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CONTENTS

THE SUPPORTING FEATURES OF COMMUNICATION, INFORMATION AND AIR NAVIGATION SYSTEM FOR COORDINATION AND CONTROL OF ALL THE ACTIVITIES CONCERNING PREPARATION, EXECUTION, AND THE ENDING OF THE FLIGHT OPERATION

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Communication, information and air navigation support for coordinator and control of all the activities concerning preparation, execution and the ending of the flight operation is one of the most important factor for the flight mission.

For an air flotilla communication, information and air navigation support is represented by a communication, information and air navigation system provided by communication and information compartments involved in planning, organizing, exploiting and controlling the system which have the task to plan, organize, exploit and control the system.

The communication, information and air navigation support is active provided in all flight stages from starting the preparation until the ending of the flight operation.

The communication, information and air navigation system, as a board technical support, is the main tool of the communication, information and air navigation support for the acquisition, dissemination, protection and diffusion of information regarding the flight.

Keywords: command and control system; command and control; communication; information and air navigation support; flight activity; command and control process; ground-air communications; flight control; air traffic control.

The air flotilla is involved in military aeronautical activities to accomplish specific missions in the Romanian air space or in the air operations where other states military aircrafts participate.

The aeronautical activities[1] gather all the activities regarding the execution of the flight missions.

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The planes and helicopters' flight from the air flotilla is achieved through the air traffic control on Special Instructions (SPINS), techniques, operating procedures and regulations with regard to the flight activity only.

The flight activity[2] contains all the actions regarding the flight starting with the flight preparation until the end of the flight operations.

The final object of all these actions is to create the technical and organized framework and the necessary conditions in total security according to the considered objects.

To the accomplishment of the flight missions in secured conditions at each level of flotilla's organization it takes specific measures to assure the right conditions and to dispose all the categories of resources to the command and control structures and the Air Traffic Controllers (ATC) as: technical, human, material and informational resources.

The process, the implementation and the logistic aid of the flight activity is accomplished through specific types of assurance[3] which contain: navigation assurance, information and communication assurance, radar data assurance, weather forecast assurance, parachute assurance, engineering assurance, control assurance.

The communication, information and air navigation support of the flight activity consists in technical equipments kit, software, methods, procedures and specialized employees in order to assure the technical and functional interlinking of all proficient compartments regarding the flight activity, control and commend structures and the Air Traffic Controllers in all the flight stages, starting with the flight preparation until the end of the flight operations.

The communication, information and air navigation support is a direct one which consists in the information and communication structures activity for the personnel's benefits having leading functions and competences regarding the flight activity to assure the communication technical support, the information and Terrestrial Air Navigation System necessary to coordinate and control the preparation, execution and the end of the flight operation.

The flight activity command and control process contains all the actions and measures to plan, organize, commend, coordinate and control the flight preparation and execution in order to accomplish the settled objectives/ missions in total security.

Regarding the command and control process to accomplish the settled missions, the flotilla's captain exercises the flight activity leading using the command and control system.

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[1] *F.A. / Av. - 1 – Air Force Flying Rule, Air Force Staff*, Bucharest, 2005, p. 126.
[2] *Ibidem*, p. 63.
[3] *Ibidem*, p. 106.

The flight command and control system is formed of all the personnel with leading functions on the flight line, the Air Traffic Controllers, logistic support structures, equipments and ways of communication, radio navigation and information, airfield facilities used by the captain to lead and streamline the flight activity.

The command and control system usually contains the following components:

- the chain of command formed of captain, flight lieutenant, major state chief, squadron captain, The Operations Center of the Air Flotilla. During the flight activities the flight control is exercised directly by: the flight director, the duty shift of the operations center of the air flotilla, the control tower, approaching control system (APP), air traffic controller on higher positions (FAC[4]);
- logistic and air navigation, information, communication support structures;
- facilities C2.

Air Flotilla Operations Center is the main command and control structure through which the commander exercises flight management act.

It is functionally subordinate to Air Operations Centre (AOC) and is responsible both planning and preparing flight activity and for air traffic and missions control.

The basic mission of the Air Flotilla Operations Centre is represented by command, control and management of current ground and flight operations, which include: current ground operations, flight planning and recording, receiving and disseminating orders and additional tasks in initial activities[5] planning, aeronautical information / weather and routing, monitoring and coordination of flight activity in the area of responsibility.

Within Air Flotilla Operations Centre is ensured coordinated and / or independently on multiple management items and modules, technical communications, information and air navigation means are grouped into operational communications center that is part of the operations center. In peacetime it is usually ordered and organized at the aerodrome aviation unit deployment, in locations which enable the best technical and operational conditions, which enable the management, routing and coordination of flight in safe conditions. Through Air Flotilla Operations Centre are received the Air Tasking Order-ATO and the Airspace Control Order-ACO from Air Operations Center - AOC.

During the execution of missions that require deployment on other airfields or areas where logistical and communications support is insufficient,

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[4] FAC- Forward Air Controller.
[5] *S.M.F.A. – 91 Disposition Establishing the Responsibilities of Operations with Attributes in Air Traffic Management in the Romanian Airspace*, Air Force Staff, Edition 2008, p. 1.

air flotilla is establishing their own operations centers using means of communication, information and air navigation equipment of its own or received as support from other units under the care of Air Force Staff.

In each AOC of an air flotilla must be three distinct information subsystems: operational, administrative and intelligence, completely separate physical or virtual. Due to real time work, exchange of operational information has a high priority level above other related domains, administrative and intelligence.

Support communication information and air navigation together with administrative support provided to the commander and Staff is vital to the continuity and effectiveness of command and control system.

The command and control system/C2 must meet, in the planning, organization, coordination and execution of flight activity, the following functions:

- collection, processing, transmission and data storage;
- the process of making decisions for flight performance;
- preparing flight activity and flight crew and ATC briefing regarding flight mission;
- managing, coordinating air traffic and directing aircraft during flight activity;
- constantly reception and updating data on air situation by spreading recognized air picture (Recognized Air Picture - RAP) and civil radar data.

Communication, information and air navigation support during flight activity is materialized through communication, information, air navigation and identification system and assured by communications and information structures from air fleet organic. For safely conduct flight activity communications and information staff performs organizational and technical activities that run all phases of flight from start preparing for flight, during flight activity and until the end of flight operations.

„Communications and IT management is an activity based on plan and special role in the execution of the management responsibility for communications and computing. Essential for the management activity is determining the desired dynamics, which requires detailed knowledge of the driving system based on accurate and complete informations.

Communications and IT management, evaluated the self-regulating process is based on information circuits which help determine the direction and trend factors outside influence. The number of link information is greater, the chances are greater organization"[6].

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[6] Boaru Gheorghe, *Improving communications and computer management on major operational and tactical units of the Army*, Academy of High Military Studies Publishing House, Bucharest, 2002, p. 17.

Through communication and information, air navigation and identification system, command and control of the air flotilla integrates all structures with competence and responsibilities in the organization, coordination, control and execution of the flight, allowing them to operate in accordance with the proposed objectives and goals in all its stages: preparation, execution and conclusion (including restoration flight capacity and activity analysis).

For transmission of commands, reports and information for flight management and performance functions of the C2 system, communications, information and air navigation support include[7]:

• interconnection of the structures, components, technical and human, both horizontally and vertically, to exchange information at all levels of command and control[8];

• informing the crew and ATC authorities regarding the operational status, working characteristics and procedures to use of the communication and information means and terrestrial air navigation systems;

• preparing terrestrial means of ground-to-ground and ground-to-air communications and terrestrial air navigation systems and information resources of the National Air Command and Control System (NACCS), the personnel which operates these means, as well checking them before the flight start;

• receive real-time Recognized Air Picture;

• checking the operation of audio recording means during the flight and quality records;

• permanent monitoring of the operation of ground air navigation systems as well remediation in shortest time of possible their damages;

• providing electricity from its own sources in an emergency;

• maintaining the operational status of communication and information means and providing a reserve of ground air navigation means necessary to be used in the event of failure of the base ones;

• fully execution in time and maintenance of all means of communication, information and Terrestrial Air Navigation System.

Base functionality of C2 system is information, continuously growing both in volume and importance. Information flow during the course of flight activity must be provided immediately, both vertically, within the hierarchical structure of command and control and horizontal cooperation in relations

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[7] *F.A. / Av. - 1 – Air Force Flying Rule*, Air Force Staff, Bucharest, 2005, p. 107.
[8] *F.T. – 10 – Communications and IT Support Manual in Land Forces Operations*, Bucharest, 2005, p. 12.

across the whole organizational structure of air flotilla. All hierarchical levels of command must be able to extract the information they need to substantiate decisions and fluently and safe conduct of work on the airfield.

To ensure continuity of information flow and opportune processing of them, the air fleet has developed a system of communication and information, air navigation and identification based on the following principles:

- interoperability – to ensure success in joint and allied operations;
- flexibility – to solve rapidly evolving situations caused by complex operations;
- reliability – to be available when required to function as designed;
- redundancy – to provide alternative connection back-up systems and technical equipment to restore links in case of disturbances / interruptions;
- scalability – to allow a larger of data loading volume and to allow increase or its enlargement;
- opportunity – reducing the time required for reception and transmission of information;
- mobility – for continued support of deployable forces.

Exploiting the full potential of air flotilla and achieve full effectiveness to conduct safe flight missions require achieving and maintaining a national command and control system (C2) to ensure appropriate and rapid reaction of management factors for achieving the objectives and determined missions.

Taking in consideration that Air Force fulfilling specific missions involve a rapid exchange of data and voice communications throughout the national airspace was necessary to achieve a distributed nationwide command and control air system and interoperable with similar systems of NATO. It is therefore necessary to integrate, at least at the operational level of air flotilla's command and control system, within National Air Command and Control System (NACCS) which allows to reach the most important information where required, as requested, protected and in time.

National Air Command and Control System provides command and control capabilities of specific actions in the air, react capacity which allows synchronizing Air Force activities located in the territory / the airspace of Romania and other forces of the alliance actions under NATINADS[9].

Achieving these goals is possible by designing and implementing of a unified communications system, reliable and flexible which provides specialized technical support to exercise command and control functions as part of National Air Command and Control System.

„As part of Romania's Army Command and Control System, NACCS provides the command and control capabilities specific to airspace actions in

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[9] *NATINADS – NATO Integrated Air Defence System.*

order to achieve the collective defence objectives within NATO, national security and to solve airspace crisis. NACCS represents a combination of organizational structures, specialized personnel, specific procedures and equipment destined for the planning, conducting, controlling and coordinating military air actions"[10].

In order to ensure the unity of forces specialized in carrying airspace military operations, NACCS must allow for the integration of Land and Naval Forces air surveillance and defence elements and means.

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[10] Gheorghe Boaru, *The national air command and control system (NACCS)*, Annals series of military scientes, Volume 1, Number 1, Bucharest, year 2009, p. 88.

CONCEPTUAL DELIMITATIONS REGARDING THE MULTINATIONAL OPERATIONS. NATO AND EU INVOLVEMENT IN MULTINATIONAL OPERATIONS

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The international security environment at the beginning of XXI century is still characterized, by instability and lack of predictability, given that effects of the Cold War still make their presence felt, while in various regions of the world there are new sources of tension which, many of them ending up violent. The only structures able to provide adequate answers in such situations, are international security organizations, such as UN, NATO, EU, or OSCE. By their nature these organizations have the resources needed to respond quickly and effectively to emerging crises. The existing situation in the international security environment requires the existence of strong military capabilities, versatile enough, to cover the full range of military operations, including war and stability and support operations. By virtue of assumed role of UN, the international community can dispose the intervention of forces for elimination of the effects of local conflicts and humanitarian disasters usually, with the mandate of international security organizations like NATO and the EU to act on his behalf. Romania, NATO and EU member country, participated and certainly, will participate in future multinational operations under NATO or coalition forces, at the request of international security organizations or partners.

The beginning of a new millennium, the third, and of the XXIst century, finds the world in a continuous change, a security environment profoundly altered from what the beginning of the '90s visited on it, a security environment exposed to centrifugal tendencies that are swiftly moving from bipolarism to unpolarism and, of late, to multipolarism. The international security environment is presently defined by important positive tendencies wedded to potential risks and threats.

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The world order of the old, based on bipolarity exists no more, meanwhile important actors in the international arena lead the global security system towards a new architecture, in which the security of each individual reigns supreme in the preoccupations of the international community.

Due to the struggle for access to global resources, to the mechanisms of distribution thereof and to markets, but most importantly due to a violent, multifaceted identity crisis (civic, ethic, religious, cultural, ideological etc.) at this turn of the century and millennium, the world, as we know it, continues to be strongly conflicting. The globalization of the economic crisis which, in the shortest time became a financial one, continues to influence the politics in many a country. From this perspective, the security environment is becoming more fragile by the day, finding itself in an incessant change. While some crises spurned at global, regional or local level might be predictable, being the outcome of strategies and programs applied by state and non-state actors, others are not predictable at all and catch off-guard states and international organizations, be they regional or global.

While during the more predictable crises states and international organizations may put into practice contingencies and allocate resources earmarked in advance to that end, the unforeseen crises, merely by their evolution solicit, often exponentially-growing quantities of resources allocated for longer periods of time and a special attention in the framework of international security. In most of the cases, responding to such a situation is difficult, time-consuming and resources-intensive, while the results do not always match desired end-states.

At the moment, in the global politico-military establishment it is deemed that the probability that a major military conflict appear is not worrying. The data have changed after the fall of the Communism in Central and Southeast Europe, the threats being totally different, especially the use of WMDs (weapons of mass destruction) and other asymmetric means. On the other hand, the entrance in the international arena of states considered emergent, that ask to have a say in the management of the global security, opens up the path to new tensions, being expected, most likely come 2015, that the major actors clash, and the rifts among civilizations and interests become more ominous.

From the standpoint of the aforementioned and based upon the accumulated experience, in the latest conflicts human society seems to develop in a non-linear fashion. Thus, it is becoming clearer that managing local, regional or global crises cannot be done solely by a single state or single international security organization.

With the deepening of the causes that lead to crises, we consider that this type of situation will be mushrooming in the coming period of time.

Thus, internal conflicts, on the one hand, and regional ones on the other hand, will likely become more frequent, their effects being, at best difficult to control. In this vein, an increasing international cooperation in various domains, to include crisis management, becomes a first-degree priority. Human society cannot stand by, idly looking on at the hardships suffered by some of its members, irrespective of crisis type.

In the light of all these, international security organizations have developed levers and mechanisms that are increasingly effective in managing crises. Organizing, planning and successfully conducting multinational operations underscores the need for cooperation and effort coordination at international level. Thus, such international security organizations as the United Nations/UN, the Organization for Security and Cooperation in Europe/OSCE, the North Atlantic Treaty Organization/NATO and the European Union/UE have made important steps in the direction of and contributed tremendous resources to solving ample crises.

In the evolution of the security phenomena, the crisis represents a phase in which dysfunctions are registered, moment in which the system/systems are spun out of control and lose capacity for self-regulation, of helping themselves out abnormality and returning to the initial condition or to a new one, superior to the former[1].

From the etimologic standpoint, *crisis* comes from ancient Greek (*krisis*) where it meant *judgement* or *decision*. Subsequently, in Latin, the word was used as *crisis* and later on, in French, it became *crise*. A crisis cannot exist but between at least two actors, irrespective of their social status, and when one of them has to make a decision for solving the ensued problematic situation.

NATO doctrine defines crisis as „...a situation, manifest at national or international level, that threats values, interests and chief purposes of the involved parties"[2], while in the framework of the European Union the concept is used to describe „...such situations when the environment is highly volatile and the political decision-makers are in the situation of responding to the crisis not preventing it"[3].

In stark contrast to NATO, the EU attempts to further clarify the concept in point in the *EU Crisis Response Capability* report, being aired the opinion that utilizing the term *crisis* is limited to the above-described

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[1] Gh. Văduva, M.Șt. Dinu, *Politico-military crises at the beginning of the millennium*, "Carol I" National Defense University Publishing House, Bucharest, 2005, p. 16.
[2] G.C. Marshall, *Conflict Prevention and Management of Crisis and Conflict*, European Center for Security Studies, http://www.marshallcenter.org
[3] I. Crăciun, *Conflict prevention and crisis management, course*, "Carol I" National Defense University Publishing House, Bucharest, 2004, p. 67.

situations. Thus, in making use of this concept, heed must be paid to conflict prevention, in the context of violence development, as well as, subsequently, after escalation and installation of normality, in the post-conflict period.

As we mentioned before, the involvement of the international organizations in preventing and solving crises has more often than not materialized in organizing, planning and conducting multinational military operations. From this point of view, *the multinational operations* represent "...those operations conducted by the military forces of two or more nations, in which are involved elements drawn from at least two services"[4]. In most cases, the multinational operation, by the sheer number of states and forces involved has a joint character. Thus, as per regulations in force in the Romanian Armed Forces, the joint multinational operation represents the military operation in which participate "...two or more states, with military contingents of variable sizes, drawn from different services, placed under political control and unique command and employed for achieving a unique objective"[5].

The framework which need be created for the conduct of a multinational operation must pay heed to responding to necessities and realities manifest in the diplomatic environment, to constraints and objectives established by the troops-contributing nations. From this standpoint, of late, in the military establishments opinions have been aired that forging military alliances based on existent diplomatic relations is long ago-achieved wisdom. Thus, it is deemed that "...when relations are founded on traditional bonds and these bonds are formalized through political, diplomatic and military treaties, they can lead to alliances"[6].

In the virtue of the need to underscore two (known) situations in which multinational operations manifest themselves, we would like to mention the objective factors that lead to forging an alliance. Thus, *an alliance* represents "...an understanding based on official accords among two or more states, with medium and long-term political and military objectives, that lead to achieving common purposes and interests, as well as to promoting the national values of the constituent members"[7].

Based on prolonged relations, affinities, common medium- and long-term objectives and certain understandings, some states may convene upon building alliances. From this standpoint, in an alliance framework

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[4] C.H. Bell III, *The Standard Theater Army. Command & Control Systems of the Future*, Military Review, June 1994.
[5] *The multinational joint operations doctrine*, Bucharest, 2001, p. 12.
[6] M.C. Târnăcop, *Multinational operations, general considerations and their strategic character*, AISM Bulletin, issue no. 3/1997, p. 43.
[7] *The multinational joint operations doctrine*, Bucharest, 2001, p. 12.

mechanisms and military systems are established and become manifest in a coherent way based upon a high level of standardization with regard to materiel, equipment and used procedures. At the same time, the reaction of the members of the alliance is based on contingency plans applicable to eventual threats raised in an integrated manner.

With respect to the *coalition*, it represents "...an ad-hoc political and military arrangement among two or more states with a view to conducting common actions"[8]. What differentiates coalitions from alliances, the former appear based on the manifestations of unforeseen crises, which stands out from the standpoint of the process of forces and resources allocation. From the politico-military perspective, the coalition forces represent an engagement among two or more nations made to the end of conducting a common action, engagement that takes place outside established bonds, with the purpose of dealing with unique situations or for a more durable cooperation, in a given domain.

Usually, any coalition is constituted for a short period of time and calls for national command-and-control systems for the coordination of own forces. The decision-making process calls for a common effort from the coalition members and for the creation of a coordination center for the purpose of unity of effort, exchange of information, ensurance of cooperation and solving current staff problems.

The process of organizing and planning a multinational operation consists of certain phases which, depending on the type of military action in sight, can be: "...force generation, phase which consists of building-up a force afresh, preparing in advance a mission or shoring up forces already existent in a theater of operations; in-theater deployment; in-theater concentration; consolidation of logistic support and of the host nation support; deployment to the end of conducting combat operations; operation prosecution; conflict resolution and conduct of post-conflict military activities"[9].

The participation of the states worldwide in coalitions or alliances, in multinational operations, is based on a series of general principles, among them figuring: consensus of parties with regard to the prosecution of operations, the mandate, composition of the force and the force commander; continuous and sustained support to the multinational operation by the mandated authority – the UN Security Council; the capacity of the involved forces to act in unison and effectively; the Secretary General is to inform the Security Council on the developments of the mission; the right of making decisions rests with this organism; the General Secretariat is to propose and the Security Council to decide upon the financial support to the operation,

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[8] *Ibidem*, p. 13.
[9] Collective, *Staff activity, in NATO armed forces' view*, Military Publishing House, Bucharest, 2001, p. 173.

through voluntary contributions or the organization's own funds in accord with the provisions of the NATO Charter.

Besides the general principles, the participation of state and non-state actors in multinational operations is governed by a series of operational principles, as the latter are defined in the 1973 Resolution 341 of the UN Security Council. This set of principles incorporates the conditions necessary to be met for the deployment of the multinational forces in a certain zone of the globe. In a larger sense, these principles call for: *mutual respect; impartiality; credibility; caveats on the use of force; transparency; unity of command; civil-military coordination; freedom of movement; flexibility*[10]. The relative application of each principle will vary with the specifics of the operation, mission requirements and the nature of the operation.

In the domain in point it is deemed that the multinational operations represent "...the totality of actions conducted at strategic or operational level by the force drawn from the nations constituting an alliance or coalition, put under unique command and having a unique purpose, which dispatches military forces of variable sizes under unique political control and unique command "[11]. As per common practice in the domain, we are of the opinion that, for the foreseeable future, the participation in multinational operations represents an efficient modality of managing politico-military crises and, at the same time, a form of military activity, a basic function and an important mission for the armed forces of any nation.

From the conceptual point of view, the multinational operations consist of two major types of military actions[12]:

• *war*, which represents an extreme situation for the prosecution of multinational operations by an alliance or coalition in such a situation, the aimed-for purpose being the achievement of established objectives through as swift a victory as possible and with minimal losses in human lives and materiel;

• *MOOTW – Military Operations Other Then War*, which entail a large assortment of actions that aim at achieving various purposes, to include prosecution of national interests and objectives, deterrence and prevention of wars, enforcement and support of peace, tension relief among states and resolution of international crises, as well as support to civilian authorities faced with internal crisis situations. Achieving these objectives by utilizing the military option calls for the use of armed forces backed by adequate logistics for the prosecution of diverse missions short of war.

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[10] D. Manta, *Theory of the multinational operations*, "Carol I" National Defense University Publishing House, Bucharest, 2001, pp. 16-17.
[11] M.C. Târnăcop, cited work, p. 43.
[12] *The multinational joint operations doctrine*, Bucharest, 2001, paragraph 4.1.

In the vein of the aforementioned it is deemed that military operations other than war can include combat, as well as non-combat actions. From a different perspective these operations can be conducted in peace time, in crisis situations or at war. Insofar as Romania's situation is concerned, the document that states the military strategy underscores the fact that "...participation in multinational, peace-support operations is one of the chief strategic missions of the armed forces in times of peace"[13]. On the other hand, Romania's security strategy shows that our country "...will participate in multinational operations based on rational political decisions, which follow accords of cooperation with allied nations, partners and friendly countries, as per the requirements of the situation and conforming the provisions of the international law"[14].

The procedure of Romanian participation with troops in multinational operations begins with an official request by the UN addressed to the Romanian Permanent Mission at this organism. Based on the said request, the Ministry of National Defense and the Ministry of External Affairs draft a memorandum which, having been signed by the prime-minister is submitted to the president. After the consultation of the National Defense Higher Council, the president proposes to the Parliament the participation with troops in the multinational endeavor. Thus, "...in the framework of collective security and as per the obligations assumed by Romania through international treaties, by the president's solicitation, the Parliament approves the participation with troops and materiel to the multinational effort for peace-support or in humanitarian missions"[15].

The decision of the Romanian Parliament is the legal act that approves the participation with troops and materiel in the multinational operation. Thereafter, the government decides upon the spendings associated with the mission and the technical aspects thereof.

From the legal perspective, the participation in multinational operations is regulated by the provisions of the UN Charter and international treaties applicable in the domain. Also, the purpose of the UN, inserted in the preamble of the Charter, is to shield future generations from the pest of war, by the united force of its members, to the end of obtaining, maintaining and building international peace and security, through the UN's guaranteeing the fact that the armed force will be used but in support of common interests and through the attempt of establishing neighborly and tolerance-based relations.

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[13] *Romania's military strategy*, Military Publishing House, Bucharest, 2001.
[14] *Romania's national security strategy*, Bucharest, 2006.
[15] *Law no. 45/1994*, on national defense of Romania, the Official Monitor no. 172/1994, part I.

Further examining the UN Charter we can state that, from the legal standpoint, the strategy fundamentals of peace-support operations are to be found in chapters VI, VII, VIII. Thus, chapter VI provides for peaceful resolution of disputes (article 33), chapter VII provides for the empowerment of the Security Council to solve, through coercive measures, any aggression or attempt against peace, with the specification that it will be of *provisional character* (article 40), to apply *political and economical pressures* (article 41) and to employ *force, to include armed force* (article 42). Not least important, chapter VIII authorizes regional political organizations (the EU, the OSCE, the Community of Independent States, the Arab League etc.) and NATO to adopt measures to the end of peacefully solving regional disputes, so long as they abide by the fundamental principles laid down by the UN.

In the UN framework organisms exist that, in a functional system, are involved in organizing, planning and conducting multinational operations, as follows: the General Assembly, the Security Council, the UN's Select Committee on multinational operations. As per article 43 of the UN Charter, the UN members are requested to make available to the Security Council the armed forces necessary for maintaining peace and international security. The Council recommends that UN member-states constitute national contingents, operationally available and convey their respective coordinates to the Secretary General. These national contingents are made available only upon request by the Council and based on special accords.

Another legal basis for the participation in this type of operations is provided by article 40 of the UN Charter that states the obligation of the Security Council to appeal to the UN member-states to abide by the provisional measures (i.e. economical embargo) before resorting to coercion. With respect to the legitimacy of a multinational operation, it must be pondered that the constituting troops need be aware of and abide by: the national legislation and international law provisions; the treaties and conventions that engage a national state's legal liability; the understandings and accords signed with the host nation.

In order to detail the activities encompassed by the involvement of an international security organization, be it regional or global, in launching a multinational operation, one must start from the initial element, that is that for each and every such operation three components need be present: the request filed by an international actor (state, NGO etc.); the accord of the UN Security Council which will approve of the request; the assuming of the responsibility for the generation of the multinational force and the submition of the request to another international security organism (NATO or OSCE).

A resolution of the Security Council precedes the launching of a multinational operation, resolution that will clearly state the objectives to be

achieved. In emergency situations, when danger exists that the conflict escalades, the Secretary General will immediately report to the Security Council the results of the negotiations with the parties in the dispute, with the host nation and with other states that may contribute troops.

In any case, the Secretary General's report will address such topics as: proposing a mandate for the force generation; nominating a commander and requesting his appointment by the Security Council; recommending the size of the force; enumerating the states that are prepared to immediately contribute troops and those with which negotiations are underway; proposing strategic deployment arrangements and logistic support arrangements, to include the nomination of the nations that can furnish airlift capabilities and logistic units; proposing the moment to initiate the operation; recommending the way the force should be deployed. With a view to drawing a conclusion upon the way the multinational operation is to be initiated, the parties involved in the conflict will contribute by filing support requests with the Security Council as to the deployment of the multinational force. The final decision for issuing the mandate rests with the Security Council and the General Assembly and the organism expected to translate it into reality is the Secretary General.

Decision-making for involvement of NATO in a multinational operation is somewhat different, being set off after either a nation or the NATO Secretary General have filed a request to that end. Always, the request addressed to the member nations by the Secretary General, for the Alliance's involvement in such an operation, will be based on the solicitation made by the UN or the OSCE, or respectively a partner in the North Atlantic Cooperation Council. After this first phase, the involvement of the Alliance in a multinational operation has to be authorized by the North-Atlantic Council/NAC that will analyze the political objectives through consultations and will render them in the final form, as per NATO doctrine applicable to such operations.

The NATO military authorities will maintain abreast with the liable organizations and together they will coordinate the Alliance's contribution. The said authorities, through the Military Council, will make recommendations to the NAC, so that the political authorities be able to make a sound decision, to approve of or reject the Alliance's participation or, if necessary, to reconsider the operational objectives, in concert with the international organization.

The approval by the NAC of the Alliance's involvement in a multinational operation need include a clear description of the political objectives, restrictions regarding the contributing nations and the actions to be conducted. Following the approval, the Military Committee will submit a recommendation to the NAC as to the force commander, whereas the Allied Operational Command/AOCs is expected to formulate the mission statement.

Upon the receipt of mission, the force commander will draft the initial plan that is to be submitted to the NATO commanders, among them the Military Committee and the NAC, for staffing and approval. Upon approval, the MC and the NAC are expected to authorize the writing of a detailed plan. Having obtained the approval of the NAC, AOC will send a number of messages to the nations that may be involved in the operation, as follows: the activation alert, the force generation, the activation request and the activation order. Once the activation order has been sent out, it can be considered that the decision-making for the involvement of NATO in a multinational operation has ended.

With a view to the NATO's role in crisis management, thus in the participation of the member states in multinational operations, in the latest Allied Strategic Concept adopted in Lisbon, it is underscored that the organization will engage in "…the prevention and management of crises" that risk to degenerate in conflicts and will attempt to "…stabilize post-conflict situations and to help in reconstruction efforts". The Alliance will create, by "…learning from operations, a civilian structure for crisis management, adequate but inexpensive, to the end of better interacting with civilian partners"[16].

Insofar as the involvement of the EU in a multinational operation is concerned, we would like to underscore the fact that, as per the Lisbon Treaty for the modification of the EU Treaty and the Treaty of the European Community, signed in Lisbon, December, 13th, 2007 (come into force with December, 1st, 2009), all present treaties are amended without being declared obsolete and in the absence of reform of the entire legal foundation of the EU.

The coming into force of the UE's reform treaty has important effects as to an increased coordination among the main organisms and their respective resources, such as, for example, the confirmation of the ascendant trend of development in the domain of Common European Defense and Security Policy.

The treaty impacts positively on the UE's capacity to manifest itself as a global actor in two salient fields: the harmonization of the institutional framework of the Union, which in turn will lead to more efficient relations among the structures of the Council and Commission in crisis management, and secondly in according a more prominent role to the EU inside the international security system through the improvement of the Common European Defense and Security Policy.

The European Council represents a forum consisting of ministerial-level representative of the member states, being the chief organism in adopting decisions, alongside the European Parliament.

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[16] Gh. Deaconu, F. Repez, *The new NATO strategic concept – an important step towards enforcing global security*, Bulletin of "Carol I" National Defense University, issue no. 1/2011, p. 6.

Regarding the procedure of decision-making at Council-level, these decisions can be adopted with unanimous vote, with simple majority or with qualified majority. As of now, qualified majority represents a fix number of votes allocated to each member-state, based on its weight inside the Union. The Lisbon Treaty modifies the definition of the qualified majority, this being represented by at least 55% of the total number of member-states, representing at least 65% of the total population of the EU. The new formula is to come into force with November, 1st, 2014.

From the standpoint of the array of multinational operations that can be pursued by the EU, as per art. 28B of the Lisbon Treaty, new types of such military actions can be found, such as "support to third countries in combating terrorism", or "military counselling, assistance and post-conflict stabilization". Thus continues the adding of new types of multinational missions in which the EU can engage, respectively the enlargement of the Petersberg-type missions.

To sum up with, we are of the opinion that it is necessary to clearly differentiate between, on the one hand, the UN-led multinational operations and, on the other hand, the NATO-led ones. Along this line, one can state that the UN-led multinational operations are unique, due to their characteristics. On the other hand, in NATO-led multinational operations, the seminal element that contributes to group unity is the sentiment of belonging to this organization, the adherence to its core values, the high level of standardization and the working modality of providing in-theater logistic support etc. From the final point mentioned one can easily derive the way this function is approached in the NATO framework, where the direct support furnished by the organization is diminishing while the liability of each and every member-state is on the rise, with regard to the participation in multinational operations.

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ROMANIA AND THE COMMUNIST BLOC 1964-1968.
GEOPOLITICAL ASSESSMENT

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The middle of the 1960s has been marked by a pronounced process of integrating the armies of the Warsaw Pact member states, directed, organized and firmly led by Moscow. At the reunion of the chiefs of General Staffs, that took place in Moscow, in February 1966, the Romanian delegation presented its own point of view on the activity improvement of the Warsaw Pact military structures. According to this point of view, the Romanian delegation pointed out the necessity to improve the Status of functioning of the Unified Armed Forces Commandment, in order to correspond with the Treaty's provisions and initial purpose.

On April 26, 1964, the Bucharest regime issued a declaration that actually represented Romania's clear detachment from the USSR. Prior, in March 1964, an official delegation undertook a visit to China and North Korea, on which occasion Mao Zedong became directly acquainted with Romania's efforts to make the public Sino-Soviet polemic to end[1].

The so-called "Declaration of April 1964", as it remained known, represented a turning point. It also marked the initiation of the public process of Bucharest's detachment from Moscow, the assuming of a large autonomy in the international arena (notably in the international communist movement), the inauguration of a political trend in foreign relations that would bring to Romania the perception of "mutinous ally" within the Warsaw Pact. It claimed the equality in rights of the Warsaw Pact members, which practically meant the very same thing with not recognizing the Soviet hegemony[2].

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[1] Alexandru Oșca, Vasile Popa, *România, o fereastră în Cortina de Fier*, Vrantop Publishing House, Focșani, 1997, pp. 136-178.

[2] Dennis Deletant, Mihail E. Ionescu, *Romania and the Warsaw Pact 1955-1989. Selected documents*, Politeia – SNSPA, Bucharest, 2004, pp. 64-65.

The Romanian historiography considered the "Declaration of April 1964" as the most important public act of national provenience that fundamentally defined Romania's anti-hegemonic orientation during the following period[3]. The Bucharest regime took measures of limiting the USSR visibility at the level of the Romanian public opinion (closing of the book shop "Cartea Rusă", of the Romanian-Russian Museum, of the Russian language Institute "Maxim Gorki", of the Romanian-Soviet Institute, of the review "Timpuri Noi", the change of the Soviet names of streets, localities and institutions, less classes of Russian language in the school program)[4].

During the debates occasioned by the "Declaration of April 1964", the Romanian Prime Minister, Ion Gheorghe Maurer, said that things were not too clear within the Warsaw Pact: "There were sent missiles to Cuba. We were not aware of this matter. For the time being we do not make of this any incrimination and do not raise any problem to anybody. The existence of these missiles in Cuba caused some international tension. (…) Within the framework of this tension, after a time, one can foresee a certain policy. The supreme or single commander of the military forces of the Warsaw Treaty launched an order to all the participant armies in this group of military forces that alarmed all of them. In the Warsaw Pact, there is a third article, which binds the signatory states to mutual consultation in international political matters of most importance. I am asking: all these matters would not have justified a consultation like this? Or, at least, the order of alarming the participant state armies would not have to be issued following consultations like these? These are problems! (…) These orders are issued, these actions are implemented, and nobody is asked about. At least, we have not been asked"[5].

Romania's position within the Warsaw Pact was fairly assessed, among the others, by the defector Czechoslovak General Jan Sejna, who noticed: "In 1963, the USSR began to change the defensive role of the Warsaw Pact to the offensive. The process involved, of course, increased expenditure of arms, which was of great economic benefit to the USSR, the principal supplier of arms to the Pact. The Romanians, however, refused to increase their military budget and declared that they would not carry out additional military manoeuvers, except at Pact expense. Much more dangerous was their assertion that they saw no reason for military expansion since they did not believe there was any threat of aggression from the West.

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[3] Lavinia Betea, *Convorbiri neterminate. Corneliu Mănescu în dialog cu Lavinia Betea*, Polirom Publishing House, Iaşi, 2001, pp. 82-96.
[4] Vlad Georgescu, *Istoria românilor. De la origini până în zilele noastre*, Humanitas Publishing House, Bucharest, 1992, p. 270.
[5] Alexandru Oşca, Vasile Popa, *op.cit*, pp. 167-168.

This was heresy, indeed, and the Russian feared, with good reason, that it might spread to the others members of the Pact"[6].

The analyzed period opened the way to economic cooperation with the Western countries, Bucharest having a series of contacts highly fruitful with the US, France, West Germany, Italy, and UK. After legations have been turned into embassies and the appointment of the first US Ambassador in Bucharest, William Crawford, Romanian-US economic relations acquired new dimensions, unprecedented and simultaneously without correspondent in the communist bloc. Welcoming the US President, Lyndon B. Johnson's policy of "building bridges" towards the communist world, the Bucharest regime proceeded to enhancing the bilateral relations[7]. In the period May, 18-June 1, 1964, the Vice-President of the Romanian Government, Gheorghe Gaston Marin, made an official visit to the US. The outcome of this visit was excellent. On this occasion it has been signed an important bilateral economic agreement[8].

At the same time, it has been re-established the thread of the traditional friendship between Romania and France, which was to bring about concrete results at several levels. During the visit to France, in July 1964, the President of the Council of Ministers, Ion Gheorghe Maurer approached together with the French officials aspects related to the cultural and economic bilateral relations[9]. During Maurer's meeting with General Charles de Gaulle, the latter promised economic help for Romania if it would be isolated by its "allies"[10].

Very interesting data regarding the echo of Maurer's visit in France offers General Sejna, who specified: "The Romanians gave the Kremlin no information on de Gaulle's visit, but the Russians had all they needed from their own intelligence sources. We ourselves received a comprehensive report on the visit of the Romanian Prime Minister, Ion Maurer, to Paris for political and economic discussions with de Gaulle. Maurer argued that Romania wanted to pursue its own national course, but could not at present leave Comecon because her economy was too closely tied to it. In the meantime, she was determined to diversify her economy and forge closer links with the West. De Gaulle assured Maurer that France would help Romania to develop her independence and would give economical and political support. He would even sponsor

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[6] Jan Sejna, *We Will Bury You*, Sidgwick and Jackson, London, 1982, pp. 66-67.
[7] Joseph F. Harrington, Bruce J. Courtney, *Relaţii româno-americane 1940-1990*, European Institute, Iaşi, 2002, p. 260.
[8] *Foreign Relations of the United States (FRUS), 1964-1968*, Volume XVII. Eastern Europe, US Government Printing Office, Washington DC, 1996, pp. 387-395.
[9] *Documents Diplomatiques Français*, 1964, tome II, (1er Juillet – 31 Décembre), PIE-Peter Lang, Bruxelles, Bern, Berlin, Frankfurt/M, Hew York, Oxford, Wien, 2002, pp. 108-111.
[10] Mihai Retegan, *1968-Din primăvară până în toamnă. Schiţă de politică externă românească*, Rao Publishing House, Bucharest, 1998, pp. 54-55.

Romania if she wished to apply for associate membership of the EEC, and France would stand by her, if she was isolated by the communist bloc"[11].

Referring to a possible military assistance, granted by the French Government to Romania, the Soviet Marshal Rodion Y. Malinovsky declared: "If de Gaulle ever tries to carry out his pledge to the Romanians, we shall know about it before his orders reach the French Commander-in-Chief"[12]. In August 1964, during his last visit to Prague, Nikita S. Khrushchev considered that in case of Romania would attempt to leave the Warsaw Pact, "then our soldiers, not de Gaulle, will have the last word". At Antonin Novotny's declarations, who considered that the Romanians had already generated enough trouble and it would be not bad thing if they were leave the Warsaw Pact, Khrushchev, visibly irritated, replied that Novotny was totally wrong, because "that is exactly what the Romanian leaders want", and "the whole situation would become untenable if Romania followed Yugoslavia and Albania into the anti-Soviet camp"[13].

The session of the Political Consultative Committee of the Warsaw Pact participant states, that took place on January 19-20, 1965, in Warsaw, stands out through the topics approached. This session was the last one in which Gheorghe Gheorghiu-Dej (he died on March 19, 1965, from a rapidly evolving cancer) participated and the first one attended by the new Soviet leader Leonid I. Brezhnev. The Warsaw Pact states assessed the situation generated by the initiative of creating NATO Multilateral Nuclear Forces (MLF)[14].

The East German delegation submitted two projects to be adopted. The first one referred to the project of a treaty on non-proliferation of nuclear weapons. The second one proposed that the foreign affair ministers reunion or of their deputies to be turned into a permanent organ with its own legal status.

Regarding the first project, Romania did not raise any objection to the idea of a treaty like this, but to the fact that the issue of this treaty necessitated a lot of time to be implemented, dedication and responsibility and underlined that the parts should have been asked in appropriate time in order to elaborate such a project. The Soviets rejected the Romanian point of view and demanded that the project to be examined.

Concerning the second project, the Romanian representatives argued that the transformation of a consultative reunion into a permanent organism infringed the provisions of the third article of the Treaty. They stressed that

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[11] Jan Sejna, *op.cit*, p. 75.

[12] *Ibidem*.

[13] *Ibidem*, pp. 75-76.

[14] Archives of Ministry of Foreign Affairs (AMFA), fund 9 Varşovia 3, file 23/1964, Direction 1 Relations, pp. 28-46.

the important decisions that affected the member states common interests are the exclusive responsibility of the party and state leadership in each and every country and not of the ministers of foreign affairs[15]. The objections raised by the Romanian delegation decidedly influenced the decision of rejecting the two proposals. At the same time, the Romanian delegation pronounced in favor of dismantling the two political and military blocs, but the delegations of the USSR and Warsaw Pact other member states opposed that this idea to be included in the session final communiqué[16].

On the other hand, the Romanian delegation considered that "if we do not do the right things, any of the socialist countries can find itself in the situation of being excluded from the proceedings of the Political Consultative Committee, as it happened with Albania"[17].

Romania radically rejected the issue of condemning the creation by NATO of the MLF, which actually constituted the purpose of the reunion, to be linked to the Warsaw Pact proposal of concluding a treaty of nuclear non-proliferation. Even if the reasons of the Romanian position, very radical in this matter, except for the rejection of the Soviet monopoly, including in the nuclear domain, have not been sufficiently clarified, it has been common knowledge that Romania perceived the nuclear non-proliferation as being part of a process of general nuclear disarmament[18]. It is quite possible that the Bucharest regime, by the radical adopted attitude, indirectly intended to provide explicit support to China, which had become since October 1964 a nuclear power. As a matter of fact, after 1964, the Bucharest regime undertook actions directed towards defying the Soviet monopoly on the issues concerning the international communist movement, as well as, avoiding the economic integration, as mean to consolidate national autonomy at international level[19].

After Nicolae Ceauşescu took over the power in March 1965, he continued the policy of detachment from Moscow and displayed an even more daring attitude than his predecessor. Referring to Romania's particular position within the communist bloc, the Soviet General Anatoly I. Gribkov, chief of Staff of the Unified Armed Forces in the period 1976-1989, remarked that "until 1968, namely before the allied troops entered Czechoslovakia, the relations with the Romanian leadership, both at political and military levels,

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[15] AMFA, fund 9 Varşovia 3, file 23/1964, Direction 1 Relations, pp. 4-6.

[16] *Ibidem*, p. 15.

[17] National Historical Central Archives (NHCA), fund Central Committee (CC) of Romanian Communist Party (RCP) – Section Foreign Relations, file 15/1965, p. 97.

[18] *Ibidem*, pp. 121-122.

[19] Paul Niculescu-Mizil, *O istorie trăită*, vol. I, Enciclopedic Publishing House, Bucharest, 1999, p. 63.

were relatively normal. Once Nicolae Ceauşescu came to power in 1965, Romania's foreign policy begun to change substantially"[20]. General Gribkov considered that "during Joseph V. Stalin's life, the Romanian leadership accepted its situation of subordination to the USSR, also, by copying the functions of Soviet power institutions. In the post-war first years, it did not follow critic reactions towards the Soviet system, the force of inertia was quite strong, as long as there were dispatched Soviet troops in Romania. Their withdrawal from Romania, in 1958, represented a new stage in the country development process, marked by a political doctrine of the Romanian Communist Party towards national self-development, independence, and equality in rights of the Warsaw Pact member states. The Romanian leadership tended to national independence on its own forces. During that period, the economic contacts with the West have been widened"[21]. He noticed that particularly after the "Declaration of April 1964", Romania was referred to in the Western side as a «dissident» within the Warsaw Pact"[22].

The new Bucharest leader's first visit to Moscow, on September 9-11, actually turned into the first confrontation between Brezhnev and Ceauşescu. On his return to the country, in an informative session, Ceauşescu made a genuine indictment to the hegemonic power, and attacked a variety of extremely sensitive problems concerning the bilateral relations, including the unsolved problem of the Romanian treasure from Moscow[23].

Presenting the image of the Romanian-Soviet relationships, General Sejna specified: If the Soviets expected an easier time after the departure of Gheorghiu-Dej they were to be disappointed. His death, in March 1965, was the signal for a fresh outburst of anti-Sovietism in Romania from the Politburo down to local Party organizations. One of the first actions of Nicolae Ceauşescu, who became First Secretary, was to reduce dramatically the number of Soviet advisors in the Romanian Army and the Ministry of Interior. He warned the remainder that they would not be allowed to attend any meeting to which they had not been specifically invited, nor would they be permitted to contact any officer directly for information. If they wanted a briefing they must approach the Minister of defense or Ceauşescu himself"[24].

The middle of the 1960s has been marked by a pronounced process of integrating the armies of the Warsaw Pact member states, directed, organized and firmly led by Moscow. At the reunion of the chiefs of General Staffs, that

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[20] Anatoly I. Gribkov, Sudba *Varshavskogo Dogovor. Vospominania, dokumenty, fakty*, Russian Book, Moscow, 1998, pp. 74-75.
[21] *Ibidem*, p. 78.
[22] *Ibidem*, p. 79.
[23] *NHCA*, fund CC of RCP – Chancellery, file 129/1965, pp. 2-15.
[24] Jan Sejna, *op.cit*, p. 67.

took place in Moscow, in February 1966, the Romanian delegation presented its own point of view on the activity improvement of the Warsaw Pact military structures. According to this point of view, the Romanian delegation pointed out the necessity to improve the Status of functioning of the Unified Armed Forces Commandment, in order to correspond with the Treaty's provisions and initial purpose.

The attributions of the Unified Commandment have been established in the Status of functioning adopted in January 1956 that proved to be obsolete. In order to avoid the transformation of the Pact military ruling structures in supranational organisms initiating interferences that defied the member states sovereignty the Romanian side made several proposals. Those stipulated that the Status of functioning, as well as, the other documents regulating the activity of this commandment should be based on the idea that each country's party and government held the exclusive responsibility for the ruling, endowment and training of all its armed forces, both in war and in peace time, and the founding of the Military Council of the Commandment, as deliberative structure that adopted decisions unanimously. It would be composed of the Supreme Commander that was the President, its deputies, one for each of the member states, and the chief of Staff, as members. The proposals and recommendations made by the Military Council were submitted to the approval of the Warsaw Pact member states governments. Each state contributed with troops that had the capacity to act jointly, and they could be engaged in war only on the basis of a national decision.

During the two already mentioned reunions, at the Soviet proposal, the discussions begun, in order to modify the Status of functioning of the Unified Commandment. The Romanian military delegation agreed initially with the draft of this document, but a series of objections have been made, which were inserted, as an annex, to the Protocol of the defense ministers' reunion that had taken place in Moscow, in May 1966[25]. The Romanian side stressed that accepting to create the Military Council as settled in the draft would have actually signified that the leading of the national armed forces be no longer the responsibility of each and every state's constitutional organs. At the same time, the Romanian delegation stated that the very existence of the institution of the Unified Commandment representatives run counter the principle of member states' equality in rights, expressed its opinion in favor of canceling this institution, arguing that it was not necessary[26].

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[25] Laurențiu-Cristian Dumitru, *România şi Tratatul de la Varşovia 1955-1968. Obediență şi nesupunere*, "Carol I" National Defense University Publishing House, Bucharest, 2009, pp. 338-345.
[26] Teofil Oroian, *România – un aliat incomod*, în Document. Buletinul Arhivelor Militare Române, no. 2(10)/2000, pp. 53-55.

The Romanian position gained initially an unexpected victory. Most of the Romanian proposals were accepted, in the issued protocol of the reunion being mentioned the contradictory points of view[27]. The Romanian proposals included in the new Status of functioning draft referred to the following: the role of coordination (and not of command) of the Unified Armed Forces Commandment; the subordination of the aimed troops to be used by the Unified Armed Forces, to the national commandments; the officers' proportional representation in the composition of the Staff of the Unified Armed Forces; the nuclear strategic forces of the USSR would not belong to the Unified Armed Forces; the setting up of the Military Council subordinated by the Political Consultative Committee.

At the session of the Political Consultative Committee that took place in Bucharest, in July 1966, the Romanian delegation passed to the Warsaw Pact's member states defense ministries, the Status of functioning draft of the Unified Armed Forces Commandment that nevertheless was not discussed. One can suppose that the Romanian position, as expressed in this draft, run counter Moscow's intentions. Moscow's reaction was quick. First of all, the Soviets adopted the tactic of backwardness. The Romanian requests to include their demands in the discussed documents have been approved and then, in a tacit way rejected. Thereby, at the defense ministers' reunion that took place in Moscow, on May 27-28, 1966, in the Status of functioning draft "there were included most of the principle matters that our delegation elaborated" and, at the same time, "there were excluded certain provisions that did not correspond to our point of view, such as: the Supreme Commander right to control the Unified Armed Forces troops and the right to have his own representatives within the armed forces of the Pact's participant states; the USSR strategic nuclear forces do not belong to the Unified Armed Forces; the creation of the Military Consultative Council subordinated by the Political Consultative Committee, that was to include the defense ministers"[28].

It was some time until the meeting of the defense ministers' deputies that took place in Prague, on February 29-March 1, 1968. This break was used with success by the Soviet side in order to surpass the Romanian opposition, by avoiding that the Status of functioning to be elaborated and by succeeding in materializing their own intentions through punctual actions, supported by the other minor allies within the Pact. Therefore, in Prague, the Soviet side openly opposed the Romanian delegation's proposal to bring into discussions the Status of functioning draft, advanced in July 1966. "At this proposal – as it was registered in the report submitted by the chief the

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[27] *Romanian Military Archives* (RMA), fund V2, vol. 3, file no. 9/62, p. 4.
[28] Dennis Deletant, Mihail E. Ionescu, *op.cit*, pp. 72-73.

Romanian General Staff to Nicolae Ceauşescu – all the other chiefs of delegations and notably, General Sokolov and Marshal Yakubovsky, stated that they were not mandated, they were not ready and there were not the appropriate circumstances in order to reply to the issues raised by the Romanian side"[29]. Actually, on that occasion, the Soviet side imposed the debate on the issues of creating the Military Council and Status of functioning of the Unified Commandment Staff. The above mentioned report testified that "taking into account the way that the reunion proceedings evolved, as well as, the delivered discussions, one can come to the conclusion that the representatives of the other armies of the Warsaw Pact member states wished to solve, by sharing, the issues related to the Unified Commandment, respectively the issues of the Military Council, Staff, Technical Committee and affirmed that all of them agreed to these issues. One can deduce that, for the first time, one tried to solve officially the issue of setting up the different organs of the Unified Commandment, without approaching the essential topic, namely the elaboration of the new Status of functioning of the Unified Commandment"[30].

Remembering the issues related to the "status battle", General Sejna noticed: "We were not surprised when in 1966 the Romanians proposed changes in the command structure of the Warsaw Pact. They claimed it was not an organization of equals, but a fiefdom of the USSR; that so-called «United Command» of the Pact did not exist, it was simply the Soviet General Staff. If the Pact was to be really effective, they insisted, it must be reflected in the structure of the Command. They proposed, first, the establishment of a Warsaw Pact Command separate from the Soviet High Command, staffed by contingents from each country; secondly, they suggested that the posts of Commander and chief of Staff of the Pact should be guided by the Pact's Political Consultative Committee; and fourthly, that while all members should contribute contingents to the Pact, each nation should have the right to retain some of its forces under its own internal command"[31].

On the context of dissensions within the Warsaw Pact and Comecon, Romania promoted a policy of openness towards the Western countries, incomparably in a much more visible manner than the other satellite-states of the USSR, aspect which was well perceived by the Western democracies. The Romanian demarches in the foreign policy, successful at the beginning of 1967, have been finalized with the establishment of diplomatic relations with West Germany, Romania being the only communist country that succeeded in this respect, besides the USSR, that provoked angry of East German Government[32].

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[29] *RMA*, fund V2, vol. 3, file no. 14/3, pp. 76-79.

[30] *Ibidem*.

[31] Jan Sejna, *op.cit*, pp. 67-68.

[32] Alexandru Popescu, *România şi cele trei războaie mondiale în arhive diplomatice germane şi austriece*, European Institutute, Iaşi, 2002, pp. 233-239.

Nicolae Ceauşescu was to make another defiant gesture during the extraordinary session of the Political Consultative Committee that took place in Moscow, on June 9, 1967, when it was assessed the Arab-Israeli conflict, also known as the "Six Day War". The Romanian delegation, led by Ceauşescu adopted a different position from the other representatives, including Tito, and opposed to the slogan proffered by the other delegations, and particularly by the Soviet one, to condemn Israel, considered the be responsible with the breaking out of the conflict and denounced as an "aggressor". At the end of the reunion, the Romanian delegation was the only one to refuse signing the Moscow Declaration; the adopted declaration condemned the Israeli action and also promised to intensify the political, economic and military support to the Arab countries. Ceauşescu opposed the Soviets, considering that "if we adopt the declaration you proposed, the socialist countries will be isolated from the progressive movement of the West, including from the Western communist parties"[33]. The request to condemn Israel for being an aggressor, as long as, the Arab states waged war with the purpose of annihilating the Israeli state, run counter the Bucharest regime position of recognizing each and every state right to a free existence[34].

