be involved in managing these technological architectures. However, the client can install and configure his software applications on the cloud infrastructure made available, within the limits provided by the platform.

If we compare the three models of cloud by complexity and security, some conclusions can be drawn:

- SaaS provides integrated functionality, with reduced extension but with a relatively high level of security (a large part of the responsibility for safety rests with the supplier).

- PaaS enables developers to build their own applications in the upper platform. As a result, it tends to be more extensible than SaaS. This compromise also leads to applying security features. Because of this flexibility, it offers the possibility of integrating an additional layer of security.

- IaaS offers much more extensibility than two previous models. It means that, in general, the security capabilities and functionality do not go beyond protecting the infrastructure itself. Applications and content are managed and secured by the service consumer.

### **Legal implications and incident response**

#### *The current legislative framework*

Most domestic users know that when transmitting an e-mail or posting on a social networking medium, they are actually using services that are based on cloud technology, allowing storage, processing and using data via internet on remote servers. In cloud computing, power is provided by large data centres with hundreds of servers and data storage systems that have the ability to handle virtually any software. If the physical location is important, users should ensure that this is stipulated in the contract<sup>7</sup>.

When talking about cloud computing, we need to consider the legal implications both from commercial and criminal implications.

From a commercial perspective, cloud com-

<sup>7</sup> <http://cursdeguvernare.ro/cat-de-folosire-este-cloud-computing-ul-in-europa-si-romania-ce-servicii-in-cloud-vor-putea-accesa-institutiile-publice-din-tara-pana-la-sfarsitul-acestui-an.html>, accessed on 25.07.2015

puting contracts do not yet have personality. Currently, a solution hasn't been found for the legal protection of personal data and liability of data security.

Contracts for cloud computing essentially create a framework in which the user has access to computing capacity with infinite scalability and flexibility, depending on his needs. Currently, greater flexibility of cloud computing compared to traditional outsourcing is often offset by reduced customer safety, caused by specific contracts that are insufficiently balanced. Given the complexity and uncertainty of the huge legal framework, service providers propose a framework that does not allow the client to negotiate liability on confidentiality and security of data stored in the cloud. Using standard contracts, allows the supplier to make savings, but quite often end users find unacceptable conditions. Such contracts may also require choice of applicable law and / or questioning data retrieval. Saving files to the cloud is widely used in Denmark (42% of the population), the UK (38%), Luxembourg (35%), Sweden (35%) and the Netherlands (34%) but much less in Lithuania (8%), Poland (8%) and Romania (8%)<sup>8</sup>.

For matters not related to the Common European legislation concerning sales, specific actions are needed to ensure that other contractual issues relevant to cloud computing services may be covered by an optional similar instrument. Such additional actions should cover issues such as preserving data after termination, disclosure and data integrity, location and transfer of data, direct and indirect liability, ownership of data, the changing cloud service providers, and subcontracting.

Although European Union legislation protects cloud consumers, it is often that they do not know their rights, because they are not explicitly detailed in the contract and they are not aware of any jurisdiction applicable concerning civil / commercial law. Regarding personal data of others, the Data Protection

<sup>8</sup> <http://ec.europa.eu/eurostat/documents/2995521/6343581/4-16122014-BP-EN.pdf/b4f07b2a-5aee-4b91-b017-65bcb6d95daa>, accessed on 25.07.2015

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Directive states that it must be stored either in the European Economic Area (EEA) or in a territory that has equivalent legislation for the protection of privacy. In order to standardize and regulate cloud services, best practices should be established along with a guide on how to regulate a legal framework that can strengthen confidence in using cloud services, with the purpose of creating 2.5 millions jobs and increase GDP EU acquires by 1% by 2020 (about 160 billion), according to estimates by the European Commission. For economic development and reducing negative impact on the environment of economic activities, the European Commission has explicitly proposed its stand in the “Unleashing the Potential of Cloud Computing in Europe”, which articulates the first definitions and European strategy in the field, increasing the use of cloud technologies, allowing for three major actions:

- standardization of data sets and applications;
- regulating the terms and conditions for contracts;
- establishment of a European Cloud Partnership that supports innovation and growth in the public sector<sup>9</sup>.

Pending the development of a specific framework to govern cloud services market, the user will have to negotiate very strict contractual clauses that establish responsibilities regarding data protection and security services. Customer must balance the need for cost reductions with the possibility of damages by security systems provider of cloud and data that's being compromised. A solution would be to rely on an insurance company, but such action is difficult to quantify, since losses are difficult to estimate. There are discussions regarding limits of risk coverage by insurance companies that exclude covering of damages caused by the quality of used management.