During the Romanian delegation's participation to the proceedings of the General Assembly of the UN, in New York, in July 1967, took place meetings with the US Secretary of State, Dean Rusk, and the US President, Lyndon B. Johnson. There were approached issues regarding the Romanian support to opening an unofficial channel of negotiations between the US and North Vietnam, and it was insured that the US and Western states would support the Romanian Minister of foreign affairs candidacy for the presidency of the General Assembly of the UN[35]. In September 1967, Corneliu Mănescu was elected the President of the 22nd session of the General Assembly of the UN, being the first dignitary from a communist country and the only Romanian one, to have exercised this high rank function.

On the framework of the Soviet-Chinese split, strong trends of polycentrism, defined as the plurality of decision-making centers within the Soviet bloc which contested the monolithic unity of the communist system. As a process, the polycentrism depended on the affirmation of certain independent national communist parties without very close connections with Moscow. In Western Europe, the polycentrism was perceived as a

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[33] Petre Otu, *Războiul de şase zile, o nouă problemă pentru Tratatul de la Varşovia, în Revista de Istorie Militară*, nr. 3/2002, pp. 3-7.
[34] Mihail E. Ionescu, *„Războiul de şase zile" şi relaţiile dintre Moscova şi Bucureşti*, in Revista de Istorie Militară, nr. 1-2/2003, p. 17.
[35] *FRUS*, 1964-1968, Volume XVII, Eastern Europe, pp. 426-435.

synonymous of the independent position adopted towards the USSR[36]. Although it had neither China's potential nor Yugoslavia's positions within the communist bloc, or France within the Western side, one can advance the idea that under certain configurations and circumstances, or after a series of enterprises in the foreign policy, military and economic fields, Romania acquired certain valences that could be perceived as characteristics of what we named the bi-polycentrism[37].

The historical perspective highlights that, at the beginning of 1968, the economic relations with the West were in full development, the Soviet integration projects within Comecon and the Warsaw Pact were not affecting Romania, and the special relations with China knew an increased acknowledgment.

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FUNCTIONAL AND DYNAMIC ANALYSIS
OF A 4 DOF PROTOTYPE ROBOT

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The article presents the elements of a 4 DOF prototype robot which consists of a base, a platform, arm 1, arm 2 and an effector. Laws governing the variation in time of rotational angles are presented, designed for controlling the four motors which actuate the robot. The geometrical and mass data of the robot's elements allow for cinematic and dynamic analysis of each element as well as for the entire system. In the technological applications that are analyzed in this article – applications which simulate a continuous welding process – the tip of the effector travels, at constant speed, in a straight line and in a semicircle.

Keywords: industrial robots; work productivity; mechanical engineering; technological applications; cinematic and dynamic analysis.

The construction of robots, as a scientific domain, has based itself on Mechanics and Cybernetics. Concurrently development of constructive solutions for robots has been formulated in a series of neighboring areas which have favored this.

The practical objective of robot creation was to transfer upon them the types of activities which are difficult for a human operator – repetitive, monotonous or dangerous. Such activities are auxiliary production operations as:

- loading and unloading of facilities, machine tools, and automated production equipment;
- primary or main production operations (welding, cutting, painting, assembly etc.);
- extreme environment operations (underwater, outer space, radioactive and toxic environments).

Industrial robots are one of the most important means of complex production automation and increasing work productivity and quality. Compared to traditional automation solutions industrial robots present numerous advantages in terms of versatility and rapid configuration which

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allows for development of flexible automated production systems based on universal yet complex robotic equipment.

A manipulative robot contains two linked units: the control unit and the physical handling unit. The command unit includes the sensor subsystem, the data processing and storage subsystem (e. g. server or NAS-type unit) and the transmission subsystem.

The handling unit is engaged by means of actuating motors, which can be mounted either on mobile or fixed elements of the assembly. The number of actuators is generally equal to the manipulative unit's number of degrees of freedom (DOF), although while carrying out certain operations supplemental links can be imposed. Motion transfer from the motors to the elements of the assembly is achieved by means of transmission mechanisms of various types.

There are high demands regarding the execution speed and motion precision of an industrial robot, thus the elasticity of all the elements involved need to be taken into account.

This article is based on the 4 DOF industrial robot prototype developed by the author during his doctoral studies.

Description Of The 4 DOF Prototype Robot
The general configuration of the robot is presented in figure 1. The component parts of the robot are: the base, the platform, arm 1, arm 2 and efector.
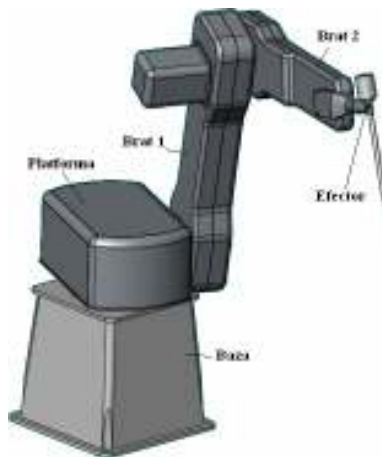
Fig. 1 *Configuration of the 4 DOF prototype robot*

The Base
Figure 2 represents the base of the robot, with a mass of 6,686 kg and a volume of $5,105 \times 10^{-3}$ m^3. On the base there is a fixed gear with 100 straight teeth with module 2, angle of obliquity $\alpha = 20^0$ and tooth width 12 mm. There are two ball bearings mounted coaxially with the gear which form a cylindrical joint between the base and the platform.
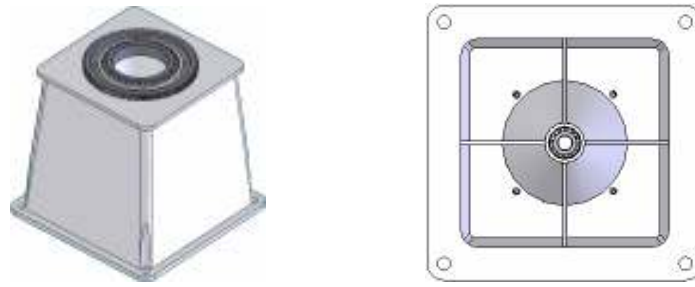
Fig. 2 *Base of the prototype robot*

In figure 3.a the platform and the spatial reference system to which the center of mass coordinates and moments of inertia are expressed.

Mass characteristics of the platform:

mass = 12,695 kg, volume = $3,081 \cdot 10^{-3}$ m^3.

Center of mass position with respect to the platform's reference system (fig. 3.a):

X_C = 1.87 mm, Y_C = 105 mm, Z_C = 275.76 mm.

Moments of inertia ($kg \times m^2$) with respect to the reference system's axes:

$Jxx = 1049,705 \cdot 10^{-3}$, $Jxy = 11,259 \cdot 10^{-3}$, $Jxz = -1,850 \cdot 10^{-3}$,

$Jyx = 11,259 \cdot 10^{-3}$, $Jyy = 1128,946 \cdot 10^{-3}$, $Jyz = 52,554 \cdot 10^{-3}$,

$Jzx = -1,850 \cdot 10^{-3}$, $Jzy = 52,554 \cdot 10^{-3}$, $Jzz = 152,449 \cdot 10^{-3}$.

Moments of inertia ($kg \times m^2$) calculated with respect to a central system with axes parallel to the axes of the reference system:

$Jxx_C = 81,820 \cdot 10^{-3}$, $Jxy_C = 10,926 \cdot 10^{-3}$, $Jxz_C = -8,380 \cdot 10^{-3}$,

$Jyx_C = 10,926 \cdot 10^{-3}$, $Jyy_C = 163,522 \cdot 10^{-3}$ $Jyz_C = 3,385 \cdot 10^{-3}$,

$Jzx_C = -8,380 \cdot 10^{-3}$, $Jzy_C = 3,385 \cdot 10^{-3}$, $Jzz_C = 149,901 \cdot 10^{-3}$.

Directional cosines of the main inertia axes and main moments of inertia ($kg \times m^2$) with respect to the center of mass:

Ix = (0.99, 0.12, -0.11) $Jpx = 79,502 \cdot 10^{-3}$,

Iy = (0.07, 0.29, 0.96) $Jpy = 149,515 \cdot 10^{-3}$,

Iz = (0.15, -0.95, 0.27) $Jpz = 166,22 \cdot 10^{-3}$.

The Platform

The platform has two eccentric-mounted motors (figure 3.c) which provide movement of the platform with respect to the base (motor 1) and movement of arm 1 with respect to the platform (motor 2). Figure 3.d represents the positioning of the arm 1 mounting bearing with respect to the platform's rotation axis.

3. a.   *3.b.*

3. c.   *3. d.*
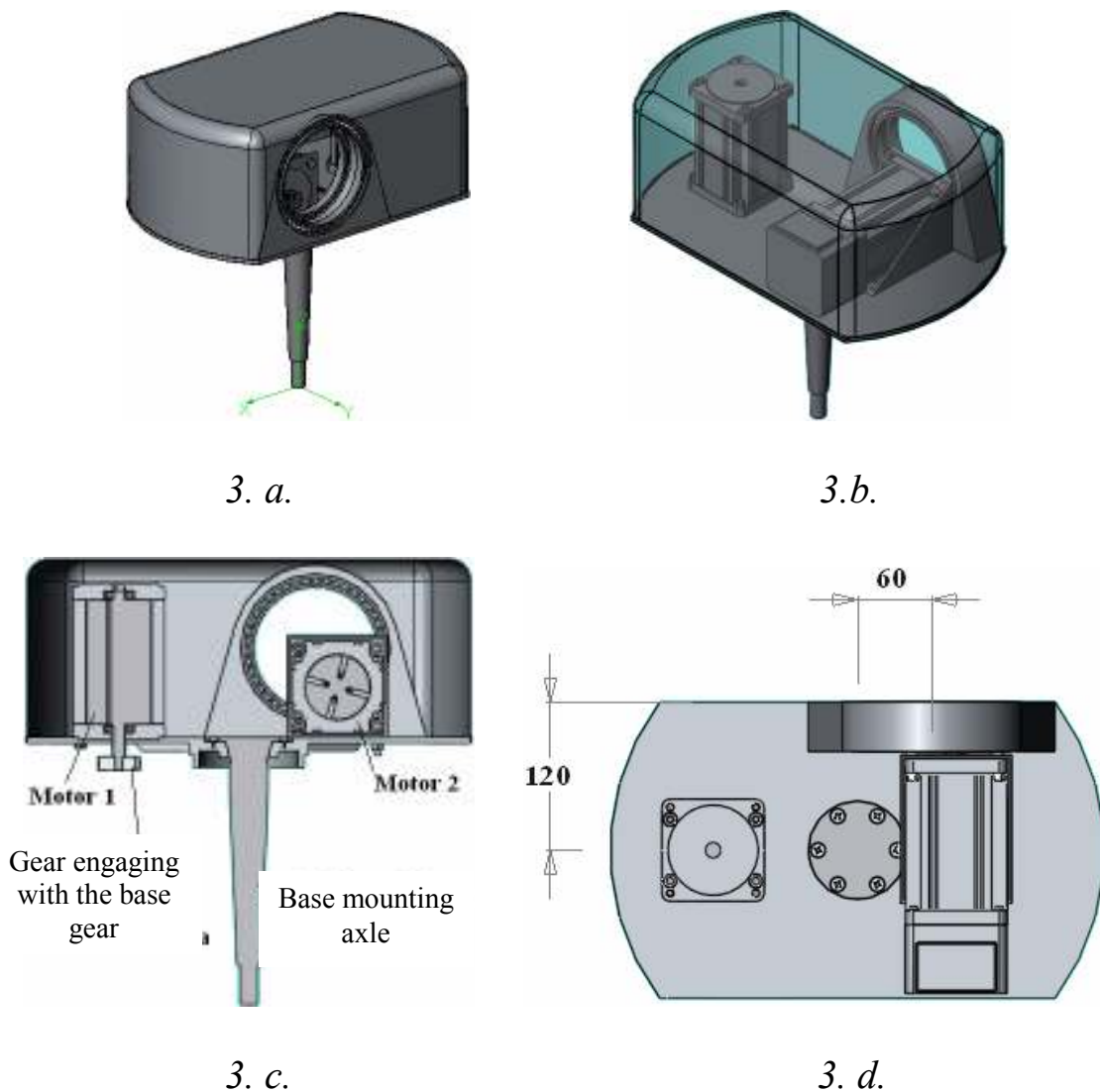
Fig. 3 *Prototype robot's platform*

A gear with 17 teeth is mounted on the axle of motor 1 which engages the gear mounted on the base, ensuring movement of the platform.

The axis of the arm 1 mounting bearing is placed at *z=320 mm* with respect to the spatial reference system. On the axle of motor 2 a gear with 20 straight teeth module 1, $\alpha = 20°$, 12 mm wide is mounted. The gear engages on the inside with a crown gear with 100 teeth mounted on arm 1, ensuring rotational movement of arm 1 with respect to the platform.

Arm 1

In figure 4.a the spatial reference system of arm 1 is presented as well as the distance between the axes of the bearings.

Mass characteristics of arm 1:

mass = 7,571 kg, volume = $2,263 \cdot 10^{-3}$ m^3.

Center of mass position with respect to the reference system of the arm (fig. 4.a):

X_C = 0.00 mm, Y_C = 300,15 mm, Z_C = -18,46 mm.

Moments of inertia ($kg \times m^2$) with respect to the axes of the reference system:

$Jxx = 1048,565 \cdot 10^{-3}$, $Jxy = 10,439 \cdot 10^{-6}$, $Jxz = 1,319 \cdot 10^{-6}$,
$Jyx = 10,439 \cdot 10^{-6}$, $Jyy = 43,312 \cdot 10^{-3}$, $Jyz = -28,161 \cdot 10^{-3}$,
$Jzx = 1,319 \cdot 10^{-6}$, $Jzy = -28,161 \cdot 10^{-3}$, $Jzz = 1040,733 \cdot 10^{-3}$.

Moments of inertia ($kg \times m^2$) calculated with respect to a center system with axes parallel to the axes of the reference system:

$Jxx_C = 363,932 \cdot 10^{-3}$, $Jxy_C = 3,505 \cdot 10^{-6}$, $Jxz_C = 1,746 \cdot 10^{-6}$,
$Jyx_C = 3,505 \cdot 10^{-6}$, $Jyy_C = 40,731 \cdot 10^{-3}$, $Jyz_C = 13,797 \cdot 10^{-3}$,
$Jzx_C = 1,746 \cdot 10^{-6}$, $Jzy_C = 13,797 \cdot 10^{-3}$, $Jzz_C = 358,681 \cdot 10^{-3}$.

Directional cosines of main inertia axes and main moments of inertia ($kg \times m^2$) with respect to the center of mass:

Ix = (0.00, 1.00, 0.04) $Jpx = 40,134 \cdot 10^{-3}$,
Iy = (0.00, -0.04, 1.00) $Jpy = 359,278 \cdot 10^{-3}$,
Iz = (1.00, 0.00, -0.00) $Jpz = 363,932 \cdot 10^{-3}$.

4.a.   *4. b.*
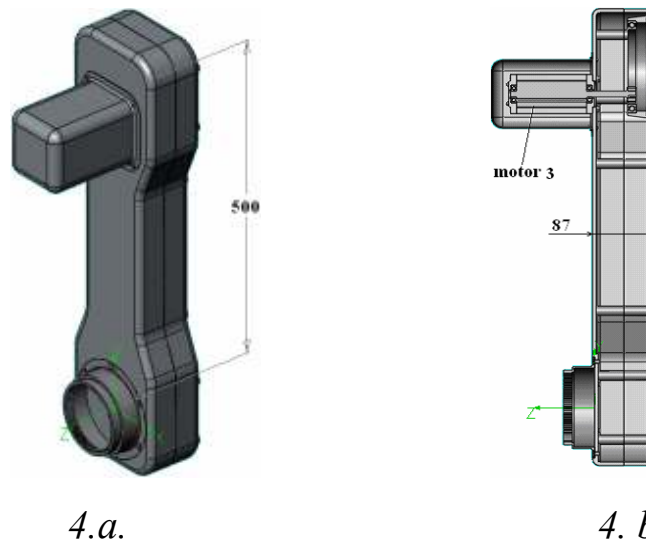
Fig. 4 *Arm 1 of the prototype robot*

An electric motor is mounted inside arm 1 (fig. 4.b) with the purpose of providing rotational movement to arm 2 by means of an interior cylindrical engagement. A gear with 20 teeth module 1, $\alpha = 20°$, 12 mm wide is mounted on the axis of the motor.

Arm 2

In figure 5.a the spatial reference system of arm 2 is presented, as well as the distance between the axes of the bearings.

5.a.   5.b.
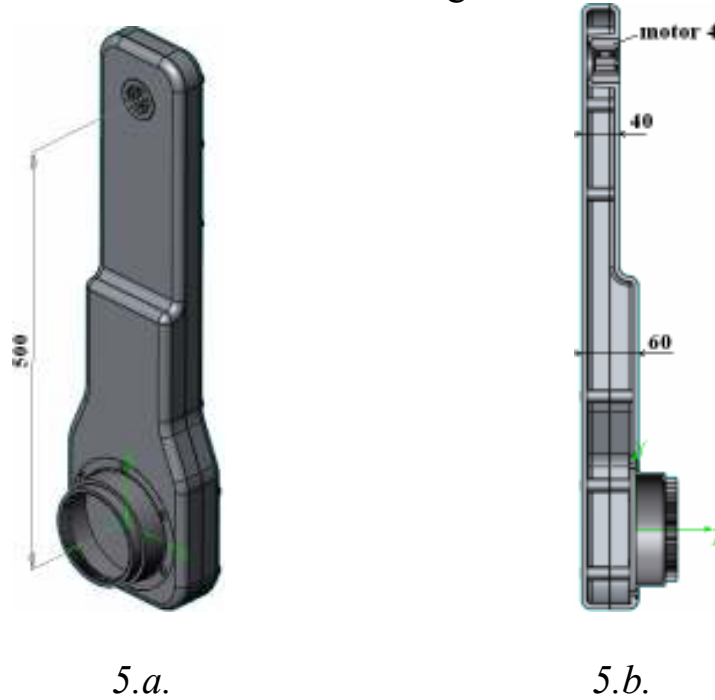
Fig. 5. *Arm 2 of the prototype robot*

Mass characteristics of the arm:
mass = 4,157 kg, volume = $1,321 \cdot 10^{-3}$ m^3

Center of mass coordinates with respect to the reference system:
X = 0.0 mm, Y = 201.94 mm, Z = -296 mm.
Moments of inertia (kg ⨯m^2) with respect to the reference system:
Jxx = $349,131 \cdot 10^{-3}$, Jxy = $-18,115 \cdot 10^{-6}$ Jxz = $1,067 \cdot 10^{-6}$,
Jyx = $-1,811 \cdot 10^{-6}$, Jyy = $13,850 \cdot 10^{-3}$, Jyz = $-29,030 \cdot 10^{-3}$,
Jzx = $1,067 \cdot 10^{-6}$, Jzy = $-29,030 \cdot 10^{-3}$, Jzz = $352,211 \cdot 10^{-3}$.

Moments of inertia (kg ⨯m^2) calculated with respect to a center system with axes parallel to the axes of the spatial reference system:
Jxx$_C$ = $177,032 \cdot 10^{-3}$, Jxy$_C$ = $-11,163 \cdot 10^{-6}$, Jxy$_C$ = $0,207 \cdot 10^{-6}$,
Jyx$_C$ = $-11,163 \cdot 10^{-6}$, Jyy$_C$ = $11,260 \cdot 10^{-3}$, Jyz$_C$ = $-8,076 \cdot 10^{-3}$,
Jzx$_C$ = $0,207 \cdot 10^{-6}$, Jzy$_C$ = $-8,076 \cdot 10^{-3}$, Jzz$_C$ = $182,703 \cdot 10^{-3}$.

Directional cosines of main axes of inertia and main moments of inertia (kg ⨯m^2) with respect to the center of mass:

$I_x = (-0.00, 1.00, -0.05) \quad J_{px} = 10,880 \cdot 10^{-3},$
$I_y = (1.00, 0.00, -0.00) \quad J_{py} = 177,032 \cdot 10^{-3},$
$I_z = (-0.00, -0.05, -1.00) \quad J_{pz} = 183,082 \cdot 10^{-3}.$

Arm 2 is equipped with an electrical motor (fig. 5.b) which engages in rotational movement the small arm which holds the effector.

The Effector

In figure 6 the spatial reference system of the effector's arm is presented as well as the distance between the bearings axes.

Mass characteristics of the effector arm:

mass = 0,533 kg, volume = $0,141 \cdot 10^{-6}$.

Coordinates for the center of mass with respect to the spatial reference system:

$X = 125.11$ mm, $Y = 8.51$ mm, $Z = 34$ mm.

Moments of inertia ($\text{kg} \times \text{m}^2$) with respect to the axes of the reference system:

$J_{xx} = 1,492 \cdot 10^{-3}, J_{xy} = 1,125 \cdot 10^{-3}, \quad J_{xz} = 0,786 \cdot 10^{-3},$
$J_{yx} = 1,125 \cdot 10^{-3}, J_{yy} = 13,702 \cdot 10^{-3}, J_{yz} = 67,993 \cdot 10^{-6}$
$J_{zx} = 0,786 \cdot 10^{-3}, J_{zy} = 67,993 \cdot 10^{-6}, J_{zz} = 14,979 \cdot 10^{-3}.$

Moments of inertia ($\text{kg} \times \text{m}^2$) calculated with respect to a central system with it's axes parallel to the axes of the reference system:

$J_{xx_C} = 1,444 \cdot 10^{-3}, \quad J_{xy_C} = 0,558 \cdot 10^{-3}, \quad J_{xz_C} = 0,497 \cdot 10^{-3},$
$J_{yx_C} = 0,558 \cdot 10^{-3}, \quad J_{yy_C} = 5,352 \cdot 10^{-3}, \quad J_{yz_C} = 0,048 \cdot 10^{-3},$
$J_{zx_C} = 0,497 \cdot 10^{-3}, \quad J_{zy_C} = 48,307 \cdot 10^{-6}, \quad J_{zz_C} = 6,600 \cdot 10^{-3}.$

Directional cosines of the main axes of inertia and main moments of inertia ($\text{kg} \times \text{m}^2$) with respect to the center of mass:

$I_x = (0.99, 0.14, 0.09) \quad J_{px} = 1,319 \cdot 10^{-3},$
$I_y = (0.14, -0.99, 0.02) \quad J_{py} = 5,430 \cdot 10^{-3},$
$I_z = (0.10, -0.00, -1.00) \quad J_{pz} = 6,648 \cdot 10^{-3}.$
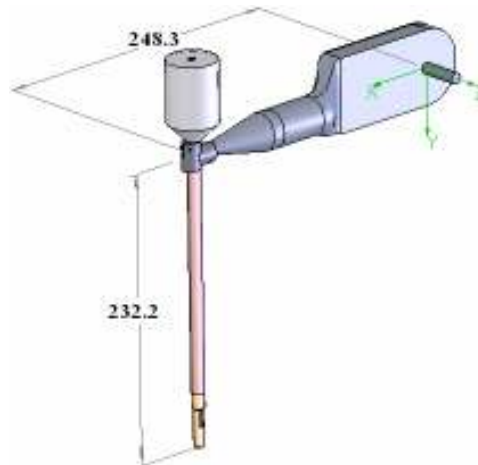
Fig. 6 *The effector of the prototype robot*

Rotational Angles Variation With Time

In order to determine the variation of rotational angles for all four motors, as a function of time, the following notations are used:

- Specific moments of time: $t_0 = 0$ s., $t_1 = 0.2$ s., $t_3 = 1.8$ s. $t_3 = 2.0$ s.;

- Maximum values of rotation angles $Y3_1$, $Y3_2$, $Y3_3$, $Y3_4$ at the four motors, corresponding to the moment t_3;

- $Y1_1$, $Y1_2$, $Y1_3$, $Y1_4$ values of the rotation angles at the four motors corresponding to the moment t_1;

- $Y2_1$, $Y2_2$, $Y2_3$, $Y2_4$ values of the rotation angles at the four motors, corresponding to the moment t_2.

We adopt:

$$j = 1, 2, 3, 4; \quad, \quad Y3 = \begin{Bmatrix} p \\ \dfrac{p}{2} \\ 1{,}5 \cdot p \\ \dfrac{p}{4} \end{Bmatrix} \quad Y2 = 0.95 \times Y3, \quad Y1 = 0.05 \times Y3$$

For motor 1, mounted to the platform – which rotates the platform with respect tot the base – we consider:

$$Y1(t) = \begin{vmatrix} 0 \ \text{if} \ t < t_0 \\ a_{11} \times t^2 + b_{11} \times t + c_{11} \ \text{if} \ (t < t_1) \grave{U} (t \ ^3 \ t_0) \\ a_{21} \times t + b_{21} \ \text{if} \ (t \ ^3 \ t_1) \grave{U} (t < t_2) \\ a_{31} \times t^2 + b_{31} \times t + c_{31} \ \text{if} \ (t \ ^3 \ t_2) \grave{U} (t < t_3) \\ Y1(t_3) \ \text{if} \ t \ ^3 \ t_3 \end{vmatrix} \quad, \quad (1)$$

Where coefficients of variable *t* are:

Motor 1	Coefficient	$a_{11} = 3.92699$	$b_{11} = 0$	$c_{11} = 0$
		$a_{21} = 1.76715$	$b_{21} = -0.19535$	--
		$a_{31} = -4.41786$	$b_{31} = 17.67148$	$c_{31} = -14.51023$
	Time (s)	$t_0 = 0$	$t_1 = 0.20$	$t_2 = 1.80$	$t_3 = 2.00$

For motors 2, 3 şi 4, laws $Y_2(t)$, $Y_3(t)$, $Y_4(t)$ are adopted, similar to expression (1) with the following coefficients:

Motor 2	Coefficient	$a_{12} = 1.9635$	$b_{12} = 0$	$c_{12} = 0$
		$a_{22} = 0.88357$	$b_{22} = -0.09817$	--
		$a_{32} = -2.20893$	$b_{32} = 8.83573$	$c_{32} = -7.25512$
	Time (s)	$t_0 = 0$	$t_1 = 0.20$	$t_2 = 1.80$	$t_3 = 2.00$

Motor 3	Coefficient	$a_{13} = 5.89049$	$b_{13} = 0$	$c_{13} = 0$
		$a_{23} = 2.65072$	$b_{23} = -0.29452$	--
		$a_{33} = -6.6268$	$b_{33} = 26.50719$	$c_{33} = -21.76535$
	Time (s)	$t_0 = 0$	$t_1 = 0.20$	$t_2 = 1.80$	$t_3 = 2.00$

Motor 4	Coefficient	$a_{14} = 0.98175$	$b_{14} = 0$	$c_{14} = 0$
		$a_{24} = 0.44179$	$b_{24} = -0.04909$	--
		$a_{34} = -1.10447$	$b_{34} = 4.41786$	$c_{34} = -3.62756$
	Time (s)	$t_0 = 0$	$t_1 = 0.20$	$t_2 = 1.80$	$t_3 = 2.00$
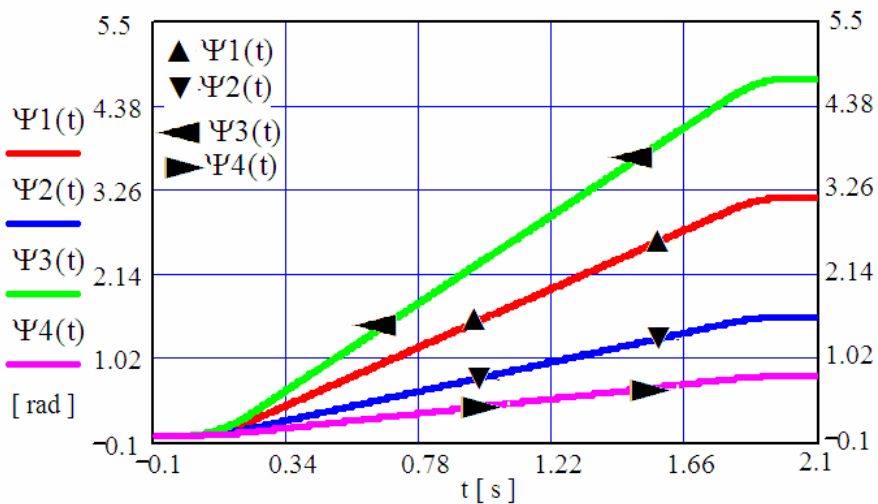
Fig. 7 *Graphical representation of motor 1-4 axes rotation angles variation with time*

Conclusions

With aid of the 4 DOF prototype robot's geometrical and mass characteristics and angular speeds of the four motors axes which actuate the robot we can determine:

- Variation with time of speed and angular acceleration of the platform's center of mass;
- Variation with time of the platform's kinetical energy;
- Components of the angular speeds and accelerations for arms 1 and 2;
- Variation with time of the robot's arms kinetical energy;
- Components of speed and acceleration of the effector's center of mass.

For processes requiring a straight line movement of the effector, in the horizontal plane of the workbench, at constant speed, rotation laws of the motors are to be determined.

It is considered that the effector changes it's *Ox* axis coordinate the other coordinates remaining constant. The movement starts at the initial moment $t = 4 s$, period $[0,4] s$ which corresponds to effector positioning (positioning movement ends after 3,34928 s). For the *Ox* coordinate variation the law presented in figure 8 is chosen.
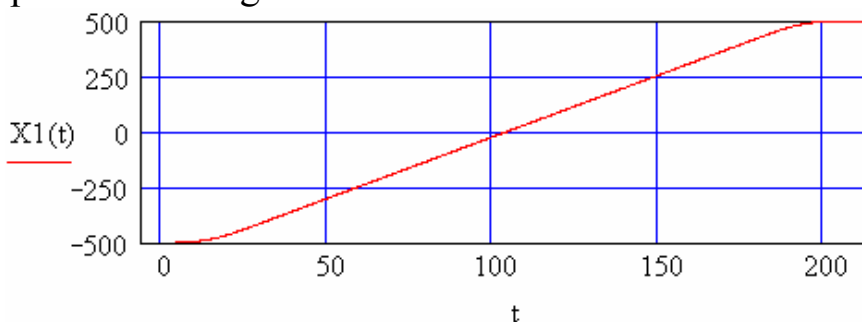
Fig. 8 *Law of the effector's tip Ox coordinate variation*

The final position of the effector's tip is a point with coordinates: *x = 500 mm, y = 600 mm* şi *z = 407 mm*, final time - *204s*.

In figure 9 the movement of the robot with the effector tip travelling in a straight line is presented.

| t = 4 s | t = 124 s | t = 204 s |
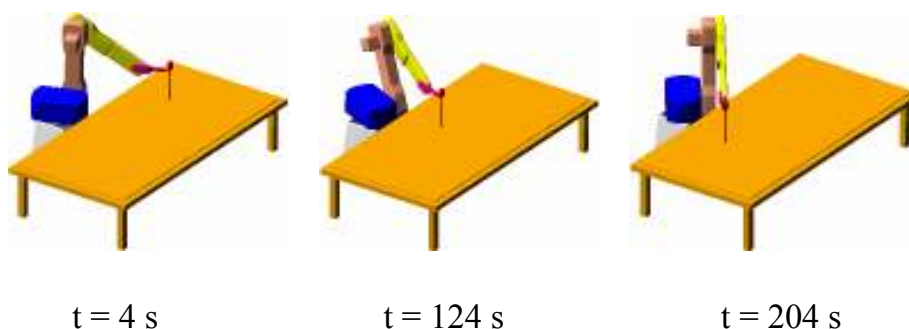
Fig. 9 *Robot's positions for different moments in time*
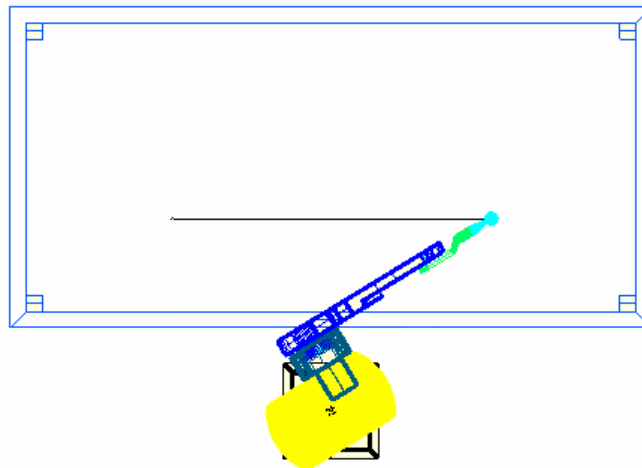
Fig. 10 *Effector's tip trajectory*

For a process requiring the effector's tip to move about a circular arc in the horizontal plane of the workbench, at constant speed, the laws of motor rotation are to be determined.

During the movement the tip of the effector changes it's coordinates with respect to *Ox* and *Oy* axes, *z* coordinate remaining constant. The circular arc has the opening π, the center of it's circle is placed on the *Oy* axis.
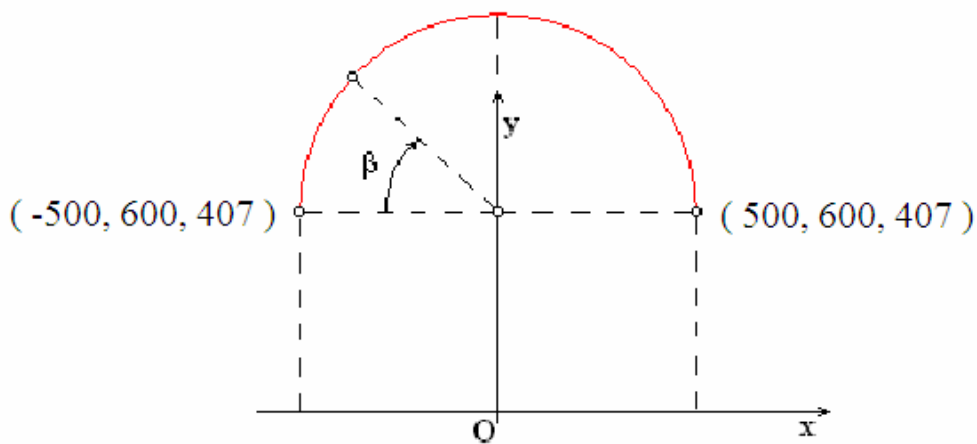
Fig. 11 *Position of the effector's tip*

Motion starts at the moment *t = 4s*, when the tip is at coordinates (-500, 600, 407) and ends when time is *t = 318.159s* and the tip is at coordinates (500,600,407). Variation with time of these coordinates is given by:

$$x(t) = -500 \cdot \cos(\beta(t))$$
$$y(t) = 600 + 500 \cdot \sin(\beta(t))$$

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ACTIVATION OF FORCES
WITHIN JOINED MULTINATIONAL OPERATIONS

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The forces are activated to develop the joined multinational operation and this process requires the movement into the theater of operations and the transfer of authority. Therefore, the generated operative forces receive in proper time the order of activation issued on the grounds of the detailed plan for the force movement.

Keywords: activation; deployment; transport; operation.

The activation process of the forces engaged in the development of the joined multinational operation needs two very important and complex activities, meaning the movement into the theater of operations and the transfer of authority. In this respect, on the base of the political-military decision, in proper time, the generated operative forces receive the order of activation issued on the grounds of the detailed plan for the force movement.

The operation of force deployment and concentration in the theater of operations represents an important stage of the force projection and its execution requires the knowledge and training of the deployment and transfer procedures and of those referring to the capability and inter-operability of the communication means, capabilities of fighting support and logistic support, possibilities of self-support in the theater of operations, assuring needed equipment in the areas with extreme climates and CBRN collective and individual protection means.

The capacity of deploying rapidly forces in the frames of multinational operations represents one of the key problems in the field of the development of military capabilities within NATO and EU. The movement of the

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Romanian army forces from the national territory into the theater of operations is a complex action which needs a detailed activity of planning; the planning procedures are chosen according to the available time up to action. When time doe not represent a key factor, it is better to chose detailed planning. But when time is limited and the immediate result of planning is the engagement of forces in crisis situations, the movement planning should be made in shorter time but properly. The deployment capability is assured by national contribution and also by using joined air and naval means of transport for forces, equipment and logistic stocks into the theater of operations and depends mainly on the availability of the movement capacities needed for forces within NATO borders or outside them.

In the situation in which the deployment is made in an area inside the Alliance borders, the host nation support (HNS) represents an important advantage, but in the operations developed outside the Alliance space and in an environment that does not offer the needed infrastructure for a good deployment, it is likely that the deployment of forces be made with some difficulties. In such a situation, through the contribution of members, the Alliance should assure most of the infrastructure in such a way that the deployment of forces, including the logistic support, be made properly. The capability of deployment in less permissive environments requests the existence of an initial unit of forces to assure a favorable environment for the deployment of forces.

In the case of the deployment of the Romanian contingent, the movement of a structure may be executed according to the situation; the distances and transport means by marching on vehicles, transport on road, railway, air or naval routes or combined.

Taking into consideration that, usually, the transport on air and naval ships is used, it is necessary to establish basic, reserve and return movement itineraries towards the embarking sectors, the waiting for embarkation ones, the embarkation ones, the concentration and disposition areas after transport, basic and reserve movement routes towards forward bases or operation areas, and the final sectors in the area of operation. No matter the movement procedure, these elements should be established long enough before the scheduled departure time.

In the case of air transport organized by NATO or UN, you should establish: the embarkation point and the airport name; the effectives and limits of time referring to the moment when the technique, equipment and people are ready for embarkation; cargo loading tables with dimensions and maximal weight for air transport; kind and quantities of dangerous transported loads (ammunition, explosives, fuels and oils, acids etc); the confirmation that drivers accompany the technique transported by air.

Large, heavy airplanes belonging to air transport companies are used for the Romanian Government air transport with the following specifications: type and number of planes; name of arriving airport and estimated arriving time; loading table for each flight; plane destination (for pallets and gross); unloading means at destination, including requests for drivers if the load contains vehicles without drivers; means of transport at destination (in the area of mission); technical stops on route (for long distance transports); flights schedule; projected costs for air transport. The personnel is usually transported apart from the technique and materials in special designed planes; the transport of personnel together with the technique and materials is accepted only in very special cases. The number of planes needed for the transport of people, technique and materials is determined in accordance with the type of available planes and their characteristics (number of seats, useful weight, number and dimensions of doors and traps) and with the weight and dimension of transported technique.

The naval transport is executed by transport ships for passengers and general materials belonging to naval companies; the most proper ships for military transports are those of type Ro-Ro, ferry-boats and general cargos.

In the case of naval transport, the elements to be established are: embarkation port; time when loading is ready for embarkation; details of loading cargo table (number and types of vehicles and containers, total weight and volume, etc); type and quantity of dangerous loads; demands, if needed, for passenger ships; sailing period; details referring to passengers; projected cost for transports.

The naval transport is executed with independent transport ships or in convoy system in order to make some groups of forces in forwarded bases or in established sectors. The commander (command) of the naval unit organizes the ship transport (embarkation, convoys, security); in the period between embarkation and debarkation the transported forces are subordinated to the ship commanders[1]. Similar to air transport, for the deployment in a permissive environment, naval ships belonging to civil companies should be taken into consideration.

The railway transport is usually executed to the embarkation port (airport) or destination, in the area of missions, if the distance is short (as it was the case, for example, in Bosnia-Herzegovina). On national territory, the units are transported by regular or special trains, commanded and controlled as military trains.

In the theater of operations, if this is a permissive one, the railway transport represents the main movement procedure of forces on long

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[1] *F.T.-3, Land Forces General Tactical Manual*, Bucharest, 2006, art. 564.

distances, but it can be also used for short distances when road communications are not available or when the situation requests an economy of resources or technique.

The railway transport should be mainly used for supplies in the theater of operations and on relatively short distances from the location of the military structure. This means of transport can be also used in the situation of pre-positioning forces outside the theater of operations and future moving into it. However, this procedure is more often met in the transport of material stocks and supplies for forces in the logistic bases or in the national support elements situated in the proximity of the theater of operations.

Taking into consideration the tendencies of extending the area of development of the joined multinational operations, at least the transport of personnel echelons by air remains the first choice in the movement plan as it offers the most rapid deployment of a military structure. The limited resources of air transport means in the situation of the deployment of a military structure in a permissive environment demand the planners to call for civil resources and combine them with the military ones to assure the rapid movement of forces and means. In such a situation, we consider that it would be better to identify in proper time the civil air operators and establish cooperation protocols to assure their availability of transport in areas of risk without any previous notification.

The deployment of forces from the national territory/from the operative sector into the theater of operations may be generally divided into three stages: moving forces and means towards embarkation points and embarking personnel, technique and materials on transport means; transport; concentrating (regrouping) forces and means in established concentration sectors inside the theater of operations.

Depending on the availability of transport means, the embarkation of materials, equipment and stocks on naval, railway or air means could start during the preparation stage for the deployment in order to achieve the synchronization between the arriving of personnel echelons and the materials and equipment ones. In such a situation, the action of the forwarded detachment or the support of the assigned multinational forces in the debarkation ports/airports/railway stations is very important, and the capabilities offered by the host country (if they are valid) facilitate the development of forces in a high degree.

The deployment of forces for the participation to the joined multinational operation inside the Alliance borders or outside them and their concentration present some particularities generated by the operative level of the structure, by its role within the multinational structure of forces designed

for the operation, by the support level of the host country, by the forces assigned to the deployed structure and by the permissive level of the environment. According to NATO conception, this stage of receiving forces and means starts with the arriving in the debarkation points in the theater of operations and ends with the movement of forces and support elements from the debarkation points.

The commanders of the forces in charge with the concentration areas organize the reception in the theater of operations and the future movement in the established concentration sector where the transfer of authority is to take place. Excepting the case of fighting, the fighting support and service support forces may come before or in the same time with the fighting forces in the debarkation points. In order to ease the management of personnel not belonging to the units as well as the flow of units into the theater, the command of the unit (subunit) should assure communication and connection support with the structures ruling the replacement. The units' commands send precursory detachments to process the forces and the support equipment as well as the materials in the debarkation points.

One of the key points of action during this stage is represented by the coordination of the future movement towards the destination sites, an activity executed by the personnel knowing the configuration of the movement disposition, the reception and the final destination. That is why we consider that the forces executing the movement should be received, as a rule, by the multinational forces commanding the future operation. Even in these conditions, the concentration of forces and means needs a detailed plan, coordination and a permanent connection with the multinational structure of forces that is to command the operation.

The concentration areas/sectors of forces and means can be positioned in a permissive or hostile environment but, no matter the conditions, the concentration should be simple and realistic, prepared in details, to be developed rapidly and secretly during night or in conditions of reduced visibility and be executed taking into consideration all aspects of the situation. In some conditions of permissive environment, the concentration of forces and means belonging to the deployed structure may be executed during daytime.

In the situation of the deployment in a permissive environment, these areas (sectors, camps) should be prepared carefully by the forwarded detachments of the Joined Multinational Force and by the forwarded detachment belonging to the moving structure. They should assure, if this is the case, the possibility of rapid, organized exit of the units from the sector, of a dispersed, hidden disposition of forces, their protection against the actions of insurgent forces and terrorist elements, access roads for transport means,

the possibility of rapid gathering of forces in case of danger and their movement on reserve directions/sectors, food and sheltering conditions, proper sanitary epidemiologic state conditions, local sources for supplying with different materials, mainly water, land fields for helicopters, possibilities for maintenance and medical care and communications.

The concentration of forces and means is greatly influenced by the movement procedure chosen for the deployment and, implicitly, by the arriving of forces and means in the debarkation points. In the case of transport by air or naval ships, after debarking in the debarkation points (POD), the forces come first into areas located in covered sectors where they are stationed during debarkation. Later, they flow from the transit areas to the gathering area for each structure and enter in the concentration sector located inside the responsibility area. The station disposition of a military structure within the concentration area/sectors contains searching elements, security elements, main forces, the command system and the logistic system[2].

In the case of concentration of forces in a non-permissive environment, without a proper infrastructure belonging to the host country or made by the multinational forces, the importance of the forwarded detachment actions becomes decisive to assure the immediate capacity of reaction and the operative status. In such a situation, the planners should choose the variant of movement for forces and means which assures the highest level of operability of the structures arriving in the debarkation points.

According to NATO rules and mechanisms, during the participation to joined multinational operations, the authority is given to the command structures of the Force leading operations in a certain area to fulfill the agreements included in the memos. The order for the transfer of authority usually contains the following elements: national authority making the transfer of authority; to whom it is addressed; who is informed about it; sending conditions; sending method (fax, email etc.); classification (secret, non-secret); structures subjected to the transfer of authority; day for the official transfer ceremony; command relationship and level; structure deployment site; deadline for the preparation of operation (day and hour); any other information referring to the forces receiving the transfer of authority (special equipment, weapons, limits/restrictions during missions). The transfer of authority is issued based on the official documents which institutionalize the participation of the Romanian Army forces in the frames of a Joined Multinational Force.

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[2] *F.T.-3, Land Forces General Tactical Manual*, Bucharest, 2006, art. 576

Therefore, we consider that the deployment operation of the forces taking part to the joined multinational operation into the theater of operations represents an important stage of this operation and a real challenge for the general staffs through the complexity of planning, execution, logistic support, protection of forces, command and control of forces designed to be introduced into an environment usually hostile and into a complex multinational frame.

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ANALYSIS OF LYAPUNOV STABILITY THEORY FOR DYNAMICAL SYSTEMS. MATHCAD VERIFICATION ALGORITHMS

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This article contains a synthesis of the basic concepts from the Lyapunov's stability theory defining the notions of equilibrium, uniform stability, asymptotic stability, globally exponential stability and Lyapunov functions.

Lyapunov's direct method is discussed, complete with an analysis of the evolution of a dynamical system in the phase plane conducted with the aid of Mathcad software.

For dynamical autonomous systems the LaSalle theorem is used in the analysis of stability of motion, complementary to Lyapunov's direct method.

Keywords: Lyapunov stability; Mathcad Programme; stability analysis of manipulators and robot motion.

Lyapunov's stability theory, developed in the last decade of the XIXth century, is widely used in various physics and technical domains.

In 1946 N. G. Cetaev published the work "Stability of Motion" and in 1966 the monograph work "Stability of Motion Theory" of I. G. Malkin appears.

In this article algorithms for verifying the stability of motion are utilized.

Lyapunov Stability

The main objective in Lyapunov's stability theory is to study the behavior of dynamical systems described by ordinary differential equations as the following:

$$\frac{dx}{dt} = f(x,t), \quad x \in R^n, \quad t \in R_+ \qquad (1)$$

in which the vector *x* corresponds to the position of the dynamical system in question at the moment *t* with the initial condition $x(t_0)$, for $t_0 \geq 0$.

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For simplification purposes $x(t)$ will be used to denote a solution for the differential equation (1) instead of $x(t, t_0, x(t_0))$.

Function $f(x,t)$ is assumed to be continuous in *t* and *x* and is in such way that equation (1) has an unique solution for each initial condition.

Generally it is assumed that a solution for $t \geq t_0 \geq 0$ exists or, if restrictions exist, it can be assumed that a solution exists on a finite interval. Worth emphasizing is that, if found on an infinite interval, this can be solved with Lyapunov stability theory.

Further we assume that a finite interval exists. If function f is not explicitly time dependent, equation (1) becomes:

$$\frac{dx}{dt} = f(x), \ x \in R^n \qquad (2)$$

and it is said that the system is autonomous.

In this case a discussion about the initial moment t_0 has no meaning however it is considered that, for t_{01} and t_{02}, given with $x(t_{01}) = x(t_{02})$, we have:

$x(t_{91} + T, t_{01}, x(t_{01})) = x(t_{02} + T, t_{02}, x(t_{02}))$, for any $T \geq 0$.

As a consequence for all autonomous differential equations we may consider that $t_0 = 0$.

If $f(x,t) = A(t) \cdot x + u(t)$ with $A(t)$ is a quadratic matrix of *n* size, $A(t)$ and vector *u(t)* are only functions of *t* or constant then the differential equation (1) is defined as linear, conversely being defined as nonlinear.

Lyapunov's Theory Concepts
Among the basic concepts in Lyapunov's theory we can mention equilibrium, stability, asymptotic stability, homogenous exponential stability.

Equilibrium Definition
The constant vector $x_e \in R^n$ represents a state of equilibrium – or is equilibrium – of system (1) if:

$$f(t, x_e) = 0, \ \forall \ t \geq 0 \qquad (3)$$

A direct consequence of this definition is that, if the initial state $x(t_0) \in R^n$ is an equilibrium $x(t_0) = x_e \in R^n$, then:

$$x(t) = x_e, \ \forall t \geq t_0 \geq 0 ,$$

$$\frac{d}{dt}(x(t)) = 0, \ \forall t \geq t_0 \geq 0 .$$

Usually it is assumed that the origin of the space R^n state is $x = 0 \in R^n$, being a condition of equilibrium of system (1). If this statement is not true then it can be shown, by means of an appropriate variable change, that any condition of equilibrium of system (1) can be transferred to origin.

Generally a differential equation can have more than one equilibrium, this number can even be infinite, nevertheless it is also possible that no equilibrium exists for a given differential equation.

Application. The following differential equation is given:

$$\frac{dx(t)}{dt} = a \cdot x + b \cdot u(t),$$

with initial conditions $(t_0, x(t_0)) \in R_+ \times R$, where $a \neq 0$ and $b \neq 0$ are real constants and $u : R_+ \to R$ is a continuous function.

If $u(t) = u_0$ for all values $t \geq 0$, and the differential equation is autonomous, then the only point of equilibrium of the equation is:

$$x_e = -\frac{b}{a} \cdot x_e = -\frac{b \cdot u_0}{a}.$$

To be noted that the autonomous nonlinear system:

$$\frac{dx(t)}{dt} = \exp(-x)$$

has no point of equilibrium.

The following autonomous nonlinear differential equations system is considered:

$$\frac{dx_1}{dt} = x_2, \quad \frac{dx_2}{dt} = \sin(x_1).$$

This system has an infinite number of isolated equilibrium positions given by:

$$x_e = \begin{bmatrix} x_{1e} & x_{2e} \end{bmatrix}^T = \begin{bmatrix} n \cdot \pi & 0 \end{bmatrix}^T, \text{ cu } n = \ldots, -1, 0, 1, \ldots$$

Systems with multiple equilibrium positions are pretty frequent in practice, for instance the mechanisms and dynamic models of robot manipulators.

Without loss of generality we can assume that the origin of space $x = 0 \in R^n$ is an equilibrium for equation (1), therefore we would provide the definitions for stability from origin, but they can be reformulated for other equilibrium positions by means of appropriate modifications of the coordinates.

Stability

The origin is in a stable equilibrium – in the sense of Lyapunov – for the differential equation (1) if for any pair of numbers $\varepsilon > 0$ şi $t_0 \geq 0$ there is $\delta = \delta(t_0, \varepsilon) > 0$ so that:

$$\|x(t_0)\| < \delta \text{ implies } \|x(t)\| < \varepsilon, \quad \forall t \geq t_0 \geq 0, \qquad (4)$$

where $\|x\|$ is the euclidean norm of the vector $x \in R^n$ defined as:

$$\|x\| = \sqrt{\sum_{i=1}^{n} x_i^2} = \sqrt{x^T \cdot x}.$$

Uniform Stability

Origin $x = 0 \in R^n$ is a variant of uniformly stable equilibrium – in the sense of Lyapunov – for equation (1) if for each number $\varepsilon > 0$ there is $\delta = \delta(\varepsilon) > 0$ so that equation (4) is fulfilled. The origin is uniformly stable if δ can be chosen independently from initial moment t_0. For autonomous systems uniform stability and equilibrium stability are equivalent notions.

Asymptotic Stability

The origin is an asymptotically stable equilibrium for differential equation (1) if:

- The origin is stable;

- The origin is attractive, meaning that for each $t_0 \geq 0$ there is
  $\delta' = \delta'(t_0) > 0$ such that: $\|x(t_0)\| < \delta'$
  implies $\|x(t)\| \to 0$ for $t \to \infty$. $\qquad (9)$

The asymptotic stability for autonomous systems origin is valid if in the previous statement it is stated "there exists $\delta' > 0$."

Globally Exponential Stability

The origin of the differential equations system:

$$\frac{dx}{dt} = f(x,t), \quad x \in R^n, \quad t \in R_+$$

is a stable equilibrium at globally exponential level, if the constants α and β exist, independent of t_0, such that:

$$\|x(t)\| < \alpha \cdot \|x(t_0)\| \cdot \exp(-\beta \cdot (t - t_0)), \quad \forall t \geq t_0 \geq 0,$$

$$\forall x(t_0) \in R^n \qquad (5)$$

Lyapunov Functions

This section contains definitions which determine a certain class of functions, considered as being essential in the usage of Lyapunov's direct method for studying the equilibrium stability of differential equations.

Locally And Globally Positive Definite Functions

A continuous function $W : R^n \to R_+$ is locally positive definite if:

1. $W(0) = 0$;

2. $W(x) > 0$ for small values $\|x\| \neq 0$.   (6)

A continuous function $W : R^n \to R_+$ is globally positive definite if:

1. $W(0) = 0$;

2. $W(x) > 0 \quad \forall \, x \neq 0$.   (7)

For *n* continuous functions $V : R_+ \times R^n \to R_+$ which are time dependent, $V(t,x)$ is positive definite and locally positive definite respectively if:

1. $V(t,0) = 0, \quad \forall \, t \geq 0$;

2. $V(t,x) \geq W(x), \quad \forall \, t \geq 0, \; \forall \, x \in R^n$, for small values of $\|x\|$

where *W(x)* is a positive definite function, locally positive definite respectively.

Limitless Radial Functions

A continuous function $W : R^n \to R$ is defined to be limitless radial if:

$W(x) \to \infty$ if $\|x\| \to \infty$,

$W(x) \to \infty$ for $x \to \infty$.

Lyapunov's Auxiliary Function

A continuous and differentiable function $V : R_+ \times R^n \to R_+$ is defined to be a Lyapunov auxiliary function for equilibrium $x = 0 \in R^n$ of the differential equation system:

$$\frac{dx}{dt} = f(t,x)$$

if the following conditions are met:

1. $V(t,x)$ is locally positive definite;

2. $\dfrac{\partial V(t,x)}{\partial t}$ is continuous with respect to *t* and *x*;   (8)

3. $\dfrac{\partial V(t,x)}{\partial x}$ is continuous with respect to *t* and *x*.

Time Derivative Of Lyapunov's Auxiliary Function

Let $V(t,x)$ a Lyapunov auxiliary function for the system $\dfrac{dx}{dt} = f(t,x)$.

The total time derivative of the function $V(t,x)$ along the trajectories of the differential equation system is:

$$\frac{d}{dt}\big(V(t,x)\big) = \frac{\partial V(t,x)}{\partial t} + \frac{\partial V(t,x)}{\partial x}^{T} \cdot f(t,x) \quad . \tag{9}$$

The Lyapunov auxiliary function $V(t,x)$ for the system $\dfrac{dx}{dt} = f(t,x)$ is a Lyapunov function – for the system in question – if the total derivative fulfills the condition:

$$\frac{d}{dt}\big(V(t,x)\big) = \frac{\partial V(t,x)}{\partial t} + \frac{\partial V(t,x)}{\partial x}^{T} \cdot f(t,x) \le 0, \ \ \forall \, t \ge 0 \quad , \tag{10}$$

for small values of $\|x\|$.

Lyapunov's Direct Method

The origin is a stable equilibrium for the differential equation system:

$$\frac{dx}{dt} = f(t,x)$$

if a $V(t,x)$ Lyapunov auxiliary function exists, such that:

$$\frac{d}{dt}\big(V(t,x)\big) = \frac{\partial V(t,x)}{\partial t} + \frac{\partial V(t,x)}{\partial x}^{T} \cdot f(t,x) \le 0, \ \ \forall \, t \ge 0$$

for small values of $\|x\|$.

The LaSalle Theorem

Being the autonomous differential equation system $\dfrac{dx}{dt} = f(x)$ with the origin $x = 0 \in R^{n}$ in an equilibrium state. It is assumed that a Lyapunov auxiliary function exists, globally positive definite and limitless radial $V(x)$, such that:

$$\frac{dV}{dx} \le 0, \ \forall x \in R^{n} \quad . \tag{11}$$

The following set is defined:

$$\Omega = \left\{ x \in R^n : \frac{dV}{dx} = 0 \right\}.$$
(12)

If $x(0) = 0$ is a state only in Ω and the solution $x(t)$ remains in Ω, which means $x(t) \in \Omega$ for all $t \geq 0$, then the origin $x = 0 \in R^n$ is globally asymptotically stable.

To be noted that it is not required, when applying the LaSalle theorem to determine asymptotic stability, for V(x) to be a negative definite function. It is to be reminded that this theorem can be utilized only for autonomous differential equations.

LaSalle Theorem Application For Two Differential Equation Systems
Being the following autonomous differential equation systems:

$$\frac{dx}{dt} = \frac{\partial f(x,z)}{\partial x}, \quad x \in R^n$$
(13)

$$\frac{dz}{dt} = \frac{\partial f(x,z)}{\partial z}, \quad z \in R^m$$
(14)

where $\frac{\partial f}{\partial x}(0,0) = 0$ şi $\frac{\partial f}{\partial z}(0,0) = 0$, which means that the origin is a point of equilibrium.

Being $V : R^n \times R^m \to R_\div$ a globally positive definite function and radially non-limited in both arguments.

It is assumed that a globally positive definite function $W : R^m \to R_\div$ exists such that:

$$\frac{dV}{dt}(x,z) = -W(z).$$
(15)

If *x=0* is an unique solution for $\frac{\partial f}{\partial z}(x,0) = 0$ then the origin $\left[x^T z^T \right]^I = 0$ is globally asymptotically stable.

Stability Analysis For Linear Harmonic Oscillator Motion
Being the linearly damped harmonic oscillator as shown in figure 1. The system dynamics is given by the differential equation:

$$m \cdot \frac{d^2 q}{dt^2} + b \cdot \frac{dq}{dt} + k \cdot q = 0,$$
(16)

where *m, b* and *k* are positive variables.

Phase Space Analysis
In the phase space the oscillator equation is expressed as:

$$\frac{d}{dt}\begin{bmatrix} q \\ \dot{q} \end{bmatrix} = \begin{bmatrix} \dot{q} \\ -\left(\frac{k}{m}\right)\cdot q - \left(\frac{b}{m}\right)\cdot\dot{q} \end{bmatrix}$$

(17)
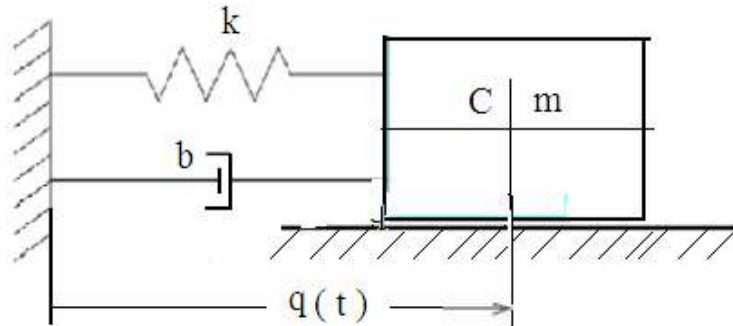
Fig. 1 *Linearly damped harmonic oscillator*

Numerical solving of the linear harmonic oscillator differential equation (16)

The following Mathcad algorithm is applied:

$m = 1\ [kg]$, $\quad k = 0.02\ \left[\dfrac{N}{m}\right]$, $\quad b = 0.02\ \left[\dfrac{N\cdot s}{m}\right]$, $\quad T = 200\ [s]$

Given

$$m\cdot\left(\frac{d^2}{dt^2}q(t)\right) + b\cdot\frac{d}{dt}q(t) + k\cdot q(t) = 0$$

$q(0) = 0\ [m]$, $\quad q'(0) = 0.01\ \left[\dfrac{m}{s}\right]$

The following graphs are generated:
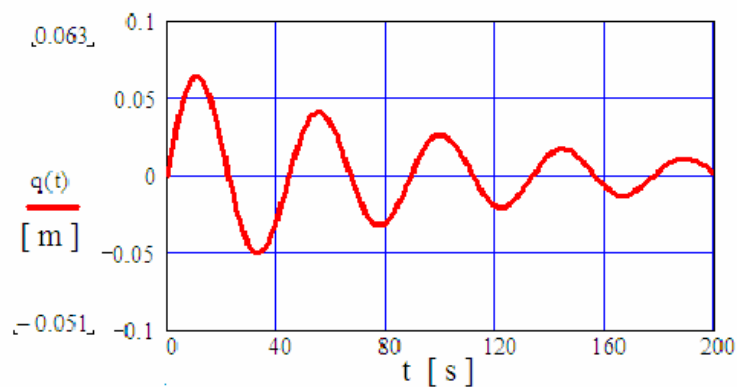
Fig. 2 *Variation with time of q*
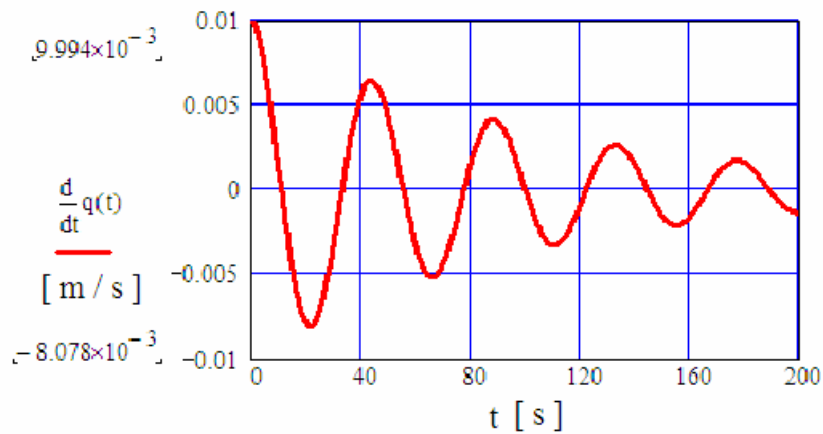
Fig. 3 *Variation of derivative for q(t) with time*
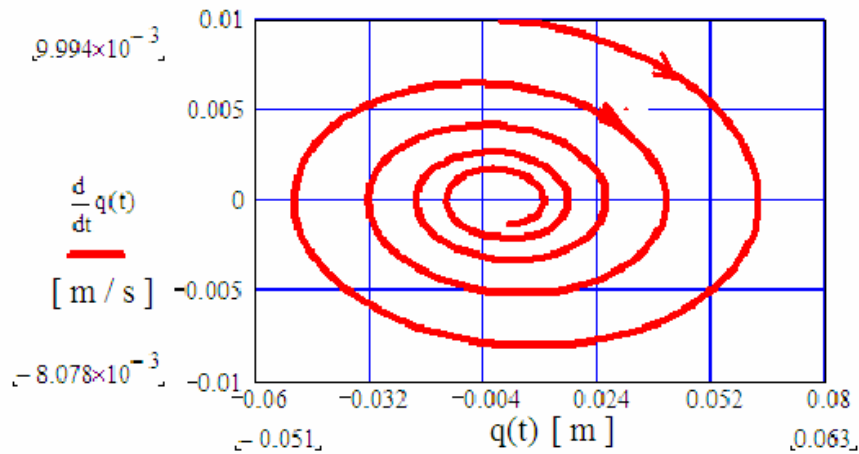
Fig. 4 *Variation of derivative for $q(t)$ in relation with $q(t)$*

The system state is defined with $x = (q, \dot{q})$.

Because this system is linear we can determine its stability by examining the poles of the system. The jacobian matrix for this system is:

$$A = \begin{bmatrix} 0 & 1 \\ -\dfrac{k}{m} & -\dfrac{b}{m} \end{bmatrix},$$

which has the characteristic equation:

$$\lambda^2 + \left(\frac{b}{m}\right) \cdot \lambda + \left(\frac{k}{m}\right) = 0.$$

The roots of the equation are:

$$\lambda_{1,2} = \frac{-b \pm \sqrt{b^2 - 4km}}{2 \cdot m}$$

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They always have a negative real part, therefore the system is globally exponentially stable.

Lyapunov's Direct Method Application

When applying Lyapunov's direct method – in order to determine exponential stability – quantification of the system energy is utilized as a function:

$$V(x,t) = \frac{1}{2} \cdot m \cdot \dot{q}^2 + \frac{1}{2} \cdot k \cdot q^2 .$$

After derivation with respect to time we obtain:

$$\dot{V}(x,t) = m \cdot \dot{q} \cdot \ddot{q} + k \cdot q \cdot \dot{q} = -b \cdot \dot{q}^2$$

$-\dot{V}(x,t)$ is a quadratic function but not locally positive because it is not dependent to *q* and therefore we cannot conclude the exponential stability analysis.

It is possible to conclude the asymptotic stability analysis by utilizing the LaSalle theorem yet, knowing that the system is conservative, it is also exponentially stable.

Conclusions

In order to solve a higher order differential equation in Mathcad the following algorithm is applied:

Given

$$a_0 \cdot \frac{d^2}{dt^2}(x(t)) + a_1 \cdot \frac{d}{dt}(x(t)) + a_2 \cdot x(t) = f(t) ,$$

$$x(0) = x_0 , \quad x'(0) = x_1 ,$$

$$x = Odesolve(t, T_0) .$$

The higher order ordinary differential equation can be transformed into a first order differential equation system.

By solving the following autonomous system in Mathcad:

$$\frac{dr}{dt} = a \cdot r \cdot (1-r) , \quad \frac{d\theta}{dt} = \sin^2\left(\frac{\theta}{2}\right), \quad \theta \in [0,\ 2\pi] . \tag{18}$$

For $a = 0.05$, $T = 500\ [s]$, with initial conditions $r(0) = 0.25\ [m]$, $\theta(0)\ [rad]$ we obtain:
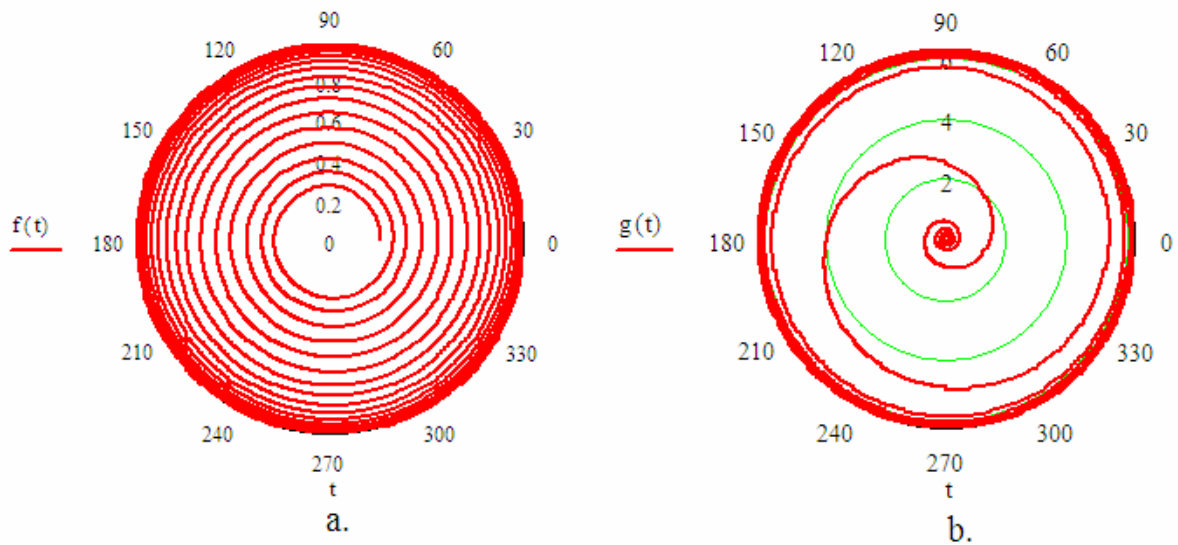
Fig. 5 *Variation of the radius vector in polar coordinates*
(a) and variation of the radius vector   (b) with respect to time
angular position
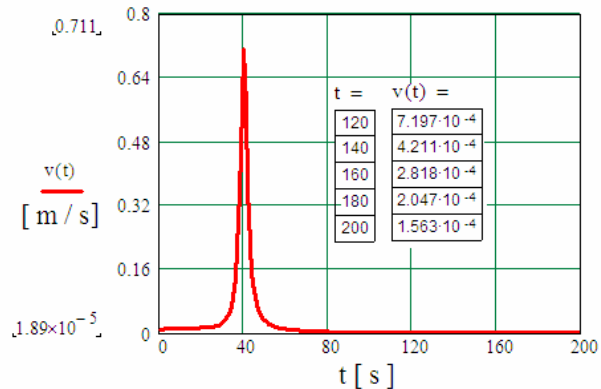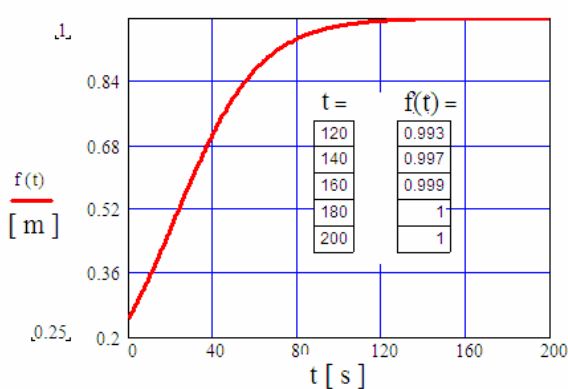
Fig. 6 *Variation with time*   **Fig. 7** *Variation with time of speed*
of the radius vector in cartesian
coordinates

In figure 6 it can be observed that the dynamic system motion – defined by the differential equation system – is asymptotically stable.

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THE CONTEXT OF ADOPTING THE EUROPEAN UNION INTERNAL SECURITY STRATEGY

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Building a space of freedom, security and justice is a top priority at a European level. To this end, the European Union (EU) member states cooperate in the field of internal security. In this article, the author analyses the context of adopting and enforcing the new strategic document in the field of European security, namely the European Union Internal Security Strategy.

The current existence and possibility to build a EU internal security strategy, considering the super-national and international nature of the EU, is an issue of paramount importance.

The EU has long been waiting to launch its own Internal Security Strategy, and create the Standing Committee on operational cooperation in the field of internal security, which will run the development of the Internal Security Strategy – both of them have been provided for in the EU Constitution (later on replaced by the Treaty of Lisbon).

Adopting a UE Internal Security Strategy provides the fundamentals of a concerted action within the EU to approach the main threats and risks EU faces. The Internal Security Strategy envisages that the efficient action to combat such threats and challenges will rely on a clear understanding of their nature and impact.

The concept of internal security approaches both the horizontal and vertical cooperation, and the national as well as the European dimension. Horizontal cooperation is achieved by a congruence of all main agencies from national states and the European 'state'; the vertical dimension makes all active regional, local and community elements converge within the previously

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established framework. This includes law enforcement agencies, juridical and civil protection, regional and local administrative bodies, businesses, universities, schools and civil societies[1].

The grounds of an internal security strategy is represented by the concepts already existent in the EU: the principle of availability (information held by the state v. classified information available to all national agencies), the principle of operability (to enable straight-forward access to national and EU databases), and the principle of convergence (building a third of national police forces within the EU by 2014, and buying software by the EU to save funds).

The fear of "threats" is also fuelled by EU agencies. Some years ago, a Europol official appeared in the media stating that over 500.000 "illegal" migrations take place in Europe each year. This statement was unfounded, a mere presupposition, as at the time Europol had no statistics referring to the number of illegal migrations in the EU. It was in 2010 when the Europol, Eurojust and Frontex joint report on EU internal security stated that there are "approximately 900,000 illegal migrants entering the EU each year"[2].

The EU Internal Security Strategy „Towards a European security model", adopted by the Council at 25-26 February 2010, and approved by the European Council at 25-26 March 2010, determines the common threats and challenges the Europeans face, the EU internal security policy and the principles governing it: it defines a European model of security, consisting of common instruments, a commitment to enhance cooperation and solidarity among member states, as well as close participation of the EU institutions, agencies and bodies.

In some papers published in Great Britain[3], the Internal Security Strategy is seen as a document of broad and general issues, lacking specificity. According to UK National Security Strategy, any strategy should consist of a combination of objectives (what we aim to attain), methods (ways employed to reach the objectives), and means (the resources we can use to reach the objectives). This definition does not present the Internal Security Strategy as a true strategy, as it does not meet the above-mentioned criteria.

All the main threats and challenges to EU internal security – terrorism; international organized crime and serious crime, including drug trafficking, trafficking in human beings and illegal migration-related crimes; computer

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[1] Tony Bunyan, *First thoughts on the EU's Internal Security Strategy*, Statewatch Journal, Vol. 20, no. 2, November 2010.

[2] Robert Morar (coord.), Grigore Stolojescu, Cristian-Eduard Ştefan, *Operational methods and tactics*, Sitech, Craiova, 2011.

[3] *The EU Internal Security Strategy*, Report published by the Authority of the House of Lords, 2011.

crime; cross-border crime; violence; natural and man-made disasters; as well as other significant challenges, such as traffic accidents – need to be addressed efficiently on the basis of close cooperation among member states and the EU institutions, agencies and bodies. Such responses must follow EU common values, including the protection and promotion of the human rights within the Union, and in its relation with the entire world[4].

The EU Internal Security Strategy provides an answer to this situation, by integrating current conceptual strategies and opportunities, according to the Stockholm Program. This proves the firm commitment to advance a space of justice, freedom and security with the help of a European model of security, aiming to:

- protect rights and liberties;
- improve cooperation and solidarity among member states;
- remove both the effects and the causes of insecurity;
- make prevention and prediction a main priority;
- involve all sectors (political, economic, social, etc.) with a role in public protection;
- inform citizens on security policies;
- acknowledge the interrelation between internal and external security when developing a "global security" strategy towards third countries.

The concept of internal security has to be understood in a larger and more complex way, which spans across multiple sectors, to face such serious threats and the threats endangering citizens' lives, security and welfare, including natural or man-made catastrophes, such as forest fires, earthquakes, floods and storms.

The objective of the Internal Security Strategy is to establish an agenda focused on internal security, benefiting from the support of all EU member states, institutions, civil societies and local authorities, and, interestingly enough, EU security industry.

The Internal Security Strategy does not include aspects regarding external security-related institutions and issues, such as the military, defense and international relations[5].

The Internal Security Strategy was adopted as a step forward, it regroups current activities and defines principles an guidelines for future actions. It was developed with the aim to prevent offences and strengthen the

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[4] Robert Morar, Cristian Eduard Ştefan, *Illegal drug trafficking, a threat to internal European Union internal security*, „Government, Intelligence and Security in the 21st Century" International Conference, Babeş - Bolyai University, Cluj, 27-29 May 2011.
[5] Elspeth Guid, Sergio Carrera, *Towards an Internal (In)security Strategy for the EU?*, CEPS, Liberty and Security in Europe, January 2011.

ability to react accordingly and timely to natural or man-made catastrophes by developing and administering suitable instruments.

The „zero risk" does not exist; despite this, however, the EU must create a safe environment, where people in Europe would feel protected. Moreover, there is a need to institute the necessary mechanisms to maintain a high level of security, not only in the EU, but also, and even more substantially, when citizens travel to third countries, or use virtual environments, such as the internet.

In this context, the EU internal security means protecting persons and the values of liberty and democracy, so that each of them can enjoy life without fear. This also reflects the common vision in Europe on current challenges, and the determination to fight together against these threats, respectively, employing policies on EU added value. The Treaty of Lisbon and the Stockholm Program enable EU to take ambitious and concerted actions to make Europe a space of liberty, security and justice.

The Internal Security Strategy institutes a European model of security, which includes, among others, measures on law enforcement and judicial cooperation, border management and civil protection, with special attention to common European values, such as the fundamental rights. Its main objectives are as follows:

- to inform the public on the current EU instruments which already contribute to ensuring security and freedom for EU citizens, and the added value represented by the EU in this field;
- to further develop common policies and instruments, using a more integrated approach to the causes of insecurities, not only their effects;
- to consolidate law enforcement and judicial cooperation, border management, civil protection and disaster management.

The current success shows the significant progress made in the EU space of justice, liberty and security. However, efforts need to converge to ensure better protection for European citizens. The Stockholm Program and strategies – such as the European Strategy for Security, the Strategy on the external dimension of the space of justice, liberty and security, and the Intelligence Management – have provided a solid basis in this respect.

The Internal Security Strategy comprises ten guidelines to ensure EU internal security for the next years:

- a vast and global approach to internal security.
- ensure effective democratic and judiciary supervision of security work.
- prevention and prediction: a proactive, intelligence-based approach.
- issue a global model for the exchange of information.
- operational cooperation.
- judicial cooperation in the field of criminal justice.

- integrated border management.
- commitment to inform and train.
- external dimension of internal security / cooperation with third countries.
- flexibility to adapt to future difficulties.

On 22 November 2010, the European Commission issued the Communication on „The EU Internal Security Strategy in action: five steps towards a safer Europe". Based on this Communication, the Presidency presented a draft conclusion of the Council of 9 February 2011 and the Coreper meeting of 17 February 2011.

The Position of the European Commission on the Internal Security Strategy presented in the Communication of 22 November 2010 begins with a number of arguments going in the same direction: first, there is a need for „more security" (never defined, but sure to leave out social security); secondly, the 27 EU member states share a common framework based on convergence through threats to security, which ensure the objective framework of a common Internal Security Strategy.

„The internal security strategy in action" proposed by the Communication presents a common agenda for the member states, European Parliament, the European Commission, the Council, agencies and other actors, including civil society and local authorities, and suggests the way all of these should collaborate in the next four years to meet the objectives of the Internal Security Strategy.

It is necessary that this plan be supported by a solid EU security industry, where producers and service providers work together with end users. Similarly, common efforts to address the challenges in the field of security we face now will also contribute to the strengthening and development of the European model of social market economy, presented in the Europe 2020 strategy.

The plan which will be put into practice by 2014 identifies five objectives for a stronger cooperation, with the aim of facing threats to security represented by organized crime[6], terrorism, computer crime[7], border security[8], crises and disasters[9].

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[6] Serious crimes and organized crimes take various forms: trafficking in human beings, drug trafficking, trafficking in firearms, money laundering, illicit transport and disposal of waste inside and outside Europe. Even what appears to be petty crimes, such as robbery and car theft, trading counterfeit and hazardous merchandise, and offences committed by street gangs are often local manifestations of international crime networks. These crimes need to be addressed by a concerted European strategy. The same strategy needs to be taken in the case of terrorism: European societies are still vulnerable to bomb attacks, such as the ones which affected the public transport in Madrid in 2004, and in London in 2005. For this reason, the EU states must step up efforts and cooperate more closely to prevent the commission of new attacks.
[7] Another increasingly important threat is cybercrime. Europe is a key target due to its advanced internet infrastructure, the large number of users, as well as the economies and the internet-*based payment systems. Citizens, businesses, governments and the critical infrastructure must be better protected against criminals who employ modern technologies.*

The five objectives issued in the Communication of the European Commission, if broad and demanding, are sensible, practical and doable; as such, they are likely to raise the standards among member states, and enhance the EU security as a whole. All future provisions in this field would have to be developed on a probatory basis, with priority to combating identifiable threats, as well as complete impact evaluations and cost-benefit analyses.

Our world is changing, and so are the threats and challenges around us. The response of the EU must change accordingly. The connected effort to apply the sanctions revealed by the Internal Security Strategy shows the EU member states the right path to follow. At the same time, it is inevitable that, however strong and well trained EU states might be, the threats could never be eliminated in their entirety. For this reason, it becomes extremely important that the member states intensify their efforts.

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[8] Border security also needs more coherent actions. Due to common external borders, smuggling and other illegal cross-border crimes must be combated at a European level. Subsequently, efficient control of the EU external borders is essential for the free flow area.

[9] In the past years, there has been a reported rise in the frequency and intensity of the natural and man-made disasters in Europe and close vicinity. This proved the need for a more sustainable, solid, convergent and integrated European response strategy in case of crises and disasters, as well as the need to enforce the current external policies to prevent disasters, along with the relevant legislation.

ASPECTS OF SCIENTIFIC RESEARCH, TECHNOLOGICAL DEVELOPMENT AND INNOVATION IN THE SECURITY SYSTEM

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Security became one concept that integrated different fields: political, economic, social, cultural, ecological, military, moral, diplomatic and humanitarian.

The economic component of national security has gained great importance in current internal and international circumstances. In this context, the activities of scientific research, technological development, but also innovation have an important role leading to the qualitative and quantitative increase of the national production and technological potential as being essential elements for the provision of material and spiritual wellbeing.

In order to settle the role of scientific research, technological development and innovation in the fulfillment of the scientific progress contributing to the economic and social development, and also to the strengthening of the security system, it is necessary to define the mentioned notions. These aspects are meant to emphasize our scientific work.

Keywords: security; system of national security; scientific research; technological development; innovation.

The analysis of concepts: security of state, system of national security, scientific research, technological development, innovation

The world we live in is in a permanent change because of some predictable or unpredictable situations. Perhaps this is the reason for the following statement "we are prisoners of an international system with nonlinear evolutions and with much heterogeneous actors hardly to be caught into a single equation"[1].

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[1] Şerban Filip Cioculescu, *Terra incognito? Repere pentru "cartografierea" haosului din relaţiile internaţionale contemporane*, Military Publishing House, Bucharest, 2010, p. 7.

Until now, regarding the definition of the security concept it has not been a unanimously accepted expression. One reason could be the variety of factors defining the security state being in continuous change following the challenges appeared in the international security environment.

Our scientific work aims to define the security concept starting from a main institution of the political system, as state; therefore, we will refer to the security of state. Considering the state as a living structure, the security concept can be defined as "sentimental state of population and supra-structural institution (the authority of state) attitude determined by the absence of any danger"[2].

After the end of the Cold War, *the common security,* a new concept, is a more and more used in the relations among states, which began with the measures to strengthen the trust and agreements over the armaments control and disarming. Every state's security has two branches, one internal and the other external, and in both situations it is based on the anticipation capacity and proactive action, and on the capacity of reaction and adaptation to the changes from the security environment.

Another concept submitted to the analysis in this scientific endeavour is the system of national security. In some authors' opinion, the system of national security of democratic type represents "the basic condition for good governance and to guarantee the liberty and prosperity of persons".[3]

The system of national security of Romania, in current circumstances it has the following main functions: to promote and protect the national interests, to guarantee and defend the sovereignty, independence, territorial integrity and unity of the Romanian state, the constitutional democracy and the state of law. Also, the national security system must provide Romania's freedom of action in relation with other state and non-state actors, the active participation in crisis situations' management in the area and the support in the civil emergency situations (natural disasters, industrial accidents, other special situations).

Every security system exists within a security environment framework characterized by a series of trends as the ones regarding the activities of research, technological development and innovation.

Science and technology determined and continues to determine the economic and social development. Science represents the main source of innovation, respectively the scientific research as activity contributing to the accomplishment of inventions which once applied, the technical progress is done.

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[2] Assoc.prof. Gabriel I. Năstase, Ph.D., *Implicaţiile cercetării ştiinţifice, dezvoltării tehnologice şi inovării în sistemul de securitate*, Universitaria Publishing House, Bucharest, 2010, p. 205.

[3] http://www.zulean.com/blog/tag/securitate-nationala/, accessed on 26 April 2012, 18.10 h.

The contemporary science is characterized by a series of *features*[4]: accelerated development; multidisciplinary character; the more rapid application of science's results; the integration of scientific research with the activities of education and training; technology mainly grounded on science.

The field of science and technique comprises:

• Activity of research-development represented by: fundamental research, applicative research and technological development;

• System where these format activities are undertaken, institutionally speaking, as: institutions with responsibilities in coordination and financing of activities, networks of organizations (institutes, centers, departments, etc.) where activities of research-development are accomplished, the system of extended relations between the already mentioned organizations.

The fundamental research, as activity systematically developed aiming to know and develop the scientific knowledge about nature and society, integrates with the *applicative scientific research,* as activity systematically undergone to elaborate on new scientific and technical knowledge some new methods which once applied determine the economic and social progress. The objective of fundamental scientific research and applicative scientific research represents the creation of technologies, so that the science, when is materialized in technology, can become an important mean of modernization and development of production activity.

Before 1989, there was little interest on national plan in approaching the issue regarding the implications of the scientific research, technological development and innovation on the security system. Things were not different on international plan. The analysis of the implications of scientific research and technological technology in the security system was approached by few researchers owed to its complex character. Among the few researchers preoccupied by this implications were Derek J. de Solla Price.

The National Science Foundation (NSF) an independent federal agency created in 1950 by the US Congress to promote the progress of science, the progress of national health and the provision of national security[5] and the Organisation of Economic Cooperation and Development (OECD) created in 1961 to promote the public policies designed to enhance the economic and social policies of humans from the entire world, accomplished a classification which showed that the following categories of research activities existed: fundamental research, applicative research and development.

Furthermore, we will present the definitions of the third categories of research activities formulated by NSF and OECD.

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[4] Hanganu Marius, Coşereanu Mihail Liviu, *Implicaţii ale cercetării ştiinţifice în managementul dezvoltării produselor militare*, "Carol I" National Defence University Publishing House, Bucharest, 2011, p. 133.

[5] http://www.nsf.gov/about/, accessed on 26 April 2012, 19.15 h.

NSF definitions:

The fundamental research takes into consideration the industrial interest and aims "the knowledge or the complete understanding of the studied subject rather then its practical application".

The applicative research is directed to obtain "knowledge or understandings needed to determine the means used to reach to the recognition and specific necessary".

The development is "the systematic use of knowledge or understandings gotten by research, directed to the production of useful material, devices, systems or methods, inclusively the projection and development of prototypes and processes".

OECD definitions:

The fundamental research is "an investigation originally started aiming to get new scientific knowledge or understandings. It isn't firstly directed at any practical or applicative goal. The fundamental research is directed to the generalization of solution or conception".

The applicative research is "an original investigation started to get new scientific or technical knowledge. In first, it's anyway directed to a specific, practical or objective goal. The applicative research develops ideas in operational forms".

The technological or experimental development represents "the use of scientific knowledge in order to produce new materials, devices, products, processes, systems or services or substantial improvements to those".

Other authors define the technological development as "the activity undergoing on the basis of applicative scientific research results and of empirical knowledge to create a product, some machineries, installations and similar technologies as are to be used in the production process and also for the modernization and perfecting of existent products and technologies".[6] The technological development is fulfilled by activities of technological engineering, of product technology projection and product projection to apply in the production of new or perfected technologies, products and systems.

We conclude that:

- *The fundamental research* is oriented to the acquirement of new knowledge;
- *The applicative research* is oriented to the widening of knowledge to develop new products, processes or services and to their significant improvement;

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[6] Mitea V. Ticovschi, Violeta I. Dănescu, *Transferul internațional de tehnologie și dezvoltare economică*, Political Publishing House, Bucharest, 1993, p. 29, apud. assoc.prof. Gabriel I. Năstase, Ph.D., *op. cit.*, p. 51.

- *The technological development* is the process to accomplish the development, application and transfer of research's results in economy and society.

The science and technology influences the economic and social development in many ways:

- Directly on medium and short term by the application of applicative research results in different areas of economic and social life;
- Directly on medium and long term by the formative role played by it;
- Indirectly by continuous growth and/or modification of humanity knowledge and consequently, by the shaping of its interaction with the surrounding environment.

Innovation is a complex and diversified activity offering the new product an intellectual value added and sufficient technological advance to ensure the commercial success. The specialty literature differentiates the innovation by invention.

Invention is defined as new idea, new scientific discovery or technological novelty which was not implemented and released, while the innovation regards a commercialized application of an invention after its integration in the economic-social practice.

The main source of innovation is science, respectively the fundamental and applicative scientific research, whose results transferred in the production of material goods and services by technological development, technological engineering and the introduction of the technological progress. Innovation does not involve necessarily a change of technique, an invention, but an act to apply the novelties in the economic activities: the introduction in production of a new technologic procedure, the introduction in production of new products, new organization of the enterprises, the finding of new raw materials and the accession to new markets. By innovation, the scientific knowledge is transformed into physical realities. The innovation process is present in all countries of the world regardless of their development but becomes performant in the states depending on the extern market.

The importance of scientific research, technological development and innovation in the national and collective security system

The security environment also changed because of the escalation of asymmetrical threats asserting innovator activities in the field of research and technology aimed to contribute to the identification and defusing of conflicts, to the prevention and combating of asymmetrical type actions and to the preservation of national and international security.

The scientific research in the military field involves the development of new military technologies applicable to the military systems and is oriented to create technical means needed to enhance the fighting capability of the Armed Forces. To the fulfillment of security objectives of scientific research contribute disciplines from different fields, for example: from the technical field, from the social sciences field, environmental sciences field, and economic field[7].

At European level, there is potential in the field of research, development and the production of wide range of technologies for security. The European Union, confronted to different threats against security, should overlap the existent functional and structural gaps by diminishing the fragmentation and duplication of efforts, the increase of cooperation and the accomplishment of standardization and interoperability[8].

The competitiveness of scientific research at the European Union's level has been analyzed since 2000, on the occasion of the Lisbon European Council. Latter, the Lisbon Treaty (2009) introduces a new clause of solidarity offering to the EU the possibility to provide its economic growth and competitiveness by great investments in education and research. In order to support the European member states to improve the capabilities of defence in the field of crises management and the sustenance of European policy of security and defence the European Defence Agency subordinated to the Europe Council was created.

The main tasks of this agency are:

● *The development of defence capacities in the field of crisis situations management.* The Agency identifies the future requests of the European Union over the defence capacities, coordinates the application of the European action plan over the capacities and the harmonization of military requests, proposes activities of collaboration in the operational field and provides assessments over the financial priorities;

● *The promotion and improvement of the European cooperation in the armaments field.* The Agency proposes new multilateral projects of cooperation, coordinates the existent programs and manages specific programs;

● *The strengthening of the European industrial and technological basis in the defence field and the creation of a European competitive market for the defence equipments.* The Agency develops relevant policies and

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[7] In regard to Hanganu Marius, Coşereanu Mihail Liviu, *op. cit.*, p. 120.
[8] Eng. Ioan Ion, *Dimensiunea europeană a cercetării ştiinţifice şi dezvoltării tehnologice din domeniul apărării*, p. 1, www.dpa.ro/rp/publicatii/rtm/RTM12006/studii/RTM2006_1_1.pdf, accessed on 29 April 2012, 20.30 h.

strategies by consultation with the Commission and with the profile industry, develops and harmonizes relevant norms and regulations;

• *The increase of European research and technology efficacy in the defence field.* The Agency promotes and coordinates, together with the Commission, research activities regarding the accomplishment of future requests on defence capacities[9].

The Agency coordinates three sections of analysis as follows: security studies of global context (in the task of the Institute for Security Studies from Paris), the future of the military environment for the next 10-20 years and the trends from the science and technology field.

By the Decision no.1350/16.12.2008 of the European Parliament and European Council, year 2009 was declared "*The European Year of creativity and innovation*", thus being recognized the importance of the scientific research, technological development and innovation in the European Union. "Imagine. Create. Innovate" was the slogan of 2009 at the European Union level aiming to promote creative and innovator demarches in sectors as education and culture, but also in other social fields as research, media, social entrepreneurship, rural development, etc. this declaration goal was represented by: the increase of public conscience level over the innovation designed for individual, social and economic development; the popularization of successful cases; the stimulation of education and research; the promotion of debates on some related policies and subjects.

Between 2007-2013, the European Union launched a set of initiatives concerning the research and innovation, the global competitiveness of universities, the development of entrepreneurial aptitudes and the transfer of knowledge in products and services.

In the North-Atlantic Treaty Organization's framework, the NATO Strategy in the field of research and technology signals the enlargement of activities in these fields, the cooperation and coordination of member countries and between the specific bodies associated to the field of research and technology. By the New NATO Strategic Concept, adopted at Lisbon in 2010, NATO wants to remain an efficient organization in defending peace, security and prosperity and in adequately answering to some challenges as: the terrorism; cyber attacks, etc. The armament and the military technique should have, along with the technique performances of last hour, operative compatibility for a wide range of actions aimed to provide the interoperability, the collective defence and their rapid deployment.

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[9] http://europa.eu/legislation_summaries/foreign_and_security_policy/cfsp_and_esdp_implementation/r00002_ro.htm, accesat la 29 aprilie 2012, 20.20 h.

At NATO level functions the Agency for Research and Technologies with its specific body of research – the Organization for Research and Technologies. This leads and promotes research by cooperation and the exchange of information, develops and updates the NATO Strategy over science and technology providing data to all the factors from the organization or to the member states on specific matters of research and technology.

At national level in the field of defence and security, the opportunities to involve the scientific research structures outside the sphere of bilateral cooperation are offered by the National Plan for Research, Development and Innovation (NPRDI) of the Ministry of Education and Research, and also by the Sector-type Plans of the structures from the National Defence System, Public Order and National Safety.

The National Strategy for Research, Development and Innovation (NSRDI) for 2007-2013 period of time adopted by Romanian Government Decision no. 217 on February 28, 2007, reaffirms the role of state in the field of research, development and innovation to create conditions and stimulate the creation of knowledge by innovation in the society's benefit. The RDI system will represent the engine of knowledge society development in Romania being able to sustain the performances by innovation in all the fields contributing to the preservation of citizens' wellbeing and to the acquire to the scientific excellence recognized on international plan. The research, technological development and innovation field was opened to all the entities with activity of research: national institutes of research, universities, small, middle or big enterprises, on European and national plan.

One of the main fields of the National Strategy for Research, Development and Innovation is *space and security,* new fields with multidisciplinary character, their development and gathering being generated by the technological evolutions and the reconfiguration of security in the late years. For these fields, the research objectives comprise the fulfilment of exploratory researches, spatial, aero-spatial and security applications and technologies, generated by major international programs, by the specific needs at national level and by the development of identified technological niches.

The National Authority for Scientific Research (NASR), a specialized public institution of the central public administration being subordinated to the Ministry of Education, Research, Youth and Sport, has the mission to provide the elaboration, application, monitoring and assessment of policies in the research-development and innovation field in accordance with the National Strategy for Research, Development and Innovation and to the Governance Program.

Thus, innovation in Romania is considered to be the main engine of economic agents' competitiveness aiming at the accomplishment of a national

system of innovation as part of the process to build an economy based on knowledge.

In the Ministry of National Defence, the activities of scientific research and technological development aim to create new materials, equipments, systems, etc. and are part of the following research categories: oriented fundamental research, applicative research, technological substantiations, technological development, testing and assessment of development and development of operational systems.

The mission of research and technology in the defence field is the provision of the military body of scientific and technological solutions at the level of NATO and EU in order to:

• ground the decisions in the field of endowment with new or modernized technique;

• endow the new technique in accordance with the missions the forces must accomplish;

• integrate the technique systems of the Romanian Armed Force in the multinational joint structures at NATO level, and obtain products to answer the new threats identified by the categories of armed forces and the new conceptions of engagement of fight actions;

• provide the organizational framework, the human and technical potential for the testing, assessment and certification of the military technique products in conformity with the military standards applied at NATO level;

• provide the application at national level of the military technique standards which apply at the level of NATO member states;

• provide the dissemination of the research results in the defence industry framework[10].

The maintenance at high levels of the scientific and technological knowledge presents advantages for the Ministry of National Defence because of the identification of new possibilities of collaboration, the contribution to the assessment of research performances, the increase of the level of expertise needed for the acquisition of military technique, the rearrangement of research-development priorities.

After 1990, the research from the economic, social and humanist fields have known an enlargement with the creation of new institutes in the Romanian Academy framework (for example: the Institute of Life Quality Research), new centres of research in universities and new private institute (marketing and surveys).

The importance of scientific research, technological development and innovation for the security system are visible and are not new. For example,

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[10] http://www.dpa.ro/cd/index.shtml, accessed on 29 April 2012, 22.05 h.

in 1776, Adam Smith was interested in the implications of innovation in the production growth. In the late years, innovation is seen as engine of sustainable development. The production of new goods or the implementation of new processes friendly to the environment into a certain sector fuels the development of other sectors contributing to the diminution of the effects of human action over the surrounding environment.

Conclusions

In the modern society, it is obvious that scientific research is a development factor. The European Union strives to diminish the gaps in the economic growth, situating the research-development-innovation field on the basis of these demarches. The activity of the European Science Foundation in this concern is noticeable. It is a nongovernmental international association with non-profit activity comprising 80 institutional members from 30 countries acting as catalyst to develop science by gathering well-known researchers and financing agencies to debate, plan and implement pan-European initiatives. In Romania, the research, development and innovation are recognized as national priorities being assigned the role of promoter of economic development as an instrument to stimulate competitiveness, modernization and economic diversification, directly and actively contributing to the enhancement and perfecting of the scientific patrimony creating the premises for Romania affirmation on international plan.

The national security is a vital indicator of every state and provides that state with the capability to confront any intern or extern danger. The new risks and threats against security do not respect the borders and in the end refer to the national interests of states. In order to diminish them, we consider that scientific research, technological development and innovation have determinant role in the scientific grounding of security and defence vision on medium and long term taking into account the present geopolitical, geo-economic and geo-strategic context.

The role of scientific research, technological development and innovation for the security system is important because it brings the novelty, modernization and variety to human's life. But, the passion and the good intentions manifested by the researchers are not entirely applicable without the available financial resource. In order to underline this idea, in 2005, *Magazine on European Research* publication stressed that the importance of scientific research must be promoted not only by exceptional results but also by the presentation of daily activities' content that leads to those results in order to obtain the political and social support for science.

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ROLE OF THE MILITARY IN CIVIL PROTECTION OPERATIONS AND DOCTRINE

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The scientific research role of the military in doctrine and civil protection operations is based on the dedicated literature, expressed on the idea of changing function of the armed forces in today's democratic society, founded on the prohibition of war as an instrument of national policy of states, which caused deep changes to the whole national and international security system.

Keywords: civil protection; humanitarian international right; responsibility to protect; military operations; military doctrine.

The scientific research role of the military in doctrine and civil protection operations is based on the dedicated literature, expressed on the idea of changing function of the armed forces in today's democratic society, founded on the prohibition of war as an instrument of national policy of states, which caused deep changes to the whole national and international security system[1]. Indeed, these profound changes of government at all levels of organized human communities have "reinvented" the role of the military instrument in shaping the current security environment, which has become more versatile and polyvalent in acquiring an interdisciplinary and less aggressive character[2], even more protective for the civilian population. One must admit, however, that the specific nature of military intervention based on instruments of armed violence, will never entirely have a humanitarian character, despite the existence of "humanitarian military operations" and

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[1] Claudiu Niculae, *Schimbarea organizaţiei militare*, Tritonic Publishing House, Bucharest 2004, p. 153. Vezi and M. Zulean, *Militarul şi societatea*, Military Publishing House, Bucharest, 2008, p. 188.

[2] T. Frunzeti, *Soluţionarea crizelor internaţionale*, European Institute, Iaşi, 2006, p. 11.

production goals and objectives of military actions arising from individual and collective responsibility of states to protect people and humanity. So the forecast of the future war, and the role of armed forces in years to come could point out the increasingly focus on more measures to support "humanitarian peace"[3], so that operation plans will lead to minimized losses (but not only of their own but of the opponents too), even more compelling detail counting on defense and maintaining life at both national and international level. The soldier will likely increase his mission to protect, care and help, and thus bringing an effective contribution to maintaining harmony among all nations, according to the humanitarian spirit of the age[4].

All these focus the attention on "civil protection operations", understood as a kind of social activity aimed at performing a wide range of humanitarian tasks intended to protect the civilian population against the dangers of hostilities or catastrophes and help it to overcome its immediate effects, providing survival conditions. At the first look, it would seem that the state of research in this area is sufficiently developed and would not be anything new to say if one considered the multitude of studies, articles, papers, theses and monographs developed only in the recent years[5].

The motivation for choosing a theme study also remains imperative if it is considered the magnitude of changes occurred with a unprecedented speed in the history of geopolitical security environment in which, based on new challenges, risks, threats and vulnerabilities, new mechanisms and functional institutional crisis management and conflict are sketched, some resulting from experimentation with strategic doctrines designed procedures but still validated operational practices.

In this case, we can mention the military intervention for humanitarian aid that has developed over the past two decades, to finally result in the concept of "responsibility to protect" as the climax of the civil protection operations. This innovative theoretical justification for military humanitarian intervention, when serious violations of human rights occur, as the essence of "responsibility to protect"[6] has the result of both national and international

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[3] *Securitatea umană*, CA Publishing, Cluj-Napoca, 2010, p. 72.
[4] G. Daniken, *The guardian soldier: on the nature an the use of future armed forces, United Nations, New York and Geneve 1995*, pp. 91-106; M. Mureşan, G. Văduva, *Războiul viitorului, viitorul războiului*, "Carol I" National Defense University Publishing House, Bucharest 2004, pp. 83, 337.
[5] D. Florea, *Managementul sistemelor de protecţie civilă pentru prevenirea şi înlăturarea efectelor dezastrelor în timp de pace, criză şi război*, 2002; S. Geanta, *Protecţia civilă, ca dimensiune a securităţii şi apărării naţionale, componentă operaţională în cadrul apărării armate a ţării*, 2003; F. Surdu, *Dimensiunea ecologică a acţiunilor militare*, 2004, V. Nemeş, *Protecţia civilă în sistemul securităţii naţionale, prezent şi viitor*, 2006.
[6] P. Robinson, *Dicţionar de securitate naţională*, CA Publishing, Cluj Napoca, 2010, p. 183.

protection of defense of the supreme values of mankind, held more often in the last decade of the 20th century after the end of the Cold War and of ample debate concerning the relationship between security and humanitarianism in ensuring the effectiveness of actions to promote human rights and fundamental freedoms. Thus, unilateral and multilateral practice of the countries has shown the operations conducted in the states such as the former Yugoslavia, Somalia, Rwanda, Haiti, Albania and the first Gulf War that the rule is the nonintervention and the intervention of humanity is the exception, which must be authorized by the UN Security Council (that holds the monopoly over the use of force in international relations) in order to be legitimate. If until the NATO's operation in Kosovo in 1999, it had been considered that there was only a moral obligation, both in terms of humanitarian assistance, reception and support for victims as UN humanitarian disaster[7] by adopting the concept of the "responsibility to protect", from 2005 it led to obvious intervention actions in Libya and in 2011 even the idea of the legitimate international response to human rights is subject to the five requirements, namely if the security threat to humans is large enough to justify that the main purpose of the task force is the threat. The force is going to be used as a last resort, and proportionate to the threat at its minimal and finally, that the intervention will have a reasonable chance of success[8].

From another point of view, that of the relationship between humanitarianism and security, the decision to militarily intervene in the internal affairs of another state in order to protect civilians, has unpredictable consequences and this decision resulted in a real dilemma. For example, without humanitarianism it could reach to a "fiercely" security and without security we end up with humanitarian "harassment"; debates held on this subject have shown that the common element of both is survival, which is the foundation of security (collective and individual) and human rights and humanitarian law. The breach of individual rights in peacetime or during the war is not only contrary to international law but also to security itself, generating a spiral of violence in time and space, with no prospect of relaxation, even across generations. Therefore, on the legal aspect, is difficult to find a balance between security political goals and the human rights ones, as the operational aspect is just the difficulty to preserve a humanitarian protection without a consistent and effective military presence[9]. This humanitarian – security dilemma has generated controversial points of view

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[7] I. Dragoman, C. Militaru, *7 studii de drept internaţional umanitar*, Lumina Lex Publishing House, Bucharest, 2003, p. 174; F. Olteanu, *Intervenţiile umanitare*, Ploieşti, 2010, p. 32.
[8] UN Security Council Rezolution no. 1973 (2011), în Mon. Of. no. 484/2011.
[9] S. Tsang, *Serviciile de informaţii şi drepturile omului în era terorismului global*, Univers Enciclopedic Publishing House, Bucharest, 2008, p. 158.

on the military network appreciation in civil protection operations as the humanitarian missions differ from traditional combat missions because of the need to cooperate with the local population[10]. Reality has shown that the claim of not involving the military forces in humanitarian operations, conceived by certain humanitarian organizations, will not stand in the way of the operational needs from the humanitarian assistance in the theater operations, therefore an imposed military involvement in civil protection by the civic was issued[11].

Given these considerations on the complexity and fluidity of the security environment of recent years, a fundamental hypothesis of the research will be to analyze the proximity between military and humanitarian functions of civil protection operations, especially in the context of blending with the threats caused by war and those caused by natural disasters, as demonstrated by national and supranational defense strategies of human security. The study will also need to make the connection between the protection of the human beings, the protection of their property and the environment too, based on the conditioning of sustainable development of human society and the human relations with the natural environment. Not least in importance, the need of functional and institutional specialization, in civil protection, will be further examined to demonstrate the effectiveness thru civil – military cooperation and national – international. The complexity, the importance, the necessity and the timeliness of scientific approach of the military role in protecting the civilians of all types of threats, has been highlighted by the dedicated literature[12] that makes the distinction not only between the civil protection agencies in time of peace to those in time of armed conflicts but also between the civil protection services with only civil powers to the military formations (or militarized) with passive defense duties. Making this distinction is sometimes difficult, especially in the context of armed conflict, when civilian organizations might find themselves in the position to extinguish fires inside the military objectives (not to expand in areas inhabited by population), to evacuate wounded soldiers (in the absence of military medical services on-site) or in cooperation with military subunits with civil protection tasks, where they must know precisely the rules relating to the committing of harmful acts to the enemy[13], especially if the latter is present in the area and could decide to terminate the protection enjoyed by

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[10] C. Moscoş, *Armata mai mult decât o ocupaţie?*, Ziua Publishing House, Bucharest, 2005, p. 82.

[11] C. Maier, *Cooperarea internaţională în măsurile de răspun la crizele internaţionale*, scientific research paper, "Carol I" National Defence University, 2011, p. 53.

[12] C. Zamfir articles in *Bulletin of "Carol I" National Defence University* no. 1/2007 .

[13] Defined by art. 65 from Additional Protocole in 1977 at Geneva Conventions, in *Dreptul Internaţional Umanitar, instrument juridic internaţional*, RAMO, Bucharest, 2003, p. 383

staff and assets of civil protection bodies. All these factors require careful systematization of the subject, which will successively investigate the doctrinal issues, operational and legal aspects of civil protection, switching to a presentation of the emergence in development of humanitarian civil protection interventions to finally arrive at conclusive elements of the humanitarian, military, civilian and population protection operational characteristics. Thus, in the first area of research of the three mentioned above, the attention will focus on conceptual delimitation of "civil protection operations" that have evolved from limited actions of "passive defense" against air attacks from interwar period[14], to the current interwar polyvalent measures of „ civil security " based on prevention, intervention and restoration of social normality in any emergency situation facing the community[15], demonstrating unification of the traditional civil defense in time of war with modern action of emergency management for all kinds of dangers to social existence in time of peace; arguments supporting this new unifying vision of civil protection operations of our time results from the legal definition of "civil protection" as accomplishing all of humanitarian tasks intended to protect the civilian population against the dangers hostilities or disasters and help it to overcome its immediate effects, providing necessary conditions of survival[16]. One would however agree that comparing to the wartime, there still remain certain features of civil protection in peacetime, in the sense that, civil emergencies, that "the civil major force" may involve the intervention of the armed forces. These are exceptional events with non-military character, within the life, health, material and cultural values and are important when the normal environment and social – economic activity is threatened[16].