Since 2013, the European Commission has set up a working group to develop a manual

<sup>9</sup> Ministry for Information Society - National Strategy on Digital Agenda for Romania, the Romanian Government in July 2013.

of best practices to standardize contract terms applicable in all EU countries and to identify tools that make it easy to protect personal data. During the first part of the debate, experts decided they should make a distinction between providers offering free cloud services and those that “trade” it. The working group also tackled clauses concerning the availability of data processed and stored in the cloud, as well as legal responsibility in cases of sub-contracted services. During discussions, a few examples of clauses were highlighted, deemed unfair for the cloud user. A concrete example is the “force majeure” clause as releasing the cloud provider or limitation of liability as to the possibility of requesting service user rights violated by the cloud provider<sup>10</sup>. Another conclusion drawn was that during the debates on the idea of property that should be based on three concepts: intellectual property, personal data protection and contract terms. If the three concepts are not synchronized in all respects, contradictions may arise between the contractual clauses and intellectual property rights. In this regard, French law does not, as in most legal European laws, grant a license for future creations of some consumers.

At the meeting held in January 2014, experts have highlighted several issues that needed to be clarified. One of which involves a user's option to change the cloud provider at no additional cost or fees. Such a decision is difficult because transferring from one provider to another involves costs that can be quite high. One solution would be to adopt a standard clause, stipulating to which party transfer cost responsibilities fall upon, both when changing the cloud provider and in case of force majeure.

From the perspective of contractual terms, availability as a key component of security, has been extensively analyzed commercially and legally. For cloud services offered free of

<sup>10</sup> Summary discussions of the working group established at the European Commission for the standardization of contract terms in cloud computing in 19/20 November 2013 - [http://ec.europa.eu/justice/contract/files/expert\\_groups/synthesis\\_cloud\\_computing\\_19112013\\_en.pdf](http://ec.europa.eu/justice/contract/files/expert_groups/synthesis_cloud_computing_19112013_en.pdf), accessed on 01.08.2015.

charge, a fair solution would be to establish a provision relating to the delay in guaranteeing availability, and for an extension of it users can pay a fee depending on the application. Availability must be determined by the type of cloud offered as a service, namely SaaS, PaaS or IaaS. For a fair assessment, standards must be elaborated to which cloud user should report to when wishing to denounce the breach of contractual terms on availability<sup>11</sup>. During the work carried out between 27 to 28 March 2014 four IT standards relative to SaaS have been identified:

- the service does not work at all;
- the service operates but with major gaps and can result in the loss of customers;
- the service operates within normal limits, even if system problems are considered major;
- the service operates in the set parameters, system errors are identified .

Regarding the right to be informed on some data that gives a pretty clear picture of the overall legal framework in which contractual terms will be situated, during the discussion some ideas on availability, operating speed, ability to avoid automatic saving of data loss in the event of system failure, clauses option of cancelling the contract, the location of the servers where the data is stored, identifying subcontractor, payment methods, portability, interoperability and data security<sup>12</sup> were punctuated and highlighted. Another idea that has been stressed in the debate regarded standard clauses that are to be inserted in the contract binding, namely the location where data is stored and how to ensure their security. Regarding accountability for data security there were views which revealed that ensuring data security is up to the cloud provider, but it is

difficult to prove the absence of an active role from the provider cloud in the implementation security measures, especially for “mobile” customers (laptop users, variable IP, smart phone, etc.) that face the problem of connectivity, depending on the access point. One solution is to ensure the risk of compromising, loss, damage or deletion if all of these can be quantifiable.

The subject regarding user notification by the provider in the event of security breaches has generated great interest<sup>13</sup>. A question to which no answer has yet been found regarding this clause is placing it in the contract and whether it should set penalties or fines in case of breach.

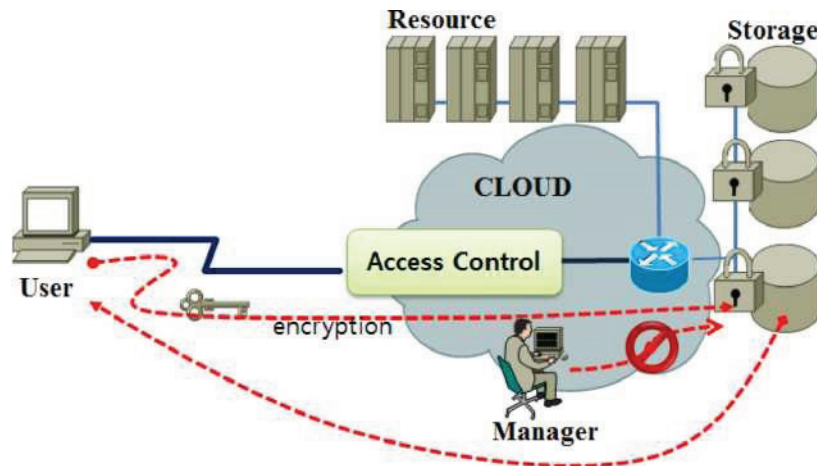
Withdrawal requires a notification from the interested party at least 15 days ahead, and a penalty by the party that wishes early termination. Some clauses such as the limitation of liability for the deletion, deterioration or subcontracting, were considered unfair and constitute grounds for termination of the cloud application without penalty. Another clause that should be inserted in the contract would consider the right to suspend cloud availability services in the event of attacks or in the event that intellectual property rights have been violated. All of the above should be done under the given recommended conditions that all available security systems and encryption of data have been set in place before moving it to the cloud.