The radiography of doctrinal, operational and legal civil protection aspects will be achieved by presenting four distinct areas: the origins and evolution of doctrine and operations of civil protection, civil protection internationalization and the its effects on military participation in humanitarian operations, civil protection in international humanitarian law (IHL), current national and international strategies to protect the civilian population. Regarding the evolution and safety of doctrine and civil protection operations, it is easy to see that, despite the existence of concrete actions to defend the population from the effects of war and disasters since ancient times, they have not had the same size, congruency and management to consider them true "operations". The dedicated literature reveals, for

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[14] C. Zamfir, *Securitatea Civilă şi globalizarea*, Bucharest, 2009, p. 333.

[15] Defined by art. 61 din Additional Protocole I, 1977.

[16] I. Dragoman, *Drepturile Omului în forţele armate, buna guvernare*, C.H. Beck Publishing House, Bucharest, 2006, p. 218.

example, that in Romania, protecting the civilians is a state interest and the authorities become increasingly concerned only starting from the second half of the 19th century[17]. In 1929, after the development of aircraft and aerial bombardments in World War One, Romania organized its first passive defense structure against the new military strategy[18]. Therefore no legal conventions of war, nor the national military law, the strategic or the tactical doctrines[19], contained substantial or effective references in civilian protection, wars and natural disasters that are the phenomena to which there are few opportunities for defense. Only in the 1949, after the disasters caused by strategic bombing on the World War II, in which millions died, at the Geneva Convention on the Protection of Civilian Persons in Time of War, a provision (Art. 63) was introduced, referring to the occupied territories, which requires to facilitate the existence and operation of "special bodies with non-military character" with the aim of ensuring the living conditions of the civilian population by maintaining the essential public tasks by distributing aid and rescuing people. Since then, the progress of civil protection always remained in focus of the national and international public authorities, continuously developing both on the management and organization guidelines, with preventive action and efficacy. It is worth to point out that as in the case of the International Committee of the Red Cross[20], the Civil Protection emerged from the need to alleviate the sufferings caused by war, but later evolved into more comprehensive missions, containing humanitarian assistance for the effects of natural disasters and human activity accidents. In fact, in such moments, when the human resistance is tested against adversities of fate, the ICRC and civil protection agencies often act together in some operations where can be partners, also as elements of the armed forces.

In terms of the internationalization of civil protection, by expanding beyond the borders the effects of hostilities and disasters, the survival of the civilian population could not be ensured only by local and national measures, taken in the area of events. It is required that all the international cooperation and actions ensure all human, material and financial resources to communities hit by disasters. For these reasons, the International Organization of Civil Protection (ICPO) was born on the 1st of March, 1972 (since celebrated as

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[17] C. Oprişa, *Tradiţii româneşti în apărarea împotriva incendiilor şi protecţia civililor*, in Retrăiri istorice, Anca Publishing House, 2009, vol II, p. 379.
[18] C. Oprişa, *Apărarea pasivă în România*, în Retrăiri istorice, Karta Graphic Publishing House, 2011, vol IV, p. 156.
[19] N. Daşcovici, *Războiul, neutralitea şi mijloacele de constrângere între state*, Bucharest, 1934, p. 152.
[20] *Crize-Roge Internaţionale Course*, Geneve, 1971.

International Day of Civil Protection), based on a constitution adopted by Member States in 1966 in Monaco and entered into force at the first general meeting of 1972. It is considered that the origin of ICPO lies in the Geneva Association Places, created in 1931 in Paris to support the creation of neutral zones and open cities witch in 1958 granted access to quality Member States. Nowadays, the organization has assumed the responsibility to promote the protection and safety of persons, goods and environment in case of disasters of all kinds: natural and manmade ones, and also to reunite national organizations summoned to perform this task[21]. For Romania, ICPO boosted bilateral agreements of civil protection, such as the agreements with Moldova (Sun of no. 196/1995), Hungary (Mon. of. No 44/2001 and 25/2005), Turkey (Mon. of. no. 151/2009) and France (Mon. of. no. 152/2009). At the same time, the increased globalization and the supranational integration imposed the creation of civil specialized protection bodies at regional and multilateral level, such as those in South-Eastern Europe, NATO and the EU as well as training of multinational military forces for humanitarian aid in situations of calamity, for example the Multinational Engineering Battalion Tisza (Mon. of. nr.815/2002). One must agree with the dedicated literature[22] that expresses the belief that the benefits of internationalization civil protection operations will result in further improvement of international cooperation in this vital area of human existence.

All scientific research on civil protection operations emphasizes the connection between them and the IUD, in its customary forms (e.g. occupying power must take all measures to restore and ensure public life, specified by Article 43 of the Regulation of 1907 regarding the laws and customs of land war) and those conventional (duty to respect and protect civil protection bodies identified as such under Article 12 of Protocol I of 1977). It is irrefutable, that beyond the customary and conventional provisions of legal instruments, the doctrine of IUD[23] has always been concerned with outlining the tasks of civil protection and operational planning and organization in this field as well as specialized staff training. Therefore, IUD has its special role into the status of members of the armed forces and military units affected to civil protection agencies in accordance with Article 67 of Protocol I of 1977.

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[21] RRDU no. 29-30/1999, RRDU no. 25/1999.

[22] C. Zamfir, op. cit., pp. 352, 353 and C. Oprişa, *Rolul NATO în asistenţa dezastrelor, în politici si strategii în gestionarea conflictualităţii*, 2008, Bucharest, vol. IV, p. 153.

[23] I. Closca and I. Suceavă (1992 şi 2000), I. Dragoman (1999, 2003, 2005 şi 2010), S. Scăunaş (2001), I.M. Anghel and V.I. Anghel (2003), N. Purdr (2004), V. Bădescu (2007), I. Pîlşoiu (2007), D. Codiţă şi G. Ungureanu (2008), D. Ungureanu (2011), N. Lupulescu (2009), E. Popescu (2011); *Comentaire des Protocoles additionels du 8 juin 1977*, CICR, Martinus Nijhoff Publishers, Geneve, 1986.

Finally, the actual national and international civil protection strategies refer to a wide range of political – administrative documents to improve the organization and the conduct of civil protection operations of any kind, as those adopted nationally and internationally. In the latter, we can include: the program of activities during 1997-1998 (RRDU nr.14/1996 ICPO); International Strategy for Disaster Reduction adopted at the UN, Romania's strategy for flood risk management (Mon. of. nr.720 / 2006); Strategy for emergency communication (Mon. of. no. 566/2008) and others , developed by national strategies, regional and global internal and external security strategies. These organizational and planning documents ensure that the humanitarian involvement in disasters, continuously improves the civil protection operations hoping to save human lives against any risks, threats and vulnerabilities. Their scientific research will be able to bring more knowledge and effectiveness in key areas of civil security defense and adverse consequences of disasters and accidents.

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THE INTERNATIONALIZATION
OF CIVIL PROTECTION

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By definition, the meaning of the term "to internationalize" (transitive verb, coming from the French Internationaliser), is to acquire an international character, to make something become international or give something an international character. On February the 28th 1933, the Royal Decree no. 468 approved "The Operating Rules of the Passive Defense against air attacks" with the purpose of limiting the effects of the aerial bombing on the population and land resources in order to ensure "direct protection or to reduce the effectiveness of the attacks". By its provisions, the active defense differs from passive defense.

Keywords: civil protection; humanitarian international right; responsibility to protect; military operations; military doctrine.

By definition, the meaning of the term "to internationalize" (transitive verb, coming from the French Internationaliser), is to acquire an international character, to make something become international or give something an international character. On February the 28th 1933, the Royal Decree no. 468 approved "The Operating Rules of the Passive Defense against air attacks" with the purpose of limiting the effects of the aerial bombing on the population and land resources in order to ensure "direct protection or to reduce the effectiveness of the attacks". By its provisions, the active defense differs from passive defense.

In 1939, the Parliament approved the Law for active and passive air defense, establishing training centers for passive defense ministries of Air and Marine, Public Works and Communications, Education, Health and Welfare, Railways and in each county, city and town. On February the 18th 1943, in accordance with the Instructions no. 440 the Territorial Air Defense Command Defense was organized, establishing the organizational structure and passive defense missions, designed to prepare, guide, control and manage

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all passive defense operations and train staff employment and population based laws, regulations, ministerial decisions, public ordinances and all provisions and orders of passive air defense of the territory. Furthermore, in 1943, the Special Intervention Division was founded, designed to intervene in centers bombed by the enemy, in order to remove unexploded bombs and defuse big fires, limit fire perimeters and remove the rubble, repair buildings damaged by fire and bombing, build hutments and camps for refugees and evacuees.

By the Decree No.24 in January 17th 1952, the Local Anti-aircraft defense was established by adopting the "Local Defense Air Defense Regulation". The Local Defense and Air Defense Command was founded as a part of the Ministry of Administration and Interior, which was organized in local anti-aircraft defense staffs on regions as administrative units in districts and cities. In 1978, the Local Anti-aircraft Defense changed its name into Civil Defense and its functions were diverse. In the next period, the unit was offered a new legal framework and other appropriate organizational structures and missions. Specific mission-driven disaster became obvious and clear, however, only after 1990, they become obvious.

After 1989, Romania ratified the legal frame, by the decree no. 224 of 11th of May 1990 and with the Additional Protocols I and II to the Geneva Conventions of 12 August 1949 concerning the Protection of Victims.

By the no. 45/01.07.1994 act, The National Defense Act was clearly specified and official name became "civil protection". In October 1996, the Civil Protection Law No. 106 was approved, establishing the civil protection structures and their functions. The contents of the Civil Protection Law points out that "the term civil protection" is a component of national defense, includes all measures and activities to ensure protection of population, material assets, cultural values and environmental factors, if war or disaster (Law 106/1996 was repealed and replaced in 2004 by Act no. 481). It is obvious that the civil protection activities, in all their developments, were located under the authority of both the armed forces and the Ministry of Administration and Interior (which is currently adopted after the approval of the Parliament no. 481/2004). By the Ordinance no. 179/26th of October 2000, previous to the law no. 481/2004, due to the unitary action and concerted intervention activities, the military and civil protection changed the jurisdiction, from the Ministry of Defense to the Ministry of Administration and Interior. Analyzing the evolution of civil protection in Romania, it can be certainly said that by now, the activities could be completed only through the participation of all internal forces, no matter the place or subordination which it had in times of crisis, caused by risks that were befallen our country. The authorized staff participation in prevention and rescue actions, clearing and

decommissioning emergency (disaster and theaters of military operations abroad), was known mainly after the Protocols to the Geneva Conventions of 1949 ware ratified, and after the ratification in 1989 (May 1990), together with Romania's accession to NATO and EU.

Documents were signed by representatives of our country, under which Romania participated with forces and means of intervention, especially in Europe, are the living proof of the internationalization of Civil Protection, he need raising to a higher level of the structures that are part of the emergency management, with increased skills and responsibilities of the personnel involved in interventions abroad[1]. Starting from the premise that civil protection is a component of national security, it is considered that the national security concerns and protection of social security, in many respects but also in cases such as natural disasters (natural disasters) or pollution due to industrial accidents or uncontrolled technical processes and technology. Homeland Security must ensure the most favorable environment for economical development and achieve welfare. The external security is primarily aimed at possible military aggression, border criminality and crisis management with latent territorial proximity, participation in external actions and peacekeeping intervention in vulnerable areas or outbreaks of armed struggle[2]. In these conditions, it is easy to highlight both legislative and legal aspects of the main factual military participation in civil protection activities, known and more developed in the dedicated literature. When the Civil Protection was part of the Ministry of Defense, the activities have been under the command and responsibility of this ministry, so the military was being placed at the forefront of prevention and intervention on the occurrence and development of emergency risks. After switching to the Ministry of Administration and Interior, the armed forces are actively participating in prevention and intervention to support civil protection force. According to GD no. 2288/09.12.2004 (M.Of. No. 9/04.01.2005), there are a total of 12 senior positions including: monitor key risks, search and clearing, provide transport, provide accommodation, public order, logistics, etc.

The existence of these functions support the National Defense Ministry's tasks, which are identical with those of the Ministry of Administration and Interior, make the prevention and intervention activities in emergency situations, and also ease the approach and cooperation in many specific situations of acting management and intervention. These measures help to enable and effectively substitute when the magnitude of events goes

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[1] St. Geantă, *Protecţia civilă – dimensiune a securităţii naţionale,* Telegrafica Publishing House, Bucharest, 2004.

[2] V. Nemeş, *Protecţia civilă în sistemul securitaţii naţionale – prezent şi viitor,* Teză de doctorat, Bucharest, 2006.

beyond the reach of disaster management units and authorized intervention is legally to the M.A.I. In this respect, the armed forces (meaning the soldiers) are prepared to meet any requirements in terms of civil protection activities with effective and appropriate means to the affected areas for speedy exit from the crisis caused by events and resume the normal course of life and health, starting the production activities in the shortest time.

For compliance with the requirements of participation in civil protection, there are legal regulations and structural prerequisites that certify the specific training of the armed forces of prevention, intervention and the support functions mentioned earlier. Some examples are illustrative. Civil-military cooperation (CIMIC in short) is a relatively new concept in military area. Although the activity itself is not a new phenomenon, it however has acquired new connotations, especially after 1990. The concept plays an important area of concern to NATO forces, arising from the need to cooperate and assist the central (local) structures and the civilian population in areas of armed conflict or of natural calamities areas or natural disasters. Therefore, as an active component of the military mission, CIMIC activity is designed to facilitate the interaction between commanders in theater operations for military forces and civilian society in general, and particularly for the military mission to be successfully in a highly heterogeneous civilian environment. Thus, the cooperation and the mutual support, existing or been established between the military, the central (local) administration, the international organizations, NGOs and the civil population, final goal is the achievement of all the objectives for the concerned parties[3]. It must be mentioned that originally, during the since Second World War the concept of Population Affairs (civil affairs) appeared, when the U.S. troops were present in almost all theaters of operations, being in direct contact with multiple problems, generated by the interferences with local civilian populations and the difference in cultural diversity. Right after the great World War II, the concept was revised and improved, and the first major project 276 civil affairs was the Marshall Plan, whose remarkable results still manifest today.

The CIMIC concept was created during the Cold War and began to take shape only after the falling of the Iron Curtain and the massive involvement of multinational forces in theaters of operations, especially after the Gulf War lessons learned from early '90. With the Cold War and the initiation of new types of military operations, European countries began to develop the CIMIC operational structures. The CIMIC way of understanding the concept by most European countries is in line with NATO CIMIC doctrine[4].

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[3] St. Bădescu, *Impactul acţiunilor militare asupra mediului,* Dreptul no. 10 / 2003.
[4] C. Poenaru*, Dreptul Internaţional Umanitar la începutul sec. XXI,* Romanian Humanitarian Law Asociation, Bucharest, 2003.

At the request of the Euro-Atlantic Coordination of Disaster Response, EADRCC, being member of NATO, Romania has offered its willingness to participate at the establishment of a multinational disaster response unit, with Intervention Detachment named in the inventory of the national body, as well as with experts from other ministries. As part of NATO, the Supreme Civil Emergency Planning Committee (SCEPC) examined the possibility of establishing the Euro-Atlantic capacity of response in case of disasters, for the benefit of countries in the Euro-Atlantic Partnership Council (EAPC), concluding that the Euro-Atlantic Response Coordination disaster (EADRCC) can give an answer to affected countries, upon request or through the UN Office of Coordination of Humanitarian Affairs (UN-OCHA)[5].

The establishment and operationalization of Euro-Atlantic Disaster Response Unit (EADRU), composed of national elements provided by EAPC, the countries easily design a coherent framework for action in order to remove the consequences of any disaster, in less time, with lesser losses and smaller consumption. EADRU is a stable force, but a voluntary group of national elements for disaster intervention.

In this respect it is to be mentioned the main strands of civil protection in Romania:

- accomplishing the objectives set in an annual national training programs of the Alliance;
- a fully operational engagement within the alliance;
- addressing collective security and civil protection in the new Strategic Concept of NATO civil emergency planning
- progressive participation within structures and joint activities, organized and managed by the Committee of Senior Civil Emergency Planning (SCEPC) of NATO;
- ensure a real capacity of response, for collective civil protection and the implementation of other measures taken by NATO;
- a full standardization and interoperability with similar structures in other NATO countries.

Romania stands for the development of the European Security and Defense Identity (ESDI). By signing the "Memorandum of Understanding between the European Community and Romania" regarding the participation in the mechanism of strengthening the cooperation of specific civil protection assistance interventions, Romania acknowledged the importance of signing the documents of the associated states and joining the mechanism. The coverage of this instrument extends across Europe, the responsiveness and

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[5] N. Steiner, *Planificarea urgențelor civile,* Ufmann Publishing House, Bucharest, 2010.

efficiency is increased by the intakes of the states that signed the memorandum. In addition to receiving benefits and rights, the states will have to contribute as much as the Member States in order to maintain a high level of response in the structure[6].

Active participant in the Organization for Security and Cooperation in Europe, Romania continues to participate in civil emergency management operations in case of disasters. The involvement in this operation, will demonstrate that Romania is fully committed to building the new architecture of security and collective protection, on regional and European level. Our participation will be based on the national interests of precautionary nature, to prevent and mutually notification of natural and technological disasters that may affect the territory of neighboring countries and provide assistance and humanitarian help in order to remove the effects. In Romania, the commitments will materialize in our participation in structures of civil protection and cooperation initiatives for the establishment of multinational forces, especially for support enforcement and humanitarian assistance missions. The integration into the International Civil Protection Organization (ICPO), led authorities to support the efforts imposed by the "World Plan of Action for the development of civil protection structures" adopted at the 11th World Conference on Civil Protection held in Beijing 26th to 28th of October, 1998.

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[6] V. Nemeş, *op.cit.*, p. 4.

SPECIFIC ASPECTS OF COMMUNICATION DURING THE PARTICIPATION OF THE ROMANIAN GROUND FORCES' UNITS IN MISSIONS IN DIFFERENT THEATRES OF OPERATIONS

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Experience of participation in operations in two different theatres highlights important issues relating to the military service requirements in the current period. The first of these issues relates to the obligation of the staff to know English, the official language within the Alliance, and the second aspect concerns the urgent need that our Armed Forces' military structures be interoperable with those of our allies.

But the training of staff is in close dependency with the equipment necessary to achieve fast communication, and high accuracy in conditions of safety and protection related to transmitted messages.

Keywords: Ground Forces; international missions; military operation; theatre of operations; communication.

Romania, member state of N.A.T.O. and the European Union, having a stance of outpost, from geographically standpoint, contributes with forces, outside national territory, to the general effort to resolve backlog crises to maintain stability in various areas of tension around the world.

So far, Ground Forces have participated in international missions in theatres of operations, in principle, only with executive structures (up to battalion level) and with staff officers in multinational headquarters encased at different levels.

National military structures were used, commonly at the post-combat phase, accomplishing the following types of missions: protection of labour; antiterrorism retaliation (especially search/crawler); Military Police special missions; missions of genius-infrastructures; information gathering missions; participation in CIMIC missions. [1]

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[1] Teodor Frunzeti and collective, *Lessons learned from participation in multinational missions – 2004-2005*, Technical Centre Publishing – Editorial of the Army, Bucharest, 2005, pp. 5-20.

Romanian military participation in international missions is also a very appropriate occasion for validating knowledge and experience resulting from observation and study over the years of training, exercises and executed military actions.

Also, participation in these missions may check as realistic and fair as possible the communicational capacities of the participants be them individuals or formed sub-units.

Conducting operations in very difficult geo-climatic and military conditions has represented endurance tests for both participating staff and equipment of the endowment.

The successful achievement of the diversity of missions entrusted to constitute an acknowledgement of the special military training, cohesion existent within the Romanian participating establishments and subunits, highlighting at the same time the upward trend of the system of preparation and training of the Ground Forces, as well as sustained efforts of the logistical structures involved.

The specific aspects of communication during the participation of Romanian Land Forces' units in missions in different theatres of operations

Whatever field of activity would be the subject to analysis on international missions carried out by the Romanian soldiers, by default it would also constitute an analysis of the communicational act performed inside the participating structures in these missions, as well as between them and other structures, institutions or persons.

As a result of such review, carried out with much realism, numerous concrete aspects resulted and brought to conduct activities under normal circumstances. A large part of them were due to perturbations occurring in the process of communication.

On the basis of lessons learned, highlighted during missions carried out in theatres, but also in the conduct of exercises or tactical applications in the country, we conclude that communicational malfunctions have emerged at the level of each element of the communication process and that have affected all types of communication. The most numerous malfunctions were manifested within the channels of messages' transmission, the most affected type of communication being the verbal communication.

Some of the causes that have led to these perturbations will be highlighted as follows: endowing the technique of fighting with bad or incompatible communications/partially compatible with those of the correspondents; lack of joint security keys and algorithms; impossibility of

the use of communication means worn under the terms of individual protection measures, in certain situations; advanced usage and frequent fault tolerance of communication means in terms of overtraining communication flows; the nonexistance of total or temporary means of liaison with local government in the area where the actions were taking place; the lack of encryption-decryption.

Among the concrete manifestations of perturbations generated by the previous highlighted reasons we list the following:

- lack of efficient transmission means makes during inspections on the ground or during the journey, the communication with the heads of teams or machines to be often absent, being jammed by the Iraqi police stations (operation *ANTICA BABILONIA*, Iraq);[2]
- lack of a single mode of short range wireless equipment arranged on the armoured technique (mobile command station) and an insufficient number of ultra-short radio waves range equipped with power amplifier determines the impossibility of permanent communication (operation *ENDURING FREEDOM*, Afghanistan);[3]
- lack of the same algorithms and security keys has made it difficult to achieve permanent communications in order to coordinate actions during the American-Romanian joint missions (operation *ENDURING FREEDOM*, Afghanistan).[4]
- lack of direct link with local government in the area of responsibility, has made it impossible, temporarily, ensuring the contact with it within cooperation, information and timely coordination (operation ENDURING FREEDOM, Afghanistan).[5]

All these situations have been resolved in a relatively short time, but with some of them, Romanian soldiers who are in theatres may still face, whereas the limited financial resources of recent years have not allowed the purchase of modern means and entirely compatible with those of the allies.

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[2] Neagoe Visarion and collective, *Collection of lessons learned,* semester II/2006 Technical Centre Publishing – Editorial of the Army, Bucharest, 2006, p. 91. Mihai Ciungu River and the collective *Collection of lessons learned*, semester I /2010, Technical Centre Publishing – Editorial of the Army, 2010, Bucharest, p. 45.

[3] Neagoe Visarion and collective, *Collection of lessons learned,* semester II/2006 Technical Centre Publishing – Editorial of the Army, Bucharest, 2006, p. 79.
Mihai Ciungu and the collective, *Lessons learned to Pick*, semester II /2010, Technical Centre Publishing – Editorial of the Army, Editorial, 2010, p. 149.

[4] Neagoe Visarion and collective, *Collection of lessons learned,* semester II/2006 Technical Centre Publishing – Editorial of the Army, Bucharest, 2006, p. 81.

[5] Ibid., p. 85;.Mihai Ciungu and the collective, *Collection of lessons learned*, semester I/2010, Technical Centre Publishing – Editorial of the Army, Editorial, 2010, p. 42.

Another set of reasons which affects the communication process of the participating structures, or between them and the institutions or people outside of these structures, including, among others, the following: not knowing the language of population in the area of responsibility; nonuse of means of identification; unawareness by the receiver of the signification of all messages received; the lack of material of representation of the nation; ignorance, at the required level, of English language by all Romanian soldiers in theater of operations; the lack of a communication, correct and honest at all times, between commanders and subordinates; cultural differences and the specific training of different armed soldiers, etc.

And these reasons have generated, in turn, important dysfunctions of the communicational act. Here are a few, brief, such aspects as follows:

• to collect data and information from the villages/settlements, during the missions, were necessary a minimum knowledge of pashtu language (operation *ENDURING FREEDOM*, Afghanistan);[6]

• lack of representation materials from battalion logistics during the mission from Iraq has made the image of our battalion and of our Army would not be reflected at its fair value, with the opportunity of receiving visits of various military and civilian personalities, when the Commander of the battalion has received various symbolic gifts (custom plaques bearing the signs of unity and the country's Army), having no opportunity to make analog (operation *ANTICA BABILONIA*, Iraq);[7]

• some inappropriate interpersonal relationships that is manifested between soldiers during the cohabitation period of 6 months, is one of the factors that erode the morale of staff;[8]

• organizational climate misunderstandings and expectations about the type of relationships and constraints during the mission causes a state of tension and irritability, as well as a collection of divergence of interests between the headquarters and sub-units (operation *ENDURING FREEDOM*, Afghanistan);[9]

• non-use of identification means, especially during the execution of the missions and especially at night, may be fratricidal.[10]

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[6] Neagoe Visarion and collective, *Collection of lessons learned,* semester II/2006 Technical Centre Publishing – Editorial of the Army, Bucharest, 2006, p. 94. Mihai Ciungu and the collective, *Collection of lessons identified*, semester I/2011, Technical Centre Publishing – Editorial of the Army, Bucharest, 2011, p. 9.

[7] Neagoe Visarion and collective, *Collection of lessons learned,* semester II/2006 Technical Centre Publishing – Editorial of the Army, Bucharest, 2006, p. 98.

[8] *Idem*, p. 105.

[9] *Idem*, p. 107.

[10] Mihai Ciungu River and the collective, *Collection of lessons learned*, semester II /2010, Technical Centre Publishing – Editorial of the Army, Editorial, 2010, p. 139.

The situations presented are real and, with the support of allies, have been overcome in a short time from apparition, but in order for them to reduce the number, or not to occur, it is necessary that the preparation for departure in the theatre of operations to be performed with special attention, and matters involving financial resource usage should be treated with more attention and even resolved if possible.

Many of the potential causes of some disturbance intuited in the communicational process were eliminated as a result of their identification with the occasion of the participation of units from Ground Forces in applications and exercises at a lesser or greater extent, previous departure in theatres of operations.

We consider useful the overview of some of the causes that may affect communication in the military structures of type unit or grand unit. One of these causes, resulting from the conduct of the exercises *, GETICA 08, JTF EAST ROTATION 08, CERTEX 08, SIMEX 08, SIMFTX2010, SABER DAWN 10, DACIA 10, or SUMMIT* of N.A.T.O. in Bucharest since 2008, we highlight the following:

- the failure to confirm the receipt of messages;
- appropriate non-transmission of messages;
- manifestation of erroneous transmission initiatives of some messages (without consent or approval superior echelon);
- sending messages to recipients with no responsibility as regards the content of the message in question;
- failure of message transmission channels (communication means);
- temporary impossibility of the use of the national telecommunications system, for various reasons;
- failure of classified documents' transmission by means of radio communications owing to the lack of necessary equipment;
- reduced compatibility or incompatibility of the analogue technique of digital circuits with military units of the national communications system;
- lack of INTRAMAN connection does not allow transmission of important messages and very necessary management actions;
- poor communication or lack of communication led to the emergence of difficulties in coordinating the elaboration of bilateral documents, Romanian-American, for the Organization of a joint exercise;
- difficulties in developing and approving bilateral documents due to the limited powers of the appointed representatives and non-compliance of official channels, for the approval of documents;
- wrong choice of the event's hour of the press conference;

• failure to consult of the Romanian representative by the American about the date and hour of the news conference;

• failure to confirm, by the representatives of the local administration, of the presence at the protocol activities to which they have been invited, however presenting them or their delegates;

• failure to transmit managerial documents on deadline;

• establishment of cumbersome streams of transmission of messages;

• the lack, in some structures, of reporting methodologies;

• the existence of an insufficient number of telephones post to transmit the necessary information for leadership and cooperation during the war-fight;

• the use of personal phones during conducting actions;

• limited possibilities to collect information from open source due to low internet access points;

• failure to distribute the cooperation procedures with other structures of the national defense system.[11]

The identification of as many of the causes which might foster the emergence of communication dysfunctions comes in support of commanders and staff officers for taking effective measures regarding)prevention of the apparition of similar events, or for their timely disposal.

As the experience increases, it is also improved the effectiveness of measures to remove such causes of distortion in communication, in particular within the ordered structure, but should not be overlooked two particularly important aspects: dynamism and complexity of the communicational process.

On the other hand, the diversity and complexity of the theatres of operations in which the structures of the Romanian Army act in accomplishing international missions, impose the initiation of the staff to review a system of rules, procedures and standards resulting from the gained experience.

Conclusions

The end of the 20th century and early 21st century were marked by a relatively large number of military operations carried out in different theatres of operations. Types of operations most commonly used were those of

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[11] Nicholas N. Roman and collective, *Collection of lessons learned,* semester II/2008, Technical Centre Publishing – Editorial of the Army, Bucharest, 2009, pp. 9-149. Mihai Ciungu and the collective, *Collection of lessons learned*, semester I/2010, Technical Centre Publishing – Editorial of the Army ,Editorial, 2010, pp. 49, 51, 123. Mihai Ciungu and the collective, *Collection of lessons learned*, semester *II/*2010, Technical Centre Publishing – Editorial of the Army, 2010, pp. 44, 71, 87, 157, 159, 163. Mihai Ciungu and the collective, *Collection of lessons identified*, semester *I/*2011, Technical Centre Publishing – Editorial of the Army, Bucharest, 2011, pp. 27, 86, 87.

stability and support, but, unfortunately, were also held specific operations to the armed struggle. It outlines quite clearly the option of using, in particular, operations of support and stability, and only in extreme cases of specific operations of the armed struggle.

At the same time, we conclude that during the reference period, military operations had a multinational character, a fact which had some influence, both on process management and communication.

The reality of the theatres of operations highlights the fact that the communicative process adjacent of leading the Ground Forces' operations has common characteristic, both in specific operations of armed struggle and stability and support operations, but at the same time there are special features of communication for each of these types of operations.

At the same time, it appears clear that the communicative process is a perfectible one, and the increasing of the performance of communication it is possible only in conditions of an endowment with the latest technical means - compatible with those of the allies — and only through a training to the highest standards, both on specialty field and on field communication.

In our opinion, increasing the efficiency of communication should be a permanent goal for all commanders because a modern communication makes possible a more efficient command.

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STRATEGIES FOR EFFECTIVE MILITARY COMMUNICATION

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It is said about communication - and the practice proves it thoroughly – that it serves as a lubricant *of management. There is consensus among experts regarding the paramount importance that the leadership has within communication. Referring only to the decision that the commander should make in any situation, it is enough to see that its adoption and success would be unthinkable in the absence of communication between the commander and executants.*

Keywords: communication; information; effective communication; strategy; public relations.

Experience has shown that for any organization, communication is an essential requirement for achieving the targets, a *sine qua non* condition for its efficient operation and for establishing the most basic human relationships.

Communication is one of the main prerequisites for the exercise of leadership. Only effective communication enables planning and scheduling, coordination and control, motivation, consultation and the active participation of the organization members to implement the targeted purposes. Each part of the organization work is based on effective communication as a way of focusing and correlating efforts.

Effective communication, as a complex system of mutual relationships that occur between members of the military organization, requires their mutual understanding, confrontation, conciliation and harmonization of their views. Therefore, for each leader, a key concern is ensuring open, continuous and accurate communication, resulting in the organization's strategic thinking.

The way to effective communication interferes with a number of obstacles, which have to be overcome with ability to avoid a blockage. All these obstacles cause disturbances in the communication process, from the message issuing until its reception.

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The external disturbances, which relate to the communication, distance, time, structure of communication networks etc., as well as the internal disturbances related to human nature, the perception of messages, messages tend assessment, individual limits, etc. have to be identified, analyzed and mitigated by the measures adopted in the organization, which will help improve communication.

Strategies for Achieving Effective Military Communication

For any leader, the development of communication must be a constant concern covering all functions, steps and elements of the communication process. It will result in enhancing the message consistency, the communication expressiveness and the communication intelligibility.

Increasing communication efficiency requires the use of methods and techniques to improve it. The following methods have emerged as particularly useful: active listening – a technique to increase the accuracy of information by paying full attention to the interlocutor; and the meeting – bringing together a group of people for a short period to solve tasks having information and decision character.

Of course, compliance to and enforcement of effective communication principles and rules are related to the leaders' personality, to the specific timing, but also to the manner of communication chosen.

In literature, we frequently meet the notion of communication strategy. But what significance does this concept have and how is it materialized in relation with the act of communicating?

The New Universal Dictionary of the Romanian Language defines strategy as: *the coordinated action plan to achieve a goal; the ability to utilize all available means, circumstances, conditions, etc. favorable to achieving the intended purpose.*[1]

Similar meanings are assigned to „strategy" by the Explanatory Dictionary of the Romanian Language as well as by the Encyclopedic Dictionary.

A comprehensive definition is provided by *The Armed Forces Doctrine for Joint Operations,* according to which strategy is *the art of having a desired pattern or scenario of the possible events where the purposes, ways and means of their achievement can be assessed in a planned and predictable environment*[2].

The Communication Strategy of the Ministry of National Defense is the main planning and management document of the communication and public

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[1] Ioan Oprea, Carmen-Gabriela Pamfil, Rodica Radu, Victoria Zăstroiu, *The new universal dictionary of the Romanian language*, International Letter Publishing House, Bucharest-Chisinau, 2008, p. 1556.

[2] *SMG/P.F.-3, The Armed Forces Doctrine for Joint Operations*, Bucharest, 2003, p.104.

relations activities, including the set of actions that establish the details of the communication process (objectives, themes, messages, target audiences etc.). *It is prepared annually by 20 December for the following year by the Public Relations Department, based on the National Security Strategy, the Military Strategy of Romania, the Government's White Paper and on the projected profile of the desirable image for the military institution.*[3]

The communication strategy of the military organization includes, in principle, the following chapters: the military image analysis for the previous year; the forecast for the current year; the projected image profile of the military institution; the communication objectives in relation to political and military objectives; the core themes and messages for the internal and external communication; responsibilities in communication and public relations.

The Communication Strategy goal for the current year *is to support the Fundamental Objective of the Ministry of National Defense in 2012 by promoting the general directions of action of the Romanian Army, by increasing the information and understanding levels of the military associated issues among the group audience members.*[4]

Reading carefully through the contents of the *Communication Strategy of the Ministry of National Defense in 2012*, we find that the improvement of communication is presented constantly in close relationship with the improvement of the public relations activity. In these circumstances, we consider it is necessary to provide a summary of these specific activities.

For some specialists, public relations are the most active, most dynamic part of communication. It is difficult to conceive today this certain type of activity as not being accompanied by planned and constant efforts to communicate with the environment.

Viewed from a psychological angle, as mechanisms for establishing relationships between institutions or between institutions and people, the public relations can be defined *as representing the set of means used by institutions and enterprises to create a climate of trust and sympathy among their own employees but also among the public opinion*[5].

In the military institution, public relations *constitute a distinct function of management and consist of establishing, maintaining and developing bi-univocal relationship between the army as a public institution and the Romanian citizens*[6].

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[3] *Public Relations-1*, Instructions for the Army Public Relations Activity, Bucharest, 2002, p. 21.
[4] *Communication Strategy of the Ministry of National Defense in 2012*, Bucharest, 2012, p. 7.
[5] Stancu Şerb, *Public Relations and Communications*, Teora Publishing House, Bucharest, 2000, p. 7.
[6] *Public Relations-1*, p. 7.

The fundamental mission of the Communication Strategy of the Ministry of National Defense is to contribute actively and continuously to the promotion and defense of the Romanian Army values both internally and abroad, by providing timely information on the military activity to citizens and public organizations.

In peacetime, the communication strategy aims to streamline communication within the military, detecting and solving the communication problems that could affect the military's ability to carry out their tasks, to obtain public understanding and support for the military institution through timely, accurate and complete public information. Thus, the military personnel, the civilian public, the civil society bodies and the media are able to accurately perceive and assess the activities, evolution and trends of transformation and modernization of the army.

During crisis and war, the army's communication strategy is primarily aimed at the public, to benefit from continuous, timely and accurate information about the activities and operations of the military forces in order to gain public support for military operations.

The need to establish a communication strategy of the military organization derived from: the constitutional right of every citizen to be informed properly about public institutions and on the use of funds from the state budget; the military institution's legal obligation to provide information of public interest to natural or legal persons ex officio or upon request; the special importance that the own public image has within the military activity, the positive effect of the internal information process on the efficacy and motivation of the military personnel in fulfilling their tasks.

The most important areas of the public relations activity in the military are: *public information, direct public information, internal information, relations with local community, international information and media crisis management*.[7]

Even after a brief analysis of the Communication Strategy of the Ministry of National Defense we note that it is confined almost entirely to planning the public relations activity, which however, is only part of the military organization communication. Moreover, the kind of communication that the public relations activity uses is, above all, informative.

In this context, it is necessary to distinguish between *information* and *communication*, terms which are often confused. Thus, *information* is exclusively the content transfer (sending and reception), while *communication* refers to the exchange of cognitive structures aimed at changing someone's behavior.

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[7] *Idem*, p. 28.

Often, communication is usually lowered to the level of mere information, resulting in the absence of adequate feedback from the receptor. Without feedback, decisions are made exclusively at the management level without consultation with those involved in achieving organizational goals.

In other words, the term *information* refers to situations where the active role refers exclusively to the sender while the *communication* concerns an interactive system of relationships. *Information* consists therefore in linking people with facts, while the *communication* consists in interpersonal relationships. *Information* functions in a single direction from the sender to the receiver. Instead, *communication* is done in several directions, each sender in turn becoming the receiver and vice versa in the same sequence of communication.

In this context, the military organization must regulate the information and communication flows.

In the first case, it sends detailed internal or external messages and receives and analyzes internal or external messages.

In the second case, the military organization is, on the one hand, the vector of interactive exchanges with the external environment and on the other hand, it adjusts both the formal and informal exchange of information between the military personnel. If the importance of the external relationships was more or less acknowledged, because basically, the survival of the organization depends on it, the importance of the internal relationships is constantly neglected. Internal messages (especially if they reach the decision makers through informal channels) are almost always ignored.

Returning to the subject of communication strategies, we would like to emphasize that the following strategies are commonly used in practice:

- *the control strategy* (authority) – used especially in emergency situations, when the leader expresses his/her full authority, imposing severe restrictions. She/he directs all actions, the direction of communication is unilateral, and feed-back occurs only for clarification;

• *the structuring strategy* – used in the process of restructuring, of complex organization, of modernization and of planning to ensure order and discipline through information, guidance and persuasion;

• *the dynamic strategy* – practiced successfully in rapidly changing environments, is oriented towards immediate action. It requires direct and concise communication, via a pragmatic message, based on trust and understanding, motivation and stimulation;

• *the participatory strategy* (egalitarian) – characterized by bilateral transfer of information with mutual influence, which ensures making decisions by consensus. It is effective with communication within a small group, when there is enough time for persuasion to accept solutions. It is not

recommended for use in communication with incompetent interlocutors, who lack initiative or experience in emergency situations;

• *the acceptance strategy* – aimed at accepting the partner's opinion (it can be a consulting team, an audit committee etc.), who was asked to advise the manager;

• *the avoidance strategy* – used only in special circumstances requiring restrictions on disclosure of information.

The duty to choose the most appropriate communication strategy for a certain given situation belongs undoubtedly to the commanders, regardless of the echelon of command they belong to, who are also responsible for the most effective use of the strategy in order to achieve the assumed objectives.

The choice is extremely difficult due to the many aspects to be considered. In our opinion, the most important factors that contribute to choosing the most appropriate strategy for increasing communication within the structure they are leading are: the specific nature of the situation; the time available; the commander's level of training in organizational communication; the commander's experience; the commander's communication skills.

Conclusion

Clearly, the communication strategy of an organization of the size and complexity of the military organization is unable to cover in detail the full scope of the specific communicative act, being only the general framework of how communication is perceived during the reference period.

Therefore, we think that the mandatory continuous search for concrete ways of increasing the effectiveness of communication within each military structure, regardless of the level at which it is situated, belongs mainly to the commander of that structure.

To successfully accomplish this task, it is necessary, first, that the models, algorithms, and the guidance of higher echelons concerning the communication process in certain situations, to be well learned and precisely applied. These models can be improved depending on the specifics of each situation and on the experience of the person applying them.

Hierarchical models always represent principles, being only the general framework for solving situations, the concrete manner of applying those involving different solutions, each of them bearing the commander's imprint.

There are situations for which there are no guidelines provided by the higher echelons, so it is necessary to find the best solutions and even to elaborate certain algorithms of work in order to solve these specific communication situations.

Communication involving action and, of course, daily routine becomes normal and acceptable to the community while gaining coherence and consistency.

Involvement in communication is deeper than language involvement; it requires the ability to understand the communication messages, the aspirations of people, groups, organizations and societies.[8]

But in order to understand the need to initiate such approaches, to achieve them and to require the use of their results, it is necessary, first, that all commanders have a very solid training on organizational communication.

Only having this knowledge and applying it with perseverance, commanders at all hierarchical levels will be able to improve their personal skills in terms of communication and to continuously increase communication efficiency within the structure they are leading.

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[8] Mircea Cosma, *Psychological Operations during War*, Lucian Blaga University Publishing House, Sibiu, 1997, p. 53.

MODERN APPROACHES TO OUTSOURCING IN NEW ECONOMY

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Outsourcing is an arrangement in which one company provides services for another company. The term is a trend that is becoming more common in information technology and other industries for services that have usually been regarded as intrinsic to managing a business. In some cases, the entire information management of a company is outsourced, including planning and business analysis as well as the installation, management and servicing of the network and workstations. Although the main objective of outsourcing is often cost reduction, many companies fail to realize any cost benefits. Therefore, there is a wealth of tools available for the organizations looking to outsource business processes.

Keywords: outsourcing; outsourcing management; Business Process Outsourcing; tactical outsourcing; strategic outsourcing; outsourcing benefits.

General Consideration

Externalization is a term that derives from the American terminology meaning outside resourcing. The term was previously used in the economic language in order to point at some external resources used to develop the enterprise activity which traditionally used to turn to good account its own internal resources.

The concept of outsourcing has been deeply analyzed within the business area where it is used. To the same effect, more authors said that the externalization, or outsourcing, referred to the process of giving some assignments and targets to some organizational segments belonging to some external entities; these entities could offer a better price-quality ratio and could have expert appraisement in specialized fields. Outside resourcing may include a large range of activities, from operational processes (for ex. goods delivery) to different firm functions[1].

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[1] Janeta Sîrbu, *Elaborarea strategiei întreprinderii în contextul dezvoltării durabile*, Curs, p.12, http://mail.ubv.ro/~janeta.sîrbu/curs12.doc, accessed on 10.08.2010.

Thus, the main purpose of the outsourcing is to change an operational process or a function of an entity/organization with specific experience in that field in order to get some decreased operational costs and to improve the products/services quality. Therefore, the outsourcing aims at two main targets:

- to reduce the operation costs; it can be done by transferring the non-critical operations to a specialized organization which is of superior productivity.
- to improve the products/services quality; it can be done by transferring some productive operations to an external entity which is specialized in certain fields, it is of superior experience and has the proper infrastructure[2].

As it can be seen in fig.1, the aspects related to a limited flexibility, investments, difficulties, mistakes, delays, specialized activities that require operational appraisement, highlights the outsourcing necessity.

Investment

Difficulties, mistakes or implications of delays with client

Specialized activities which require operational expertise

Limited flexibility

Collateral activity

Solving logistics problems, equipment modernization, school specialists, additional costs
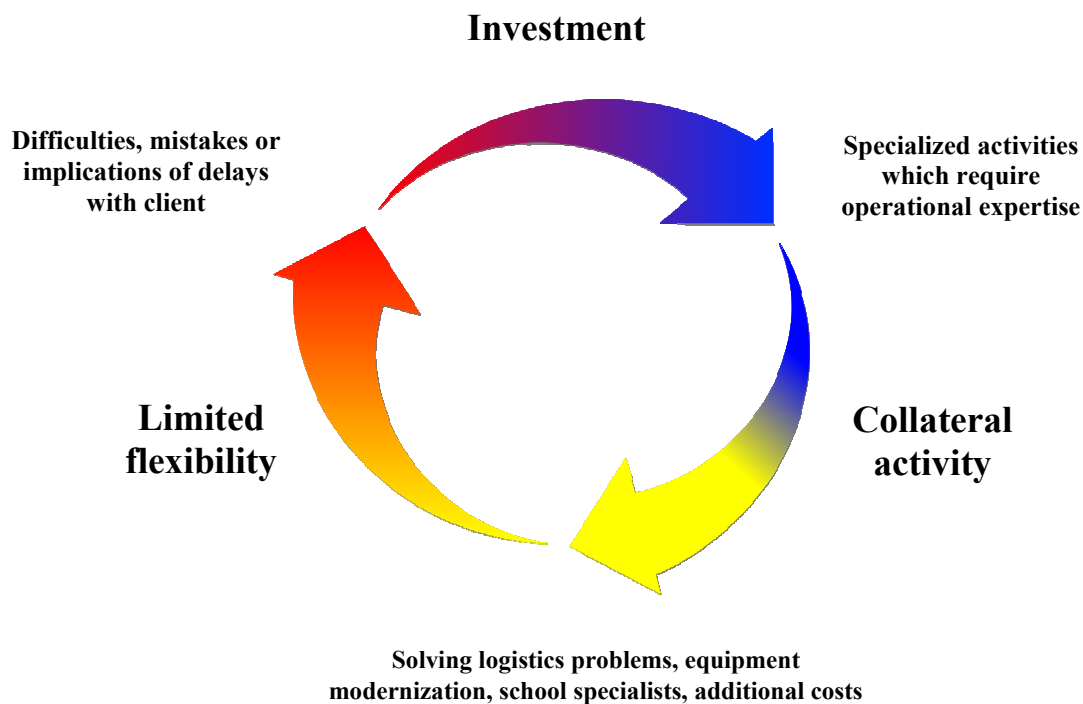
Fig. 1 *Why is outsourcing necessary?[3]*

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[2] Răzvan Dumitrescu – Economic Consultant BPCE Los Angeles, *Piața de outsourcing în Statele Unite ale Americii*, e-mail: consul.economic@consulateromania.net, accessed on 10.03.2012.

[3] Victor Zolan, *De ce outsourcing? De ce inform lykos*? Slide nr.4, Outsourcing National Conference, 3rd Edition, 09.11.2004.

From a management point of view *the Outsourcing Management* is the activity of the company's leadership that aims at signing and watching the outsourcing contracts in order to improve the inefficient services.

Speaking about the level where outsourcing is used, we could speak about:

- *tactical outsourcing*; it is time limited and of low level complexity and it aims at a rapid decrease in consumption in order to face the market challenges;
- *strategic outsourcing*; it is a long term cooperation in which the beneficiary focuses on his own business and externalizes the rest of the processes;
- *transformational outsourcing*; it aims at a partnership between the outsourcing firm and the organization's internal teams in order to share the knowledge, the competencies and the additional experiences.[4]

According to the importance of the activities within a company, the outsourcing is part of the services that reflect:

- *main activities*; for ex: patients' medical attendance, informatics program achievement or maintenance activities for software applications, an enterprise production, market advertising management, marketing activities, sales and distribution, etc.
- *not main but important activities for a good functioning* such as: accountancy, acquisition management, human resources, etc.
- *secondary activities* such as: security, printed works, car park management, cleaning management, lunch management, etc[5].

Speaking about the approaching methods, the outsourcing could aim at:

- *a total approaching*, when the functions are exclusively performed by the external personnel;
- *a partial approaching*, when the functions are performed by a mixed team of internal employees who are supervised by external experts;
- *a partnership*, when the functions are performed by the external and internal teams' cooperation; thus, the knowledge, the competences and the experience are shared between;

According to the specialists, the dynamics of the fields of activity where the outsourcing is used, is also important. During the first 2-3 years of the enterprise activities there were externalized up to five fields of activity; nowadays there are no less than 21 fields that have been transferred to the outside world (84%) and there is a future growing tendency (87-90%). There

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[4] E-commerce/Mobile business, *Chapter 3: Knowledge Management (KM),* slide 21.
[5] Marilena Petrec, *CEO, APT Resources&Services*, http://www.google.ro/search?hl= ro&ei=bK1fTKv9DcSBOMajjLOJ&q =outsourcing+definitie&start=100&sa=N, accessed on 13.03.2012; coomerce/Mobile business, Chapter 3: Knowledge Management(KM), slide 20

have been different fields of activity that have used the outsourcing. Four of the many fields of activity are of interest; they have been largely used: in the past: *accountancy* represented 53,3% for the enterprises that carried out services and 60% for the production enterprises; *supplying* represented 26,7% for the first group and 40% for the others; *advertising* – 53,3% for the enterprises that carried out services and 40% for the production enterprises, *guard services* – 46% for the first group and 70% for the second one; nowadays: *accountancy* represents 80% for the enterprises that carry out services and 50% for the production enterprises; *supplying* represents 33,3% for the first group of enterprises and 40% for the others; *advertising* – 80% for the enterprises that carry out services and 60% for the production enterprises and *guard services* – 53,3% for the first group and 70% for the second one; in the future we will have the following estimates: *accountability* may represent 73,3% for the enterprises that will carry out services and 50% for the production ones; *supplying* may represent 13,3% for the first group of enterprises and 40% for the others; *advertising* – 66,7% for the enterprises that will carry out services and 70% for the production enterprises and guard services – 46% for the first ones and 70% for the rest[6].

Faster, cheaper, better is a mantra for success in the business world today and the Business Process Outsourcing (BPO) has become a means for achieving this target. BPO is usually a long term relation; the achievement of different activities supported by a computerized platform is outsourced to a specialized contractor in order to get better business efficiency.

Different market analyses report significant advantages of this decision; they refer to reduced costs and improved quality as well as to flexibility and the possibility to focus on the core business and outsource the activities the enterprise has already decided upon.

Outsourcing Advantages

Supported by a major progress in communication technologies, the BPO market is an extremely dynamic and innovative one. The visionary companies that included outsourcing in their business strategy have succeeded not only to overthrow their rivalry but also to use the outsourcing as a strategy for the geographical expansion. The following outsourcing advantages refer to:

• reduced costs that result from the significant difference in salaries between the countries with a developed economy and those with an economy in progress; they also come out from the employment of some more efficient methods and systems that a specialized supplier has and for whom the outsourcing is part of the core business.

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[6] Janeta Sîrbu, *op.cit.*, p. 15.

• the company's flexibility to the economic changes; when outsourcing, a great deal of fixed prices change into variable prices.

• the focus on the company's activities to achieve better services and products; for example by giving up the resources and management of the back-office activities(*a do what you do best and outsource the rest strategy*)

• the access to better services, specialists and technologies; it's the case of software outsourcing development;

• better services for the consumer and a competition advantage for the company. This benefit refers to some more rapid and efficient services such as: availability for non-stop services; it may be obtained when outsourcing some activities in an area which is 6-10 meantime zone distance from the company (for instance, in the insurance industry where the rapid registering of a complaint is important, this advantage is an evident one);

• the opportunity regarding the extension on new geographical markets: starting from the outsourcing of some services on such a market or a company later. Fig. 2 shows some of the outsourcing advantages.

**Upgrading technology
and work system**

Guaranteed quality
of products/services
Direct control of costs

Production capacity
immediately available
Total solution according
to customer needs

OUTSOURCING

**Operational
„SILENCE"**

**Customer service
oriented**

Increase competitiveness through value
added services to customer

*Increase competitiveness
through value added services to customer*

Risks related to the outsourcing of some activities
The risks of this decision fall into two large categories:

• the country risk; it refers to elements such as: political, legislative and fiscal stability, the availability and the cost for the qualified labour force, communication and transport infrastructure, the availability and the cost for offices, cultural compatibility and, not the last, the competition within that area;

• the risk with the supplier; it refers to elements such as: his professional expert appraisement, his financial stability and strength, his ability to rapidly change the volume of activities according to the beneficiary's request, the infrastructure and the technical endowment and maybe the most important, the compatibility of the corporate assets[7].

Aspects related to the outsourcing decision

Being something very important, the outsourcing decision is taken within the company's management and it is induced by the necessity to improve the activity, to adjust its volume or to restructure it. Thus, according to some practical results the analysis which is done before the outsourcing decision must be a very careful one considering all the *for* and *against* arguments; it must be based on a complete research, too. Being a strategic decision it must be based on a feasibility research which is expected to offer information about the effort and entrance, carrying out and exit risk of the outsourcing relationship.

The suppliers of the outsourcing services all over the world foresee that this type of services will have a rapid growth, according to Duke University Offshoring Research Network and PricewaterhouseCoopers (PwC). Consequently, the outsourcing companies hire personnel and invest in new services with a development potential[8].

The research has pointed out one more time that the 2009 economic recession underlined how important it is to reduce the costs and to improve the efficiency; these are the main strategic reasons for outsourcing followed by the access to the qualified personnel.

The research has also pointed out that the industry is continually changing as a result of some new suppliers on the market and of the efforts of the outsourcing companies to extend on new markets. The outsourcing companies from North America and India, which had the control over this industry for many years, are now intensely competing with countries like Latin America, East Europe and Asia; they are competing for contact centers, Business Process Outsourcing and IT services outsourcing.

Elements of the Business Process Outsourcing market

Similar to other markets, the BPO one is characterized by product, request, offer and business strategies. The product refers to any business product or part of a process supported by a computerized platform.

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[7] Marilena Petrec, CEO, *op.cit.*, p. 3.
[8] Simona Roşu, *Criza, motiv de extindere pentru piaţa de outsourcing*,
http://www.capital.ro/articol/criza-motiv-de-extindere-pentru-piaţa-de-outsourcing-130161.html

There are many activities on the market more or less frequently outsourced: from the management of the clients' relationships to human resources services and even research and design.

The BPO services are mainly requested in countries like North America, West Europe or Japan which are economically advanced. While the reduced costs are seen as a main advantage of the outsourcing, some other advantages, such as the focus on the core business or the quality of services provided to the companies, contribute to a growing request for such services.

The offer for outsourcing services is a very rich one and it mainly comes from developing countries in which there is an increased availability for qualified and cheap personnel. India and China have risen above countries like Ireland and Canada which were the pioneers of this industry 15 years ago. Recently, especially for the last 8 years, there has been a rich offer for BPO services in the East European countries especially in the economically advanced European countries.

There is great variety of business strategies the companies use on a market; they range from the usage of its own center open in an old BPO country to the usage of an independent supplier or a combination of these two. There are many models and a typical classification refers to the geographical aspect:

- *inshore outsourcing*; it refers to the services that are outsourced to a supplier from the same country;
- *onshore outsourcing*; it refers to the services that are outsourced to a supplier who is part of the same market;
- *offshore outsourcing*; it refers to the services that are outsourced to a supplier from a different country;
- *nearshoring*; it refers to the services that are outsourced to a supplier from a different country which is close to the country that outsources the services[9].

The recent studies on the international market of services that outsource IT and communication (TIC) have pointed out that the supplying markets (both the *nearshore* and the *offshore* ones) have adapted their capacities in order to face the continuous demand of the world economy.

This competition has changed the outsourcing industry in a global race for the market share. The success of India as a universal back office inspired some other developing countries with a well educated Labour force but with a diminished rate of the labour force occupation, to follow the Indian model[10].

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[9] Marilena Petrec, *op.cit.*, p. 2.
[10] *Charles Aird's Declaration*, Managing Director at PwC.

Though India is the leader of the outsourcing market, some other developing economies try to extend on this market. The Chinese efforts have to be remarked; the Chinese government has designated 20 cities as centers for outsourcing services in order to attract foreign investments. The Filipino government declared the outsourcing as one of the most important industries. Despite all these, only 16% of the Indian suppliers for outsourcing services feel threatened by the competition with other developing economies.

The slowing down of the economic growth in the developing countries which generates pressure upon companies for identifying areas for reduced costs and the low salary in Romania could generate new opportunities for the local suppliers for the outsourcing services[11].

The experts state that we must not ignore the fact that there is a global competition for investments and for that the governments and the local authorities offer different incentives, fiscal or other types, to the suppliers of outsourcing services. Thus, Romania will have to offer different facilities at least similar to other East and Central European countries in order to increase its market share in this industry.

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INTERNATIONAL AND NON-INTERNATIONAL ARMED CONFLICTS IN THE CONTEXT OF CUSTOMARY INTERNATIONAL HUMANITARIAN LAW

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The 1st and 2nd Additional Protocols introduced a new rule which prohibits attacks against works and installations containing dangerous forces, even if they represent military objectives, because those dangerous forces could have a negative impact on civilians. It is not very sure that these rules became a part of the customary law, but practice shows that states are aware of the considerable risks which would emerge. As a consequence, states recognize that, in any armed conflict, it is necessary to take special precautions in order to avoid releasing these dangerous forces and not cause any threats among civilians. According to the two protocols, this requirement of taking precautions is applicable to any kind of armed conflict.

Keywords: customary international law; international conflicts; non-international conflicts; Additional Protocols to the Geneva Convention.

International armed conflicts

The 1st Additional Protocol encoded pre-existing rules of customary international law, but it has also build the foundation for a new customary rule. The collected practices prove the profound impact created by the 1st Additional Protocol, not only regarding international armed conflicts, but also concerning non-international armed conflicts.

The fundamental principles of the 1st Additional Protocol are widely accepted, even more than the number of ratifications suggested and it has become clear that, due to practice, there are numerous customary rules

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identical or similar with rules from treaties. As an example, we can point the principle of differentiation between civilians and combatants or between civilian goods and military objectives; the interdiction of non discriminatory attacks; the obligation to take all precaution measures before an attack; the obligation to protect the personnel and goods related to humanitarian assistance; prohibition to attack unprotected localities and demilitarized zones; prohibition of starvation; prohibition to attack the civilians goods which are necessary for survival, prohibiting misuse of the emblems and the prohibition of perfidy; obligation to respect the fundamental guarantees enjoyed by civilians; the obligation to search for missing persons and the obligation to offer specific protection measures for women and children.

Non-international armed conflicts

In recent decades, there has been significant development of a practice regarding the protection granted by the international humanitarian law. This ensemble of practices has influenced in a decisive way the forming of customary rules applicable in non-international armed conflicts. Like the 1st Additional Protocol, the 2nd Additional Protocol had a significant effect over this practice, and that is why some of its provisions are considered to be a part of the customary international law.

As an example of rules whose customary character was established and which have a correspondent in the 2nd Additional Protocol's provisions: prohibiting attacks against civilians; the obligation to respect and protect medical and religious personnel, medical units and transport, prohibition of attacking civilian goods necessary for survival; the obligation to respect the fundamental guarantees enjoyed by civilians; the duty to seek, to respect and protect the sick, wounded and shipwrecked; the duty to seek and to protect the dead; the obligation to offer specific protection measures for women and children.

However, the most important contribution of customary international humanitarian law in regulating armed conflicts resides in the fact that this law goes even further than the provisions of the 2nd Additional Protocol. Actually, the practice has instituted an important number of customary rules which are even more detailed than the provisions from the 2nd Protocol. In addition, customary rules cover important gaps in conventional rules on internal conflicts. Thus, the 2nd Protocol contains only summary provisions regarding the management of hostilities. Article 13 states that: "the civilian population, as well as civilians, will not form the target of attacks (...), unless they participate directly to hostilities and the attacks will be conducted only during their participation". The 2nd Protocol does not contain any rule or specific definition referring to the principle of differentiation or proportionality.

The gaps in the regulations on management of hostilities were still largely covered by state practice, which has led to the creation of parallel rules with those from the 1st Additional Protocol, but applicable as customary rules in non-international armed conflicts. These rules cover the basic principles of hostilities management and include rules regarding the protected goods and persons, as well as rules over the specific methods of war.

Similarly, the 2nd Additional Protocol contains only one very general provision regarding humanitarian assistance destined for civil population. Article 18, par. 2, states: "when the civil population is affected by deprivation due to the lack of those supplies which are indispensable for survival, (...) actions of assistance must be taken in favor of the civil population". Unlike the 1st Additional Protocol, the 2nd Protocol does not contain special provisions to impose the protection of the personnel and goods destined towards humanitarian assistance, and not even an obligation to facilitate conditions to assure the free movement of personnel and goods in order to provide a proper humanitarian assistance. These requirements are crystallized in the customary international law applicable to international and non-international conflicts, based on practice. It has to be underlined that the Additional Protocols requires the necessity for consent from the parts in order to deploy operations of assistance, but the great majority of practices do not mention this, although it is obvious that a humanitarian organization cannot act without the consent of the interested part.

If it is established that if the civil population is threatened by starvation and a humanitarian organization fulfills the impartiality and non-discriminatory conditions, the part cannot refuse the assistance. The consent cannot be refused over arbitrary reasons, but the practice recognizes that the part can exert a control over the operations of humanitarian assistance, and the personnel has to respect the internal legislation, especially regarding territory access and safety rules.

Some conceptual clarification

Because practice and doctrine are ambiguous, there is a need for a terminological clarification for the notions of „combatant" and „civilian", especially in non-international armed conflicts. Regarding the management of hostilities, the members of opposing armed groups are considered either members of armed forces, or civilians. It is not clear if the members of opposing armed groups are civilians who lose their protection against attacks because they participate directly to hostilities or if they can be attacked directly because of their quality. This lack of clarity is reflected in the conventional law. For example, the 2nd Additional Protocol does not contain

the definitions of civilians and civilian population, although these notions appear in many provisions. The subsequent treaties applicable in non-international armed conflicts appeal in the same way to these notions, without offering any definition.

Another domain of uncertainties regarding international and non-international armed conflicts is created by the lack of definition for „direct participation in hostilities". The loss of protection against attacks is evident in case a civilian uses weapons or other methods to commit acts of violence. On the other hand, a significant part of the states' practice does not provide enough information regarding how „direct participation" should be interpreted, showing that the evaluation will be made from case to case and that the direct participation of a civilian in hostilities has the consequence of losing protection against attacks.

A few aspects regarding hostilities management

The 1st and 2nd Additional Protocols introduced a new rule which prohibits attacks against works and installations containing dangerous forces, even if they represent military objectives, because those dangerous forces could have a negative impact among civilians. It is not very sure that these rules became a part of the customary law, but practice shows that states are aware of the considerable risks which would emerge. As a consequence, states recognize that, in any armed conflict, it is necessary to take special precautions in order to avoid releasing these dangerous forces and not cause any threats among civilians. According to the two protocols, this requirement of taking precautions is applicable to any kind of armed conflict.

Another rule introduced by the 2nd Additional Protocol – the interdiction of war means and methods which can affect the environment in a serious and lengthy way. From the adoption of the I-st Protocol, this prohibition has enjoyed a wide support in the practice of states, going all the way to becoming a customary rule, although certain states sustain that this prohibition does not apply to nuclear weaponry. It is considered that not event one environment component should be the target of attacks, except in case of a military objective; also, it is prohibited to attack a military objective if, by that, and serious damages towards the environment can emerge. Thus, the International Court of Justice established through its consultative opinion – „The legality of nuclear use or nuclear threat „ – that „today, states have to take into account the ecological reasons when they decide what is necessary and proportional in pursuing military objectives". Also, in managing hostilities, the parts to a conflict have to take all possible measures to avoid or to reduce to a minimum the incidental damages brought upon the environment".

The lack of scientific certainty over the effects of military operations does not suppress a part's obligation to take such safety precautions. Besides, there are several problems which are not tackled by the Additional Protocols. Thus, the Protocols do not contain any specific provision over the protection of personnel or materials within a peace-keeping mission. However, in practice, all the personnel and materials destined for peace-keeping operations benefit from protection against attacks, therefore a rule of customary law emerged. This rule was included in the Statute of the International Criminal Court and it is applicable in any kind of armed conflict. Some of the problems related to hostilities management are dealt with in the Hague Regulations. For a long time, this Regulation has been considered as being a part of the customary law applicable to international armed conflicts. However, it is widely accepted that some of its rules have a customary law character in non-international armed conflicts too. We can give as an example some of the customary international law rules which prohibit: (1) the destruction or theft of the enemy's belongings, except the cases where military necessity is imperative and (2) robbery. These rules apply in non-international armed conflicts too.

According to customary international law, commanders can initiate non-hostile contacts, using any means of communication, but these contacts have to be based on good faith. The practice shows that this kind of communication can be realized through intermediaries, also known as „parliamentary", but also through other methods, such as phone or radio. The parliamentary is a person who belongs to a part in conflict and has the authorization to contact the other side in conflict and, based on this, he benefits of immunity.

Studies have demonstrated that the traditional method of showing the quality of a parliamentary (messenger) remains the white flag. Also, there is a known practice according to which, to facilitate communication, the sides in conflict can make use of a third party, for example a protective power or humanitarian organization, unbalanced and neutral.

The rules regarding parliamentary started once with the Hague Regulation and are considered to be of a customary nature. Based on practice, we can assert that these rules are applicable to international armed conflicts, as well as non-international armed conflicts.

The practice allows the identification of two legal regimes applicable in the domain of cultural goods. The first emerges form the Hague Regulation and imposes the obligation to take special measures to avoid damages to structures of a cultural, artistic, scientific value, as well as historical monuments, except the case in which these are considered military objectives. Also, appropriation, destruction or willful damage is prohibited. These rules are applicable to non-international armed conflicts too.

A second legal regime emerges from the specific provisions of the Hague Convention -1954-, regarding the protection of cultural goods, protecting "goods which have a high degree of importance for the cultural heritage of a nation". It also introduces a distinctive sign to identify these goods. The Convention prohibits any kind of appropriation (theft), robbery or willful damage targeted against these goods. The prohibitions match the Hague Convention's provisions and they are the proof of the influence that the Convention had over the practice of states

Weapons

The general principles which prohibit the use of weaponry, that produce useless suffering and of weaponry which target and hit without discrimination, are of a customary nature.

Also, due to these principles, the states' practice prohibited, as customary international law, the use of certain means: poison or poisonous weapons; biological weapons; control agents for public revolts in order to create war; bullets which expand or flatten easily when they hit their target; antipersonnel bullets which explode inside the human body; blindness inducing laser weapons etc.

Some of the weapons which are not prohibited by the customary law are subjected to certain restrictions. For example, land mines and incendiary weapons. Special measures have to be taken so that the non-discriminatory effects of landmines can be reduced to a minimum. Also, after the hostilities have ceased, the side that used landmines has to remove or neutralize them in order to protect civilians.

Because, until now, the Ottawa Convention was ratified by more than 140 states, and other ratifications are in progress, the majority of states are obliged by this treaty to stop using, production and transferring antipersonnel mines. This prohibition is not part of the customary law, because many countries have a contrary practice in this area and are not parts of the Ottawa Convention. However, almost all the states- including those that are not parts of the Ottawa Convention- recognized the need to take actions towards the elimination of antipersonnel mines.

The use of incendiary weapons against people is prohibited, except the cases in which, to eliminate a combatant from a fight, the only way is to use this kind of weaponry. Also, when using incendiary weapons, certain precaution measures have to be taken to avoid or reduce to a minimum the loss of human lives among civilians or damages towards civilian goods. Most of these rules match the conventional provisions which will be applied for non-international armed conflicts too.

Fundamental guarantees

Fundamental guarantees apply to all civilians who are under the power of a side in conflict, and who do not participate or have ceased to participate in hostilities. All these guarantees are firmly anchored in the international humanitarian law applicable in international and non-international armed conflicts.

Most of these fundamental guarantees are stated through international humanitarian law rules, because they reflect the essence of a large array of detailed provisions regarding a certain subject; this is especially the case of rules which prohibit forced or abusive labor, arbitrary detention etc. The reason is that international human rights law continues to apply during armed conflicts, as it is stated in human rights treaties, even if, in exceptional cases, there are a few derogatory situations. The fact that human rights continue to be applied during an armed conflict was repeatedly confirmed by states' practice, by the organizations which ensure that human rights are respected and by the international Court of Justice. More recently, in its consultative opinion, the Court stated that „the protection offered by conventions regarding human rights does not stop in case of an armed conflict" and that, while some rights are exclusively the object of international humanitarian law or exclusively the object of human rights, there are still rights which form the object of both branches of international law.

Implementation

Some of the rules regarding the implementation of international humanitarian law are the object of customary international law.

Each side in conflict has to respect and assure that the international humanitarian law is respected by its armed forces and by other groups or persons who act under its instructions, command or control. From this rules, it emerges an obligation of each side in conflict, including the armed opposing groups, to assure a proper instructions in the international humanitarian law field. Besides this general obligation, it is less clear if for the armed opposing groups the same mechanisms are to be applied as to states. For example, international law provides for the states the obligation to assure instructions regarding the application of international humanitarian law, but it does not provide this obligation for armed opposing groups. Similarly, states have the obligation to assure legal counselors to give advices to commanders, but there is no such obligation for the armed opposing groups.

A state answers for the violations of international humanitarian law and has the obligation to fully repair the damages brought as a consequence of these violations. It is not fully clear if armed opposing groups have an

equivalent liability. We can say that armed opposing groups have a liability that refers to its members, but we don't have a clear picture of the consequences of this liability.

Regarding individual liability, customary international humanitarian law assigns a criminal liability to all individuals who commit, order or are held responsible for war crimes. Another obligation of states is to apply the regime of war crimes, an obligation which can be fulfilled by creating, in this purpose, international or mixed criminal courts.

The principles and rules of conventional law have been widely accepted in practice and they have a strong influence in creating rules of customary international law. Many of these rules and principles are now a part of the customary international law. Having this quality, they are mandatory for all states, regardless of any ratification of a treaty, and they are also mandatory for armed opposing groups. This is the case for non-international armed conflicts too. The regulation of the way hostilities are carried and the treatment of the persons engaged in internal armed conflicts are much more detailed in comparison to conventional law in this matter.

As is the case for treaties, an efficient implementation of customary international humanitarian law rules requires efforts towards communicating and instructing all the levels engaged in a conflict. These rules have to be included in military manuals, as well as in the internal legislation.

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THREATS AGAINST INTERNATIONAL SECURITY IN THE CONTEXT OF GLOBALIZATION

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The XXIst century security environment is characterized by profound transformations, which demands adjustings for the classic criteria in the analysis of informational security. The new threats towards security, determined by the manifestation of phenomena like globalization and fragmentation, overlap regional threats and vulnerabilities.

The beginning of the millennium shows an increased role of the international community in preventing conflicts and managing crisis.

The first level on analyzing the behavior tendencies of power relations consists in a competition between regional powers. The second level is one of cooperation and joint action in order to ensure human security.

Keywords: international humanitarian law; global security environment; regional vulnerabilities; weapons of mass destruction; cyber attacks; security threats.

The evolution of the security concept was marked by an implementation of new relations between state actors, based on respecting the principles and rules of international humanitarian law, thus the resolution of any dispute or litigation being realized amicably.

A tendency in global security evolution is represented by a development of the interests and capacities of regional powers – which include state and non-state actors. The presence of many power poles determines certain tendencies to international relations. Alliances are flexible and carried on short-terms, but forming a coalition represents an essential method to ensure security.

NATO and EU's member states undergo positive transformations in the political, economic, military, social and financial areas, and they pursue international cooperation, as main dimensions towards the construction of a new security architecture.

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The current balance of power in the international security environment makes possible a limitation of the dangers of a large-scale warfare, but new threats can emerge and create tension and crisis.

In order to ensure security, the following directions are significant: to increase the capacity of the international system in order to attenuate the consequences of a conflict; to counter the direct risks and threats towards the natural environment; to determine the direct risks and threats that are influenced by society's cultural, technological and ideological standards; to take political, economic, diplomatic and military measures, thus ensuring security for other actors on the international scene.

Romania's actions for promoting its security interests will be influenced by the anticipation of global implications over the national security. The new approaches regarding national, regional and global security reveal the link between globalization and security.

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Nowadays, we can observe the development of political and economic institutions and organizations, a transition from collective defense to collective security. This transformation presumes new concepts and adequate structures: UN and OSCE issue warrants for solving international crisis by coalitions or regional organizations, ensuring the constitution of capable forces to fulfill these missions; ensuring a decisional efficiency for international institutions; intensifying efforts for international cooperation towards the development of a crisis management system; diminishing the distinction between internal problems, which were solved through the sovereignty of each state, and external problems, in order to solve them in an institutionalized international frame; giving a definition for terrorism through a legal international instrument which can establish the political, economic and military priorities etc.

The vulnerabilities of the present international system can be caused by:
- the political instability of states which are affected by internal or regional political disputes;

- economic instability caused by the high level of external debt;
- terrorism, under its multiple forms;
- the expansion of illegal immigration or mass exodus;
- problems regarding the security of the natural environment (natural or industrial disasters, epidemics etc.);
- illegal traffic of weapons of mass destruction etc.

The analysis of the generators of risks, dangers and threats towards national and international security can help to formulate some general conclusions: the majority of risks have negative effects for the population, civil goods and the natural environment; risks and security threats have a cross-border nature, the security environment is strengthened as a result of political decisions and efforts to build democratic states, within the new Euro-Atlantic security architecture.

The proliferation of weapons of mass destruction (WMD) and weapons of mass effect (WME) represents an overgrowing process, through which knowledge and equipments are spread, despite the counter-proliferation efforts. Some states will continue to develop or acquire WMD/WME to protect themselves against regional threats. WME contain equipments, including biological and chemical, which cause the neutralization (and not destruction) of the opponent's living force. In the same category we can include weapons based on electromagnetic pulse or computer viruses which can block the command systems. Cyber attacks can block or disrupt military and civilian networks of command, control and execution.

The analysis of the geopolitical and geostrategic environment from the Black Sea basin will take into account the role of NATO and EU's member states, the evolution of events surrounding the Caspian Sea (rich in petroleum and natural gas), the evolution of the area's frozen conflicts and OSCE's role in this region.

In this geostrategic context, Romania through its vocation for stability, cooperation and diplomacy participates actively along with its allies and partners in order to identify and counteract the local, regional and global threats.

The asymmetric risks and threats diversify and amplify in intensity, and preventing or counteracting them constitutes a collective responsibility for all the European and Euroatlantic defense and security organizations, implicitly for the member states.

The diplomatic efforts deployed for ensuring global security are destined to reduce the danger of a war, thus creating premises to comply with the international humanitarian law, according to which conflicts should be resolved in a peaceful way.

Ensuring a peace climate requires political and military stability, and a viable security system can be built only on these two elements of stability.

Collective security is a military and political system which is not targeted towards an identified adversary, but against any potential aggressor. The UN has to use the united force of all its participants against a possible aggressor and to promote the political conflict resolution. International organizations on collective security combine elements from the policy of a security based on confrontation with the policy of a cooperation based security. The security policy based on cooperation has the purpose of surpassing conflicts, with a special emphasis on promoting a political, diplomatic and military collaboration.

The nature of risks and threats becomes more and more influenced by technology- nanotechnology, artificial intelligence, satellites etc. The newest source of power – knowledge – manifests through propagation of new networks and methods to perpetuate data and information and constitutes an extraordinary potential towards building global security.

At the beginning of the millennium, the whole international community entered into a new phase of its evolution, marked by a confrontation between a tendency towards positive cooperation and a significant array of serious threats and risks. Security is becoming less of a military issue, the equation of security being more influenced by political, economic and social problems.

Nowadays, security is not directly linked to the states' preoccupation to protect individuals, civil goods, cultural values or the natural environment against classic threats (military aggression and cross-border organized crime), but more to the need of governments and heads of state to find solutions for prosperity, democratic development and protection of human rights. The problems of access to energy, control over water and food sources or the safety of transport routes became as important as the defense against military or terrorist aggressions.

States are very important because they assume liability, thus ensuring the essential instrument of all rules of international law. Also, they provide the necessary military force for collective and individual defense.

This approach is based on instruments of international public law, whose provisions recognize states and intergovernmental organizations as having universal vocation for being subjects of international law. Collaboration, at a global scale, is essential in this domain. This involves the commitment of all states and the application of efficient diplomatic instruments for safeguarding global peace and security.

On the agenda of international organisms, with responsibilities on this matter, but also on the agenda of each state, there are objectives related to the identification of the most efficient legal instruments which can contribute to guarantee a security environment necessary for progress. In the current

context of international security, the concept of security has to be reanalyzed according to the globalization phenomenon.

The concept of engagement (ROE) is very wide and therefore it has to be well defined and clarified. In this case, military strategy has to aim all types of military engagement, the level of engagement and, especially, the rules of military engagement (ROE), according to specific situations. The army can be engaged, according to the concept of national security, in almost all extreme situations, starting with civil emergencies and ending with individual or collective self-defense.

States will promote the next actions in favor of security: building emphasis on trust and cooperation; updating agreements regarding regional security; exchanging information through specialized structures; participating in joint military, police and crisis management operations.

Regional security strategies must respond to the new challenges of the XXI-st century, in order to solve the ensemble of crisis and threats towards national objectives and interests.

The European security environment has been strengthened as a result of the democratic states' efforts to build a new architecture for European security.

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CONSIDERATIONS REGARDING THE APPLICATION AND CONFORMATION TO THE CUSTOMARY INTERNATIONAL HUMANITARIAN LAW IN CONTEMPORARY ARMED CONFLICTS

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The revolution in military affairs- caused by the implication of private companies in military operations, a phenomenon known as „the privatization of war"- is a reason for controversy in scientific literature, as well as in the process of creating military and political strategies. The privatization of armies has generated divergence regarding the legal status applicable, especially the legality of the existence of such military forces and the rules of engagement for these structures and the conformation to the rules of international humanitarian common law.

Keywords: international common law; International Court of Justice; International Criminal Court.

Argumentum

The revolution in military affairs- caused by the implication of private companies in military operations, a phenomenon known as „the privatization of war"- is a reason for controversy in scientific literature, as well as in the process of creating the military and political strategies. The privatization of armies has generated divergence regarding the legal status applicable, especially the legality of the existence of such military forces and the rules of engagement for these structures and the conformation to the rules of international humanitarian common law.

This article briefly analyzes the phenomenon and tries to propose solutions. It is a difficult mission, mainly because the application and

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conformation to the international humanitarian law enters into collision with the interests of political decision makers.

In more than 50 years from the adoption of the Geneva Conventions – 1949, humankind has confronted with an increasing and alarming number of armed conflicts, which have affected almost every continent. At the same time, the four Geneva Conventions and the Additional Protocols – 1977 – offered legal protection to those who did not participate or ceased to participate directly in the hostilities (civilians, injured, sick and stranded, people deprived of freedom for reasons related to an armed conflict). Even in these conditions, the treaties have suffered numerous violations, with severe consequences. According to the general opinion, the violations of international humanitarian law are not due to the inadequacy of its norms.

Most of these times, these violations are based on the lack of will to follow the rules, the uncertainty related to the application of these norms and the lack of knowledge of political leaders, commanders, combatants and the general public. The main problem is to surpass certain aspects regarding the application of international humanitarian law. The treaty law is well developed and covers numerous aspects related to armed conflicts, offering protection to different categories of individuals and it also limits the means and methods permitted during a war. The Geneva Conventions and the Additional Protocols stipulate an extensive regime of protection for the individuals who do not participate or ceased to participate directly in the hostilities. The regulation of war means and methods through treaty laws started with the Sankt Petersburg Declaration, in 1868, and continued with the Hague Rules, in 1899 and 1907, the Geneva Protocol, in 1925, and the more recent Geneva Convention – 1972 – regarding biological weapons; the Additional Protocols form 1977; the 1980 Convention regarding certain categories of classic weapons; the 1993 Convention regarding chemical weaponry and the Ottawa Convention from 1977, regarding the interdiction of landmines.

The Hague Convention, 1954, and its two protocols regulate the protection of cultural goods in case of an armed conflict. The 1988 Statute of the International Criminal Court includes a list of war crimes which fall into its jurisdiction. However, there are two major obstacles against the application of the treaties. First of all, the treaties have effects only between the signatory states. This means that in armed conflicts there are several treaties which are applied differently and have different signatory states. While the four Geneva Conventions from 1949 enjoy a universal ratification, this is not applicable for other treaties, such as, for example, the Additional Protocols. Although the 1st Additional Protocol has over 160 signatory states, its efficiency is limited, because some of the states involved in armed conflicts did not take part in signing.

Many times, in non-international armed conflicts, the only applicable rule from the international humanitarian law is article 3 from the four Geneva Conventions. That is why the main objective of this study is to determine which of the rules from the international humanitarian law are part of the international common law, therefore being applicable to all the parts engaged in a conflict, regardless any ratification of treaties.

The conventional international humanitarian law does not contain sufficient regulations regarding the present armed conflicts, respectively non-international armed conflicts. Only a limited number of treaties apply in such cases of non-international armed conflicts: the Convention regarding classic weaponry; the Statute of the International Criminal Court; the Ottawa Convention regarding the interdiction of landmines; the Convention regarding chemical weapons; the Hague Convention regarding cultural goods, the 2nd Additional Protocol; article 3, common in all the four Geneva Conventions. Article 3 has a fundamental importance, although it offers only a rudimentary frame of minimal standards. The 2nd Additional Protocol completes in a useful way the common article 3, but it does not offer more details than the Geneva Conventions and the 1st Additional Protocol, which govern international armed conflicts. The 2nd Additional Protocol contains only 15 significant articles in this area, while the 1st Additional Protocol contains over 80 articles.

Brief History

The monopole of the state in taking measures of legal physical restraint emerged along with the beginning of this social and political structure, even though only in 1919 Max Webers stated that the right to resort to physical constraint can be assigned to individuals or non-statal unions only if the state assigns it, thus the state is the only source for the right to take measures of physical constraints.

In the absence of an authority higher than the state in international relations, this monopole manifests itself through the right of a state to create a legitimate war, creating the „public war". Thus it was that in the 14th century, besides the public war between England and France (the Hundred Years' War), there were many private wars, conducted by private military companies, created more from bandits, rather than mercenaries. It is considered that these personal wars of feudal lords were the curse of Europe.

Theorizing on the art of war, Machiavelli thought in 1512 that war as a profession can never be well practiced by private individuals, and it had within the area of governments, republics or kingdom; evoking the Rome traditions, he highlights that a well established state cannot allow its citizens to conduct personal wars, and any citizen who has a different purpose than his state during a war should be considered a threat for the state.

Similarly, Hugo Grotius, in 1625, considered that only public wars were legitimate and that personal wars did not carry the will of God, but the human wickedness, which made them illegitimate.

Such interpretations over the nature of war- public and private- influenced the modern writings on war. For example, Clausewitz, in 1830, made the famous statement according to which war is a continuation of politics by other means, and that war was the expression of governmental authorities and shouldn't be considered a right for the individuals.

Thus it has been stated in the present political science the valid theory that, in our days, war and military affairs belong only to the public sector. This generalized view over the nature of military affairs will be decisive over military science, thus the management of human, material and financial resources is an attribute of the state.

From a legal point of view, there is unanimity of views in that the military personnel are merely agents of the state, invested with public authority to exert armed force. Therefore, military missions are regulated by the public law, only few of the rules of private law are applicable, most of the times only through analogy; it is the case to indicate that the profoundly different vision over the military and the civil sectors has influenced values such as "civil rights", "civil society", or "civil liability", but also the administrative law, regarding the statute of public officials, and military pensions and salaries.

So it is that the legal doctrines are in overwhelmingly agreement over the existence of public and administrative military law, criminal military law, international military collaboration law, armed conflicts law and the protection of military information law. The thinking after which military affairs are legitimately mostly public did not modify when the monopole over the use of armed force in international relations passed from the state into the competence of an emerging supranational government, after the UN Charter. Until the UN Charter, in 1945 states were allowed to use their armies to defend themselves from external threats only under the condition of leading a "just war", according to the III-rd Hague Convention, 1907.

Passing over this brief trip to history, we will analyze the legal frame applicable to such entities, from the perspective of international common law, as it was arranged by the Statute of the International Court of Justice.

The Statute of the International Court of Justice
and the international common law

The Statute of the International Court of Justice defines, through article 38 (1) (b), the international common law as being „the evidence of a general practice accepted as rule of law". It is generally accepted that the existence of an international common law rule requires two elements,

respectively the practice of states (*usus*) and the conviction that such a practice is required, prohibited or allowed –according to the rule's nature- (*opinio juris sive necessitatis*).

As established by the International Court of Justice, regarding the continental shelf: "It is obvious, of course, that the substance of customary international law must be sought, primarily, in the actual practice and *opinio juri*s of States". The exact meaning of these two elements has been an object to numerous academic works, using the classical approach to determine the existence of a general customary international law rule, respectively the approach set out by the International Court of Justice, especially in the cases of the Northern Sea continental shelf.

According to this view, it comes to knowing which are the practices that contribute to the creation of international customary law rules, and secondly, it has to be determined the extent to which these practices give rise to a rule of customary international law. Thus, the material and verbal acts of a state are practice which contributes to the creation of rules of customary international law. Material acts include, for example, the behavior on battlefield, the use of certain weapons or the treatment accorded to certain categories of persons. Verbal acts include military manuals, internal legislation, national jurisprudence, instructions given to armed forces, military communications during armed conflict, diplomatic protests, opinions of official legal advisers, pleadings before international courts, statements in international fora etc. This list demonstrates that the practice of executive, legislative and judicial structures of a state can contribute in forming rules of customary international law.

Negotiation and adoption of resolutions in organizations or international conferences, in conjunction with the explanations given in the mode of voting, represent acts of those states. It is generally known that, with few exceptions, resolutions are not, normally, binding by themselves. As a consequence, the value given to a certain resolution from the perspective of forming a rule of customary international law depends on its content, the extent to which it is accepted by others and its coherence in the State's practice in this area. Although the decisions of international courts represent auxiliary sources for international law, they are not considered to be practice of the states. The reason is because, unlike the national courts, international courts are not state structures. However, the decisions of international courts have a significant importance because, if an international court establishes the existence of a rule of customary international law, this will represent a proof of the existence of the rule itself.

In addition, due to the precedent value of these decisions, international courts ca contribute to the emergence of a rule of customary international law, by influencing subsequent practice of states and international organizations.

The practice of opposed armed groups, such as codes of conduct, taking on commitments to respect certain rules of international humanitarian law or other statements, is not the practice of States as such. Although this kind of practice contains elements which prove that the acceptance of certain rules in non-international armed conflicts, their legal significance is unclear and, as a consequence, it cannot be considered as an argument to prove the existence of a rule of customary international law.

State practice must be evaluated to determine if it is sufficiently "dense" to give birth to a rule of customary international law. To create a rule of customary international law, the state practice has to be as uniform as possible, frequent and representative. It is important that other states did not adopt substantially different behavior. The jurisprudence of the International Court of Justice demonstrates that an opposed practice, which at first glance seems to affect the uniformity, does not necessarily mean it does not form a rule of customary international law. This fact is even more relevant for some of the rules of international humanitarian law, in which case there are numerous elements which demonstrate a practice regarding that certain rule, but also a number of cases of violations against the rule. In those cases of violation the rule, justifications and excuses from the other part followed right after, therefore the existence of such a rule cannot be questioned. The states which wish to change an existing rule of customary law have to change their official practice and to sustain the fact that they act according to law.

Secondly, for the emergence of a rule of customary international law, the state's practice should be frequent and representative. However, the practice doesn't have to be universal, it is sufficient a general practice. In other words, it is not as important the number of states which adopt the practice, but the quality of these states. According to the International Court of Justice, regarding the continental shelf, North Sea, it is necessary that the practice includes the states which have a special interest in the area surrounding the North Sea. In the case of international humanitarian law, it depends on the circumstances in which the states with a special interest are found. For example, in case of laser weapons which induce blindness, the states with a special interest are including the states identified as being in incipient process of developing such weaponry. Similarly, the states whose population needs humanitarian assistance have a special interest along with the states which offer such assistance.

Regarding any rule of international humanitarian law, the countries which participate in an armed conflict have a special interest in case a practice

has relevance in that armed conflict. Although in certain domains in the international humanitarian law some states have a special interest, other states, even if they do not participate in a conflict, have a legal interest in requiring compliance with international humanitarian law. As a consequence, all the states can suffer due to the use of certain war means and methods adopted by some states. Therefore, it is important to study the practice of all states, regardless if they have a special interest or not. Also, from a legal point of view, we can talk about the existence of a position of "persistent objector" against the rules of customary international humanitarian law. Although many authors consider that, in case of jus cogens rules, there is no persistent objector, there are authors who put in doubt the validity of a the notion of "persistent objector". If we accept, from a legal point of view, it is possible a position of persistent objector, the respective state has to make objections before the emergence of a new rule, during the process of creation, and subsequently to object it persistently; the position of "subsequent objector" is not possible.

Psychological element. The requirement of "opinio juris"

It is generally admitted that the simple repeating of precedents is not sufficient and that a customary rules exists only if the act is motivated through the conscience of a legal obligation. The states should have the feeling that there is a legal bound: the classic formula „*opinio juris sive necessitatis*" (the conviction of law or necessity). This is the main distinction from international courtesy.

The doctrine which invented this condition at the beginning of the XIX-th century remains divided regarding its logical necessity. It is true that, even from a proactive perspective, it can appear to be strange: not that it is very difficult to bring up evidence of a psychological conviction, but because to have relevance in law the rule has to exist, not only an incipient element of its creation. Therefore, the idea of effect of anticipation from the law subjects has to be accepted.

Ever since the „opinio juris" exigency was included in art. 38, from the Permanent Court of International Justice's Statute, and then in the International Court of Justice's statute the jurisprudence stands firmly over the matter of principle. Answering the thesis of a French governmental agent who invoked an act of abstention, the Permanent Court of International Justice did not consider this act to be a pertinent precedent because it had no real motivation. In a more systematic manner, the international Court of Justice has expressed this theory as it follows: "states must have the will to conform to what is an equivalent to a legal obligation. Frequency and a common character are not sufficient. There are a lot of international acts, for example those regarding protocol, which is invariably accomplished, but which are motivated only by simple considerations of courtesy, opportunity or

tradition, and not by the conviction of a legal obligation". This is the exact opposite of the approach international arbitrators had until the middle of the 19th century.

All law subjects can contribute to this "opinio juris", including private individuals, according to the arbitrary sentence "Aminoil", from 1982. By definition, "opinio juris" can only result from the expression of a consented free will: in the Aminoil situation, the economical pressure and the restraints suffered by oil companies will determine the arbitrator to hesitate drawing conclusions from the attitude and apparent approbation of these companies to abandon the customary rules.

Reasonable customs and aggressive customs

The doctrine uses this imaginary distinction in order to explain the hesitations against the normative practice of the contemporary international society. Accustomed to the chronological sequence in which the reasonable custom is based on „in fine" behavior, the doctrine questioned the legality of an elaboration process in which the manifestation of „opinio juris" can surpass any affective training, in which the states' behavior are considered as an expression of „opinio juris" before they are considered elements of a practice. Severely criticized by some observers, this inversion of the importance of the psychological and material elements seems to be considered legitimate by the international jurisprudence: referring to the notion of „tendency" (according to the International Court of Justice- „in the „Texaco-Calasiatic" case- 1973 and the „Aminoil" case- 1982). If the aggressive custom continues to raise problems, it is not due to inversion of the two moments of the customary process. The inversion is part of the ambiguity of the states' expression of will.

Opposability of customary rule

To what extent a law subject can refuse the opposability of a customary rule? The problem originates, firstly, from the fact that the abstention or absence of a state from the international arena –the case of newly formed states- does not always prevent the apparition of a general or particular rule.

In order to offer a precise answer for each particular case, we have to distinguish between the opposability which emerges from the rule's process of elaboration and the opposability of a rule over the passing of time. We will insist over the first aspect of the demonstration.

1. A solution appears when a state makes an objection when a customary rule is created, but without achieving to impose its point of view; thus, the customary rule is inopposable. Of course, the principle according to which a stare cannot object to an imperative rule will be applied.

2. Can the newly formed states apply the customary rules established before they obtained their independence? In principle, no. They have to open a process of elaborating a customary or conventional law. During this transition process, the exact dimension –opposability- of a customary rule is difficult to be defined.

3. Can the states be confronted with other customary rules, created by other law subjects? The contemporary evolution of transnational contracts law – „lex mercaoria"- shows that this is possible, and that private laws can be in obvious opposition with international agreements or by the jurisprudence of national courts.

The situation is even more complicated when international organizations invoke, against member-states or third parts, customary rules which emerged from the behavior of these organizations. Therefore, international recognition plays a very important role in establishing the oppsability of such rules.

Proof of custom. Administration of the proof

In a legal dispute, the burden of proving belongs to whom invokes, at least when he invokes a regional or local customary rule. There are two main difficulties: does he have to prove the material practice, but also the „opinio juris" practice? And for each of these elements, which is the minimum grade of pertinence and precision to be achieved?

1) A part of the doctrine questions the necessity to prove „opinio juris". Admitting that it is a very difficult process, to isolate „opinio juris" from the subject's behavior, the jurisprudence refused to consecrate this thesis; although we have to admit that, in administering the proof of „opinio juris" by a judge or an arbitrator, there is a certain barometer used to demonstrate the material and psychological elements.

2) For the means of evidence, art. 15 from the Statute of UN's International Law Committee states: „we can only create the „codification" of a rule, thus stating its customary trait, if we benefit from the support of a consistent state practice, of legal precedents and converging doctrinal opinions".

The major difficulty consists in proving „opinio juris", especially when there is no way to prove it from objective factors. The next step is to search for the intentions. But on what clues? In its notice from 1969, regarding the continental shelf of the North Sea, the International Court of Justice stated: „The acts have to prove, through their own nature or the manner in which they are accomplished, the conviction that this practice is obligatory". Without admitting that repetition is sufficient, the international jurisdiction will consider that the established solidity of the material element will lead into proving „opinio juris".

Vice versa, the judge or arbitrator will not hesitate to disassociate the two elements when the intentions do not match the acts.

Against these difficulties and uncertainties, subjects of law search a better legal security in the codification of customary law. With this occasion, these subjects can approach directly the „opinio juris" issue; paradoxically, they will be capable to outline the problem in proving a frequent and homogenous practice. The „opinio juris"requirement in determining the existence of a customary international law rule refers to the judicial conviction of the states that a certain practice answers to a certain rule of law. The form in which practice and judicial conviction are expressed can vary according to the respective rule – if it contains an interdiction, an obligation or just the right to adopt a particular behavior. The strict separation of these two elements has proven to be extremely difficult and mostly theoretical. Many times, the same action reflects, simultaneously, the practice and the judicial conviction. As The International Law Association highlighted, the international Court of justice „did not clearly express over the fact that the existence of distinct elements would exclude the manifestation through an unique conduct. Actually, the separation of these two elements is difficult, almost impossible". This happens, for example, in case of verbal acts, such as military manuals, which represent practice for the states and, most of the times, they reflect the judicial conviction of those states.

When the practice isn't dense enough, it generally includes „opinio juris", and, as a consequence, there is no need to separately demonstrate the existence of „opinio juris". However, when the practice has an ambiguous character, „opinio juris" plays an important role in determining if that practice has relevance in the process of constructing a custom. Often, this is the case of omissions, when states do not react, but the reason stays unclear. In these cases, the International Court of Justice and its predecessor, The Permanent International Court of Justice, sustained the need to separately establish the existence of „opinio juris", in order to determine if these cases of ambiguous practice contribute or not in the creation of customary rules.

In international humanitarian law, where numerous rules impose to restrain from a certain conduct, omissions raise a special problem in establishing „opinio juris", because they have to demonstrate that the abstention is not pure coincidence and it is based on a legitimate waiting.

The impact of conventional law
Treaties are also very relevant in determining the existence of customary international law, because they help to clarify the mode in which states perceive certain rules of international law.For example, in the case of the continental shelf of the North Sea, the International Court of Justice stated clearly that the degree of ratification of a treaty has a very significant role in evaluating the customary international law. The Court established that: „the

number of ratifications, although important, cannot be considered to be sufficient", especially when the extra-conventional practice is contradictory. On the other side, in the Nicaragua case, in evaluating the customary character regarding the rule of noninterference, the Court granted a great importance to the fact that the UN Charter was ratified almost universally. There's also the situation in which a disposition from a treaty reflects the customary law, before the treaty enters into force, with the condition that the similar practice is widely spread, including among the states with a special interest, so that there is little or no significant opposition.

Treaties help to crystallize the judicial opinion for the international arena and have an undebatable influence over the conduct and judicial conviction of states. The International Court of Justice recognized this fact in its decision regarding the continental shelf: „multilateral conventions can play a significant role in defining rules which derive from customs...". Therefore, the Court recognized that treaties can codify preexisting customary international law rules, and can form new customary rules through the treaties' rules.

The Court went even further and stated: „it is possible (...) that a large and representative participation at a convention could be sufficient, as long as this participation contains states with a special interest". The practice of states which are not a part, but which respect a conventional rule, was considered to be very important element in proving the existence of a customary law.

The customary nature of each conventional rule has to be established and certain aspects must be analyzed in order to find out the customary international law rules which can be identified through induction.

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ON THE CONSEQUENCES
OF ILLEGAL MIGRANTS TRAFFICKING
ON NATIONAL SECURITY

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Risks against national security are mainly represented by transnational crime, organized crime and terrorism. In this study, the author analyses the risks and consequences of the illegal migration and illegal migrants trafficking on national security.

Keywords: migration; migrants trafficking; national security; risk.

Illegal migrants trafficking is one of the most acute manifestations of cross border crime, with visible consequences on the victims of such traffic, and side effects which are difficult to assess on the long run. Apart from the fact that such type of traffic is often related to other forms of organized crime (drug trafficking, weapon trafficking, terrorism etc.), illegal migrants trafficking may be a threat against social and economic stability of the states, as well as their peace and security, by disturbing the demographic, ethnic and cultural balance, by the inability of the social protection and public health mechanisms to absorb the legal labor market, thus disturbing the rapport between the law enforcement authorities and the criminal side of the population[1].

Of late, in Europe there has increasingly frequently been asserted that *illegal migration affects internal security of the EU member states*.

Criminal activities of the smugglers undermine the ability of the states to protect their own sovereignty, and consequently reduce the opportunities of the migrants to move legally and safely to other countries.

Illegal migrants trafficking is a deadly business. Regardless of the risks they face, migrants wish to reach developed countries, hoping to live a better life.

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[1] Ioan Dascălu (coord.), Robert-Sorin Negoiță, Adrian Iacob, Cristian-Eduard Ștefan, Costel Pelcaru, Cătălin Țone, Virgil Spiridon, Dan Bîrlă, *Criminalitatea organizată: tratat de teorie și practică judiciară* (vo.l I), Craiova, 2009, pp. 473-474.

In the destination countries for migrants, a consequence of the increase in demand for inexpensive goods and services is represented by a certain tension within the protectionist environment, which in turn leads to a greater vulnerability in exploiting legal and illegal migrants. Supplementary weak points may also occur due to enhanced competition against national workers to occupy the diminished labor market, as well as a decrease in investments for the welfare of the community. National workers can benefit from more support than foreign workers. Even so, despite the difficult conditions, the rights of the trafficked migrants and the victims of the trafficking in human beings must be observed and upheld, and the victims of the trafficking must be appropriately identified and supported.

Illegal migrants trafficking may seriously endanger migrants' lives and health. In the past years, there has been a worrying increase in the number of deaths among trafficked migrants. Migrants trafficking is more often approached inappropriately by law enforcement agencies. These punish illegal migration even before it is acknowledged as a crime committed against the person who suffered grave violations of the human rights, especially the ones using exploitation. Such knowledge should be more developed in the case of the law enforcers in the field of trafficking in human beings and migrants smuggling[2].

Available information lead to the conclusion that the increase in the number of deaths among migrants who wish to reach Europe at sea is a blatant humanitarian problem. In 2004, ICMPD estimated that almost 10,000 de people had died in the previous ten years trying to cross the Mediterranean Sea. Similarly, in the early 90s, APDHA (Andalusia Association for Human Rights) assessed that more than 4,000 migrants drowned trying to reach Spain. Fargues claims that mortality rates on maritime routes to Spain increased in 2001, currently reaching about two persons for 100 trafficked migrants. Once controls were tightened, the routes to Europe became increasingly dangerous. Consequently, migrants traffickers produced new riskier routes. According to "United" Organization, 7,182 deaths were recorded at the European borders between 1993 and 2006. Testimonies of the migrants trafficked by ship from Africa to European coasts revealed that most ships were overloaded, the boats were ill-equipped and often not fueled appropriately. The risk of shipwrecking is still high, because the boats are often lead by passengers, who only receive elementary instructions from the smugglers.

Organizations such as UNHCR and IOM have also reported numerous cases of ill-treatment applied by traffickers during traveling, including

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[2] *Provocări privind protecţia drepturilor omului pentru migranţi* (sinteză documentară), no. 3 (38)/2009, The Ministry of Administration and Interior Publishing House, Bucharest, 2009, p. 24.

homicides where migrants, including children, were thrown overboard. The level of violence and harassment seems to have been so high that several cases of suicide were presented to the investigators working for "Médicins Sans Frontières". In Africa, according to the information collected in interviews, traveling through the Sahara desert is extremely tough. Upon reaching Italy, the migrants often recall crossing the desert as the most dangerous part they experienced.

Apart from the fact that they need to face thirst, starvation and hypothermia, migrants also have to defend themselves against smugglers' organized gangs. The trips often end in tragedy: dozens of abandoned wrecks, trucks found in the desert, etc.

Similar information can be found in the specific literature which accounts for the experiences of migrants who attempt to cross the US-Mexican border. Once operation "Gatekeeper" was launched in 1994, the main objective of the American immigration authorities was to intensify controls which would deter many migrants in their attempts to cross the border, due to physical difficulties and the increase in financial and psychological costs of the travel. According to Scharf[3], this policy led to a substantial increase in the number of deaths at the border. The available figures show that five out of ten people may die on the travel, especially those from remote areas. Recently published studies show that there is an increase in the human cost of the migrants smuggling, as drug cartels are also involved in such trafficking. The reports of the law enforcement officials and migrants' testimonies reveal the fact that most migrants suffer from serious psychological and / or physical abuse – including torture and death – during their travel. Sexual abuse inflicted upon women is almost systematic.

Trafficked migrants can become extremely vulnerable to HIV/AIDS infestation, according to the type of migration and its circumstances. There are generally four key links connecting migration to the spread of HIV/AIDS:

- local multi-social networks of migrants create opportunities to develop wider sexual networks.
- mobility and transitoriness may encourage people or make them vulnerable to a high risk sexual behavior.
- mobility makes people more difficult to help by intervention (preventive education, distribution of condoms, HIV testing and counseling, post-infection treatment and care).
- migrants communities are often socially, economically and politically outcast, considering both their legal and protection rights, and regarding discrimination and xenophobia.

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[3] Daniel Scharf, *For Humane Borders: Two Decades of Death and Illegal Activity in the Sonoran Desert*, 38 Case W. Res. J. Int'l L. 141, 2006.

Such connections show that mobile populations are more susceptible to exposure to infection, and are less likely to have access to medical care and treatment, and to a support network when they are ill or dying.

In the published surveys on safe mobility and HIV: II (PNUD, 2007), it is shown that mobile populations may be more vulnerable to insecure sexual practices, due to[4]: isolation, discrimination, language and culture barrier, separation from regular sexual partners, desire for intimacy, comfort and gratification in a stressful environment, the feeling of anonymity, the dynamics of selling and buying sex, the lack of access to health and social services, including information on condoms, the lack of power in negotiating sex, including transactional sex.

Migrants are sometimes stigmatized as disease carriers. It is therefore important to underline the fact that migration does not necessarily expose people to HIV infection; rather, HIV infection depends on the conditions under which the migration takes place.

The specific literature has little information on *the social costs of migrant smuggling*, except for the situation in Africa. Most migrants leave with their family's savings and loans from friends, which makes migration a long-term investment. Moreover, during the travel, they ask for more money to cover the incumbent expenses. This amount is often very high, representing the savings of a family across years. As such, in the past decades the geography of migration has changed, and the geography of the humanitarian issues recently associated with illegal migration (poverty, exploitation, segregation and abuse) is also changing. Many migrants give up the travel, caught between traffickers' economic requirements and the fear of being apprehended and deported by the authorities.

Smugglers play a very important role in shaping a population of migrants. In many cases, traffickers steal migrants' money, forcing them to pay more than they agreed upon, or else they will be abandoned[5].

Many migrants are then forced to return home to a situation which is worse than it was when they left, or are compelled to stay abroad, under an illegal status. These situations, along with the deaths, arrests and diseases among migrants make the social costs of illegal migration from Africa significant. The higher the risk to migrants' lives, the higher the social costs for their community.

Illegal migrants trafficking is a source of threats for the national security, considering its damaging effects on the main Romanian social fields: demographic, the labor market, underground economy, increase in crime.

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[4] *Toolkit to combat smuggling of migrants*, UNODC, 2010, p. 19.
[5] Cristian-Eduard Ştefan, *Traficul de copii şi crima organizată*, in Poliţia Română no. 12 (822)/2006, p. 20.

This category of persons face the risk of becoming a threat for public order, as their precarious state make them prone to committing crimes.

The attempt to use the Romanian territory as a space of maneuver for illegal migration and illegal migrants trafficking causes negative effects on both social climate, public order and economic situation, and the interests of Romania, by hindering the official actions to ease the traveling of Romanian citizens in the communitarian (as well as other) space.

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MANAGEMENT BASED ON OBJECTIVES (MBO) IN THE MINISTRY OF ADMINISTRATION AND INTERIOR

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Management based on objectives (MBO) used in public institutions is based on running a series of well defined steps: setting the objectives, planning towards achieving them, utilizing the self-use system and review it periodically, as well as evaluating the performances. Compared to private organizations, the public administration must use their resources as efficient as possible. Its effectiveness is assessed primarily with reference to the degree of achievement of objectives set by elected and not the simple financial "return".

Keywords: management based on objectives; public sector; SMART objectives; achievements; strategic plan.

As any planning system, management based on objectives (MBO) used in public institutions is based on running a series of well defined steps: setting the objectives (including their definition), planning towards achieving them, utilizing the self-use system and review it periodically, as well as evaluating the performances, steps that can be structured using the instrument panel.

But every manager should pay attention and allocate time to analyze the ratio between the costs, the efforts involved and the potential benefits before taking a strategic decision. The efficiency of this process is given by the objectives identified on three organizational levels: high-level, operational level and individual level. This last step is the essence of the programs and is based on the collaboration between the departments.

The top manager, who is on the last level, receives information, which has a huge managerial and economic implication, and is intended for planning and taking strategic decisions with an immediate impact on the future of the ministry.

Planning, which is a future-oriented activity, is the main tool that managers can use to cope with frequent changes that the organization is confronting.

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At the level of a ministry such as the Ministry of Administration and Interior, the implementation, especially reaching the goals, requires considerable time, given the fact that the objectives set by the government program, through public political documents and budget programs have changed the attitude of the managers involved. It was reconsidered the temporal dimension of managers' work at all levels, paying attention to determining, as the source of information regarding strengths, the weaknesses and the causes that generate them. Individual tasks and objectives and the job specification have been reconsidered, addressing in a new way the need of related information.

The top managers of public organizations are in charge of setting specific, measurable, attainable, relevant and time-based (SMART) objectives. These must be properly defined for each level of the organization.

Aligned with the objectives of the ministry, of the department of public order and national security and of the job descriptions, the individual SMART objectives lead to corporate success. Within the fundamental objective "Increasing institutional and operational capacity to combat crime" and within the specific objective "Enhancing efforts to prevent street crime by identifying new acting models and allocate resources according to identified risk areas", we can set an individual goal for the head of a public order office within the police station, namely: "Identify and agree with each subordinate plan under supervision of the criminal jurisdiction section points up to 31.03.2011 and monitors its implementation until 31.12.2011 in compliance with the approved budget."