Encryption is not yet a complete solution for data to be decrypted, processed and used to carry out the normal functions of data management, indexing and sorting, leading to a security incident. It can lead to a high degree of security for some of the cloud services, by filtering emails, web content and managing vulnerabilities, knowing that some threats are better handled by large data centres (e.g. attacks such as DDoS - Distributed Denial of Service), that involve actions such as block-

<sup>11</sup> [http://ec.europa.eu/justice/contract/files/expert\\_groups/27\\_28\\_march\\_final\\_synthesis\\_en.pdf](http://ec.europa.eu/justice/contract/files/expert_groups/27_28_march_final_synthesis_en.pdf), accessed on 18.07.2015

<sup>12</sup> Summary discussions of the working group established at the European Commission for the standardization of contract terms in cloud computing in January 2014 29/30 - [http://ec.europa.eu/justice/contract/files/expert\\_groups/29\\_30\\_jan\\_meeting\\_final\\_synthesis\\_en.pdf](http://ec.europa.eu/justice/contract/files/expert_groups/29_30_jan_meeting_final_synthesis_en.pdf), accessed on 18.07.2015

<sup>13</sup> Summary of discussions in the working group established at the EC- [http://ec.europa.eu/justice/contract/files/910\\_april\\_final\\_synthesis\\_en.pdf](http://ec.europa.eu/justice/contract/files/910_april_final_synthesis_en.pdf), accessed on 01.08.2015.



**Figure no. 1** Security by encrypting / decrypting data

**Source:** Changsoo Lee, Daewon Jung and Keunwang Lee - *A Survey on Security Threats and Security Technology Analysis for Secured Cloud Services*, International Journal of Security and Its Applications Vol. 7, No.6 (2013), pp. 21-30 <http://dx.doi.org/10.14257/ijisia.2013.7.6.03>, accessed on 18.07.2015

ing the operation of a site or service. Identity management, access, and related policies for the use of cloud services must be equivalent to current practices<sup>14</sup>.

At the end of the contract, in the cloud stored or processed data is deleted or transferred to another cloud provider or to the cloud client. Technical aspects may be set out in detail in the body of the contract, as well as the right to audit the infrastructure of cloud service provider. A special situation may arise in the case of free cloud services. Many providers have certain restrictions regarding how to access stored files. Most companies offering cloud services, send alerts to users before finalizing the contract (contract expiry) or offers solutions for data transfer in exchange for surcharge.

### User data protection and recovery

In Romania, the cyber security strategy approved by Resolution no. 271/2013, presents objectives, principles and main directions of action for understanding, preventing and counteracting threats, vulnerabilities and cyber

security risks of Romania<sup>15</sup>.

In terms of user protection, in criminal matters there is an ongoing concern of the legislature for improving the legal framework. Law no. 677/2001 refers to the protection of individuals with regard to the processing of personal data and the free movement of such data, followed by Law no. 506/2004 concerning the processing of personal data and privacy in the electronic communications sector and by Law no. 82/2012 on the retention of data generated or processed by providers of public electronic communications networks and providers of publicly available electronic communications coming into Law no. 506/2004, all in conjunction with Law no. 161/2003, Title III on preventing and combating cybercrime.

By adopting the new Romanian Penal Code, regulations were introduced that punish criminal offences committed via the Internet, along with some legal instruments that help law enforcement authorities in investigating and proving of computer crime. Criminal offences that may be directed against users of cloud services are provided and punished by the Penal Code adopted by Law 286 of

<sup>15</sup> Ministry for Information Society - National Strategy on Digital Agenda for Romania, the Romanian Government in July 2013.

<sup>14</sup> [http://www.cert-ro.eu/files/doc/775\\_20131030091057011764400\\_X.pdf](http://www.cert-ro.eu/files/doc/775_20131030091057011764400_X.pdf), accessed on 10.05.2015

2009, Title II, Chapter IV, entitled “Fraud committed through computer systems and electronic payment means” 249 in the title VI “Crimes of fake” Art.325, “false information and offences under the Criminal Code” in Title VII “Crimes against public safety” cap. VI - “Crimes against the security and integrity of information systems and data” art.360-366.

For triggering investigations in a criminal trial, it is necessary to file a complaint to the legal prosecution bodies or to subordinate territorial services. Subsequent to a criminal case, the criminal prosecution body may request under art. 154 para. (2)<sup>16</sup> preservation of computer data for periods of 60 days. This measure may be extended once for a period of maximum 30 days and as procedural measure it is necessary to prevent deletion of computer data, to enable enforcement law enforcement to verify the information and to identify the evidence underpinning other procedural measures that can be taken after a warrant of technical supervision by the judge of rights and freedoms. Following this measure, the service provider is obliged to preserve information, including traffic data that allows further enforcement bodies to identify traces left in the system, to identify the IP addresses from which data were accessed. After identifying the IP addresses, it is possible to identify the person who committed the crime in one of the ways provided by law. Identification of possible IP addresses after performing a search with computer programs that allow identification of traces of the perpetrator, even those that have been deleted by workers specializing in the research bodies. Computer data identified through forensic investigation is classified and catalogued in digital registry. Forensics experts can then respond punctually to the objectives sought by the prosecution analyzing these registers after the search. Information obtained following the search, can be briefly classified the following algorithm<sup>17</sup>:

*Metadata* – these types of data are probably considered the most relevant elements recovered by a forensic expert after a search and contain important information regarding data analysis (even if it’s a file with the extension .jpg, .avi, .docx, etc. ).

The expertise is likely to identify the creator of a particular file, the recipient who received that file, the person who accessed, opened, copied, edited or printed, etc. Also, this information reveals the date on which each of these actions took place. Note, however, that the interaction with the data, depends largely on how the computer system on which the data was stored, processed it. For example, on a system running Microsoft Windows when talking about “metadata” we actually talking about:

- *file system metadata* that can provide the date when each “information” was created in a specific directory (folder) or in a specific location. This “creation” can occur either as a consequence of those data writings and savings by a user, or as a result of the action of copying of the computer data from one storage medium to another;

- *embedded metadata* can provide data inside ‘information’ subject to expertise. For example, in a Microsoft Word document, this data may indicate the author’s name (basically the user name logged in when the processing computer data occurred ), the number of revisions (the number of interventions on the document), user names making changes to that document, name of the user who last saved the document, and who printed the document the last time.

“Deleted” data -*ab initio* explains how computer data temporarily deleted (logically) on a storage medium (eg. hard drive ), while detailing how the action becomes final.

What should be noted is that when the user deletes some data, the system changes occur only in the sector in which they are stored. Thus, when deleting the information, it is only transferred to dedicated clear sector. Transfer systems will interpret this as a wiping action, despite their continued existence. Basically,

16 Penal Procedure Code of Romania

17 P. H. Luehr, *Real Evidence, Virtual Crimes – The Role of Computer Forensic Experts*, Criminal Justice, vol. 20, 2005-2006, p. 14 and next.



just by copying new computer data on the system can produce a total loss of data initially transferred with the “wiping” action. This result is due to copying new data to overwrite in whole or in part (depending on their size) originally stored computer data in the sector dedicated available storage space.

*Temporary computer data* – particularly, computer data that is dormant, existing in swap space or in a folder for temporary files (temporary files) on the hard drive . Temporary files (usually identified by extension .tmp ) may contain information that the user has viewed, but did not save in the computer system. We may exemplify temporary data that are catches (screenshots) of web pages accessed by the user, access data entered into a fields (input) for authentication, pictures or emails viewed by the user, even without saving them voluntarily. In principle, it is available for a short period of time, implying the need for immediate identification and preservation (*ibidem*). However, depending on how you use the computer system, the data availability period may be different.

*Other “hidden” data-* considering a set of computer data that can be obtained from an operating system with high usage rate (Microsoft Windows was chosen as an example).

a) *registry key*, containing the following information:

- user account list (guest, administrator, etc.) and assigned access rights. By checking these data types, software “attached” to a user account and user ‘s level of access to such programs can be identified;

- list of software that runs automatically during the “start-up” of the computer system;

- list of software and hardware devices (e.g. printers, scanners, drivers, etc. ) installed;

- list of URLs accessed by a user can be verified web pages viewed;

b) *web page data*, containing the following information :

- temporary computer data can be extracted from the source code of certain web pages accessed by the user and images automatically

processed during webpage accessing;

- the link (URL) and the date when a particular Web page was accessed (for example, withheld information in a cookie file).

- keywords entered by the user in order to execute a search on a particular web page via search engines);

c) *local search history*, which includes a list of keywords used when a search was performed in the computer system. The individualization of these words can be used as a tool to identify the elements that a user has tried to find, hide, or delete;

d) *autocomplete memory*, that can record, when activated, data such as usernames and addresses the user had input in certain fields of data processing;

e) *printer spool history*, which is a journal type file (log), that is temporarily set up during the onset of printing a document stored on the hard drive or on an external storage device.