The degree to which the objective has been fulfilled:

0%	Failure to produce the plan
20%	Arranging and agreeing the plan with each subordinate and deliver it within time and budget
50%	Arranging and agreeing the plan with each subordinate and deliver it within time and budget, fulfilling 60% of it by the end of the year
80%	Arranging and agreeing the plan with each subordinate and deliver it within time and budget, fulfilling 90% of it by the end of the year
100%	Arranging and agreeing the plan with each subordinate and deliver it within time and budget, fulfilling it by the end of the year

To achieve 100% of the target, it can be seen that the police officer needs to move from 90% degree of fulfillment to 100%, hoping the police station and then the Head Office, will help to increase the managerial performance.

It is therefore important that every police officer in each department, both at rural and urban level, realize the importance of setting relevant and accessible personal goals with their line manager, as well as the importance of fulfilling them. Within the ministry, the personal objectives are set only by managers, staff not being involved in all in the process. The staff members are informed of any changes through the job description and they are expected to fulfill the goals set by others.

Even if this system works for now, we could do with a change in attitude. Subordinates should be able to express their point of view and come up with new and challenging ideas to increase the performance of the system as a whole.

At the same time, it is important that each manager, on his own level, associates with each SMART objective a system of indicators to measure its achievements. Without this system, the subjectivity in evaluating the objectives increases, leading to dissatisfaction and discontent. This is exacerbated by the fact that over the past two years, in public institutions, awarding bonuses based on achieving performance has been ceased, the only remaining motivation being the personal achievements, praised at review meetings within the ministry.

Building on the previous mentioned goal, a set a scale is being set for measuring achievements, as follows:

OBJECTIVE CONTENT	SCALE OF MEASURING THE ACHIEVEMENTS OF THE OBJECTIVE
Identifies and agrees with each member of staff the plan of monitoring the criminal locations within the jurisdiction, until 31.03.2011 and monitors its implementation until 31.12.2011, within the budget	• 100% − All police officers are tested regarding the monitoring plan through grid tests, until 31.03.2011 • 80% − All police officers are being informed regarding the monitoring plan by 15.03.2011 • 50% − Prepare the training program, which includes the surveillance plan, until 15.02.2011 • 20% − Get the sign off from the manager for the surveillance plan by 10.02.2011 • 0% − Preparing the surveillance plan

It should be noted that, based on the strategic plan of the Ministry of Administration and Interior, there were established strategic objectives, fundamental for the ministry, then down to lower levels of the organization, defining objectives in every level. This can be illustrated graphically as follows:

SMART Objectives

Legend:
- ■ *Strategic plan*
- ■ *Fundamental goals*
- ■ *Specific goals*
- ■ *Group goals*
- ■ *Individual goals*
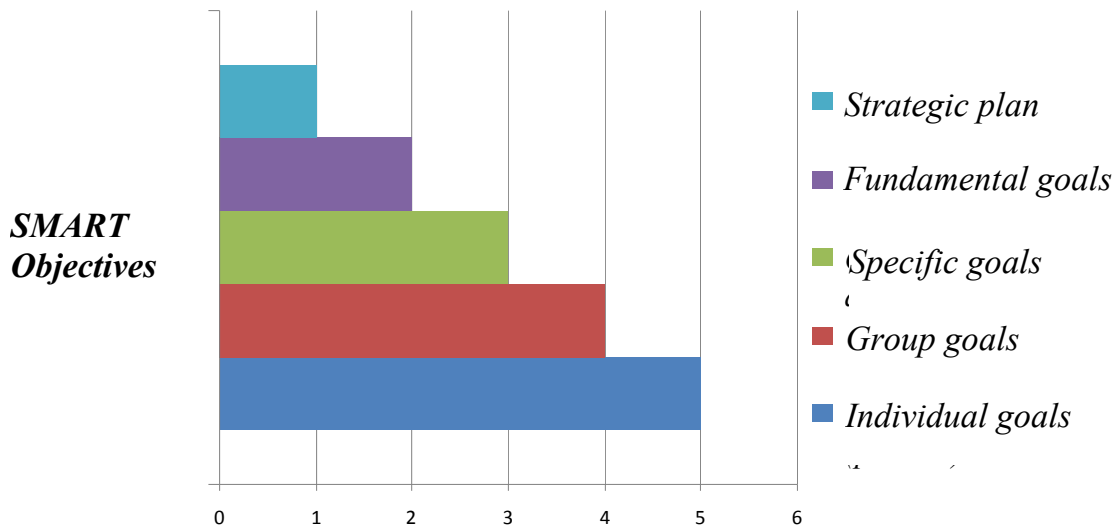
Fig. 1 *Graphical representation of the objectives*

As illustrated in the figure above, if the individual goals are not aligned to the fundamental goals, the risk of starting a "collapse of the ladder" is becoming increasingly obvious. Each stage has its well-established role; moving away from any of this will lead to an undesirable direction for the ministry, and some of the objectives will remain unfulfilled.

In a structure such as the one of the Ministry of Administration and Interior, in which it was retained the military orders and instructions, letting the staff members getting involved in the process of developing the institution and creating an organizational culture based on "brain democracy", is simply an act of undermining the power of the managerial authority.

For this reason, the Ministry of Administration and Interior does not reach the level expected by the employees. It is no less true that in the current political context, we cannot expect major changes in the attitude of top managers, when they are appointed for short periods of time, and they change their strategies according to the ruling political party.

HL Tosi and S. Carroll have identified six advantages of MBO programs:

1. It allows individuals to know what is expected of them and has specific job descriptions.

2. It allows the identification of problems and encourages managers to establish action plans and target dates for problem solving.

3. It improves communication between managers and it motivates them.

4. It helps individuals get to know the organizational goals and direct their work towards achieving them.

5. It provides more objective evaluation criteria and therefore the evaluation process ensures fairness.

6. It provides staff development by reporting results.

As a result, the public management aims at improving quality, by exploiting new ways of management, mitigating the rigidity of organizion and improving external communications. Compared to private organizations, the public administration must use their resources as efficient as possible. Its effectiveness is assessed primarily by reference to the degree of achievement of objectives set by elected and not by the simple financial "return".

In an attempt to demonstrate that MBO manages to improved performance, J.N. Kondrasuk made a research in this field. He found that out of 141 case studies, 123 were positive, 8 had uncertain results, and only 10 had negative results. Most studies were focused on three aspects of MBO: setting goals, feedback on performance and participation of subordinates in the decision making process.

Although, in general, researchers support MBO, there are some disadvantages of this management technique. MBO may require too much time and effort by completing several forms and these must be adjusted permanently according to changes. If performance evaluation is not conducted properly, this can create conflicts between managers and employees. For some highly hierarchical organizations such as the Ministry of Administration and Interior, establishing cooperation relations between managers and subordinates may be impossible, and the introduction of the MBO system could not have the expected effects.

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TEACHERS AS ROLE MODELS

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This paper focuses on a number of indispensable traits of a really competent and responsible teacher, irrespective of his specialty, in the absence of which he can only be a dull source of information, instead of a complete and complex personality, capable not only of providing knowledge but also of shaping people's minds by exerting a many-sided beneficial influence on their lives as a whole. Additionally, we will also make several remarks on the special status of the foreign language teacher, as well as on some specific aspects related to working with adults.

Keywords: professionalism; skills, responsibility; creativeness; attitude.

Preliminary remarks

Each of us is the product of the conjoined efforts of a number of teachers, who exerted their influence over certain periods of our lives. From among them only a few or maybe a single one stands out as "THE teacher(s)", even at an age when we were not yet able to define what being a teacher meant.

What are the features that have such a strong impact on a pupil/student, turning one particular teacher into an epitome, a symbol, a cherished image we gratefully and critically hold as a standard against which we mercilessly judge and rank all the other teachers met in our lives?

In other words, what are and should be the personal and professional traits of a teacher, so that he may be remembered and acknowledged as a competent and reliable moulding agent of a child/teenager/adult's knowledge and personality?

Such a question is even more relevant when it comes to working with adults, whose personalities have already acquired shape and complexity, so that didactic "interventions" risk being deemed intrusions, unless conducted with great care, subtlety and professionalism.

In my case, the (very few) teachers whose impressive personality and skill really stay with me even today happen to have been all teachers of

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English, which amply justifies my choice of a career. By a strange coincidence – or maybe not! – they all displayed the same features, out of which, in my estimation, the following would be worth mentioning:

Professional knowledge

This is by all means an essential prerequisite in qualifying someone as a great teacher. None of the other features, regardless of their importance, can make up for this one. Professional knowledge is not so easy to define, since it does not only refer to knowledge proper but also to one's propensity for lifelong study, to the capacity of striving towards self-improvement, the ambition of being the best in one's field, maybe not for one's own sake, but in order to teach other people. The teachers mentioned above were the acme of perfection and their extensive knowledge could only be superseded by their strong wish to share it with their disciples, an aspect any pupil/student is extremely sensitive and receptive to.

Professional skills (or teaching skills)

Such skills are by no means to be ignored, since in their absence professional knowledge becomes barren ground, utterly inaccessible or even forbidden, instead of a bottomless fountain of wisdom to be shared with the learners. Professional skills refer to the ways and means of conveying knowledge so as to make it palatable, easy to grasp, even agreeable and desirable. Without adequate – not to say exquisite – professional skills, science and knowledge are useless, an end in themselves, destined to feed the teacher's own ambition rather than accomplish the sacred mission of instructing people.

Creativeness

One might be tempted to believe that, given the extraordinary range of printed and online learning/teaching materials in any field, there is very little left for teachers to do, but this is far from being true. A good teacher will never take over materials without adjusting them specifically to the class/group he is working with, bearing in mind a long list of criteria: age groups, level, learning background, personalities, to state only a few. Using the available materials indiscriminately means breaking or overlooking some very basic learning principles, with disastrous consequences, the aftermath of which might last for a lifetime. Henceforth the imperative of displaying a creative spirit, able to produce original materials or work out new activities, suitable for a specific group of students. A creative teacher will never be at a loss when losing a book or his notes, on the contrary, he will carry all (or most of) his materials in his mind, ready to produce them whenever necessary.

Responsibility

This should be the cornerstone of any didactic undertaking. A responsible teacher knows that his task is not only that of broadening his students' horizons. He also provides them with learning strategies, making them aware of the necessity of lifelong learning and self-improvement and shaping their character. Exceptional teachers turn into role models, staying with us for a lifetime and inspiring our attitude to study and knowledge. Without a strong sense of responsibility, this spiritual transfer is impossible and the act of teaching becomes a pitiful failure.

The capacity (I would rather say ability) of working with people

Undoubtedly, this ability does not arise over night, it is either inborn or cultivated throughout years of experience. It involves a number of personality traits, such as: patience, empathy, open-mindedness, love (of people and of the job), as well as communication skills, willingness to teach and so on. Not any teacher will display this special ability, but those who do will work wonders, even when confronted with difficult personalities or negative character traits, which impose a specific approach or particular strategies for scoring the expected results.

The attitude towards one's pupils/students

An arrogant, overbearing and contemptuous attitude will never win over the learners. On the contrary, respect, friendliness, encouragement will bring out the best in everybody. Setting a breach between the "all-knowledgeable" teacher and his students, estimated as incapable of attaining the „rarefied atmosphere of academia", will never yield results, acting as a deterrent to any impulse, initiative or availability for study. A good teacher should be a fine judge of human nature and individual inclinations, so as to rightly appraise his students' potential and perspectives. This is even more important in the case of adult students, whose personality is already crystallized. They will never condone supercilious attitudes, ironic remarks, indifference and detachment. In contrast, trust in the students' capacity of processing the knowledge input and making progress will stimulate their endeavours, instilling into them a sense of purpose and accomplishment.

Humour

Incongruous as it might seem, humour plays an essential role in the teaching/learning process. First and foremost, it creates a relaxed atmosphere, extremely favourable to study. Humour must not be equated with lack of seriousness: on the contrary, it is a powerful tool for conveying knowledge. Secondly, well-placed, judicious humour will make information much easier

to remember, connecting it to some pleasant, informal comment of the teacher. Thirdly, humour will establish a friendly relationship between the teacher and the students, (apparently) reducing differences of status and background, therefore nervousness and frustrations, which can only be propitious to self-expression. Far from demeaning the teacher's personality, suitable and good-quality humour will strengthen the teacher's perception as a wit, which can only add to his aura of an intelligent person.

When all these desiderata (and a number of others) come to be fulfilled, the teacher will see a group of perfect strangers became a team, an essential condition for accomplishing any task in best conditions. Despite the many differences, students will manage to blend individual progress with the team spirit, which in turn will lead to an extraordinary climate of good examples to be followed and high standards to strive for.

Though each of them may come from a distinct background and may need to acquire knowledge for a particular reason, yet they will all progress as a team, contributing information and experience for the benefit of the entire group.

Besides their propensity for study and strong desire to attain their goals, if skillfully guided by a resourceful teacher, all students will evince good will, total admiration for their classmates' performances, in a word, an attitude totally devoid of envy or any other negative feeling.

Being a foreign language teacher

Being a foreign language teacher implies a number of particular aspects, since the teacher acts as an interface for and catalyst of two different cultures – one more reason for him to display thorough knowledge of both. The greater the dissimilarities, the subtler the teacher's approach must be in order to coax the students into integrating new cultural patterns. Such patterns may contain amazing or shocking elements of novelty, occasionally even unacceptable for students studying a certain culture. The teacher must work on his students with patience and care, not imposing but explaining things, stimulating awareness and gradually inducing an empathic approach in those who might regard anything foreign with distrust and apprehension.

There are numberless strategies to support and supervise the teaching/learning process of acquiring a foreign language. When implemented by the teacher, they undoubtedly have a great impact – but also a certain degree of compulsion, which might somewhat undermine the efficiency of this approach.

In opposition to such strategies, if a teacher is capable of tackling a subtle course of action, consisting of unseen control over an atmosphere of emulation and competitiveness, his endeavour is likely to yield considerably better results.

Working with adults

As mentioned above, working with adults is infinitely more challenging and rewarding, at the same time. The rationale of this assertion is based on several aspects, such as the difficulty of approaching well-defined personalities, the challenge of learning new things at an age when knowledge acquisition might become hard, the necessity of teaching new learning strategies to people inured to old or standard study methods etc. All these drawbacks impose specific didactic techniques, meant to select information, to make it accessible and above all functional, in keeping with the students' particular needs and job requirements.

Adults are occasionally more reluctant to acquire new knowledge, especially if unrelated or remotely related to their field of interest. Additionally, they may become excessively cautious and inquisitive, sometimes even overreacting to certain elements of novelty, when faced with teaching strategies entirely alien to them.

This is why the teacher must be a fine psychologist and evince subtlety and intelligence in finding the right path so as to arouse their interest and initiate them into new learning/teaching methods, thus bridging over difficulties inherent to learning at an adult age.

Conclusions

We rarely stop to think that what we are today is to a large extent the product of our teachers.

Few of us remember and cherish the image of certain teachers because they were lenient and less demanding or the opposite, uselessly strict and unforgiving, in the absence of an appropriate scientific and moral support. Indeed, we have occasional recollections of „weak" teachers, always inclined to give in if faced with a strong-willed group of students, or of unnecessarily „tough" ones, whose reputation resided exclusively in their sternness, unsupported by any real merits.

But the teachers we will always remember with pleasure and gratitude are those that really left a mark both in our minds and souls, doing their job with utmost care and responsibility. That is why I felt the need to devote a few lines precisely to this rare „brand" of teachers who do not deserve to fade into oblivion, who really love their job and do it greatly.

And if we feel we are worthy human beings and good citizens, then we should have from time to time a grateful thought for those to whom we owe so much and whose efforts seeded inside our minds the spark of knowledge, opening our hearts and consciousness towards a better understanding of the world.

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GLOBALIZATION'S EVOLUTION AND ITS EFFECTS[1]

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Globalization is a complex and extensive phenomenon, affecting all aspects of our existence, this being the socio-political reality in which we conduct our life. It is necessary to know every societal dimension in which globalization is present. In this perspective, the question that I will try to answer in this paper is whether or not globalization emphasizes the socio-economic differences (especially poverty) in already poor countries, despite its mission to ensure quality of people and communities' life at a decent level around the globe.

Keywords: globalization; globalization's effects; globalization process.

In terms of common perception, globalization can be compared with weather. Paraphrasing the great American writer and humorist Mark Twain, I would say "Everyone talks about globalization, but nobody knows anything about it." The stage of development reached at present by the world economy makes so that almost any study, work or article related to economic issues, but not only, to begin by referring to the current process of globalization. In addition, we can say that one of the most controversial topics of our times, if not the most controversial, is globalization. This word is more or less on the lips of everyone, from policymakers at the highest level to common people, sometimes aware of the effects of this phenomenon, but most of the times, using it just like any other another buzzword.

Globalization's concept genesis and enforcing dates back to the '60s and '70s, hidden under the term "international"[2], while the last decades imposed it by phrases like "global economy", "global governance" and so on,

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[2] Edwin A. Seligman (ed.), Alvin Johnson (associate ed.), *Enciclopedia of the Social Sciences*, Macmillan Company, MCMLVII, New York.

bringing it only after 1990 in the postmodern globalist sphere, under the current name, so intensely debated and publicized.

Being a process by which the world tends to become a single area, globalization is being challenged (by conservatives), promoted with courage (by Liberals) as a measure of universal prosperity, peace and freedom, or treated as a threat, from the angle of over-territoriality and planetary size of social relations (by critics)[3].

Hyperglobalists place globalization in the economic field, treating it as a process of "denationalization" of economies, through the development of a borderless economy, the establishment of transnational networks of production, trade and finance, much stronger than states themselves. It is considered even that economic globalization creates and will create new forms of social organization that will eventually replace traditional nation-states[4].

Followers of hyperglobalization, seen as a primarily economic phenomenon, forecast an increasingly integrated global economy, with a growing social polarization, with institutions of global governance and global expansion, in fact a new world order, in which sovereignty and state autonomy are continuously eroded.

Skeptics reject the idea of undermining the power of national governments or states' sovereignty by the economic internationalization or global governance, which has an illusory nature.

Transformativists see in globalization a powerful force transforming societies, institutions of governance and world order, a long historical process, contradictory and shaped by circumstantial factors[5] that leads to global stratification of societies and communities more and more involved in global order, and, on the other hand, of societies and communities increasingly marginalized, and to breaking the relationship between sovereignty, territoriality and state power.

Defined as a process of widening, deepening and acceleration of global interconnection, globalization is located in a space-time continuum of change, with the "binding and expanding of human activity across regions and continents"[6].

By wanting to establish a difference between this process of globalization and the processes of localization, nationalization, regionalization and internationalization, globalization is defined not as a

[3] Jan A. Schulte, Beyond the Buzzard: *Toward a Critical Theory of Globalization*, in Eleonore Koffman, Gillian Youngs (eds.), *Globalization. Theory and Practice*, Pinter, London, 1996.
[4] David Held, Anthony McGrew, David Goldblatt, Jonathan Perraton, *Transformări globale. Politică, economie şi cultură*, Polirom Publishing House, 2004, p. 27.
[5] *Ibidem*, p. 31.
[6] *Ibidem*, p. 39.

single state, but as a non-territorial process or set of processes of global structuring and layering of social relations and transactions[7], generating transcontinental or interregional flows and networks of activity, interaction and exercise of power.

According to Anthony Giddens, globalization is defined as a phenomenon that expresses social relations and economic development that extend throughout the world, in other words, as a next stage of the process of social, political, economic and cultural development of humanity[8]; according to Bernard Guillochon, globalization is defined as "all phenomena arising from the increasing openness of economies to foreign goods and capital"; we can see similarities between the two points of view regarding the impact of globalization on development and integration in global structures and regarding its deep implications in all fields of human activity. We can speak of an active and necessary opening of states and communities, as a useful response to the growing complexity of processes in an increasingly interconnected world.

The most synthetic expression of this complex process is given by the National Security Strategy of the United States. A New Era[9] (NSS 2002), defining globalization as a process of accelerating economic, technological, cultural and political integration, together with democratic governance, free market economy, respect for fundamental human rights, economic dynamism and communications revolution.

As for the need for globalization, in terms of territorial boundaries, it appears that sovereignty, state power and territoriality are, today, interconnected in a complex manner, by the emergence of new non-territorial forms of global economic and political organization –multinational corporations, international agencies, transnational social movements – forcing the nation state to be more dynamic in its relations with the outside world, or as transformativist J. Rosenau considers, to give some of its attributes from the center or main form of government and authority of the world.

In this respect, according to Elmar Altvater, globalization is the process to overcome the boundaries occurred over history, synonymous with the erosion of national sovereignty, which appears as a market economy "detachment" of the moral regulations and the institutionalized connections between societies.

Legitimized by the objective need of development and democracy, but also by the justification of "the desired changes in politics and economics", by

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[7] *Ibidem*, pp. 40, 51-52.
[8] Anthony Giddens, *Sociology*, Cambridge, Plity Press, 1991, p. 727, apud Mircea Mureşan, *Globalizare, integrare, dezvoltare - pilonii unei lumi durabile*, in Impact Srategic nr. 1/2005, pp. 7-8.
[9] NSS 2002, http://merln.ndu.edu/whitepapers/USnss2002.pdf.

"staging political transformation"[10], globalization systematizes in a process in which interdependence leads to enormous implications, requiring states to cooperate to achieve goals and serve their interests[11].

Regarding the multiple causes of globalization, in American academia is crystallized the idea that globalization was triggered because democracies have emerged victorious in the twentieth century, after the prolonged struggle with totalitarian ideologies. The disappearance of the bipolar order of the Cold War paved the way for a successful international activity, in an environment in which representative governments, free markets, development of trade relations and multilateral cooperation have become a standard of progress in so many places. Causes of globalization consist, in practice, according to Robert Gilpin, in the technological process and in the interaction of forces on the market that increase global economic integration.

In a more concrete manner, globalization's causes must be sought in customs barriers, transport costs, regional free trade, GATT / WTO, technological progress. According to R. Gilpin, economic globalization was driven by political, economic and technological changes.

Compression of time and space, because of developments in communications and transportation, has substantially reduced costs of international trade, causing industrialized and less industrialized nations to take steps to reduce barriers imposed to trade and investments.

According to many observers, among the causes of globalization, lies primarily the technical progress, the total amount of information, the cross-border nature of the economy, of the educational system, of social relations, in the offensive of the democratic border, overcoming political borders, which are limited, sectarian and especially totalitarian. Democratic politics best expresses the democratic interests of populations that are increasingly global, planetary.

Globalization also results from the imperative to combat threats, which are, in turn, global. The need for social solidarity is, at the same time, a question that becomes more and more a need for social solidarity for protecting the environment, human beings and human society as a whole.

A key question would be the existence of borders-line which separate and oppose political societies, states and the imperative of their transformation in lines identifying and connecting political identities.

Studying the relationship between globalization and reconstruction or reconfiguration of political, economic, cultural, military, alliance,

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[10] Ernst-Otto Czempiel, *Regionalisierung und Globalisierung - Herausforder ungen der deutschen Außenpolitik*, in www.dadalos.org/globalisierung-rom/grundkurs-2/regionalisierung.htm.
[11] Robert Gilpin, *Economia mondială în secolul XXI. Provocarea capitalismului global*, Polirom, 2004, p. 24.

multinational and power centers identities is extremely enlightening for the impact of this all-embracing process in a globalized world. Development of global networks triggers a state interdependency in certain industries. Financial markets are becoming globalized. Strategic alliances appear, as well as new players who want to become global competitors[12].

The new political, economic, cultural identities lead to an increased awareness of the world as a whole, as Roland Robertson appreciates, perceiving at its real dimension global interdependences. Analysts accept nowadays, a polycentric world, according to Huntington's conception, but are also thinking of the non-centric postmodern version. We are currently located in universal space of humanity, developed on political, economic and socio-cultural levels, through political democratization, liberalization of economy and culture universalization[13].

However, referring to the last part of the assertion, a global culture will have a vaguely defined identity, being artificially formed. It will be built, but will remain, as researchers deem, "an artefact"[14] as communities themselves, nation-states or ethnic groups, shall oppone, in an active identitary spirit, dissemination of a global culture and identity.

Similarly, the new global economic identity, resulting out of convergence of values, institutions and economic policies, practically of national economic systems, towards a single model, proves, as renowned analysts show[15], a significant homogenization of national economic and social institutions. This makes the very future of the global economy appear at the turn of the century, quite uncertain, considering the forecasted instability, due to economic regionalism, financial instability and trade protectionism, and to the lack the political foundations for a unified and stable world economy.

As the world's future political identity, it would be structured – with the U.S. contribution, the only superpower after the Cold War, which may represent, according to Zbigniew Brzezinski[16], "either the catalyst for a global community, either for global chaos" – after a gradual evolution of power as "a global community with converging interests, formalized, with supranational arrangements to take security powers of, until recently, nation states".

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[12] Dan Nica, *Uniunea Europeană în era societății informaționale şi globalizării*, www.mie.ro/media.

[13] Daniel Şandru, *Globalizare şi identitate din perspectiva postmodernității*, în www.symposion/Sandru Symposion. I.pdf.

[14] *Ibidem*, p. 35.

[15] Robert Gilpin, *op. cit.*, p. 241.

[16] Zbigniew Brzezinski, *The Choice: Global Domination Or Global Leadership*, apud Dan Dungaciu, *America la ora opțiunilor majore: dominaţie sau conducere globală?*, in Politica, nr. 45, 16 dec. 2004.

A contemporary analyst[17] says that, like any hopeful word – God, freedom, communism, capitalism, etc. – the word globalization can be compared, as well, to a letter received by mail: you can not know, in fact, whether it contains good or bad news until you open the envelope. Simply because it is promoted by the rulers of the planet, and is accompanied by implied promises and optimistic scenarios, it is not enough for us to accept globalization as a panacea.

For the first time in history, there appeared a unique economic system, spread all over the world. Markets on every continent interact continuously. Communications allow capital to respond instantly to new opportunities or pessimistic expectations. Sophisticated credit instruments generate unprecedented liquidity.

Globalization has encouraged an explosion of wealth and a pace of technological progress which no earlier age could imagine. Based on interdependence, it contributed to undermining the nation-state as the sole determinant of a nation's welfare. Or, in other words, production is cross-border, credit is international and the market is global.

This phenomenon does no longer occur between states and is no longer international (with other countries), being simply "global" (with all states).

The almighty State, so much talked about, especially during the last two centuries, is one of the actors, but is not the main actor anymore. The result is an obvious decrease of state autonomy, although at least for now, this is not very obvious.

Regarding socio-economic issues today that reflect this process, knowledge of (or at least listing) these aspects is very important; thus, several issues must be mentioned:

• *the global nature of science and technology*: even if the main sources of technical progress are concentrated in the developed world, research is based on global resources and implementation of technology concerns global aims;

• *global marketing*: companies' marketing strategy meets globalization requests and promotes this process: global brands, "Coca-colization" of consumption, advertising culture, which became a real industry, etc.;

• *global financial system*: the "symbolic" world economy relies on a network involving, at global scale, banking and capital market operators, national regulatory bodies, international financial bodies, etc.;

• *communication infrastructure*: technical progress has allowed the improvement of materials communications (transportation), achieving

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[17] Translation after D. Voiculescu, *Globalizarea din perspectiva doctrinei umaniste*, in „Jurnalul Economic", Bucharest, year II, no. 4-5,1999.

worldwide media coverage (for example, the U.S. television channel CNN is about to reach such a status, as well and Fox News Channel) and, especially, the establishment of a global network of broadcast / reception of information (e.g., Internet), CNN, for example, has long been the only channel broadcasting in every corner of the world and "modeling" all its viewers.

● *global institutional framework*: a number of government organizations (first of all, UN itself) or nongovernmental organizations (NGOs) promote discussions and actions concerning global issues: pollution, crime, underdevelopment etc.

Globalization's inevitability can be seen in the declaration of Paul-Marc Henry: That is what I spoke of the inevitability of globalization. It accompanies us. We can do nothing about it. We are not to retreat from the world market. We are not to cut the phone line, nor interrupt money transfer. It is not possible. Albania has tried to do this once and it did not work"[18].

An interesting position has Jeronimo Moscardo, former Brazilian ambassador in Bucharest: "Most governments seem to be interested and involved in globalization. However, there is no enthusiasm from the part of people, citizens, men and women (...). To whom shall we render this attitude of the people? Shall it be the lack of propaganda or, in fact, *the citizen*, in a historical wisdom, understands that Governments are caught in this model by obligation, and not by devotion? They speak of the need of the market and not of the nation, of consumers rather than citizens. Do we not devote ourselves excessively to material construction, forgetting about the cultural, ethnic and institutional dimension in the architecture of globalization?[19].

"Globalization has emerged at supranational level, against national level. It is time now to focus the attention towards the human person, the citizen − and not just the consumer − as the central protagonist of the global process. It is also necessary to move attention from scenarios in which globalization occurs, moving from ideas of country, state towards the city, making the latter the main stage of globalization drama. In fact, the State is an abstraction, in the sense that no one lives in the State; people live in a city, in a street, in a neighborhood"[20].

Usually, critics of globalization say that this is a positive process only for the *North*, which is strong and developed, and negative for the poor *South*. Moreover, they say it would be nothing but a continuation of the imperialist

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[18] Translation after Paul–Marc Henry, *Reflecții despre globalitate*, in Mileniul III, Bucharest, 1999, no. 1, p. 14.
[19] Translation after Jeronimo Moscardo, *Globalizarea:pentru ce? În căutarea unei etici*, in Mileniul III, Bucharest, 1999, nr. 1, p. 15.
[20] *Ibidem*, p. 18.

system of the nineteenth century and early twentieth century, under a false appearance of liberal democracy and free markets.

Globalization can be seen as an *evil process*, through the lens of the following aspects: job insecurity; undermining of unions; increasing income inequality (those with a high degree of qualification are sought and earn much better than the other categories); insecure employment contracts, due to the relocation of corporations and their subsidiaries; environmental damage from increased production and locating of production in developing countries; the increase of weapons trafficking, drugs, etc.; it is estimated that the turnover of drug exceeds the oil industry; terrorism.

On the other hand, it may also be a beneficial process: the *South*, or at least some countries in the South have much to gain from increased access to markets in the *North*; reducing unemployment, inflation, etc. due to (re)locating industries in Southern countries; abolition of outmoded industries and replacing them with new, profitable industries.

Anti-globalization movements have occurred, which, in the last 10-13 years, have manifested in a strong and even violent manner (Seattle, 1999, Genoa, 2002 etc.).

Globalization is, in fact, the subject of criticism of various kinds: the Church (religions) reacts against a universalist ideology that it does not dominate, even more, by which it is exceeded (let us not forget that all religions are / tend to be "universal", therefore global). Nationalists fear the loss of state sovereignty in favor of superior or occult political entities. Unions see their position threatened and go on and on with increasing unemployment rate. Environmental movements consider globalization as a threat to world balance.

We live in a world of continuous change; in the multitude of current societal and global challenges, we try to understand what is happening around us; as social and political actors, we would like to confer meaning and significance to the world and give our trajectory a direction. And yet, in this complex process, we sometimes overlook how important our perceptions of the world are, and that they can change it in unexpected ways. Every day, we have to learn how to orient ourselves in a world in full era of globalization, although some authors, such as the historian Harold James, believe that we are witnessing its extinction. In the maze of guidelines offered by old and new concepts, it is often difficult to realize the way in which nation-state reports itself to the civil, political, economic, social, global society, if we need this society or if we must maintain our state sovereignty, what are the advantages and disadvantages of redefining sovereignty in the context of the new international order, where the concept of nationalism is currently placed. For

some countries of the world, globalization is seen as a way to wealth and prosperity, to other countries – just the opposite.

From the rich, democratic countries' perspective, globalization, acting as a huge system of connections between economic markets, states and ideas, represents the visible part of the beginning of XXI century, in which we all live, at the dawn of an era in which respect for human rights will have to distinguish between civilization and backwardness, between development and underdevelopment. Human rights international regulations and institutions are on an ascending path, never reached before in history.

I believe that globalization is a complex, extensive phenomenon, affecting all living aspects of each of us, this being the socio-political reality in which we conduct our existence. It is necessary to know every societal dimension in which globalization makes itself felt. In this perspective, the question that I will try to answer in this paper is whether or not globalization emphasizes the socio-economic differences (especially poverty) in already poor countries, despite its mission to ensure quality of people and communities life at a decent level around the globe.

Globalization has a considerable amount of effects, both positive and negative. As *positive elements*, there can be highlighted the amplification and liberalization of trade, investment and financial flows, extending of democratic values, individual identity protection, environmental protection and the "free movement" of security.

We must agree with the analyst Hans Blommestein arguing that, for the first time in history, today, a global technology market transforms the financial, the business, the political world and psychology, making them unrecognizable. From the perspective of free market[21], globalization will lead to unprecedented prosperity, as more and more nations will participate in the global economy, and technological and financial flows from developed countries to least developed ones will lead to an equalization of wealth and a development of the whole world. John Gray emphasizes that globalization, which he sees as a technology-supported interconnection between world political, economic, cultural events, has the effect of hybridization of cultures, preservation, renewal and development of cultural identities upon the world.

Globalization extends communication bridges between communities. To this end, it holds enough ways, such as multinational companies, NGOs, education, Internet, which, in the information age, are of great use to international migration and to increase human contacts.

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[21] Lowell Bryan, Diana Farell, *Market Unbound: Unleashing Global Capitalism*, John Wiley, New York, 1996), apud R. Gilpin, *op. cit.*, p. 221.

But globalization also has *negative effects*, such as: safety decrease in all indicators, globalization of chronic local and regional phenomena, globalization of the organized serious crime (trafficking in weapons, drugs, people), radicalization of ethnic and religious fanatism, of terrorism.

On a cultural plan, according to Jean-Pierre Warnier, globalization fragments cultures in "subcultures", such as rap, homosexuality, third age people, football fans etc., or "niche" cultures which do not provide integration solutions for individuals composing them. Globalization's multiple negative aspects reside in the fact that it is a process without control, leadership, or government.

Without political control, economic globalization leads, for example, to economic chaos and ecological devastation in many parts of the world[22]. We shall note here the influence of globalization on democracy: according to Joseph Stiglitz[23], it seems to replace national elites' dictatorship with the dictatorship of international finance. Aspects of concern are, for example, the phenomena of fragmentation and weakening of social cohesion, of localism, in large areas of the globe[24].

Basically, through globalization, income distribution deteriorates, financial and economic crises multiply, with large effects on social and political life, including the danger of state disintegration.

Analysts conclude that the intense progress brought by globalization in various areas is uneven. Moreover, globalization makes economic and social structures that do not adapt quickly to get extremely tensed and cause major conflicts. The ones that have economic, social or other nature frustrations may use various means of protest, with the support of modern technologies. Romanian economists[25] believe, in this respect, that the greatest challenge for mankind in the era of globalization is to reduce sources of social cohesion weakening, the frustration of groups and communities, misunderstandings between civilizations.

From a nationalist perspective[26], globalization increases economic inequality and unemployment in the industrialized economies, producing restriction and even collapse of the welfare state and social programs, on behalf of international competitiveness, destruction of national cultures and national political autonomy, illegal migration, crime etc.

After September 11, 2001, we all found that globalization favors the emergence and proliferation of asymmetric threats and risks whose negative effects are felt in countries on all continents. Terrorism suddenly becomes a

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[22] Vaclav Havel, *Lecţiile comunismului*, in www.ziua.net/display .php?id=31887&data=2004-1 1-16.

[23] Joseph Stiglitz, *La grande desillusion*, Fayard, 2002.

[24] Daniel Dăianu, *Globalizarea: între elogii şi respingere*, www.cerope.ro/pub/study51ro.htm

[25] *Ibidem*.

[26] R. Gilpin, *op. cit.*, p. 221.

global threat. If globalism cancels, practically, the possibility of war between great powers, terrorism, organized crime and proliferation of weapons of mass destruction, ethnic and religious extremism are behind armed conflicts.

Transnational organized crime is considered as a residual phenomenon of the globalization process. From uniting globalizing and localizing tensions, glocalization results – a term belonging to Roland Robertson.

Transnational organized crime expresses very well the new concept of glocalization: it speculates opportunities offered by the revolution in communications[27], in order to grow their networks, to proliferate their actions and consolidating their position in several countries. If one starts from the fact that industrial civilization, extended throughout the world today, has its origins from Europe, than the Europeans' specific target should be, as Vaclav Havel appropriately remarked, that the united Europe should be an example for the world about how combat various threats and errors besetting us (from the angle of globalization, of course), a genuine achievement of the overall responsibility of the continent.

TNC's - pillars of globalization

It is estimated that the main processes that maintain the trend of globalization manifest in production and services fields (mainly financial), and the fundamental driving force is multinational or transnational corporation "States can well be the arena, scene or dome of the circus in which they play, but that does not mean they are still the main actors". (TNC's). Transnationals are one of the main forces of economic globalization.

TNC's strategy was, in recent decades, very good, at least for them: better capitalization of the opportunities offered by global economic space. Basically, they have passed, since the 1960's and 1970's to the strategy of production rationalization, aiming mainly at exploiting differential costs (labor, primary resources etc.) in implantation areas: location of production in developing countries where are available raw materials and cheap labor or in countries / areas that provide a secure market to sell their products. In addition, since the early '80s, their strategies have diversified, global business strategies have emerged (big business – TNCs basically – make agreements, strategic alliances and international cooperation).

Lately, we see the supremacy of transnational companies. Significantly, in this respect is the fact more than five years ago, more than 50 TNCs controlled over 40% of world trade. Such corporations control virtually

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[27] Emil Hedeşiu, *Crima organizată transfrontalieră - sursă de risc cu implicaţii asupra securităţii naţionale a României*, in the volume *Surse de instabilitate la nivel global şi regional. Implicaţii pentru România*, National Defence University Publishing House, Bucharest, 2004, p. 124.

all aspects of finance, research and development, production, marketing, management etc., all of which are globally coordinated, over the powers and, sometimes, over the interests of the nation state.

Other figures show that especially but not only the economic power of TNCs is impressive: international production currently achieved by the over 60 000 TNC (with no less than 820 000 foreign subsidiaries) contains all countries and areas of activity; global sales of TNC are more than twice of the world exports. They control about 40% of all existing private sector assets worldwide and account for one third of the goods produced in the world economy; a relatively large number of corporations have annual sales of goods and services exceeding $ 100 billions, such as Mitsubishi (Japan), Exxon, General Motors, Ford, IBM, Mobil (U.S.), Royal Dutch Shell (Netherlands and UK), Daimler-Chrysler (Germany, U.S.); the turnover of some corporations exceeds the GDP of many countries with advanced economies. General Motors has higher sales than the GDP of Denmark, Ford – than Norway, Exxon – than R. of South Africa, Royal Dutch Shell – than Turkey's; the top 100 TNC in terms of turnover have their headquarters in an economically developed country, 89 of them belonging to the triad U.S. – Japan – European Union.

The weakening of nation-state power

All studies on globalization make references to the weakening of nation-state power or to the diffusion of state authority, but almost none explains this.

The weakening authority of all governments, felt at present, is due to financial and technological exchanges and to accelerated integration of national economies into one global market economy (these being the fundamental factors of globalization). But, actually, before that, it was governments' failure that led to market liberalization. Willingly or unwillingly, governments that had failed in the attempt to govern national economy, to maintain a low unemployment rate and sustain economic growth, to reduce the deficit in balance of payments with other countries, to control interest rate or foreign exchange rates, opened their national markets, thus giving up to the pressures made by international financial institutions.

Not incidentally, one of the best analysts of globalization, British Susan Strange, has titled one of her recent books *The Retreat of the State*. The state basically provides a legal framework of rights and duties, but within these, there are others which increasingly influence the results. Or, how "States can well be the arena, scene or dome of the circus in which they play, but that does not mean they are still the main actors" [28].

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[28] Susan Strange, *The Retreat of the State. The Diffusion of Power in the World Economy*, Cambridge University Press, 13.11.1996.

To conclude this idea, states are no longer the only "players" on the stage of international relations, and sometimes not even the most important. They are no longer homogeneous actors. They are not, most of the times, a united front based on consensus in the national interest. They negotiate with other governments and at the same time or especially at home with their social constituents, in order to stay in power. As a result, governments that have weak internal position cannot act as decisively, externally, as a solid government. States' positions in international negotiations can be determined, largely, by the balance of political forces inside the country.

The fact that state authority is going through a period of diffusion is not new. Let us not forget that the nature of the state was subject to change on the occasion of major social revolution or war, for example. The novelty is that in a relatively short period of time (20-30 years), the overwhelming majority of states pass, at the same time, through the same kind of substantial changes. It was Susan Strange that identified four major assumptions that support the assertion that TNCs and not states have come to play a major role in determining *Who-gets-what* in the world system. *Who-gets-what* is the equivalent of the way in which produce and distribute / distribute wealth.

The first hypothesis: states have collectively withdrawn their former participation in the ownership and control of industry, services and trade and even in the guidance on research and innovation in technology. Decision on what is produced, how, by whom and where, is moving away from state, approaching TNC (*Note*: let us remember that these powers were characteristic to, even exacerbated by the communist state).

The second hypothesis: regarding the significant role played by transnational companies in the power structures, it says that the investment made by them have contributed more than programs of international organizations (financed by states) to integrate economies under development in the global economy network, to the development of these countries and raising the living standards of their inhabitants. And this is mainly due to FDI (Foreign Direct Investment). The best example is the spectacular economic growth of the countries in Southeast Asia (Asian "tigers" and "lions").

The third hypothesis: in the extremely important area of management relations - employees, TNCs took from governments the role of solving or at least monitoring conflicts of interest.

The fourth hypothesis: transnational firms, by internalizing market, evade from tax and other nature policies of states. Or, as you know, taxation is the most direct intervention between government and citizens, between state and economy. Moreover, since immemorial times, leaders (governors) have sought ways to make people pay for governance costs, and they, in turn, have tried – and not few times have succeeded! – to avoid being taxed. So did TNCs.

The power of transnational companies has long been limited to indirect, informal, discreet actions.

Lately, their influence is being institutionalized through formal legitimacy or is exercised more and more in the sphere of direct, open action. Americans were the first, in government delegations for negotiations within GATT (General Agreement on Tariffs and Trade) and its successor, the WTO (World Trade Organization, 1995), and then in other cases, to include representatives of large corporations.

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FEATURES OF TEACHING NARRATIVE WRITING TO EFL LEARNERS

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Although students' literacy knowledge and ability are at the core of education, too often the way knowledge and ability develop and change is overlooked. It is, of course, important to understand the knowledge, structures and strategies that are called on during literacy activities; however, it is at least as important to know how knowledge shifts and grows over time. This applies to both learners of own mother tongue and learners of English as a foreign language.

A narrative text tells an imaginary story, although some narratives may be based on facts. Narratives are written in many different forms and each form has distinctive characteristics.

The main purpose of a narrative is to entertain and engage the reader in an imaginative experience.

There are many types of narrative texts: folktales, fairytales, fables, myths, legends, science-fiction, short stories, picture-story books and ballads, but also narration of past events, past experiences, incident reports, trip reports and other forms of military writing that may include narration etc., which are usually evaluated at STANAG testing. Narrative is a generic word, although it is known that each form of narrative has unique features in addition to the generic structure, so it may be both formal and informal. Teachers will adapt the information to the particular form of narrative being investigated.

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Reasons for Writing

Why writing is considered a problem among the English language students? I am sure that both teachers and students would admit that the times when they had to write something can be characterized as periods of sighing, pencil-chewing, foot-shuffling atmosphere. The answer comes straight: it is not easy to write. And this is because writing does not have the expressive possibilities of speech mode. A speaker can revise ideas or clarify them. An examination of the writing process reveals that the way we approach the writing task and the form our writing takes depends on the purpose, context and audience.

When teaching English we try to build communicative potential in our students, meaning that students learn to understand other people, to talk to them, read what they have written and write to them. Regarding EFL students, learning to communicate equals, in a way, with placing yourself in a new cultural setting. This has to be seen as the ability to transmit messages to a person who is not in front of us, listening to our words and looking at our gestures. In addition, according to Karl Attard[1] narrative writing has gained momentum as "The use of narratives in the social sciences has drastically increased throughout recent decades. They are mainly used as a way of collecting data and as a way of promoting professional development."

So, we can say students write to communicate with the reader, to express ideas without the pressure of face-to-face communication, to explore a subject, to record experience, to become familiar with the conventions of written English discourse.

What Are the Needs of the Students from Non-English Speaking Backgrounds?

How well are the EFL students dealing with the demands we place on them as writers? Many of them experience success in some or most areas of writing and are confident and enthusiastic writers; many more show frustration and limited success. The latter have particular needs as writers which must be met if they are going to experience greater success in writing and learning English.

To become effective writers in English students need well developed oral language skills in English. They have to be aware of the differences between the oral and written modes of language. We have to admit that there is some interdependence between the development of the written language

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[1] K. Attard, *The role of narrative writing in improving professional practice?*, Educational Action Research, Volume 20, Issue 1, 2012 Special Issue: Narrative Inquiry and Action Research, p. 161.

skills and oral language skills. Teachers can broaden the depth of students' knowledge and skills in English by setting up activities which require students to interact orally in meaningful and purposeful ways. Not only will this improve students' oral competence but will also develop their competence in writing as well.

Written language is not simply speech written down. To continue my idea stated at the beginning of this article, in case of oral language the participants are part of the context. They know what they are talking about and can use incomplete sentences and self-corrections. The language text is constructed by both of them. In case of written language the writer constructs the text alone and must provide details about the context for the reader. Sentences have to be complete and you as the writer have to make the text coherent and able to stand alone. Compared with speech, effective writing requires a highly developed organization of ideas and information, accuracy so that there will be no ambiguity of meaning, complex grammatical devices, and a careful choice of vocabulary. So students have to be told not to write as they speak. Teachers can use some examples to make their students better understand the difference between the oral language and the written language.

Teachers should motivate their students to write by giving them the opportunity to write about things they are already familiar with, 'real life', authentic writing tasks which are relevant to their interests and experiences. It is beneficial for students to read various texts types a lot so that they can develop awareness of what makes a good writing. But writing a lot is also a must. Assigning students something to write about should not be seen only as a homework activity. If students have practice in writing in supportive atmosphere of the classroom, even the poorer writers would feel confident and motivated to write more.

The Role of the Teacher

Teaching writing may be a difficult process depending on what genre you teach: exposition, explanations, reports, procedures, recounts and narrative. I must add that the difficulty might not appear in applying this or that approach, but in students receiving the message, understanding what they have to do.

A question that could seem weird is why students prefer to write personal recounts and narratives to the prejudice of reports, expositions and other genres? One of the reasons for this appears to be the reflection in these genres of the students' conceptual development; another one can be the fact that they are the written genres that resemble oral language. It is also true that the language use the teachers present and the literature they provide result in the predominance of narrative type texts.

Writing is an amazingly complex activity. The writer is simultaneously involved with thinking of what to write, coherence and cohesion of the text, spelling, grammar including punctuation, layout, tone and register, organization and selection of appropriate content for an intended audience. It is impossible, even if for skilled and talented writers, to control all aspects of writing at once. Students need a clear framework within which they can express their ideas, thus reducing the complexity of the task and the demands on their working memory. They also need to be able to focus on one or two aspects at one time so that they can practice new skills until they become automatic. If, for instance, students are taught about how to describe the plot, they need to be put in the situation of being explained what plot really means and given exercises on how to build a plot, what so-called ingredients a writer needs when constructing a successful plot. From this point on, for two or three sessions, students will not learn about anything anymore, they will stay focused on dealing with plot.

The teacher who demands neat writing, correct punctuation and perfect spelling while students are learning to master new skills runs the risk of promoting the continuation of short, boring texts written by students who have no interest in the message, but only in what the teacher demands. Students cannot manage all the demands of written language concurrently.

Opportunity to interact with the teacher and peers is an essential part of learning to write. Students need to be encouraged to question, compare, modify and share with peers throughout the writing process. The talk generated in problem-solving sessions provides crucial information for students about the writing process and gives teachers an insight into students' understandings.

Teachers are largely responsible for creating a supportive and positive climate. The classroom needs to be a place where students are secure in the knowledge that their efforts are valued and problem solving is encouraged. There must be time for students to reflect on their learning, to represent it in a way that is meaningful to them and to report to others what they learned.

I thought of some questions which teachers should bear in mind and think of when they have to reflect on their contribution to a desirable classroom climate. I will call it "the SHOULD list", but for achieving a successful narrative writing class teachers have to call it "the MUST list".

- Do I believe that all students can learn to write?
- How do I show that I am a caring teacher who understands that all students need to experience success as they engage in learning activities?
- How can I act as facilitator and co-learner?
  (rather than a source of knowledge)

- Am I always aware of the students' self esteem and self image?
- What activities am I providing that enable students to engage at their phase of development?
- Do I provide frequent demonstrations of what real readers and writers do?
- Am I providing models of processes and products through a range of different activities?
- Do I give immediate and suitable feedback?
- Are the students becoming independent learners?
- Do the students set and review personal goals and engage in the evaluation of their own progress?
- Do the students work collaboratively and cooperate?
- Do the students understand what they are learning, why they are learning and how they are learning?

Six Traits of Narrative Writing

Unlike the informational forms of writing (expositions, procedures, explanations, reports) that are detached from the writer as they are pure noting of some "cold" facts, in a noteworthy piece of narrative we hear the author's voice, a voice appropriate for the topic, purpose and audience. The writer seems deeply committed to the topic and there is an exceptional sense of "writing being read".

The writing is expressive engaging and sincere, we can spot an effective level of closeness to or distance from the audience. The writer seems to be aware of the reader and of how to communicate the message most effectively whereas the reader may discern the writer behind the words and feel a sense of interaction.

When a piece has voice, the reader can hear the natural rhythm and syntax of the narrator's spoken language coming through the written words.

Since voice is born out of passion, understanding and deep commitment to share something with an audience on a particular topic, students need the freedom to select their writing topics and ideas. If we, teachers, continually provide topics for students, writing becomes an assignment. They begin to write for us, to please us, rather than to communicate. In these situations a student's voice is lost. We teach them strategies for writing narratives, but have to let them choose the topic they like.

No matter what topic our students choose to write about, the question they continuously have to bear in their minds is "Is my writing interesting?" We always tell our students "Your story has to grab the reader's attention" and we should constantly add that this can be possible if they use supporting

pieces of information that help writing come alive: details. By using them, what students write is exceptionally clear, focused, main ideas stand out and the reader can visualize the setting. Details can help a reader sense what the main character is feeling or thinking.

No one likes to read a piece of dull, interesting writing. It is amazing for our students to learn that just a few carefully chosen details can add new meaning and reader-appeal to their writing. Using details does not only mean adjectives, but also vivid verbs or specific nouns.

Understandably, all the students want their stories to be enjoyable and easy to be read. To achieve this they have to master fluency in writing. It refers to the natural flow of the language. We permanently have to teach our students to ask themselves when writing"Does one sentence flow into another?" If this happens, it means that our students' thoughts also flow from one to another smoothly and make sense.

Fluency in writing is dependent on a learner's language development, reading abilities and speech patterns. The more fluent he or she is in speaking, the more fluent he or she will be in writing; if he or she does not read word by word, his or her writing will be also fluent. Our students have to grow simultaneously as speakers, listeners, readers and writers.

Proceeding with our description of the six most important traits of a successful piece of narrative, we as teachers have to guide our students in using the most appropriate vocabulary. They again have to continuously think of a question when advancing with their piece of writing: "Do the words I use paint a specific picture?" If our students as writers-to- be use precise language, they will get distinct images to offer to their audience.

As EFL students, they will enjoy improving their vocabulary, in the end being proud of their achievement. The words need to be carefully chosen and thoughtfully placed for impact. Powerful words energize the writing, even slang and ordinary words, if used, seem purposeful and are effective. In order to get a clear image in the reader's mind, each student has to have an "action list" to look at when write. Here are some of the points on the list:

- Use a student dictionary or thesaurus to find more specific language
- Make a list of words that do not paint precise pictures and avoid their use (ex: nice, stuff, a lot, pretty etc)
- Read one sentence at a time from your writing and ask, "Are the words specific?"
- Set a goal to use four to six pieces of specific vocabulary in all your writing
- Ask friends to read your writing and tell you two or three weak and general words that can be improved.

Our students' writing has also to show what is happening. It has to show the audience what was said, how it was said, how someone moved, what they saw. It has to take the audience to the scene, make it come alive for them. If the text tells what happens, it keeps the audience away, it does not involve them. We need to teach our students that in a noteworthy narrative they have to:

- describe the character's actions rather than just say how she or he feels,
- use active verbs,
- describe a specific setting,
- show what the character is thinking,
- use some of the five senses to paint a picture of what is happening,
- eliminate dull phrases, make each word count.
- know that exact quotes let the reader "hear" what is being said
- know that showing internal reactions helps the reader "feel" the emotion of the piece.

The strong control of conventions (spelling, paragraph breaks, grammar and usage) is one of the most important traits of a piece of writing. It can sound like waste of time talking about them, but by using them we effectively enhance communication. We do not have to forget that the students we refer to in this book are EFL students, so there might be some errors but minor ones – if we consider the best students in a class – that do not impede readability. If the strategy called 'paragraph breaks' is skillfully manipulated it can reinforce the organizational structure of the narrative. Equally, the correct grammar and usage will contribute to clarity and style.

The organization of the narrative is definitely important and enhances the central idea(s) and its development. The order and structure move the reader through the text easily. The sequencing has to be effective, creative, the organizational structure should fit the topic, and the writing should be easy to follow. A remarkable narrative should be attractive from the very first part of it.

Conclusion

If we as teachers inspire students with the taste of reading, listening and thoughtfully study examples of pieces of writing, they will find out that there are the so-called leads, the first words an audience reads, the invitation to readers to become involved and read more. But even if we talk about these leads we do not have to place so much importance on the first words students write that they struggle and fret before putting the pencil to paper. Students have to be given the opportunity to let free their passion and commitment to write.