For the PaaS type cloud, computer fraud can be committed through a virtual machine hosted on the said platform. A “virtual machine” is essentially an environment that simulates a real computer. This definition has been broadened to processes that are components of the programs running on this type of virtual machine named “the virtual machine of a process or program<sup>18</sup>.” This “environment” can exist within a particular program or on a computer (for the first implementations of virtual machines and servers with a definite purpose) running an operating system configured to create virtual machines. The computer that is running the virtual machine is called the host machine and the guest virtual machine is called a guest.

In this case, investigators and prosecution may ask the competent court approval for conducting communications interception and / or access to the computer system. The interception of communications is meant access, monitoring, collection, recording communications made by any type of computer system or any other means of communication

18 <http://ghflavian.com.uv.com/index.php?t=articol&d=3>, accessed on 18.07.2015

and interpretation. Access to a computer system involves intrusion into a computer system or data storage means either directly or remotely through specialized programs or via a network in order to identify evidence.

In case of offences against the security and integrity of information systems and data provided in the Criminal Code art.360-364, criminal investigation is applied following the algorithm described above.

However, it is very difficult to investigate cybercrime when the server<sup>19</sup> on which the data is stored - or that is hosting virtual machine through which a computer system was attacked - is on the territory of a state that has not ratified the European Convention on Cybercrime, signed in Budapest 23.11.2001. To prevent such situations, it is advisable that when concluding a contract for the provision of cloud services, the user is informed of these issues and request entry into the contract clause of jurisdiction of Romanian law, for disputes that cannot be solved amiably.

### **Conclusion**

Especially in the technical area, any advancement involves both benefits and many drawbacks. Innovations in computer science are so dynamic that the legislature difficultly anticipates and regulates a set of rules to enjoy stability. Also, methods of investigation and testing cybercrime or those committed through computer systems involve the use of expensive enough software (making them difficultly accessible) and whose licenses are purchased in limited packages. Another impediment is the limited number of specialists who agrees to work for law enforcement organizations under a fierce wage competition with private organizations.

Beyond shortcomings, the cloud is a projection of the future that cannot be ignored, but only continuously tested and improved ...

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<sup>19</sup> Server, servers, S.N. - Computer dedicated to providing advanced network services (centralized applications, intranets, databases, etc.)



12. [http://ec.europa.eu/justice/contract/files/expert\\_groups/29\\_30\\_jan\\_meeting\\_final\\_synthesis\\_en.pdf](http://ec.europa.eu/justice/contract/files/expert_groups/29_30_jan_meeting_final_synthesis_en.pdf), accessed on 18.07.2015;
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17. [http://www.cert-ro.eu/files/doc/775\\_20131030091057011764400\\_X.pdf](http://www.cert-ro.eu/files/doc/775_20131030091057011764400_X.pdf), accessed on 10.05.2015.







these crises into opportunities for the expansion and the reconfiguration of knowledge and the improvement of the methods of action. Development and innovation, specialization and prioritization are important components of the crises management process, and these elements can improve the decision-making procedures.

### Knowledge management concepts

The Knowledge Management concept is relatively new; it appeared two decades ago, in the late '90 and it involves organizing the information and knowledge within an organization.

Knowledge is presented in literature as a set of experiences, values, information that are necessary in order to evaluate and incorporate new experiences and information. Within the organization, the knowledge gained from the experience is stored in the form of the procedures, processes and rules. The purpose of the information and knowledge management is to improve the organizational effectiveness by providing expertise when needed for those in need. Modern organizations store data by using new technological systems. The major companies, services companies, banks, NGOs, governments, and defense structures are using storage and data analysis systems and the information management is an important element for an efficient workflow.

As described by Thomas H. Davenport and Laurence Prusak in 1998, „*Knowledge is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of knowers. In organizations, it often becomes embedded not only in documents or repositories, but also in organizational routines, processes, practices, and normes*”<sup>1</sup>. Thus, the knowledge consists of a mix of varied and complex elements. The data, stored and analyzed, helps companies

1 DAVENPORT, Thomas H, Prusak Laurence, *Working Knowledge: How Organizations manage what they know*, USA, 1998, p. 5, PDF version

gather information and all these information constitutes the knowledge. With the information systems, data can be transformed into information. But to transform the information into knowledge, this requires a human element in order to make comparisons between different situations, to analyze the consequences, to make connections and to share the experiences. Also in the making decisions process, the policymakers benefit of an efficient use of data and information through a series of knowledge management practices established at the organization level.

There have been many definitions for the concept of Knowledge Management over the time. For example, in the Cambridge online dictionary, Knowledge Management is defined as „*The way in which knowledge is organised and used within a company, or the study of how to effectively organize and use it*”<sup>2</sup>. The information and experiences should be organized and used effectively for the benefit of the company or organization.

Another definition of the Knowledge Management shows the concept as a whole of “*Strategies and processes designed to identify, capture, structure, value, leverage, and share an organization’s intellectual assets to enhance its performance and competitiveness. It is based on two critical activities: capture and documentation of individual explicit and tacit knowledge, and its dissemination within the organization*”<sup>3</sup>. Thus, for organizing the information we need specific strategies and processes. Not only the collection of information and documentation are important, but also the propagation of the knowledge within the organization.

The possession of knowledge and a considerable intellectual capital are important advantages in the continuous competition between the large organizations and corporations. By Knowledge Management, organizational leaders are trying to increase

2 Cambridge Dictionaries Online, <http://dictionary.cambridge.org/us/dictionary/english/knowledge-management?a=business-english>

3 Business Dictionary, <http://www.businessdictionary.com/definition/knowledge-management.html>

their capability to use this knowledge, to find the best solutions and to reduce the potential risks. The concept of Knowledge Management also represents a number of initiatives, processes, strategies and systems that help in gathering information, storing and using them in similar situations. The knowledge organization must be aimed at adding value, but it must take into account at the same time the strategic requirements: “*Knowledge management is the systematic management of an organization’s knowledge assets for the purpose of creating value and meeting tactical & strategic requirements; it consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge.*”<sup>4</sup>

### **Knowledge Management practices in the defense cooperation**

The transfer of the expertise within military organizations requires a separate approach, as the knowledge of the situations in this area can be a matter of life or death. We can refer, in this case, to the concept of “ground truth”; this concept is used by the US Army’s Centre for Lessons Learned (CALL)<sup>5</sup>. This concept describes the true knowledge and the experience gained from real situations, and not acquired from theories or generalities. Thus, the knowledge must consist of lessons learned from previous operations and the expertise must represent the basis for the firm decisions that should be taken in different missions. The actions and the events that occurred in these missions are being analyzed; we examine what happened and what was supposed to happen in order to notice the differences and draw the conclusions. The insights and the results of these analyzes are then incorporated in military doctrines, in procedures or training programs. As in the corporate and business sector, the cooperation within the military organization is very impor-

tant in the process of knowledge transfer.

Nowadays, we are taking part to a continuous process of transformation of the society and life, and these changes are influenced by the globalization process, the rapid development of the technology, and the growth of the industrial production. The nature of the conflicts is also in the process of change. The security environment is still under the influence of the classic risks and threats, such as terrorism, proliferation of weapons of mass destruction, inter-ethnic conflicts or the organized crime. In addition, the economic and financial crisis triggered not only economic, but also political and social effects. The military and defense fields are no exceptions, because the organizations in these areas also need financial support in order to exist and function. Thus, military organizations must become more efficient in the context of a more complex and unpredictable environment, and they have to adapt to the new requirements in this field. The efficient use of the intellectual capital becomes very important. Cooperation and interoperability between military and civil sector, especially in the terms of crisis management represents a priority for the European Union and the North Atlantic Alliance, but also for each member state. The international organizations must become more flexible in order to be able to anticipate these security challenges and to adopt the necessary measures, by using its capabilities, the available resources, and focusing on the development of new capabilities and the use of the knowledge gained from previous experiences. The biggest challenge that this issue raises is if the defense structures have the capacity of realizing the changes and adapting to the new threats their doctrines, trainings and methods of learning: “*Changing our mindset is the biggest challenge. Twenty years after the end of the Cold War, our focus has still not fully shifted from planning to action and implementation*”<sup>6</sup>. We believe that a very im-

4 FROST, Alan, *Knowledge Management Tools*, <http://www.knowledge-management-tools.net/knowledge-management-definition.html>

5 DAVENPORT, *op. cit.*, p. 8, PDF version

6 NIKOLOV Orlin, “Joint training initiatives improve security in the Balkans”, *per Concordiam*, vol. 6, no. 1, March 2015, p.20, online version: <http://www.marshallcenter.org/mcpublicweb/nav-publications-per-concordiam-on-pw-en.html>



portant aspect of the knowledge management is the concept of cooperation. The cooperation between countries and international organizations should be based on the sharing of values, the desire to stabilize the security environment, but it should also focus on the aim to positively influence the economic evolution and the stability of states. The cooperation between the two great actors, NATO and the EU is an important element for an effective approach regarding the mechanisms of response to the current crises. In recent years, the financial constraints caused by the economic crisis made the cooperation between NATO and the EU members even more necessary. These two institutions must work together not only in order to avoid the duplication of the capabilities, but also to ensure the coordination and the efficiency of the defense structures.