The role of teacher is therefore crucial in shaping the taste for reading and writing. The teacher will assist students in organizing their work, in understanding the structure of the text and extracting the topic, the main ideas, and the specific details in order to fully grasp the meaning. Conversely, learners will be able to create organized texts with appropriate structure and register.

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DIPLOMATIC NEGOTIATIONS FOR SOLVING
OF TRANSNISTRIAN CONFLICT – CASE STUDY
- 2nd Part -

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The territory between Prut and Nistru had a special importance in the geopolitical and geostrategical plans of Russian or Soviet Empire, russianization of Basarabia being fulfilled with the most brutal methods (wars, forced annexation, dictatorship, prisons, deportations, political police), both during the czarist occupation (1812-1918) and in the soviet period (1940-1941, 1944-1990).

Transnistrian conflict had developed typical of what has been defined as „frozen conflict", following a series of stages: military escalation, foreign intervention, the cessation of fire and create a security zone that would act forces peacekeeping troops composed of the parties to the conflict and Russian troops.

During the period that followed cessation of armed conflict occurred more plans of federalization of Moldavia as a single solution out of conflict, none of those not accepted by the authorities from Kishinev. Thus, the sensitive Transnistrian mater raises the same issues: federalization or secession.

It may be said that although initially the Transnistrian conflict has been a influence lever for Republic of Moldova, it subsequently became an instrument of Moscow for management of strategic balance in this area, the stakes of conflict beyond the local importance of a region secession to a state.

Keywords: conflict; strategic balance; military escalation; federalization; independence; separatist movement; secession.

Recent developments on the Transnistrian conflict

We consider it necessary to emphasize that, in the last five years, in the format "5 +2" there were only informal consultations, which could not make binding decisions. However, even if there is a negotiation blockage in the

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format "5 +2", there are still change positions of key stakeholders in the conflict and, especially, increased efforts and involvement of the European Union to solve the dispute.

June 2010 – Berlin occurs in the conflict equation

Thus, in June 2010, the German Federal Chancellor, Angela Merkel, surprised the Russian President, Dmitry Medvedev, with an unusual proposal, that Moscow should help solving the conflict in Transnistria, especially in security issues, if they are interested in cooperation with Europe. "Europe has forgotten this frozen conflict, even if it is almost at its door until Merkel has not raised this issue", commented at the time the newspaper "New York Times"[1]. Brussels was in charge of the Organization for Security and Cooperation in Europe (OSCE) and attempted to mediate, but without any benefit.

At the interpellation of the German Chancellor, the Russian President Dmitry Medvedev announced that negotiations on Transnistrian settlement could be resumed after completion of the ballots in Moldavia. Besides more than 1,100 Russian troops stationed in Transnistria, the separatist movement had its own soldiers, who speak Russian and whose uniforms have signs in Cyrillic, unlike the rest of Moldavia, which uses the Latin alphabet and whose people speak Romanian. The Moldavian Government does not control the Ukrainian border to effectively monitor who enters and who leaves the country. In Transnistria, any opposition movement is suppressed and censored, according to the human rights organizations. The Romanian language is prohibited in Transnistria, and teachers are arrested if they are caught that they teach it.

Merkel's proposal aimed that Russia, together with Ukraine, Moldavia, Transnistria, OSCE, European Union and the United States resume negotiations to the so-called "5 +2" format. These negotiations were halted four years ago by the Russian Federation and Transnistria, as Moscow preferred bilateral negotiations, through which he could exert greater influence. Germany wants the Russian Federation to withdraw, eventually, the troops from Transnistria, so Moldavia can regain the control of the entire country. At the same time, as proposed Berlin, Transnistria could provide a degree of autonomy. Instead, Merkel offers something that Moscow wants long: Establishing a EU-Russian Federation political and security Committee, where Europe and Russia should work more closely on the operations of civil and military crisis management.

After launching the offer by the German Chancellor, the Kremlin did not yet give the approval to resume negotiations in the "5 +2" format and, especially, they did not consider the withdrawal its troops from Transnistria.

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[1] http://www.ziare.com/international/stiri-internationale/nyt-comenteaza-conflictul-din-transnistria-1051771, accessed on August 13, 2011.

It should be noted however that despite the fact that Moscow has made no move, German Chancellor Merkel seeks to maintain a constant pressure, talking about forming a new EU-Russian Federation Political and Security Committee and about the conflict resolution. In this context, international political analysts consider that a failure in this process could harm both Merkel and foreign policy ambitions of the European Union.

December 2010 – Chisinau reiterates its readiness to resume the negotiations

At the OSCE summit in Astana, Chisinau is ready to resume negotiations in the "5 +2" format on the Transnistrian conflict, blocked in February 2006, also demanding the withdrawal of Russian troops from Transnistria.

March 2011 – Washington decides to become more involved in the conflict resolution. With or without Transnistria? Scenarios for better or worse for Moldavia

Washington made a surprise to the Moldavians, announcing, for March 11, 2011, the first historic visit of a U.S. Vice President Joseph Biden, in the Republic of Moldavia. Biden's visit comes after Republican Senator Richard Lugar has asked the Obama administration in early February 2011, to support European efforts to solve the conflict and to support the Euro-Atlantic aspirations of Moldavia.

Previously, the Transnistrian conflict was on the agenda of Angela Merkel, Sarkozy and Dmitry Medvedev talks, in Deauville (October 2010), on which occasion the Russian president said: "I think we have good chances to resume the process and get results. Russia will contribute to this, but I would like to point out that the success depends not only on Russia. The success depends on the position of Moldavia, too, which is undoubtedly the most important thing, depends on the position of Transnistria, depends on the position of Romania, depends on the position of the European Union"[2].

Here, we consider it necessary to emphasize that the solution to maintain the territorial integrity of Moldavia and the withdrawal of the Fourteenth Army is promoted by all the stakeholders in negotiations (Russian Federation, Ukraine, Moldavia and the OSCE and the EU's negotiating position, U.S. observer status), excepting the separatist regime from Tiraspol.

We also think that if, for the first time since the 1992 conflict, the Russian Federation would like to solve this conflict, post-conflict situation in

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[2] http://www.hotnews.ro/stiri-opinii-8367283-sau-fara-transnistria-scenarii-mai-bine-sau-mai-rau-pentru-republica-moldova.htm**,** accessed on August 13, 2011.

Moldavia and Europe demands answers to questions: "What will happen in the domestic and foreign Moldavian policy after the territorial integrity"; "How would the Republic of Moldavia look without Transnistria?", "Why it was preferred the maintaining of the integrity of the Republic of Moldavia and recreate a territorial configuration invented by Stalin?". The answer to these questions we consider it is conditioned by a third question, namely: "What is now Transnistria?".

In fact, the Dniester Moldavian Republic (Transnistria known as the Smirnov regime) functions as a state: it has an assigned territory, some 5,000 square kilometers, a population no larger than a county in Romania (approx. 500 000 inhabitants) and, most importantly, a whole bureaucratic and institutional classic structure built after the modern state in the 20 years since the breakup of the USSR. After, as the official history of the Tiraspol regime supports, Transnistria is a nation obviously different from the Moldavian created to justify claims of independence of the Smirnov regime.

To exist as a state, Transnistria lacks but two essential tasks: full economic sustainability (often the budget of Tiraspol received funds from the Russian Federation) and recognition from other states.

Transnistria is considered "the black hole of Europe". In Rabnita and Tiraspol there are unsecured deposits of arms and ammunition of the former USSR. Semiopac political regime means corruption, arms trafficking, the long-term seat of about 20 years of the president and the Soviet practices adapted to capitalism.

The importance of Transnistria for Moldavia is a symbolic one: the realization of a great national goal – reintegration of the Moldavian state - announced as such by every government since 1991. Economically, even during the Soviet period, Transnistria was the industrialized MSSR (Moldavian Soviet Socialist Republic) part, now it no longer worth anything because Tiraspol did not invest, preferring Soviet heritage conservation.

How would look Moldavia with Transnistria reintegrated
"de facto" in its composition?

The resolution of the conflict through the territorial integrity of Moldavia would mean, first, strengthening the fragile political position of AEI – 2 (AIE2) (created after lengthy negotiations) compared with the opposition against the Party of Communists (PCRM). Communists were weak and could not fully justify the failure of the national target in the eight years that they were in power. According to the current government relationship with the Moldavian electorate, any success would bring decisively shift votes cast by PCRM, the poor population being more interested in economic

reforms and more wealth than the formalized relationship with a territory and poorer. For ordinary people, with emigrant relatives in the West or with an average salary of 150 euro, the national objectives of the political class does not matter.

Another 20 years for Transnistria?

Internally, the integration of Transnistria would restart the Moldavian state construction process, started 20 years ago and carried out only partially, even in the left bank. Even if it has all the institutional and bureaucratic ensemble functional, Chisinau lacks of society consensus (visible situation in the election results).

To the identity level, Moldavia is, at the same time, Romanian, Moldavian and Russian, as it is Transnistria, too. If we were to judge by its evolution since 1991, Chisinau would be in need of 20 years just to build the bureaucratic-institutional network in Transnistria. The Gagauz autonomy example, more floated by the political class in Chisinau to be implemented in Transnistria, it is hardly applicable to the territory controlled by Tiraspol today and its success depends on the influence of Russians, which, as they frequently done in the former Soviet republics, it will be tempted by encouraging separatist tendencies and demands of any kind, to weaken the power in Chisinau. The Gagauz, the Turkish minority received economic support from Istanbul, in exchange for remaining in the composition of the territory of Moldavia. Therefore, even if the Russian Federation will "take the hand" from Tiraspol, through the frozen conflict, this does not mean that Moscow will not "comfort" future claims made by the 30% Transnistrian Russians to Chisinau. In this context arises the question: "But what Transnistrians (31% Moldavians, 30% Russians, 28% Ukrainians) want to?"

We also think that the question "Who wants the union with Moldavia?" forwarded to the population beyond Dniester, they would not find any answer among Transnistrians, as one opposition electoral programs of Tiraspol and civil society statements.

The integration of Transnistria would worsen the economic situation in Moldavia (which is the poorest country in Europe) and it will have to pay, at least theoretically, the huge debt to "Gazprom", gained by the Smirnov regime in 20 years (about 2 billion dollars). Chisinau will have the difficult task of implementing a functional economic system (failed experiment on the right bank of Dniester). The integration of Transnistria, deeply affected by the economic crisis, requires the application of tough economic reforms, which the leaders from Chisinau will be reluctant to take in order to not antagonize the population, that does not support returning to Moldavia's territorial structure.

Transnistria – an obstacle to the European integration of Moldavia

In the foreign policy, the conflict resolution would be an important asset on the path to the European integration of Moldavia, Brussels being enduring so far to give a clear course for integration of Chisinau, primarily because it can not admit a candidate who can not control its territory and its weapons, humans, uranium trafficking (and other goods and illegal substances).

How would the Republic of Moldavia look without Transnistria?

Creating a territorial state after the configuration invented by Stalin in 1924, it is not a moral solution for the West. But because policy ignores the rules of morality, as the famous international relations theorist Hans J. Morgenthau stated, for the Transnistrian conflict it was chosen the most advantageous solution in practice.

The Transnistria exit from the Republic of Moldavia would mean, first a blow to any configuration of power in Chisinau and, secondly, would provide the much awaited asset for the Communists, which would shatter or disintegrate IEA.

For the European ally of the Republic of Moldavia, Transnistria would become a bigger problem than it is today: a small state sustainability is questionable without the support of Russia, interested in the survival of the Smirnov regime, only if it can weaken with its help Chisinau.

The return of Transnistria in the territorial compound of Ukraine, which belonged until Stalin, it will not be without problems, because Kiev has not claimed it, officially, never since 1991 and it would create difficulties in the process of assimilation for a state forever faced with economic problems such as Ukraine. On the other hand, maintaining Transnistria within the Republic of Moldavia can provide political stability and a cordial negotiating partner for the EU in Chisinau. Smirnov regime and the ousting political and economic practices removal it would strengthen the EU borders.

A reintegration plan – the conflict resolution, as the most favorable scenario for Chisinau and the EU does not ensure the existence of an internally consolidated state, but rather a long and difficult reconstruction way. Once ended the conflict in Transnistria, Chisinau should develop, with the support of the external partners, a clear course of reintegration of the region across Dniester.

4 to 5 April 2011 - Meeting in the "5 +2" format focused on the resumption of formal negotiations regarding the Transnistrian settlement[3]

The resumption of formal negotiations in the Transnistrian settlement process has been the basic subject of the informal meeting of 4 to 5 April 2011 between the format "5 +2" participants about Transnistrian settlement

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[3] http://www.osce.org/ro/cio/76463, accessed on August 13, 2011.

process, chaired by Special Representative of OSCE Acting Chairman in Lithuanian Protracted Conflicts, the Ambassador Giedrius Čekuolis.

The meeting was addressed topics related to free movement between the two sides of the river, the guarantees in the negotiation process and the project status on working parties in confidence-building measures.

Format "5 +2" participants came close to the decision on the need to resume work on "Meeting permanent political problems in the process of Transnistrian settlement negotiations" with the support of international community aimed at a peaceful settlement.

Also the format "5 +2" participants exchanged their views on ways and forms of negotiations, set in the document of February 20, 2002, related to the organization of negotiations on Transnistrian settlement process.

It should be noted that participants in the discussions have not agreed on a specific date on which negotiations would be resumed, but only "... they were close to decision on the need to resume permanent meeting to political activity in the Transnistrian settlement negotiation process, with the support of the international community"[4].

On the other hand, the Tiraspol Department of Foreign said that there were no formal prerequisites for the resumption of talks with Chisinau. Meanwhile, the Transnistrian leader Igor Smirnov, invited the Prime Minister Vlad Filat in an "official visit" in Transnistria. In response, Filat said he would meet with Igor Smirnov only when there would be a clear agenda of discussions and the agenda would aim to relaunch formal negotiations. Also, Filat said that there is no question of any official visit to Transnistria, stressing that "I go to my house Transnistria. I do not officially go to my house"[5].

However, it is determined that the next round of negotiations on the Moldavian-Transnistrian settlement will take place in Moscow.

According to the Press Service of the Ministry of Foreign Affairs of Transnistria, a special attention to the political representatives of the conflicting parties and mediators in the Vienna talks was given to the general rules for groups of experts agreed with the previous official representative of the Republic of Moldavia. In accordance with the Transnistrian part the rules should not be "political" or "technical", but it must be "... only a binding document to create a reliable basis for legal and organizational expert working groups"[6].

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[4] http://www.rfi.ro/articol/stiri/politica/consultarile-privind-transnistria-un-esec, accessed on August 13, 2011.
[5] *Ibidem*.
[6] http://newlandoftransnistria.blogspot.com/2011/04/urmatoarea-runda-de-negocieri-privind.html, accessed on August 13, 2011.

During the meeting, the participants discussed issues of economic cooperation, withdrawal of artificial administrative barriers for asserting of the human rights and for the trade development. The consultings have allowed the evaluation of the resumption of formal negotiations in the format "5 +2" prospects, respectively Moldavia and Transnistria, OSCE (mediator), Russia and Ukraine (the guarantor countries), EU and U.S. (observers).

The Russian side initiated the next round of consultations to be held in Moscow, an initiative supported by all participants.

April 28, 2011 – the Transnistrian leader Igor Smirnov announced that Tiraspol is ready for the negotiations on the Transnistrian conflict

On the same occasion, Igor Smirnov commented on the information published in the media that the Russian Federation drops the Tiraspol leadership support and sustains Moldavia's reintegration with the center at Chisinau. In this regard, Smirnov stated that "... I had talks at Moscow with Naryshkin and Patrushev, that I wondered if the Russian Federation will continue to support us. The response was positive. With regard to Merkel's initiative, it is quite active. It is understood the unification of Germany, who was involved in a war. But on us, there will be no integration with Moldavia. We have not left the USSR. I can not talk about the resumption of the whole process of negotiations, although I have not abandoned it in 2004"[7].

Also, Smirnov commented on the canceled meeting with the Moldavian Prime Minister Vlad Filat, stating: "On April 28, as you know from the press, it was expected a meeting with Mr. Filat. There was no official response and I think this meeting will not take place. We had to discuss issues that would improve the lives of Moldavians, Ukrainians, Russians, Gagauz, Jews, all those living in the Transnistrian region"[8]. According to Smirnov, the main obstacles in the way of the negotiations are "... permanent elections on the right bank of Dniester and the failure to elect the president"[9].

May 26, 2011

Tiraspol authorities believe that Moscow should increase the number of urge for "peace" in the region, up to 3,200 people, a statement to that regard being made by the Transnistrian delegation leader of the Joint Control Commission, Oleg Beleakov.

June 10, 2011 – diplomatic incident at the Russian Embassy in Chisinau

The Moldavian diplomats left the reception organized by the Russian Embassy in Chisinau, after the Russian ambassador, Valeri Kuzmin, officially presented Vladimir Iastrebceak as head of the Transnistrian diplomacy.

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[7] http://www.ropress.eu/politic/1153.html, accessed on August 13, 2011.
[8] *Ibidem*.
[9] *Ibidem*.

At the National Day event organized by the Russian Federation there have been invited several representatives of the Moldavian diplomacy, but also European Ambassadors accredited in Chisinau.

It should be noted that, after Moldavian officials have left the reception, as a protest to Moscow movement, they were followed by the European and American ambassadors that were withdrawn from the event themselves, too.

In this context, the Moldavian Prime Minister Vlad Filat, said that the Russian Ambassador committed a diplomatic mistake and he announced they will demand explanations through diplomatic ways. Also Filat urged all those who witnessed the incident to keep their temper, especially given that June 21 is close, the day when the negotiations on the Transnistrian conflict settlement would start.

Political analysts have a concern position about Kuzmin Russian Ambassador gesture, considering that this is an unprecedented incident in Moldavia and it can be interpreted as a provocation by Moscow, which leads to straining relations between the two countries. Also, the analysts consider that this action is a direct expression of sympathy and support offered to Transnistria by Kremlin. We believe that it should be noted that this incident comes just a few days after Moscow sent a statement to the Moldavian diplomacy, expressing dissatisfaction with the general local elections in Chisinau. Also, Chisinau's MAE asked the Russian side to refrain from remarks and comments that can be interpreted as interference in the internal affairs of another state.

June 12, 2011 – U.S. Senator John McCain said that the fact that Russian troops are still in Transnistria shows a violation of international norms

During his visit to Chisinau, Senator John McCain said that the presence of Russian troops in Transnistria shows a violation of international norms, voicing his hope that the negotiations on Transnistria, which will take place shortly in Moscow, will help the progression to withdraw troops from the Transnistrian region. In turn, the Moldavian Prime Minister Vlad Filat said that Washington role is very important in finding a solution to the Transnistrian issue. Also, Senator McCain stated that he regretted the Moldavian Comunist opposition's refusal to share visions on the future of Moldavia.

We consider it necessary that it should be recalled that Senator John McCain was to meet the Communist leader Vladimir Voronin, but he refused, arguing that "...Mr. McCain's visit to our country during the election campaign is certainly a serious interference in the internal affairs of Moldavia, in the democratic expression of political options"[10].

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[10] http://unimedia.md/?mod=news&id=35024, accessed on August 13, 2011.

June 21, 2011 – Moscow negotiations on Transnistria failed

The negotiations in the "5 +2" format regarding the Transnistrian conflict, which took place in Moscow, failed, the inflexible position of the Tiraspol delegation not allowing adoption of a decision by the end of this round of negotiations.

The participants agreed to suspend the round from Moscow for consultations and they will return to additional discussion in the Russian capital in a close period.

The Moldavian delegation reiterated that the main objective of the negotiation process in the official format is "...the development of the special status for Transnistria, while respecting the sovereignty and territorial integrity of Moldavia within internationally recognized borders"[11].

June 27, 2011 – Moscow changes its position against Transnistria

It seems that the separatist leader's time has expired. In Transnistria began a real operation to remove his leading from the "administration" of the left bank of Dniester. "Graffiti war" is one of the latest methods used by the separatist opposition.

However, the Russian media points out that Moscow would change separatist leader, too, who had promised protection if waived to participate in presidential elections which are to be held in the region. It is circulated the idea that in order to resume the negotiation on the "5 +2" format, the leader of the Tiraspol administration should be changed. Moscow believes that the new leadership could be more easily convinced of the need for conflict regulation.

Presidential elections in Transnistria will be held in December 2011 and Smirnov refused yet to announce whether or not he runs for fifth term. Now there stand two candidates in elections in the breakaway region, one of whom was the President of the Supreme Soviet in Tiraspol, Anatol Kaminsky, the other the politician Yevgeny Shevchuk.

July 5, 2011 – Negotiations between Chisinau and Transnistria on the "5 +2" format could be resumed

The head of the OSCE Mission in Moldavia, Philip Remler, said that Chisinau and Tiraspol have chance to resume negotiations on the "5 +2" format regarding the conflict resolution. Remler said he is convinced that all the problems can be solved by negotiation. Instead, the Transnistrian leader Igor Smirnov, accuses Chisinau for negotiations obstruction.

Moldavia intends to resume the pressure on Transnistria rather than discussing with Tiraspol, the Moldavian foreign minister Leanca, saying in

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[11] http://www.hotnews.ro/stiri-esential-8990257-negocierile-moscova-prinvind-transnistria-esuat.htm, accessed on August 13, 2011.

Bucharest that "... Tiraspol must understand that outside of Transnistria there is another way of thinking, that there are other realitie"[12] and that "there are opportunities to leverage and make it change its point of view"[13]. According to Leanca, "... principles such as Moldavia's sovereignty, the territorial integrity and its European perspectives are red lines that can not be ignored. And negotiations on Transnistrian conflict settlement must start without preconditions"[14].

18 to 19 July 2011 – Berlin is involved again in the Transnistrian conflict. The Transnistrian variable of the Russian-German dialogue in Hanover[15]

Between 18 to 19 July 2011, the German city Hanover hosted the thirteenth round of bilateral Russian-German consultations, in which were debated a number of important topics on the agenda of political, economic and security of both countries, including the transnistrian conflict resolution.

Since June 2010, when the Meseberg Memorandum was signed by the German Federal Chancellor, Angela Merkel, and the Russian President Dmitry Medvedev, the Transnistrian conflict went among political agendas of many state and non-state actors involved in the negotiation. Although the parties included in the negotiations increasingly show their willingness to find a compromise and an optimal solution to solve the dispute, discussions are becoming more difficult and political pressure is growing larger. The temporal proximity of political events in Moscow (the State Duma elections on December 4, 2011 and presidential elections on March 4, 2012), early parliamentary elections in Moldavia (most likely this fall without yet officially fixed once the election), the Self-proclaimed Republic Transnistrian presidential elections (unrecognized Dniester Republic) throughout the fall of 2011, all of them require urgent positions more or less argued about how to solve that seems to emerge.

July 19, 2011 – Washington tends to the Moldavia federalization

There are signs that the Washington Administration considers such an option, stressing by the U.S. Ambassador to Chisinau, Asif Chaudhry, that "... the conflict resolution by creating and implementing a suitable project of federalization of the country can not affect the approximation of the Republic

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[12] http://www.romanialibera.ro/index.php?section=articol&screen=print&id= 230271&page=0&order=0&redactie=0, accessed on August 13, 2011.
[13] *Ibidem*.
[14] http://www.romanialibera.ro/actualitate/europa/seful-osce-in-r-moldova-negocierile-dintre-chisinau-si-transnistria-in-format-5-2-ar-putea-fi-reluate-230271.html, accessed on August 13, 2011.
[15] Angela Grămadă, *Variabila transnistreană a dialogului ruso-german de la Hanovra*, Centrul de Studii Est-Europene şi Asiatice (CSEEA), http://www.cseea.ro/publicatii/view/brief-analysis/variabila-transnistreana-a-dialogului-ruso-german-de-la-hanovra, accessed on August 14, 2011.

of Moldavia by the European Union"[16]. The U.S. diplomat said, however, it is very important to respect two essential principles to achieve a possible federal project, territorial integrity and national sovereignty, the rest depends on the will of the people to establish such relations within the state.

July 20, 2011 – Tiraspol believes that there have not yet been set conditions for the negotiations on the Transnistrian conflict in the "5 +2" format, while the EU is interested in resuming negotiations

During the meeting with EU delegation head in Moldova, Dirk Shuebel, Transnistrian leader Igor Smirnov said that were not yet created the necessary conditions for resuming negotiations on Transnistrian settlement in the format "5 +2". Tiraspol insists on guarantees of negotiation process and their conduct on principles of equality, accusing Chisinau that is against that.

In turn, Dirk Shuebel said that "EU is interested in resuming negotiations in the "5 +2" format, expressing his hope that negotiations will also receive an official character after consultations in Moscow"[17], expected in September 2011.

August 4, 2011 – Russia supports the resumption of formal Negotiations in the "5 +2" format[18]

During a meeting held in Chisinau, between Moldavian Deputy Prime Minister for Reintegration, Eugen Carpov and Russian representative in the Transnistrian settlement negotiations, Sergey Gubarev, were discussed issues concerning the current state of the negotiation process and prospects advancement in this respect. The parties exchanged views on the events of last period touch on Transnistrian settlement, as discussed, in particular, issues concerning actions to be taken in connection with the preparation of thesecond round of negotiations will be in Moscow in September 2011.

It is interesting to note that the Kremlin's representative stressed that Moscow, as part of the negotiations, support the resumption of formal negotiations "5 +2".

We consider that it is necessary to conclude by emphasizing, in a few ideas, the situation "de facto" at this time of negotiations to resolve conflict.

Why negotiations failed in June

We remind that on June 21, 2011, in Moscow held a new round of informal consultations on the Transnistrian problem, whose stake was the resumption of the negotiation format "5 +2", ie Meeting permanent political

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[16] http://politicom.moldova.org/news/sua-tinde-spre-federalizarea-republicii-moldova-223051-rom.html, accessed on August 13, 2011.
[17] http://www.noi.md/md/news_id/4532/news_cat/60, accessed on August 13, 2011.
[18] http://ns1.moldova-suverana.md.moldova-suverana.md/politic/3258-rusia-susine-reluarea-negocierilor-oficiale-in-format-q52q-.html, accessed on August 13, 2011.

issues in the negotiation process Transnistrian settlement. Differences of opinion between Chisinau and Tiraspol were fueled by the incident of 10 June 2011 from the Russian Embassy in Moldova, when, during a formal reception, Vladimir Yastrebchak, so-called foreign minister of the unrecognized republic, was presented by Ambassador Valery Kuzmin as "Transnistrian foreign minister" Subsequently, the separatist Transnistrian delegation expressed their confusion to the Moldovan authorities' position, trying to speculate that informal discussions during the approaching negotiations could result in failure. At least Vladimir Yastrebchak official statements confirm that Tiraspol had objections to the content of future meetings and try to find a suitable formula to evade them.

In this context, we want to mention that, on June 22, 2011, the Russian Foreign Ministry issued a statement, underlining the following: "The Moscow meeting was interrupted by the "stopped clock" principle for participants to work it should be able to consult in the capitals, then Moscow will be extended in defaults terms"[19].

What happened? A delay followed discussions for an unlimited period and refusal toresume negotiations in a formal format. In addition, Tiraspol refused under these meetings, to sign any document issued by Moscow. In our opinion, the sabotage of the resumption of negotiations has an explanation, more or less plausible: lack of functional government in Chisinau and in his absence, the Transnistrian have no one to negotiate. Thus, the protracted crisis in Chisinau has served as a reason for postponing indefinitely the resumption of formal negotiations format "5 +2". Consequently, an unrecognized government refuses to engage with an interim president.

Why Moscow refrained from comments after this failure

We appreciate that the first option would be that Russian officials agree with the position expressed by the Transnistrian, respectively as long as it is a prolonged political crisis in Chisinau, it is impossible the negotiations to receive extra legitimacy and it is more useful as this to be verbalized by others, so being excluded the charge of interference in internal affairs. In our opinion, this is a subtle and indirect form of intimidation, by ricochet, the democratic government in Chisinau.

Also be observed that the focus on that aspect of the conflict, the more participants in the negotiation process argue their position on maintaining the same status quo, because of the inability of Moldavian authorities to manage the internal situation, and this, in our opinion, is not simply extend this

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[19] http://ns1.moldova-suverana.md.moldova-suverana.md/politic/3258-rusia-susine-reluarea-negocierilor-oficiale-in-format-q52q-.html, accessed on August 13, 2011.

disability and across the Nister. If Chisinau can not manage the crisis, the Russian side seems to offer as a volunteer for this role.

In fact, we are witnessing an attempt to question the legitimacy of democratic forces in Chisinau approach to resolve Transnistrian conflict and the argument of maintaining the region under the influence of Moscow. And Transnistria is nothing else only a tool for a further "protectorate" over one of the former Soviet states.

The second variant is related to bilateral negotiations between the Russian Federation and its strategic partners, including Germany. Informal discussions prior to this meeting to resume negotiations induced to the international public opinion the idea that already exists a project of federalization of Moldova, prepared by officials in Moscow and endorsed by those in Berlin, under the pretext of the existence of a formal framework for negotiations offered the same Meseberg Memorandum, signed in June 2010. Kremlin does not deny and the Russian foreign minister Sergei Lavrov, even speaks of a special status which should be granted and Transnistria in Moldova, that seems to confirm assumptions of intentions for federalization in the diplomatic laboratories, but other than those in Chisinau. Moscow wants to appear neutral and fair and try to be "westernized", but also talks about the key role they hold Chisinau and Tiraspol in the evolution of the problem, while supporting a range of local separatist leaders.

But returning to the first hypothesis, which argues the failure of dialogue in June 2011, we consider that it is difficult to believe that the same Kremlin has little leverage to influence some officials in Tiraspol. In our opinion, if Moscow had really wanted to resume the dialogue, then it would not have rewarded immediately, post-event, the Transnistrian separatist leaders with financial resources, because exactly this is what happened. Under the pretext of giving technical assistance to SMEs, Moscow provided about 300 million Russian rubles, which is the equivalent of about 7.5 million euros. In support of this idea is the statement of July 21, 2011 of the President of the Foreign Affairs Committee from ART legislature, Dmitri Soin, that this support will reach the Supreme Soviet of the unrecognized Transnistrian republic.

By inference, we can conclude that no money will be managed by Igor Smirnov, but Anatoly Kaminsky, the president of the Supreme Soviet, who is supported open by the party "United Russia", in power in Moscow. We consider that this may be seen as a Kremlin intention to offer credibility to another separatist leader, other than Igor Smirnov, hypothesis, which in our opinion can not be excluded from the equation.

However, should not exclude no other hypothesis, namely that the public opinion is attending a theater where the same Moscow is trying to

appear that promotes democratic values in the region: changing government would be the first step. But the replacement would not automatically conduct to solving of conflict.

In addition, separatist leader from Tiraspol will not surrender so easily to the Russian pressure. Being on governance is equivalent of security guarantees for Igor Smirnov and his family. On the other hand, we consider that the activism of some political leaders in Moscow, members of the party "United Russia", could have the opposite effect: the mobilization of Smirnov and his supporters.

It was the meeting in Hanover an opportunity to resume official dialogue?

Transnistrian conflict was a topic on the agenda of Russian-German bilateral dialogue in Hanover, which took place from July 18 to 19, 2011. In principle, inclusion of this subject on the agenda of the talks is all safe and accessible as public information. However, the subject bore much speculation in the press and the political leaders in Moscow and Chisinau did not hesitate to draw certain conclusions. Not even the OSCE resolution adopted on July 10, 2011, about the situation in Moldovian Republic, asking again the withdrawal of Russian troops from Transnistria, managed to have a significant impact on the discussions of Hanover.

Chisinau authorities have relied heavily on influencing the resumption of the negotiation process it into a shorter period of time. Transnistria was discussed by the "Petersburg Dialogue", this year in Hanover, but we consider that the results of debates do not seem to influence the negotiation process. The backstage of negotiations seem to say something else only that it is trying to delay the resumption of dialogue in a formal format. In our opinion, this situation may have an indirect connection with elections approaching in the Russian Federation, especially the presidency. Transnistrian issue, a possible opening to its resolution on the eve of the election campaign could bring significant advantages to the candidate which will be involved at that time in negotiations. German support in Transnistrian issue seems to be essential after failure of informal negotiations in June 2011. We appreciate that most likely was intended to influence Moscow in the sense that it put pressure on the separatist leaders from Tiraspol to return to the negotiating table. Unfortunately, the negotiations did nothing else only to force the Chisinau officials to account for the processes and phenomena that have not happened, without to name any concrete result of talks in Hanover. In this context, the Moldavian foreign minister Iurie Leanca said in an interview on July 18, 2011, for the radio station "Free Europe" in Chisinau, that negotiations for Transnistria

not bypass the Republic of Moldova and that none of the actors involved in solving it will not take decisions for the authorities in Chisinau. So what can suggest us the Moldavian official at this point is that a possible federalization of Moldova could take place only with their consent? In fact, in our opinion, any federallization of the Moldavian state is the biggest fear of Chisinau.

On the other hand, we observe that Russia is trying to have a increasingly higher presence in European policy, and for this to be possible it needs supporters in the European Union. In this respect, Germany is a strategic partner that can best support the Kremlin's approach in this direction. But it should not be neglected the ability to negotiate their own interests by the Germans. In the "Petersburg Dialogue" this year, both sides, both Germany and Russia, have relied more on their economic side, even if other issues were not overlooked. It is expected that both Berlin and Moscow will try to exploit the political potential of their bilateral dialogues.

Russian-German bilateral dialogues in Hanover this year were particularly important for the evolution of political and economic relations between Moscow and Berlin. There are not negotiated only contracts and economic and energy projects, but especially political potential, which can be used later. Both sides attempted to maximize their presence within the European decision-making processes.

It should be noted that, unfortunately, Transnistria is important only as an instrument of pressure. Now the European Union seems to be more interested in resolution of conflict, than Russia because Moscow will not accept only that formula that would allow it to continue to influence political processes in Chisinau. If we refer only to the Transnistrian variable of the Russian-German dialogue in Hanover, then we consider it is appropriate to recognize that the subject was just rhetorical. In our opinion, the stake of the Russian-German dialogue in Hanover was not the result, but the public debate and raise the visibility of the dispute and not as the parties have negotiated, but by those who feel directly threatened by the presence of conflict their territory or border.

We want to conclude by emphasizing that the forthcoming resumption of international negotiations on the Transnistrian issue, the recent visit to Chisinau of U.S. Senator John McCain and the incident at the Russian Embassy, where it was presented officially a Transnistrian leader, and especially the Russian-German dialogue in Hanover, brought back into focus the "frozen conflict" of Moldavia and possible variants of solving it.

We also believe it is to note that among the many theories circulating, many of them rather speculative, and therefore include the resurrection of a Russian plan, eight years old, who proposed the federalization of reunified Moldova.[20]

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[20] http://politicom.moldova.org/news/, accessed on August 13, 2011.

Involvement and EU role in solving of Transnistrian conflict[21]

Since 2005, relations between the EU and Moldova have been unprecedented successful. We mention only some of the achievements: in February 2005, Moldova and the EU adopted the "Action Plan EU - Moldova" in the "European Neighbourhood Policy" (ENP), and in March the same year, EU Member States have designated according to a European Union Special Representative for Moldova, in October 2005 was inaugurated Delegation office in the Moldovan capital Chisinau in November 2005 launched the EU Border Assistance Mission on the border between Moldova and Ukraine (EUBAM) and in January 2010, the EU and Moldova have launched negotiations on an Association Agreement.

Already more than six years the EU has operated as an observer in the negotiations on conflict settlement in Transnistria, recording further progress, such as: opening the Common Application Centre in Chisinau, in April 2007; entry into force of "Agreement on visa facilitation and readmission ", on January 1, 2008; adoption of autonomous trade preferences to import goods from Moldova in the EU, which entered into force on March 1, 2008; launch of dialogue on liberalization visa regime between Moldova and the European Union, in June 2010.

In March 2007, Hungarian diplomat Kálmán Mizseia was appointed as Special Representative of the European Union, taking the position of his compatriot, Ambassador Adriaan Jacobovits de Szeged.

One of the most important tasks of the EU Special Representative for Moldova is to contribute to a viable equitable and stable solution for Transnistrian conflict, being responsible for creating favorable preconditions for negotiations together with negotiating partners from the format "5 +2 ".

The stalled Transnistria conflict already exists since 19 years. Meanwhile, the situation has hindered the economic development of both sides of the Dniester, which was a destructive factor in the region, during this period the Republic of Moldova becoming the poorest country on the continent.

De facto separation of Moldova is actually artificial, as there are no religious or ethnic types of conflict. All international participants – EU, Russia, Ukraine, United States and the Organization for Security and Cooperation in Europe (OSCE) – are engaging in the regulatory talks about territorial integrity and sovereignty of Moldova and agree on some basic principles of stabilization: a viable Moldavian State, a special status for Transnistrian region and ensure its democratization and compliance of international law.

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[21] Official website of the European Union Special Representative for Moldova, http://www.eusrmoldova.eu/ro/welcome, accessed on August 13, 2011.

The solving of conflict will require close cooperation and commitment of all key regional actors. Russian Federation in particular, the EU's strategic partner, is an important partner in determining a solution for the future status of Transnistria. It is a common interest for the European Union and Russian Federation to cooperate and jointly promote stability and enhancing security in their direct neighborhood. Transnistria settlement could become a model for a constructive and resultative cooperation between the EU and Russian Federation.

EU Border Assistance Mission on the border between Moldova and Ukraine (EUBAM), led by top political adviser, General Udo Burkholder, improved border control and cooperation between Ukraine and Moldova. EUBAM, with the European Commission, also contributed to the integration of the Transnistrian economy in the Moldavian one and, thus, to the integration into the international trading system. Border Assistance Mission is a devotion sign of Moldova and Ukraine to the European values.

Another crucial aspect of the mission of the EU Special Representative is EU-Moldova relations. Relentlessly, this continues to promote closer relations between Moldova and the European Union in the European Neighbourhood Policy (ENP). These relationships are based on common European values, such as democracy, rule of law and human rights and fundamental freedoms. Together with the European Commission, the Office of Special Representative for Moldova makes all efforts to strengthening these values in Moldova.

The EU leaders are convinced that Moldova's development model must be attractive to people on the left bank of Dniester. This highlights the need for further economic reform and development of democracy and human rights in Moldova. The EU-Moldova Action Plan serves as an excellent base for this purpose, whose implementation is developing in parallel with the efforts to resolve the Transnistrian conflict, each representing two mutual processes.

The mandate of the EUSR for Moldova[22]

In March 2005, the European Union Council adopted a Joint Action establishing the post of EU Special Representative for Moldova, naming in this function the Ambassador Adriaan Jacobovitz from Szeged. In February 2007, the Council of Europe appointed Kalman Mizsei, as successor to Ambassador Jacobovits. The new mandate of the EUSR for Moldova expires in February 2011.

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[22] Kalman Mizsei's name and mandate are fully set out in Joint Actions 2007/107/CFSP,2008/106/ CFSP, 2009/ 132/ CFSP, 2010/108/CFSP and 2010/448/CFSP, and the documents can be found under the heading "key Documents" on the official web page of the EU Special Representative for Moldova (RSUEM)
http://www.eusrmoldova.eu/ro/welcome, accessed on August 13, 2011.

The mandate of the Special Representative aimed at:

• strengthening the EU contribution to resolving conflict, according to agreed EU policy objectives respecting the sovereignty of Moldova within its internationally recognized borders, and in close coordination with the OSCE;

• assisting in the preparation of contribution, as appropriate, in implementing of settlement of the eventual conflict;

• monitoring political developments in Moldova, including in Transnistria, by developing and maintaining close contacts with the Moldavian Government and other political actors, and providing, as appropriate, the EU recommendations and the assistance needed;

• strengthening efficiency of customs and border controls and of security activities in Moldova and Ukraine along their common border, with emphasis on the Transnistrian segment, in particular through the EU Border Assistance Mission to Moldova and Ukraine (EUBAM);

• promoting further development of EU policy towards Moldova and to the region as a whole, particularly preventing and resolving conflicts.

We appreciate that Moldova needs a sustainable Transnistrian settlement, while stressing that an excessive dependence from any regulation by any of the mediators, is contrary to the need to ensure a lasting solution to the conflict. In other words, Moldova wants that Transnistria should not reactivate its separatist tendencies after a possible reunification, and hopes that there must be a balance of guarantors for Transnistrian settlement.

After an eventual reunification of Moldova, between Chisinau and Tiraspol will exist enough problems and political economic, social or cultural tensions. So it is imperative the existence of external forces able to apply sufficient pressure on Transdniestria, for it not to use the argument "separatist" when it will agree. Until now neither the OSCE nor the Russian Federation and Ukraine, could not demonstrate that they have leverage or political will to press successfully Transnistria.

Instead, we consider that such kind of tools can be applied by the EU, including in cooperation with the U.S., OSCE, Ukraine and Russia.

In our opinion, a regulatory model of conflict in which Russia would play a dominant role, even quasi-monopoly, would not provide a lasting solution without the constant involvement of external actors in the internal affairs of the new state. In fact, neither Brussels nor in Chisinau, not wants that reunified Republic of Moldova to become a new protectorate in Europe, with the difference that would be a protectorate of Russia and Ukraine, with no prospect of European integration. However, in the event in which Moscow would be the main guarantor in the Transdniestrian, than it would ignore a series of political and economic factors that are indispensable for a real

stabilization of Moldova. From our point of view, democratization, demilitarization and decriminalization of Transdniestria can not be achieved by the Russian-Ukrainian guarantees.

We also want to emphasize that, in our opinion, the EU is the only European player who can turn the whole range of tools to regulate conflict - economic, political and security. Russia, Ukraine and OSCE not have these capabilities, nor show a clear interest to apply them.

Also, we consider that should be reconsidered the role of OSCE in Transnistrian conflict resolution and that the OSCE will be very useful in solving the Transnistrian conflict, but not in quality that it has now.

If Moldova wants a lasting settlement of the Transnistrian problem, we consider that Chisinau should support a change in settlement arrangements. It is in the interest of Chisinau as OSCE to handle in Moldova with what it has made successful elsewhere, namely to focus more on promoting democratic norms, monitoring elections (including Transnistria), facilitating dialogue between minorities and majority population, democratization of Transnistria, promoting and monitoring a possible reform of security structures in Transnistria etc. The role of the OSCE must be determined by the very large and positive experience of this organization in the Balkans and to take account of segments that can contribute positively to attenuation or preventing, but not resolving crises. Such a role for the OSCE is widely accepted, both among officials of the organization and between the Russians and Europeans.

In the framework of a "Wider Europe", EU said ready to be more active in solving the crisis of its periphery, including Transnistria.

In our opinion, it is clear that EU involvement in conflict settlement will facilitate the process itself, but the efforts of European integration of Moldova.

Thus, we consider that a more active EU involvement in Transnistrian conflictbrings many benefits to Moldova, such as: that the EU is the only actor who has the full spectrum of economic, political and security capabilities to support a long-term regulation of conflict; the EU's presence in conflict settlement mechanisms (including the negotiation process), ensuring higher political demands to mediators and limit their ability to declare certain things.

In Transnistria non-military risks to security are more current than the military one. In this context, we consider that the EU is the only credible actor who is directly interested in fighting organized crime, respectively human, weapons and drugs trafficking, and smuggling from Transnistria, as well as mismanagement of the eastern border. In addition, the EU is the only actor able to develop a full guarantees strategy in the Transnistrian issue, because such a strategy must include not only political and security elements, but

economic elements. OSCE, Russia and Ukraine can not turn the whole set of measures necessary for reintegration of Moldova.

Resolving conflict with the EU participation creates the prerequisites for a sectoral integration of Moldovian Republic in certain aspects of the Justice and Home Affairs policies of EU and inclusion in the Stabilisation and Association Process. This should not be made after the settlement of the Transnistrian problem, but as an indispensable part of the Transnistrian settlement process. We note that the Stabilisation and Association Process was created specifically for the countries at the EU borders affected by conflicts. The Transnistrian conflict is an obstacle to European integration of Moldova, but we consider necessary to emphasize that it is just as true that the existence of this conflict is the main argument for Moldova to be part of the Stabilisation and Association Agreement with EU.

Concluding, we want to emphasize that, under present conditions, it is difficult to believe a perceptible approach between the parties in conflict, to can talk about a first step toward the settlement of conflict. First of all, it is about the different visions of Chisinau and Tiraspol, about we have mentioned and which do not represent a novelty in the evolution of conflict.

Development of events, the situation in the region, position analyze of the parties involved in the negotiation process, clearly show that if it will be find a solution to the conflict, this it can not be obtained only after a long process of negotiation, the two key objectives concerning the Transnistrian issue, demilitarization and democratization of Transnistria, being long-term goals.

In our opinion, currently, after the completion of several stages of negotiations, the Transnistrian conflict can be approached from two points of view. On the relations between Chisinau and Tiraspol, the conflict took the form of confronting political and economic interests of elites on both sides of the Dniester. Aspects of historical, ethnic, linguistic, which obstruct the adoption of a final solution of the dispute, can be overcome by offering broad autonomy to the regions located on the left bank. On the other hand, on the international level, the conflict has turned into an argument of the main actors, U.S., EU and Russian Federation. From this perspective, we consider that the final settlement of the conflict is possible only in the context of the internationalization of negotiations process, drafting legal status of the Moldovan districts situated in the left bank and issuing guarantees for the independence and viability of the reintegrated state.

Transnistrian settlement requires making a compromise to final solving at the negotiating table. However, the negotiations time proves that the involved parties fail to resolve because of some circumstances and they hope that, in the meantime, these will change, tilting the balance in favor of one of them.

The main reason, for which the dispute remains unresolved, in our opinion, is the fact that parties perceive differently the significance of its final settlement. While the authorities in Chisinau are seeking the reintegration within existing borders on 01.01.1990, the Transnistrian officials perceive the diferend solving as a full recognition of its right to independence.

We also consider that an important external impact on the evolution of conflict and negotiation process is played by the Russian Federation. The permanent support from Moscow is converted into a propaganda campaign aimed at maintaining hopes that self-proclaimed Republic of Transnistria will succeed, however, in moving permanently from Moldova, in entering into the composition of the Russian Federation or obtaining its associate membership.

Progress negotiations for conflict resolution emphasize support by F. Russian separatism, which is actually a triple status: the state has encouraged separatism and controlling the outbreak, in reality, in terms of Transnistrian military, economic, financial issues, etc., the mediator in the negotiation process and the guarantor of agreements, the interested party directly by way of final settlement of the conflict.

We estimate that in these conditions, the Transnistrian conflict is likely to remain "frozen" in the next, and the Russian Federation will continue to use the "Kosovo precedent" to support his arguments. In our opinion, these arguments are weak and may be exaggerated, especially after the Russo-Georgian and to recognize the independence of South Ossetia and Abkhazia, the Russian Federation has undergone a period of international isolation and was not supported by any country the world except Nicaragua.

We also think that the conflict is possible only in the context of negotiation format "5 +2" because EU and U.S. involvement can counter the promotion of Russian interests in the region.

Transnistrian conflict can only have a European solution, which can be achieved through participation in the EU because it is based on democratic values and standards have a democratic solution. In contrast, the Russian Federation is concerned with restoring its great power status, and its goal can be achieved by supporting separatist movements in the CIS (Ukraine, Georgia, Moldova, etc.).

From this perspective, we consider that Moldova should support the EU initiative on Eastern Partnership, which in our opinion, may be the main safeguard against implementation plans to transform the CIS Moscow in an exclusive area of Russian interests.

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PSYCHOLOGY AND DIPLOMACY: CURRENT PERSPECTIVES

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In the history of diplomacy, as practical activity, as art or as science, prominent names of psychologists or sociologists are not specifically mentioned even if they influenced or contributed to the statutory decision at the state, nation, or international level. However, those leaders who had sound knowledge of political psychology, social psychology, psychology or communications were protected from serious mistakes, errors with negative implications on humanity.

Keywords: history; diplomacy, political; social, psychology; implications; humanity.

As a rule, the psychologists were listed among the humanitarians, both as scientific formation and efforts on the psycho-behavioral "gains".

Directly, less commonly, but more often such indirect practitioners-psychologists have found solutions and have solved difficult issues of various types. Those who have more than doubled permanently their skills because of the borderline Sciences "gains" imposed in very delicate areas - from Neuropsychology to diplomacy.

In the history of diplomacy, as practical activity, as art or as science, prominent names of psychologists or sociologists are not specifically mentioned even if they influenced or contributed to the statutory decision at the state, nation, or international level. However, those leaders who had solid knowledge of political psychology, social psychology, psychology of

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communication were aware of serious mistakes, errors with negative implications affecting humanity. Perceiving and understanding a modicum of knowledge of Psychology at the level of diplomacy seems now to be an indispensable phenomenon in the training of those in the field, but it should not be forgotten that only psycho-comprehensibility is not sufficient. Negotiators, diplomats are pre-selected and selected due to a set of habits, attitudes, intrinsic motivation in relation to this matter – and this involves a lot of personal efforts in filtering thinking, behavior, decision, voluntary acts etc.

Negotiations and diplomacy have evolved from simple practical solutions to problems with anonymous heroes who are lost in the mists of time, up to sophisticated epistemological frames.

The observation is that the negotiation is closely related to diplomacy (theoretical and practical) which imposed people "the patience exercise", "the tactic to win with the opponent's weapons", with "the balance of power", with "the veiled influences" etc. Both (diplomacy and negotiation) assume current tactics and strategies which could affect not only the international political area, but also the foreign policy (with ample negotiations) which can change over time even the fate of humanity.

In the 20th century, around the year 1956, the Swedish diplomat Dag Hammarskjold introduced into a political dictionary the term "preventive diplomacy", thinking perhaps (after the end of World War II) that it would be the case that the states, the nations, the humanity should prevent conflicts and not await the emergence of any, even minor, misunderstandings, that trigger wars. Perhaps during the "cold war", or maybe now, when some of the socio-political transformations may influence decisions and peaceful negotiations, psychologists and sociologists can change and influence (well?) behaviour, individual attitudes, decisions etc.

However, it could be said that for a long time and for many people, the concept of "preventive diplomacy" has remained a simple term in a dictionary. While many conflicts have been aggravated, it has been an increase in the aggression between states, between nations and the "balance of power" between the major superpowers did not mean a safety balance of forces, since wars such as in Suez, Lebanon, Viet Nam, Nigeria, Afghanistan, Iran and Iraq were not won in any plan for mankind or for our century politics.

The cooperation and the conflicts are not studied only in diplomacy or political psychology as they are important in any psychological system.

Therefore, nowadays people are becoming more interested in those abnormal situations in politics, because they do not benefit from education and from contribution of the experts in the field, so the situation often degenerates into wars, called "new conflicts" like the Balkans war or the Great Lakes of Africa war.

Even though the era of "Cold War" ended and the great powers perceived this as a period of relaxation, as a necessary relaxation, we are witnessing the emergence of new and sophisticated forms of corporate democracy, reporting systems and rules between states. In the same sense, influences are described regarding the degeneration of conflicts in wars due to untainted understanding of religions and cultures that creates internal identities of trans-cultural nature (e.g. Nigeria).

Therefore, there are various states and nations, which, under the flag of "humanitarian aids", cannot extinguish national grievances (internal), in that area arising often new conflicts, international conflicts, diffuse violence, often resulting in certain psycho-socio-cultural and spiritual contexts.

Beginning with the 1990s (when the Cold War ended), the experts have revealed that the multiplying of forms of democracy in countries with different traditions and cultures, as well as forms of marketing can generate global positive effects for the international system. At the same time, the much discussed and disputed globalization seems to have contributed rather to raise another issue, the macro-religious (Muslim) one and exaggerated emphasis of the spiritual and cultural identities, rather than attempting to bridge them.

Recent development of tests in a cosmopolitan system of some "post-national" countries proved to be a serious mistake for those who "had granted" this privilege of initiatives.

The famous vision on "The global village" of McLuhan seems to be contradicted by the development of strong religious and ethnic areas in many regions of the world.

Although they seem strictly phenomena of political interest, they are based on an understanding or circumvention of psychological axioms. There are voices (politicians) that talk now about "total war", which is described as the ethnic factor resultant from the prevalence of national strategies that would help (without a doubt) the appearance of this frightening phenomenon that would look like an expression of extreme "ethnic purification". For this "total war," some necessary ingredients should be found: mixed civil populations, the emergence of actors of the militarist-type from non-states, large areas conflicts, as well as the diversification and multiplication of all types of weapons in all regions of the globe. Since 1990, more than 10 million people have suffered in such internal conflicts around the world.

With such changes in the political and diplomatic view of international security, traditional methods which attempt to blur the crises are defied, including even "crisis management". Psychologists should be made better and more clearly heard in relation to conflicts prevention, which becomes a problem and not just a "puzzle" solved at school.

Component of general security, the security environment is no longer strictly politicians' problem or of the world superpowers, it concerns more and more different specialists. Therefore, they proposed, and held a series of relevant concepts and methods in this regard. In the voice of the millions of victims and the possible destruction of human societies, in internal conflicts there are possible paths to follow, distinguished in order to avoid a general disaster. In our opinion, these could be: early recovery and improvement of warnings and warning actions; acquisition and improvement of skills of mediation in conflicts for pacification anywhere on the globe; facilitate reconciliations after conflicts and negotiations.

All these are not only "weapons" and strategic methods of diplomacy, but they can be and are known by psychologists, they can exhibit successfully in present conditions of permanent and dynamic social and economic changes.

Certainly there will be conflicts between states in the future. In accordance with the changes in the international environment, we will focus on "the new" internal conflicts. In what follows, we will expose a few views on the priorities for improving the collaboration between diplomacy and psychology, in order to avoid disputes and conflicts.