With the economic crisis, the cooperation initiatives developed by NATO and the EU have gained some popularity. The Pooling & Sharing concept, developed by the European Union, is based on the idea that each member state should have its own power structures and share with other countries certain parts of the national forces. The necessity of cutting the military spending, but also the responsibility to maintain the military capabilities at an optimal level imply greater coordination efforts from the NATO and EU member states. The concept of Smart Defense was proposed by NATO in the context of some imbalances in terms of contributions made by the members of the Alliance to the NATO budget. Its aim is to develop capabilities that NATO needs the most regarding the current international context: the anti-ballistics protection, surveillance and reconnaissance, intelligence, maintenance and training, education, force protection. If the EU initiative's objective was to ameliorate the effects of the economic crisis in the military fields and to focus on research and development, NATO is trying by its Smart Defense to settle a smart way to spend money in the defense field. By these two initiatives, the international organization tried to strengthen the concept of cooperation between the alliances'

members.

Through cooperation we understand the standardization of the procedures, doctrines and concepts, but also the development of new trainings and education methods in this field, by sharing information and expertise. Taking into consideration the economic climate of the recent years, the political leaders have been forced to find the best solutions to cut expenditures and to ensure the international security at the same time. New forms of collaboration and cooperation were developed in order to ensure the mutual support between partners. They tried to find the best solutions within the constraints caused by the economic crisis by prioritizing the defense spending while ensuring military capabilities. Along with the effects of the economic crisis, the percentages allocated to defense expenditures were reduced and we could notice an interest in decreasing the new investments in the military field. The High Representative of the Union for Foreign Affairs and Security Policy, Catherine Ashton, stated on 23 May 2011, that the EU wants to turn the financial crisis and its impact on national defense budgets into an opportunity to increase the cooperation in developing the defense capabilities<sup>7</sup>.

### **Knowledge management in the context of diminishing the defense budgets: the French case**

In the past decade, the military organizations passed through significant changes, many of which must be analyzed in the context of the economic crisis and the budget cuts. In some countries, for example in Germany, the most consistent cuts were made in the defense sector: 8.3 billion euros between 2010-2015<sup>8</sup>, Germany having an annual budget for defense

<sup>7</sup> Council of UE, 3091<sup>st</sup> Council Meeting, Brussels, 23 and 2 May 2011, [https://www.consilium.europa.eu/uedocs/cms\\_data/docs/pressdata/EN/foraff/122187.pdf](https://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/EN/foraff/122187.pdf)

<sup>8</sup> KELLER, Patrick, *Challenges for the Defense Budget after the economic crisis. A European View*, Konrad Adenauer Stiftung, <http://www.kas.de/wf/doc/5177-1442-5-30.pdf>, p. 116.

of about 30 billion euros<sup>9</sup>.

Due to the financial and economic crisis, the French defense plans were to save 3.5 billion euros between 2011 -2013<sup>10</sup>. French annual defense budget is around 40 billion euros and the cuts were not as strong as in Germany, for example, but they were still felt. The saving measures consisted in the drastic reduction of the armed forces and the increasing cooperation with the European partners (the Franco-British agreement in 2010<sup>11</sup>). Despite these budget deficits, France continued to insist on a strong and independent military industry. Together with Great Britain, France argued that they want to maintain the ability to act independently in the military field.

The transformations that have occurred in the recent years have not only redefined the skills of the military organizations, but they have also influenced the knowledge management practices. In the defense industry, the knowledge management concept involves innovative policies, research and development and finding the best solutions to achieve medium and long-term performance<sup>12</sup>. The knowledge and the experience can generate some important know-how in the civilian and the military sectors and they can contribute at the same time to setting up the opportunities and the threats in the defense field. The companies and the government agencies must develop new technological and organizational capabilities and they must evolve in terms of policies of the knowledge conservation. One of the problems these agencies are facing is the need of providing knowledge and ensuring its longevity. The preservation of the know-

how regarding the military field is a delicate matter. For example, a policy of knowledge management in the French defense industry was adopted in 1995, when President Jacques Chirac announced that the nuclear tests will be discontinued. In this case, the concept of knowledge management involves not only the accumulation of data on nuclear tests, but also preserving the knowledge already acquired in this area<sup>13</sup>. After stopping the nuclear tests they have set up a knowledge operation center within the French Atomic Energy Commission. The knowledge gained in this area were thus stored and organized, but they could also make possible the continuous accumulation of new knowledge that could be used for further development of weapons.

The changes in recent years, caused by the economic situation, have forced the government agencies to rationalize their activities. The French Armament Procurement Agency's (DGA) investments in the research filed have been reduced. The loss of the technological skills was partially offset by developing new networks of cooperation and by the knowledge transfer between companies. The agencies responsible for research and development in the military field are forced to settle some specific priorities and focus on the preservation of knowledge and its development. DGA has conducted an inventory of its experts in order to ensure they are not neglecting the essential skills and they can maintain the operational technical skills. The cooperation represented again the key element in facing the economic problems, this time regarding the companies that are specialized in technology and military fields. It is difficult to discuss about cooperation within industries without taking into account the sharing of knowledge. The decrease in the defense budget led to a reconfiguration of the knowledge management practices. These practices have become indispensable regarding the efforts to maintain the effectiveness of the existing capabilities. The emphasis on the knowledge, the information and the know-how values was an important step for

9 Stockholm International Peace Research Institute (SIPRI), SIPRI data on military expenditure of NATO member states from 1949-2014

10 KELLER, Patrick, *op. cit.*, p. 117.

11 The Cooperation Agreement between France and Britain (November 2010) proposed reducing defense spending while maintaining efficacy. It promoted the sharing of aircraft carriers, satellite communication division, creating joint expeditionary forces.

12 GUILLOU, Sarah, "The French defence industry in the knowledge management era: a historical overview and evidence from empirical data", *Research Policy*, vol. 38, Issue 1, February 2009, PDF version

13 GUILLOU, Sarah, *op. cit.*





the further development of this industry in a very precarious economic context.

### Conclusions

We took into consideration the example of France, because both at NATO level and within the EU, it has an important role regarding the defense industry. For the cooperation initiatives mentioned above to be successful, it requires coordination and the willingness of each member state to participate in capability development and extension of the research field, for the benefit of the military alliances. This involves creating a common and harmonized culture of the European skills and developing a real European expertise.

We have also tried to emphasize that the study of the previous experiences, in terms of research and development, can facilitate the finding of the solutions and determinate the most effective strategies. The transformation of the armed structures is an ongoing process. Both the economic crisis and the dynamic security environment are issues that require constant analysis in order to understand the current strategic direction and anticipate possible crises. Military spending are not the only relevant indicator and it would be wrong to assume that smaller budgets prevent further developments in the field of defense. It is important to identify the needs and develop the capabilities in an efficient way and to discover the availability of the great powers to share their knowledge and the acquired experiences. But this is a quite delicate issue within the military industries because almost every time the states are not willing to align the required strategies of the alliances or share their know-how.

In order to implement the practices of the knowledge management, the states must become more flexible. Most often, the language, the religion, the culture, or the traditions can make the process of cooperation more difficult. But the efficiency and the impact of each member's contribution must represent some important elements in the decision-making processes within the alliance.

Given the budgetary pressures and the new threats in terms of security, the European Union and NATO have had to adopt measures in order to avoid turning the economic crisis into a security crisis. The cooperation initiatives promote the teamwork for the common goal of security and they have the advantage of helping the countries to achieve more than if they operated at an individual level. For the initiative of pooling and sharing of resources to be successful, there are required some additional factors, as addressing a similar strategic-culture at the member states level, a regional proximity, the same vision over the cooperation, trust and solidarity between the partners and equal development conditions within the defense industries. The major issues concerning the defense cooperation are caused by the fact that the current trend is to look at the cooperation initiatives exclusively in economic and spending cuts terms, but also by the willingness of some states to decide unilaterally regarding the military interests. If the member state pool and share only the resources they already have, the cooperation is not a long-term solution to reduce the capabilities deficits. The cooperation initiatives must focus on future investments and set up a series of measures and strategies for the future.

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## INDEX

*BĂIȚAN George Florin, 38*  
*BIRSAN Anca, 115*  
*BOACĂ Margareta, 46*  
*BODEA Constanta – Nicoleta, 110*  
*BURSUC Cătălin, 125*  
*BUȘE Mihaiela, 51*  
*EPARU Dorin – Marinel, 58*  
*EPURE Sebastian, 66*  
*GHIBA Mădălina Daniela, 72*  
*GHITA Luminita, 79*  
*ICHIMESCU Cristian, 88*  
*IGNAT Ciprian, 97*  
*ILEA Constantin, 182*  
*LAZĂR (BALTEȘ) Luciana, 34*  
*LOLOIU Costel, 115, 119, 125*  
*MALESCU Simona, 105*  
*MOGOS Radu Ioan, 110*  
*NOUR Adrian, 130*  
*OLAR Polixenia, 115*  
*PARASCHIV Lăcrămioara Gena, 136*  
*PETERFI Carol-Teodor, 11*  
*PETRESCU Dan-Lucian, 144*  
*PLESANU Toma, 125*  
*POPESCU Lucian Dragoș, 152*  
*POPESCU Mihaela, 157*  
*PUȘCAȘU Mirela, 161, 166*  
*PUSCASU Sorina- Andreea, 29*  
*ȘCHEAU Mircea Constantin, 182*  
*ȘINCA Felicia Maria, 192*  
*TODOR Cătălina, 171*

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