Violence prevention

Any manager and his followers have always the possibility of choice before resorting to violence. If you are pressured from the outside at the right place and time, one can get a positive result, even decisive in stopping the escalation of the conflict.

There are various opportunities to undertake preventive action over the course of a conflict. The success of preventive action is often hard to prove, which raises obstacles to promoting this idea. However, we can mention several cases in recent years: the intense efforts to establish the peace in Central America, which culminated in the early 1990s, with the political transition of Namibia and recently peaceful regulation of the rights of Russians living in the Baltic States.

When the conflict broke out, the escalation of violence is the more difficult to control. Many concerns appear about the safety, the arms races grow in intensity and the multiplied attacks on civilians. At the moment, there is little chance of compromise and reconciliation, owing to the opponent as a demon.

The civil war is not only human suffering, because when the conflict is losing intensity or it is brought to an end, the actions of physical rehabilitation and relief are made most often with enormous costs.

Therefore, the prevention of violence is a strong need, which leads to the search of systems to identify prior signals that appear to trigger violence

as in case of famine, floods and earthquakes. Even if these signals are ambiguous, they give decision makers the opportunity to avoid an impending crisis so that they can change direction and mitigate. Governments may call upon UNITED NATIONS' bodies and regional consultations so that the leaders of the two sides of the conflict can be identified and contacted.

Few conflicts have no basis. Evidence of imminent violence gathers such as clouds before a storm. We know that the genocide in Rwanda in 1994 could be considered anything but not unexpected. UN agencies and non-governmental organizations had all sent reports that signaled the rising tension and extremist speeches. In this respect, it is important to have a process of learning. Reports drawn up by the United Nations and the various committees that addressed the role of the United Nations and other external actors in the catastrophe in Rwanda, as well as in Srebrenica massacre (1995), in the former Yugoslavia from a critical perspective, should serve as important reference points for the future.

There is a fundamental dilemma related to the response to imminent violence signals that we need to understand better. Why the evidence of a conflict about to erupt and an imminent human disaster is often rejected?

Why we are not prepared to do what we see in the eye before any humanitarian action develops into a large-scale military operation? In other words, how can politicians be helped to take rational decisions, since such decisions are the most difficult ones? The questions above have convinced us that it is worth studying the dynamics of perception in this regard because, for example, the signs of crisis are often dimmed by other more spectacular events worldwide.

Findings and experience gained in the field of psychology could play a more important role and bring the contribution of relevant mechanisms of awareness. Psychologists might have a special contribution to the correlation of signals of crisis and preventive action.

Although the UN Charter is based on the experience of interstate conflicts of World War II, it makes no difference between the various threats to peace and security. Therefore, the Charter proved a surprisingly broad applicability to internal conflicts. Dag Hammarskjold once even said that the UN is "... a living organization, able to adapt constitutional patterns depending on various needs ...".

Article 33 of the Charter of the UNITED NATIONS is a collection of peace solutions and a catalogue of measures that may be taken. Negotiation, inquiry, mediation, conciliation, arbitration, judicial settlement and recourse to regional agencies, all of which constitute measures which may be applied with the same success in case of internal conflicts. Due to various reasons,

including political respect towards the member states and the lack of means, the United Nations has proven so far unable to fulfill the task of mediator of conflict resolution peacefully.

Thus, the international tolerance toward the widespread suffering of civilians tends to deteriorate by the day. Solidarity does not stop automatically at the border, but also extends to those who need it.

Given the cruelty of the civil wars, as well as the role of the ethnic factor in the outbreak of the conflict, the efforts of the defense of human rights have gained increasing importance. Since its inception, the United Nations has adopted the principle that this protection must be consistent with universal systems of rules.

In the light of the great complexities of today internal conflicts, the adoption of special measures for the protection of minorities during conflicts and peace agreements is fully justified. In our opinion, an important concern is the issue of leadership and mediation and defective.

When "the genie from the bottle" escapes and the widespread violence begins to manifest, the conflicting parties are forced to follow the path of negotiation. At this point, limitations and dilemmas appear again. Civil wars features make them more difficult to solve than the wars between countries. First, some of the actors involved in the local wars could get a profit from the war and are interested in continuing it. Examples in this regard can be found in Europe and Africa.

Secondly, it is very likely that the parties involved in a conflict do not drop their inconsistent goals. In these circumstances, the defective-some called "pathological" in the light of certain well-known contemporary examples, is a factor which seriously hinders achieving a compromise. This driving high levels of unpredictability and suffering from overwhelming sometimes.

There are numerous obstacles to the preservation of peaceful path after negotiation of an agreement. Speeches in favor of the war and the ideas that make the enemy want to rule on the country may continue to exist. The distance between fear and a touch of trust seems to be extremely high. "We" and "they" are sometimes at astronomical distances.

Democracy is often considered a favorable environment and a tool in mitigating conflicts. However, political and economic transitions mean benchmarks of stability. There are numerous examples in different parts of the world, which show that in the early stages of democracy, ethnic and religious considerations are those that led to the emergence of loyalty and political mobilization. A typical example would be the former Yugoslavia. When the election is held, after a political agreement, parties must be

convinced that the winner of the election is not going to use the victory to seize everything.

Internal conflicts are smoldering years and companies already devastated by war are often susceptible to violence. Life has shown that if you do not act on the main causes of the war, violence will occur over and over again. Also, if there is not precedence to disarmament on the basis of a peace agreement, the weapons will continue to be kept handy in case of new conflicts.

In the period after World War II a series of peace agreements were signed. Some of them could very well be written in sand. Angola's UNITA started again the war after the elections in 1992, and the Red Khmers violated agreements on Peace in Paris, after originally signed them in 1992. Also the Habyarimana, before the Rwandan genocide, refused to implement the provisions of the Arusha Agreements.

In the light of these experiences, psychologists can be of great help in reaching better understanding of how the system of rewards and punishments act in case of implementation of treaties of peace.

In this context, we would like to emphasize the fact that reconciliation is a long-term goal. The duration of conflicts is a reason enough to insist on finding strategies for reconciliation.

Conclusions for a culture of prevention

Bearing weapons, sidestepping differences and rebuilding political and economic systems is not easy. Conflict prevention is as difficult as necessary.

It has been suggested that in many ways, such as the wave of nationalism and the importance of the problems of minorities, the current situation is similar to the one after the World War I. We are reminded that a conflict is fundamentally a human phenomenon, according to the abstract nature of the game theory of the Cold War.

Today peace and security are no longer just questions governed exclusively between states but they have become a part of the social context. Internal conflicts are often caused by the needs, values and aspirations. The identity of the individual and the group enters the scene, and the stake is frustration among Kosovo's economic and social consequences.

The end of the cold war and the nature of internal conflicts have made the relationship between diplomacy and psychology more comprehensive and relevant. Psychology and other social sciences are required not only to refine the methods and practices but also to describe and conceptualize new security environment.

Language is the main instrument of the diplomat's work and can be used to give assurance, to persuade or coerce. Words can be powerful, ambiguous or filled with violence. According to an old saying, "Without

language there's no poetry, no war". In a context of multi-cultural mediation, the language may not be considered comprehensive in itself. Psychology can have a major contribution to clarify how different interpretation of a crisis situation work within a culture or another.

In short, from the perspective of diplomacy, we would like to suggest four priority areas to advance the frontiers of knowledge in area of mutual interest for psychology and diplomacy.

First, because of the complex nature of conflicts and the possibility of outbreaks of violence on a large scale, there is an urgent need to find methods to prevent them. Our ability to prevent violent conflicts will slightly improve in the future so that one will manage to make the correlation with signs of impending violence action taken in advance. We need to know more about the psychological factors, and not only. This constrains the decisions and opinions of the public to be able to respond more positively to the signals of impending violence.

Secondly, democracy, human rights and pluralism are universal bases for a peaceful development of our society. However, these values are challenged in many parts of the world. Psychology has played a decisive role in the knowledge of phenomena that can lead to violent conflicts. We would like to suggest that there should be emphasis on the need to expand our understanding of reverse perspective, such as the conditions conducive to resolving the conflict and achieving peace and sustained development of democracy.

Thirdly, while the former, by tradition it was preoccupied in particular geographical borders, today conflicts forces us to take into account the "internal borders" of the people. In a world of diversity we must build an agreement peace path to co-existence among participants with a sense of fundamental physical protection. Weak rulers proved very skilful in exploit, create and maintain an atmosphere of insecurity. One of the biggest challenges of the 21st century will be, without a doubt, the acceptance of the cultural and the religious diversity within and across our societies.

Fourthly, international involvement in prevention requires a high degree of cross-cultural actions and abilities. As far as we understand, the ways and conditions of negotiation in various cultural contexts must be developed so as to identify ways to encourage the parties to respect the agreements.

Preventing conflicts is clearly in our interest, but its supporters' groups must be strengthened. Common ideas "positive and edifying myths" are beneficial and may even be necessarily in all human communities as the basis for consensus and survival. Contributing to building a positive image of the UNITED NATIONS (the only universal forum empowered to take care of our common future), it should manage to strengthen the structures of cooperation and peace support throughout the world.

Concluding, we believe that the time has come to go forward and use a more systematic approach in order to prevent the spread of fear and violence to reduce fear in all regions of the globe. We need to create a "culture of prevention". Scholars, politicians and diplomats, as well as those in the media and business are natural supporters of such cultures.

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INTERCULTURAL COMMUNICATION
IN THE CIVIL-MILITARY ENVIRONMENT
(RULES OF MILITARY COURTESY)

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Military courtesy consists of a set of rules meant to facilitate and harmonize the relationships between individuals belonging to military communities. It also represents the ties which unite them, namely the courtesy and mutual respect. The rules of military courtesy are simple. Each military needs to know and apply them. They are constantly compelled to behave as living examples of modesty, temperance, and high education, they are meant to defend their dignity and to respect the dignity of others. Judging the behavior of the military means not only an evaluation of their conduct, but also of the honor of the Armed Forces as a whole.

An article about the basic rules of military courtesy is always welcomed, as it may be addressed to young officers, non-commissioned officers or other categories of military personnel who make the first step on the way of their careers. Never could we say enough about the importance of the first impression on the way we are perceived as persons and professionals.

Keywords: military courtesy; rules; greetings; behavior; dress code.

In 1981 the schools of Coëtquidan printed a guide entitled "Manuel de tenue, savoir-vivre et correspondance", which is still valid, especially through the chapter about the rules of military courtesy. Article 48 of the French regulation called "Règlement de Discipline Générale des Armées" states that "Military politeness shows the commitment to the military community and the solidarity of its members. Observing these rules one can figure out a certain position in the military hierarchy, the spirit and the education of the military".

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If some exceptions can be accepted as a consequence of ignorance, it will be difficult to forgive the deliberate transgress of the basic decency code due to indolence or relaxation. These two states are, by definition, incompatible with the military status.

The rules of military courtesy, behavior and the military greeting is compulsory to the retired military, if they wear the military uniform. They are bound to comply strictly with the military requirements. While outside the military unit for rest or medical treatment, the military are allowed to wear civilian clothes.

Greeting is one brand of the military courtesy. The greeting is rendered only once a day to the same person. All rank superiors, regardless of branch, must be greeted, as well as all the people wearing a uniform or medals on civilian clothes.

Types of Greetings

In the land and air forces, officers greeted mentioning their rank, preceded by the word "Mon", the short form of "Monsieur". Women officers are greeted mentioning only their rank, without "Mon" or "Madame". As for the representatives of the Navy, we may notice some differences. An, admiral and a commodore and will be called as "admiral". The commander of a ship, frigate or corvette will be called "Commandant". Non-commissioned officers in charge of a unit are called "commandants", regardless of their rank. In addition, officers whose ranks differ from those in the Land forces, Air Force and Navy are called "Monsieur le..." or "Madame le ou la..."

We should also note another example of hierarchical authority. Generals will get "les respects" from their subordinates, and not "les devoirs" a formula that is no longer in use. Military wives will use "Général ", "Colonel" and "Commandant" without being preceded by the term of "Mon". For their lower ranks the term of "Monsieur" will be used. The French greeting "Mes hommages, madame" may be used systematically when a military renders the greeting to the wife of his superior. In time, if she agrees, a less formal greeting can be used mentioning her name accompanied by the pronoun of politeness.

Finally, the topic of getting systematically on the first name bases should also be approached. We discuss here about the situation when a

superior addresses a lower rank. Regulations do not allow this form of address. However, if it is natural, sincere and friendly it will not constitute a problem. Everyone should note the addressing forms in his environment so that one would know which their position, seniority, rank, or shared experiences are and would adopt an appropriate communication style with his subordinates.

The military salute has a double meaning. On the one hand, it is a symbol of belonging to the armed forces. On the other hand, it is a sign of mutual respect paid to a superior by a subordinate. As a sign of politeness and consideration, the lower rank officer welcomes the higher rank officer and will receive the same greeting in return. The greeting should be rendered at a distance that grants the superior the time to greet back. It is customary that the superior be greeted even if he wears civilian clothes. In an informal meeting or after the working hours, the subordinate welcomes its superior without exaggerating the tone of his voice or the position called in French *Garde -à-vous – Attention*. Avoiding the superior could be regarded as rudeness.

Greetings apply not only to people but also to the flag, the national anthem and at the military commemoration ceremonies. It is performed in the same manner, head covered when outside and uncovered when inside.

A modern formula of greeting is "Bonjour mon ..." addressed to a superior that replies proposing a handshake after his greeting return. Any other actions or gestures such as kissing are strictly forbidden.

Meetings at the military and civilian level

The addressed words and the attitudes that should be taken during a short and unexpected meeting between two military of different ranks will always be polite and adapted to context, location, and the type of work they perform.

When in uniform, the soldier must salute his superior in the manner set by regulations and present his homages, only if the distance between the two is short enough to do that. The homage is not given in high pitch.

It is strictly forbidden to salute while talking on the cell phone. In this situation, the military should drop the conversation, take the proper position and greet respectfully. A superior that receives the subordinate's salute should answer it. During a sport activity, like running or jogging, it is often difficult to salute a superior officer. In this case, it is better to refrain from any move and pay the respect through a sign of politeness such as nodding.

A military is always a representative of the military institution and is always subject to the requirements of the military hierarchy. He should pay particular attention to his conduct. Sometimes it is better to be reserved than exuberant.

It may also seem strange to have the same gestures and attitude outside the military environment. A simple and polite nodding can sometimes be enough. You must, however, wait for the superior to put forth his hand first. When the superior is in civilian clothes, special attention should be given to the possible presence of other family members. If the wife is present, it is advised that you introduce yourself and greet her by saying "mes hommages" before greeting the superior.

The conduct in military areas

While in a military location, besides the proper attitudes that every military should normally have, it is compulsory to have a respectful and retained behavior. When for the first time in a military unit, one must arrive 10 minutes before the assistant officer so that one will be in time for the meeting with the commander. Right the same day or no later than the next one, the military will go to greet all the officers of a higher or equal rank.

For a young lieutenant, a courtesy visit should be paid to the president of the non-commissioned officers. Regardless of rank, this gesture will be appreciated. More appropriate attitudes will be taken throughout the military career. Among other things, if you are called by your superior while you wear a sport outfit ... you should estimate if you have time to change or you should apologize before the time of the meeting by saying, "Mon colonel, je suis en tenue de sport, souhaitez- vous que je me change ou dois-je venir dans la tenue du moment ? " - "Sir, I am in my sport outfit, do you want me to change my clothes or I am allowed to come as I am?" Often, he will accept your present outfit.

The mess hall brings together all the officers and sometimes all the soldiers of the same unit. Upon arrival, the newcomer will introduce himself to all the officers that he hasn't met yet. Generally speaking the uniform must be worn and punctuality is to be respected. In case of delay, even justified, apologies must be offered to the officer who presides the table or to the one who leads the meeting.

Apologies for delays to certain events must always be presented. Do not forget that it is polite (in French- *bon ton)* to ask for permission leave the table earlier. At a lunch or dinner held in the presence of authorities, the youngest person takes the initiative to offer water or wine to the people in his vicinity. When walking next to a superior, one is requested to be on the superior's left side. When two people accompany a superior, the highest in rank walks on the superior's left side, and the other is on his right, a few steps backwards.

Behavior in places of worship

Clearly, all places of worship are meant for meditation and peace. Avoid visits during the religious service. Requested dress may vary with religions and it is necessary to get prior information about the customs of those places of worship.

For example, a man will enter the church bareheaded, while in a synagogue or a mosque he will cover his head and off his shoes. When attending a religious service the person sharing the same religion must comply with the typical rules and needs to have the proper attitude for the event. Clear distinction must be made between wearing the uniform for a ceremony organized by military or civilian clothes for other religious services. Do not forget that the presence of the military represents secular state and involves the attention and respect of others during the religious service.

Behavior on public transport

The main feature of public transportation (bus, subway, train) is promiscuity. The distance between individuals is small and it is worth paying attention to their behavior.

Generally, rules of conduct are as follows:
- a man will offer the seat to a woman, especially when she is pregnant;
- a young persons will offer the seat to older persons;
- a healthy person will offer the seat to a disabled person;
- respecting the others, stay unnoticed.

Using a mobile phone on public transportation is always embarrassing for other persons riding the same bus. Wearing of the uniform is not prohibited, it is even encouraged, both during the journeys by train or subway. However, combinations between military and civilian attires are not tolerated.

Soldiers should be polite to civilians, should pay special attention to the elderly, women and children. They also ought to help defend the honor and dignity of the citizens and provide support in case of accidents, fire or disasters.

Behavior on the street

Although the street is a place of freedom and movement, a number of rules must be obeyed so that the others will not be disturbed. Some principles of conduct should also be applied as basic gestures of politeness:
- apology to a person who is bullied;
- a man accompanying a woman or an elderly person will walk on the limit of the lane;
- a person will step down from it if the sidewalk is too narrow;
- a man will offer help to a woman or an elderly person to use the sidewalk or a passage in an area where works are performed;
- do not argue with the person who is travelling with you;

- start by politely greeting a person that you want to ask an information from;
- thank by a gesture made by hand, to a driver who yields you the way;
- do not throw off litter.

In public places, and in trolleys, buses and intercity trains, if there are no available seats, the soldier is obliged to offer the seat to his superior. When meeting a superior, the subordinate must let room for him to pass, especially if the space is narrow and should do this by saluting. At meetings, concerts, shows and conferences held in the military unit the superiors will be seated in the first rows, if not otherwise ordered.

Behavior in stores

When entering a store, a discreet greeting is proper if those present permit that. Inappropriate behavior such as skipping the line order or paying before your turn is not accepted. It is not forbidden to go shopping wearing the military uniform. However, once more, military should pay attention to what they buy, as a cart full of drinks is not appropriate to their status.

Organizing and attending receptions

In the military, receptions, formal or not, are the focus of military relations that each develops with their colleagues, ensuring the link between the private and the professional environment. Even if they can seem dull when held too often, these meetings are both a social duty and a pleasure to spend some free time.

If an invitation is sent specifying *RSVP avant le 20 septembre 2010* (Répondre, s'il vous plaît, avant le 20 septembre 2010) - Please answer before September 20 - followed by a phone number, the answer should be provided by phone and not by a letter or a text message. It is very rude to not respond to an invitation. An answer should be provided even if you can take part in the event or not.

It is not polite to send a printed invitation to a superior. For a general officer or for the commander of the unit, it is necessary to write the text by hand.

In France, meals are the occasions when people socialize, strengthening the relationships. For the guests, they are also a sign of esteem and friendship. A successful dinner needs preparation if the host wants that everything be as he wished for. We need to know to combine formality required with the means at our disposal. We let the participants know that they should be on time and will not leave the reception before the person that is the highest hierarchically.

Receiving guests

Breakfast – may serve as the beginning of a leisure activity. It must be large enough and divers to suggest the respect shown to the guests. It may consist of a brunch after the Anglo-Saxon model, or it could be traditional for that region or branch of service. The invitation to breakfast is done by phone.

Lunch – excepting those during the service, lunches are rather reserved for the periods of leave and the weekends, involving a relatively small number of soldiers. Even they are formal with the table arranged according to the protocol rules, they are in fact occasions when military socialize and do not exchange opinions about military rules and regulations. In this case, accept the invitation by phone.

Cocktail – it is an easy way to gather a large number of people. Usually a cocktail takes place around 6:20 p.m. and facilitates the meeting among people of diverse opinions, giving each the possibility to choose their interlocutors. A cocktail is perfect to celebrate a person's promotion, departure or even retirement. The invitations for a cocktail are always in writing.

Meeting for a drink – the relaxed version of the cocktail is rather restricted to the professional groups. It allows superiors and subordinates to meet outside the working environment. The dress could be that from work or casual. The place is set by the organizer and who makes sure that the participants will behave properly. The invitations are made orally.

Barbeque – it allows a large numbers of participants to mingle in a pleasant and relaxing area. Everybody should be dressed casually. As it is an outdoor event, it will be scheduled so that the participants can withdraw inside in case of unfavorable weather conditions. The invitation by phone is customary, but the invitation in writing is preferred.

Dinner – it is the most mannered form to organize receptions and should therefore be carefully organized. The starting time is set between 20 and 20.30, preferably on Thursdays, Fridays or Saturdays. Organizers will be careful in choosing the date, menu and meal preparations. The invitations shall be in writing, stating the time and the attire. A dinner can be replaced by a buffet. In this case, the rules stay the same except that the participants are seated at the table.

Rules of conduct for guests

The punctuality is essential and will avoid some possible embarrassing situations for the hosts. It is rude to arrive before the appointed time, but a delay no longer than 15 minutes can be accepted. In case of a longer delay, it is necessary to notice the hosts by phone.

In the particular case of an official reception guests should arrive shortly before the appointed time and never after authorities.

Usually the guests bring a gift. They can get in touch before and bring a common gift or they can order flowers, and have then delivered the same day or the next day, together with a "thank you" message. Guests can try to find out the host's favorite flowers. Do not forget that the lady welcomes the guests and she will be more sensitive to a bouquet of flowers than to a bottle of wine.

As for the dress, we must mention that civilian dress should be of good taste, decency and adapted to the situation. Being invited to lunch or dinner, the military should wear matching trousers and jacket and tie for that event, if there are no other indications on the invitation.

For a cocktail, a military usually wears a suit, white shirt and tie for the best scenario or an appropriate dress for dinner in the worst scenario.

Generally worn off duty or on duty in certain circumstances, the civilian dress[1] is not part of a military regulation. Each military according to their habits and preferences is free to choose clothes that should only be discrete and of good taste. A sporting outfit is worn in a familiar environment while for private or official eccentricity should be avoided. For the mess hall, the regulations prohibit a dress that could be too casual dress, like shirts, shorts or pants, sandals).

The appropriate behavior is a sign of good education. At the table we sit in the right position, with our hands on the table, opened towel placed on the knees and always expecting the host lady to start. In return, she will wait for all the guests to be served in order to begin the dish.

Regarding the serving protocol, women have priority, then men and the male host who will take care of bread and wine.

Discussions on topics that are related to service and could contain military jargon and acronyms should be avoided. It is not appropriate to address controversial topics. A good education requires to carefully listen to the speakers, addressing the right and the left companion, even if you know them or not. Do not interrupt other guests from talking.

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[1] Commandement de la formation de l'armée de terre ENSOA, Ecole Nationale des sous officiers d'active, *Guide de tenue, de savoir-vivre et de correspondance*, version 2007, ch. 1.3. La tenue civile:
 • city dress: jacket and tie (or suit);
 • casual dress: collared shirt unbuttoned, no jacket, with or without a sweater, jean can be worn during outdoor activities but is completely banned from cocktail, even if the invitation specifies the type of outfit;
 • casual dress (tenue aérée ou d'hivernage): kept reserved tropical countries - loose shirt, sometimes with short sleeves.

Guests should leave at the right time, they must be careful not to leave early. Only if they have the highest rank, they can leave early. Moreover, it is lack of courtesy to come late. Rules prohibit leaving immediately after looking at your watch. There is no required leaving hour, but the guests should try to know the hosts' habits by watching their behavior during the meal.

The dance parties are often held after a cocktail or dinner, it is important that the superior's wife should be invited to dance. It is generally established that the initiative of an invitation to dance should come from the man. Sometimes the situation may be unusual, as a man could invite a superior or subordinate female. There are no set rules in this regard; everybody should comply with the respective situation.

If the casual dress is specified in writing or verbally the guests must get informed about what the host usually wears on such occasions. Generally, pants, shirts or unbuttoned collars, with or without sweaters are appropriate for the event.

The term "city dress" refers to wearing a suit, or jacket and tie. When the term "casual dress" is mention, you can wear loose, sometimes short sleeved shirts. The A 11 dress can replace the smoking or the evening dress for dinner:

- for male officers – Spencer short jacket and dark blue trousers, epaulets, white shirt, black bow tie, blue smoking belt, lake black shoes;
- for female officers – short Spencer jacket and blue dress, epaulets, white satin shirt, black satin bow tie, purse, black lacquer, black lacquer high heels shoes, possible skin color tights, no hairdo, necklaces, bracelets or earrings.

In conclusion, the military courtesy is expressed through three types of behavior in our daily life as citizens, military and superiors and it can be identified by attire, conduct and oral or written expression. Each of these manners is simply another way of saying "We respect each other".

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GENERATIONS OF PEACE OPERATIONS

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Developments of peace operations under UN auspices, led to the use of new names for different types of missions for peace – generations of peace operations.

The peace missions carried on by the UN or the regional organizations have considerably evolved in the past 60 years regarding the mandate and their completion, as well as the conflicts in which they have been involved.

In order to facilitate the identification of the different types of peace missions, presently the „generations of peace operations" expression is frequently utilized.[1]

The definition of „first generation operations" refers to the peace upkeeping operations which are considered traditional or classical. These operations are generally authorized by the UN Security Council and have the main function to ensure that the cease-fire principles are being correctly pursued by the belligerent parties. UN has adopted this type of operations mainly during the Cold War.

The first generation operations have the following patterns or characteristics: they are created in conformity with the UN's Chapter VI provisions, usually by unanimous decision of the Security Council; The Blue Helmets? intervene in a conflict that involve two states recognized by the international community, excluding the civil wars and revolutions; Interested parties had signed an cease-fire agreement before the mission's inception; The international forces have the authority to create a buffer-zone between the conflicting states, with the purpose of avoiding a recurrence of conflict; UN's decrees are considered neutral and objective with regards to conflicts; The states that are currently involved in conflict in one way or another are not

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[*] e-mail: *braboveanum@yahoo.com*
[1] Teodor Frunzeti, *op.cit.*, p. 80.

contributing to the ongoing operation so that the criteria of neutrality and objectivity will not be compromised.

To the end of the Cold War, this silent agreement has been generally followed with only few exceptions. This conduct was chiefly monitoring the avoidance of a possible conflict eruption amongst the world's great powers. Regarding the first-generation operations, the Blue Helmets is mainly composed of lightly-armed military personnel. This personnel is not authorized to use force unless if in self-defence and, in conformity with the neutrality and objectivity principle it can not open fire upon neither side of the conflict zone. The first generation model is represented by UN's Middle East Emergency Forces I (FUNU I), with the specification that it has been approved by the General Council and not by the Security Council.

Until recently, UN has authorized the following first-generation peace operations: UN Body charged with the Monitorization of the Middle East Cease-fire Operations – ONUST (June 1948); UN's Group of Military Observers in India and Pakistan – UNMOGIP (January 1949); UN's Emergency Force in the Middle East I – FUNU I (November 1956 - June 1967); UN's Observatory Group in Libya – GONUL (June 1958 - December 1958); UN's Security Forces in the New Occidental Guinea UNSF (Oct. 1962 - Apr. 1963); UN's Observatory Mission in Yemen – UNYOM (July 1963 - Sept. 1964); UN's Force for Peace Sustainment in Cyprus – UNFICYP (Mar. 1964); Representative General Secretary's Mission in the Dominican Republic – DOMREP (May 1965 - Oct. 1966); UN's Observatory Mission in India and Pakistan – MONUIP (Sept. 1965 - Mar. 1966); UN's Emergency Forces in the Middle East II – FUNU II (Oct. 1973 – July 1979); UN's Observation Force for Disengagement – FNOUD (June 1974); UN's Interim Forces in Libya – FINUL (Mar. 1978); UN's Mission in Ethiopia and Eritrea – MINUEE (Dec. 2000 – Apr. 2002).[2]

In the last years, the first-generation's peace operations are less and less frequent. Basically, MINUEE, created in 2000, is the only UN mission after the end of the Cold War that meets all the criteria that representative of this category.

The second-generation peace operations have become active after the fall of the Berlin wall. At the beginning of the '90, the international community had witnessed an explosion in the number of missions created by the UN as a result of inner-state religious and ethnical conflicts.

Considering the possibility that the UN will hold firmer actions, the 1992 Peace Agenda, through its innovatory proposals regarding this matter, led to the initiation of the second-generation peace missions, different from the first-generation ones. They are created based on UN's Ch. VII principles,

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[2] *Les Casques Bleus. Les operations de maintien de la paix des Nations Unies*, Departement de l'information des Nations Unies, New York, 1996, pp. 4-5.

which assumes the frequent implication of the Blue Helmets in hostile environments, where open fire is not excluded, in order to accomplish the operation's purpose. In these missions, the UN's body are not neutral and objective, and they can opt to use force, including force in the inner conflicts, and identifying the states involved is no longer a problem.

The emergence of the second-generation peace operations does not involve the parties' agreement, which could lead to two paradoxical results: On one hand, this allows for a rapid intervention, contributing to the regional stability before conflict is expanded. On the other hand, Blue Helmet's actions without the parties agreement, could turn them into targets of the rival action.

The objective of this kind of missions does not consist of maintaining a fragile peace but instead of creating auspicious conditions that will generate a long-lasting peace. To attain this substantial objective, an amplified body is assumed. Additionally, the body will be comprised of military as well as civil personnel.

For example, MINAUR was not capable of stopping the genocide that devastated Rwanda, and also there were both military and civilian personnel losses, having unfortunate consequences for the UN concerning the Organization's credibility and the members' availability to participate in new missions. For a remediation of these limitations, UN and its members have accomplished a variety of initiatives, among which the creation of the International Brigade of Rapid Reaction Defense and the development of cooperation involving regional organizations.

As a consequence of the failure of few important operations led by the second generation, UN had decided to revise the missions' structure and mandates, concomitantly with the designation of coercive operations towards other international and better adapted organizations.

This way, the configuration of operations with diverse and complex objectives, involving long-term perspectives in the concerned areas, realized what later received the name of „peace consolidation". Even if this concept is at the beginning, the first third generation peace operation could be identified in the UN's Administration of Interim Missions in Kosovo – MINUK, created in 1999. This mission commenced right after NATO cesed the airborne bombing in the region. MINUK's main objective is Kosovo's rehabilitation and aid for the population in order to build a strong administration. A similar operation is represented by the UN's Treasury in the Timor-Leste – ATNUTO, in the 1999-2002 period, being considered the most successful UN operation related to peace materialization. After UN's management, in the mentioned period, of the governmental body of the country, Timor-Leste became autonomous, has many democratic institutions, and has adhered to the UN in 2002.

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THE STRUCTURAL AND PRACTICAL CONSEQUENCES OF THE DISENGAGEMENT/RENUNCIATION TO THE GLOBAL AGENDA FOR MANAGEMENT OF REGIONAL CRISES

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Reviving the concept of guardianship, after the cold war, was metwith reluctance by the great powers, because of high financial costs and ineffective solutions to conflict.

During the Security Council period of activity, right after the end o the Cold War, there were talks with regards to a renewal of the UN's guardianship role, in order to ensure an impartial, stable, and responsible administration in the countries which would have necessitated an extended reconstruction period. Even though attractive from an intellectual perspective, the ideea was not successful in finding support among countries' governments. The great powers had refrains related to embark on costly and undetermined operations[1].

The great powers' reluctance to supporting any new peace sustainment operations in the second part of the last decade reflects this viewpoint. During this period, UN was going through a financial crisis, not because of the arrears that the United States was owing, and who refused to pay for the programs that were not sponsored by Congress and at the same time, was not interested in any modification of UN's financial system, since it would have reduced its influence.

The decline in the Security Council's activism can be attributed in part to the same situation. But, because at the end of the '90, the entire budget

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[1] James Mayall, *Politica mondială. Evoluţia şi limitele ei*, Antet Publishing House, 2000, p. 103.

allocated to UN's peace sustainment operations weighted less than two days of fighting in the Golf War, therefore the Occident's reluctance to approve of new UN missions is very obvious – reluctance which is not shown towards NATO- it is explained only partially through the applied financial restrictions. Better conveyed, this attitude is linked to the discovery that was made during the Somalian and Bosnian conflicts, that there is no such thing as a "Chapter six and a half" solution[2].

The traditional peace sustainment operations necessitated not only all the parties' agreement, but also – because when the UN was involved in the continuous peace devising, it estableshed itself as a trustful and impartial entity- the peace imposing which presumed partiality, especially during the intervention and until the ones responsible for the emerging crisis were to be constrained and convinced to cooperate[3].

Practically, the UN's global agenda included in the Peace Agenda assumed, ultimately, the engagement of additional human and financial resources to the occidental powers.

The disengagement in different areas affected by turmoil and the decrease in the strategic importance with the end of the Cold War, based on the incapacity of containing disturbing situations recorded in the conflict zones, gives rise to dramatic circumstances. This way, the Rwanda genocide in 1994, is sometimes considered in common doctrine as the first result of the disengagement policy.

At general level, the Peace Agenda implied a framework of manifestation regarding UN's global role in the international conflict management arena. Certain exercises developed based on the Peace Agenda's principles (Somalia, Bosnia, Haiti, Kosovo) have demonstrated instead the inability – of the doctrine promoted by this document – to materialize in a coherent institutional system.

The main reasons regarding this failure have been linked to the adoption of strategies that have not been adapted to the reality in the field, to organizational difficulties, or to the lack of legitimacy towards the local population. In many cases, UN's intervention have worsened and complicated the volatile situation. The mandates could not be finalized, but remained suspended in the intermediary, since the anticipated results did not occur. In spite of the initial support enjoyed by the launching of the Peace Agenda, its emergence is challenged by the Organization's main financial contributors resistance.

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[2] *Ibidem*, pp. 96-97.
[3] *Idem*, p. 97.

In the end, the reduced financial resource and the political pressure towards UN 's reform, determines a switch in the Organization's principles, from a doctrinary perspective, in the sense of the regional adoption of conflict monitoring, in which UN plays a complementary role.

The Peace Agenda mentioned, even if more rethorical than practical, the subregional organizations cooperation role. In 1992, Boutros-Boutros Ghali, was suggesting "regional actions, as decentralizing measures, delegation, and cooperation with the UN with the purpose of easing the Council's responsibilities"[4].

Kofi Annan, UN's General Secretary, was the one who synthesized the formula representing the regional approach to manage conflicts and the need for cooperation between UN and sub-regional organizations: "The support for regional and sub-regional initiatives in Africa is necessary and preferred. This type of support is necessary because OMI does not have the capacity, the resources, and the expertise to tackle all the imminent problems that could rise in Africa. This is preferred because every possibility it gets, the international community has to try to complete and not to replace the African efforts aimed at solving the regional problems in Africa."[5]

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[4] Boutros-Boutros Ghali, *Agenda pour la Paix*, Secretariat General des Nations Unites, 1992, p. 12.

[5] *Ibidem*, p. 15.

VODAFONE'S POSITION
ON THE UK MARKET

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Vodafone found itself one of only two entrants in the United Kingdom in a virtually unregulated new industry back to the 90s. Looking forward to implementing new strategies, Vodafone was developing new devices offering faster mobile connections than most Americans had on their home PCs. Vodafone's current business strategy is to "grow through geographic expansion, acquisition of new customers, retention of existing customers, and increasing usage through innovations in technology".

Keywords: SWOT analysis; strategy; macro environment; market; mobile phone.

Vodafone found itself one of only two entrants in the United Kingdom in a virtually unregulated new industry back in the 90s.

Vodafone strategy back then was focused on customers within the corporate sector, where demand and the tariffs charged were historically higher. With Mercury increasing their market share, Vodafone had to change their strategy and become more customer-focused. Therefore, the telecommunication giant introduced "Low Call". This option had lower rental costs, but higher call charges and was targeted at individuals who used their phones less frequently than business customers.

In order to remain on the first place in that competitive market, the Vodafone Group came with a new strategy and launched a couple of subsidiaries that supported or complemented the activities of Vodafone Ltd. – Vodac, Vodapage, Parknet.

Vodafone had been involved as well in a number of other specialized applications of its capabilities, being part of the new strategy of redesigning the Vodafone concept. Therefore, they introduced "SafeLink", "Call Safe", "Recall", "Vodastream", "Met Fax" and "Vodafax". All the subsidiaries mentioned above were part of Vodafone's strategy of conquering the market.

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In 1993, thanks to its growing strategy, the company was awarded a license in Australia to operate the third digital mobile telephone network. In the same year, they received similar licenses to operate in Greece and Germany. The next step in Vodafone's strategy was to operate in France, Scandinavia, Hong Kong, Fiji, Malta, and Mexico. Although start-up costs for foreign ventures were obviously high, the field was very lucrative, and Vodafone was continually on the lookout for new possibilities. Analysts predicted that Vodafone would increase its investments with the aim of acquiring more foreign associates and, eventually, subsidiaries.

As Vodafone was achieving their goal in operating in several countries, the next step was to introduce a digital system that would allow calls between the countries. The Global System for Mobile Communications (GSM), was first used by Vodafone, whose introduction of EuroDigital in 1991 allowed customers to "roam" throughout Europe and Scandinavia.

As of 1994, Vodafone operated one of the world's largest cellular networks, with over one million subscribers. The *Mail on Sunday* confidently predicted in 1993: "We're on the verge of a communications explosion. By 2000, nearly all of us will have a phone in our pocket." It was highly likely that for many, that phone would be a Vodafone.

Beginning January 1, 1999, subscribers became able to retain their phone numbers after switching providers. On the same date, 11 European countries introduced the Euro currency unit, making cross-border acquisitions theoretically more attractive.

It would be a few months before Vodafone exploited the possibilities of the redefined European financial environment. Meanwhile, it merged with U.S. West Coast cellular company AirTouch in the summer of 1999, paying $68 million.

After a spirited campaign played out in the media, in February 2000 Vodafone AirTouch acquired Mannesmann AG in the largest corporate takeover ever, surpassing even the merger of AOL and Time Warner in the preceding month. At $180 billion, the final price was nearly twice the original offer. Its market value of $314 billion made it the largest British company and the world's sixth largest, according to *Barron's*. It also entered the millennium as the only truly global wireless phone company. The post-merger Vodafone claimed more than 42 million mobile telephone subscribers in 25 countries.

With the new marketing strategy, Vodafone was showing strong customer growth in all areas. Its stock had doubled in the previous six months as investors caught on to the group's potential.

Ever looking forward in implementing new strategies, Vodafone was developing new devices offering faster mobile connections than most Americans had on their home PCs. More than one analyst expected Vodafone to become the world's largest company.

The first half of the 2000s proved to be disappointing to the global mobile telephone market, as the telecommunications sector and the high - technology market in general went into an extended slump. The potential of the new high-speed mobile telephone protocol sparked a fierce bidding war that saw most of the industry become heavily indebted. Yet Vodafone, which had maintained a relatively clean balance sheet compared to its heavily indebted competitors, successfully navigated the difficult market. Indeed, between 2000 and 2005, the company more than quintupled its global revenues and more than quadrupled its international subscriber base.

In Japan, the company appeared to have flubbed its bid to position itself in the 3G market there. Vodafone's commitment to handset standardization, which led the company to roll out a limited line of new handsets for its global operations, failed to take into account the highly specific nature of the Japanese market. As competitors launched their own, highly stylish handsets offering cutting-edge services, Vodafone's own handsets appeared quaint. At the same time, competitors' networks boasted download speeds as high as eight times faster than Vodafone's network. The result was a drop in the group's market share, down to 17.8 percent in 2005, and losses in its subscriber base.

In the meantime, with few large-scale acquisition prospects available, at least in the short term, Vodafone's growth prospects appeared to depend on the development of its 3G business. The company launched an aggressive rollout of its new 3G-capable handsets, as well as a range of non-voice services, such as photo messaging, video and music downloads, and the first transmissions of new mobile television programming. Yet, the company faced increased competition for the market, as a new range of 3G competitors, including Hong Kong's Hutchison Whampoa, entered the European market. At the same time, a number of other players, notably France Telecom's Orange, began a drive to build up scale in order to create a true rival to Vodafone.

With 165 million subscribers and sales of more than £31.5 billion ($64 billion), Vodafone was the outright global leader in the mobile communications market at mid-decade. The company remained interested in further acquisition opportunities. Some analysts suggested that, having failed in its bid to acquire AT&T Wireless, Vodafone might instead launch an effort to take over the combined AT&T and Cingular business. As one of the world's largest companies, Vodafone expected to continue setting the pace for the global telecommunications industry.

Vodafone's current business strategy is to "grow through geographic expansion, acquisition of new customers, retention of existing customers, and increasing usage through innovations in technology". (vodafone.co.uk) In

May 2006, the company formulated a five point strategy. Among the strategies, Vodafone had to broadly maintain and improve share against their largest competitors in most of their markets and deliver on their key cost targets. If they had increased the share in revenue, than they would have increased the exposure to higher growth markets as well.

Vodafone's strategic *macro environment* is determined by:

1. Political Factors:
- Regulations – mobile phone licences are tightly controlled and access to the spectrum is limited.
- Infrastructure - it usually requires permission from the government and statutory bodies in order to use their lands.
- Health issues – there is still no definitive public opinion on the effect of mobile phone usage by people and also the possible health effects of the closeness of phone masts to schools.

Other political factors include tax policy, labour law, environmental law, trade restrictions, tariff and political stability.

2. Economical Factors:
- Cost of licences – the cost of acquiring mobile phone licences is very high.
- 3G – the bidding war for 3G licences happened at the height of an economic boom and consequently the price paid for them was extreme.
- Cost of calls being driven down – there are constant price wars between the providers and there are very few markets where there is monopoly controlling the mobile market. The pricing factors strategy the company normally uses is giving the consumers a right and justly cost so that everybody can avail or purchase their products in a broad sense.

3. Socio-cultural Factors:
- Health issues – if mobile phones are shown to be harmful both with the masts and handsets, there may be a move away from their use and a campaign to ban the masts.
- Demographics – mobile phones tend to be used by the younger members of society
- Social trends – if a trend of not having a phone was to occur this could seriously impact on their usage, although unlikely to happen.

4. Technological Factors:
- The mobile phone industry has seen a great deal of technological change and will continue to do so.
- The introduction of 3rd generation (3G) mobile phone technology is bringing with it a better mix of content and providing more services. The technological advancement enables Vodafone to make customer relationships stronger because of their customers' trust that was built over the years.

The following *SWOT analysis* shows Vodafone's internal strengths and weaknesses, along with its external opportunities and threats:

Strength:
- Global experience and Vodafone's ability to set up across many countries.
- The strong bond of the company towards the customer and valuing them most as they craft another product.
- They offer data services that a customer can access using the highly evolved third generation network that has rolled out in many markets.
- The reputation of the business in the local market because of the product in long run.

Weaknesses:
- Exploring new technology needs research, development and infrastructural costs. If the take-up of the service is not as expected, these costs cannot be recovered.
- Vodafone is facing legal issues in terms of differentiation as the sector of telecommunications is still immature to be receptive to the rapid changes.
- Meeting the customers' demand is sometimes hard to cope.

Opportunities:
- Third Generation Mobile Phone is expected to be one of the major products of the telecommunications industry as it will allow faster and higher quality data transmissions which will facilitate videophones, mobile Internet and multimedia messaging.
- Mobile phones have now entered the popular perception as a 'must have', providing Vodafone with an opportunity to continue to increase the size of the market as well as their share of the market.

Threats:
- Mobile telecoms companies have to accept decisions that may be made for political or social reasons, without taking into account the effect on the companies in the industry.
- If the trend towards the use of mobile phones was to be reversed for any reason, Vodafone would suffer.
- Competition - O2, Orange, T-Mobile etc have extremely good services and offers.

The future carries risks, but it also carries opportunities. The evidence suggests that companies which take steps to embrace the future before it arrives, and rehearse the implications of change, are more likely both to manage the risks and seize the opportunities. Rehearsal improves anticipation and the speed of the organisational response. To be successful, the literature suggests, an organisation needs a 'memory of the future'.

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PHYSICAL EFFORT CONCEPT

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The physical effort is defined as a movement request with well defined characters, depending on its parameters.

Keywords: sport training; physical effort; stimulus.

"The efforts represents a co-native mobilization conduct, a concentration and acceleration of physical and psychical efforts within a system of conscientious and unconscientiously self-adjustment in order to surpass an obstacle, of overcoming an environment resistance and of its own person". In the sport training, we are especially interested in the physical efforts, which by its action involve the muscular, energy, transmission and procession of information system, and establish a certain request degree of body, a request that by its stress character, changes the homeostasis level[1], fixing it for the time being at a higher level.

Along time, many authors have tried to express definitions of this notion. Therefore, E. Avramoff shows that the physical effort of training reduces to a process of increase of the body adaptation capacity to the action of physical stimuli. In other words, the physical training is a conscientious and methodic action, having as purpose the valuation and increase of the adaptation possibilities of each function of the body.

Hollman and Hettinger consider the effort as a systematic repetition of movement actions that have as goal the performance improvement without evident changes.

A. Demeter (1994) defines the physical training as a complex pedagogic process, organized on a long period and finished by consecutive and optimum adaptations, until reaching the maximum adaptation, expressed by reaching of maximum sportive mastership and its maintenance along time.

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[1] *homeostasis* – dynamic balance state of the bio-chemical functions and processes of the body, which are translated by a permanent constancy of physiological functions (body temperature, artery pressure etc.).

In the science of sport, from the methodic point of view, the effort is considered a conclusion and permanent learning process, of which execution form includes a certain number of repetitions issued in different manners.

It is remarkable the double request of the body in the effort: on the one hand, *the physical request,* respectively of the somatic and vegetative sphere, and on the other hand, *the psychical emotional request* involved in the effort. Therefore, body in effort is in a generalized request.

I. Drăgan (1994) shows that the training method is permanently evolving, and its objective base is the physiological support. In his opinion, the training is considered as a complex, multilateral, psycho-social, morphofunctional and method-pedagogical process, which follows the creation of an individual with a high sanogenesis level, a higher resistance degree to different environment or endogenous factors, with a high effort capacity and an adequate neural-cortical and neural-endocrine-vegetative environment, all being materialized in the possibility of procurement of certain special sportive performances. He states, too, several physiological principles of training, like: accessibility (ability of resisting to an effort), multi-laterality (complex and multilateral development of sportsman), individualization (correlation of activity to the age, sex, hetero-collateral and personal antecedents, health state, functional capacity), continuity (permanent character of training), effort grading (progressive increase of effort), use of supported efforts in training (the big efforts are efficient means for the increase of functional efficiency of the body, of stability of the internal environment - homeostasis), alternation of effort with the recovery (the effort is the ergotrope side, the recovery being the trophotrope side).

From the biological point of view, the physical and especially the sportive effort is an adequate biological stimulus that obliges the body to answer by electrical, mechanical and thermal manifestations. This stimulus, when is well dosed and taken according to the individual's particularities, leads to quantity and quality accumulations aiming the procurement of maximum performance.

This way considered, the sportive training is made of charges that, by their volume, intensity, density, complexity, specificity and type, lead to functional adaptations or the issuance of certain technical-tactic coordination goals, whereby the systems subject to training are required on the adaptation limit.

The effort size may be considered by two perspectives: "from outside" and "from inside". Seen "from outside", it is characterized by indicators like: specificity, volume, period, magnitude, density and complexity, which condition the functional, morphological changes necessary for the increase of performance capacity. For its development, it is necessary the use of certain

stimuli[2], of which characteristics are established based on certain methodologies that, implicitly organize and orient their management.

The specificity of stimuli is established by their characteristics, by the reactions provoked to the systems of the body, priority involved, by the psychological qualities of sportsman, by age, training level, by their position in the sub-structure of macro-cycle, by the environment conditions etc.

The stimulus specificity is given by the structure of movement, which selects the required muscular groups, the period of this request, the type of neural-muscular, metabolic and adaptation action of the osteo-tendon structures, but also by the assembly of functions they drive upon a precise hierarchy and order, effects that implicitly determine the composition of training programs.

A. Dragnea (1996) states that the sportive training is a long term process, established as a movement-functional system in order to issue a certain performant conduct in the competition. This conduct is the result of higher adaptation of body to intense physical and psychical efforts.

Gh. Cârstea (1999) considers the training as an instructive-educative process, systematically and permanently developed, graded, of the human body adaptation to intense physical and psychical efforts, for the purpose of procurement of high results in one of the competitive practicing forms of physical exercises.

D. Evuleț-Colibaba and I. Bota (1997) sharing this point of view say that the effort is the result of multiple requests (muscular, cardio-respiratory, neural-endocrine-metabolic and psychical etc.), which the human body is subject to during the provision of a different kind of activity. The requests (stimuli) *are cause-phenomena* that provoke *effect-phenomena* (body reactions).

The physical effort is defined as represented by the whole of movement acts, coordinated for the performance of an adequate mechanical thing, which has on its basis the optimum transformation of chemical energy into mechanical energy − a phenomenon that is only met in the contractile biological systems.

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[2] *stimulus* − any change that produced in the natural or social environment, which provokes an excitation or a change.

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SPORTIVE TRAINING PRINCIPLES

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The notion of training is synonym with that of sportive training. The concept of training subordinates the training bases (whole of the laws and principles that substantiates and conditions the sportive training) established by the theory of sportive treatment (system of principles and methods that compose and structure the sportive training), according to the training principles (basic ideas, of pedagogic, psychological, physiological, hygienic order and others that structure the issuance and management of training process).

Sportive training: definition and components

One of the definitions assigned to sportive treatment is the one included in the "Terminology dictionary", according to which the sportive training is a "pedagogic process systematically and permanently graded process of the human body adaptation to physical, technical-tactic and intense psychical efforts, for the purpose of procuring high results in one of the competitive practicing forms of physical exercises".

The sportive training has several components:

- pedagogical – by the didactic process it operates with;
- biological – by the objective effects in the functional development plan and of the adaptative level of human body;
- psychological – by the character, moral and emotional involvements of the sportsman's personality;
- sociologic – by its reports and way of integration and homogeneity in the social, economical and cultural environment;
- hygienic – by the specific conditions of nourishment, rest and environment whereby the sportsman trains and recovers;
- ethical – by the fair-play ideals, of total and honest involvement training and in the competition;

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- esthetical – by the beauty and refinement of movement gesture, by the complexity and harmony of movement actions, by the show provoked by sportive process.

Sportive training principles

Starting from the premise that the sportive training is before all a didactic process with multiple involvements, it is necessary the differentiation of the sportive training principles into two categories:
- general principles;
- specific principles.

General principles are named as that because they are met in all the social activity genders, especially in the education area. These principles intercept and synthesize the complex reality of sportive training, from the point of view of the pedagogic process, whereby the sportive performance is prepared.

The sportive training principles may be expressed on certain taxonomy of criteria, which start from the most general issued of sportive activity and from its goals, to continue with the adequate content, methods and strategies.

Therefore, this proposed taxonomy includes four categories of principles:
- principles regarding the orientation of training and multi-lateral development of personality and social-professional integration of sportsman, the maximum efficiency and saving, as well as the complementarity of theory with practice;
- principles regarding the goals: maximization of performance capacity, development of movement, cognitive, affective and emotional skills, control, objectivity and evaluation of the activity and cooperation between the trainer, sportsman and the scientific assistance group;
- principles regarding the content: interdisciplinarity, rationalization and operationalization;
- method - strategic principles: individualization, conscientiousness, motivation and volunteer effort, accessibility, interaction of oral to non-oral means, over-learning, modeling, simulation, specialization and self-adjustment of sportsman.

In the category of *specific principles,* there are included the principles that predominantly act in the sportive training, which are also used in other activities, generating other types of performances (ballet, music, circ etc.). The specific principles are of biological essence, because the training practice involves before all the knowledge and observance of the laws governing the adaptation processes (of the living bodies to external, repeated excitations, which are manifested as physical requests).

The application of the general adaptation laws to the issues specific to sportive training allowed the expression of its biological principles.

Continuity principle

The stressing of this principle imposed in the mean time with the extension of sportive competitions and especially due to their lagging on the entire calendar year. Therefore, the cyclic character of training was replaced by the permanent one. Some authors evoke yet the cyclicity principle in the acceptance of repeating along time of the competition and training, but the international sportive life imposed the correlation between the training and competition, meaning the continuity of training, which also connects the following competition.

The increment of the sportive competition frequency, the increase of their difficulties determined the increase of the pedagogic process role of sportive training, improving its effects, especially on the biological plan. The sportive performance altitude depended more and more on the level of genial and acquired movement qualities of the sportsmen, on the number of movement behaviors, concretized into the most efficient technical-tactic elements and procedures. This issue is followed within the training lessons or, better said, in the range of lessons that compose a weekly cycle, a stage, and a period with an annual training cycle. Therefore, the need of issuing a permanent succession of training lessons was born from the knowledge of bio-psycho-pedagogic laws of formation of the movement and behavior and development of the sportsmen' movement qualities. The complex changes occurred in the body under the influence of physical exercises, of the training means have a physical character and maintain for a limit period of time.

Starting from the scientifically substantiated idea, according to which the formation and perfection mechanism of movement behavior, as well as the development of movement qualities are driven by the reflex temporary rules, it is all-important to insure the continuity of sportive training.

The morpho-functional perfections, specific to sportsmen are not earned for good; they represent reversible changes, directly due to the body capacity of adapting always to the environment conditions under permanent movement. If the effort is not repeated anymore, a different situation compared to the previous one is established, and the body will react in accordance with the new requirements. In default of exercises that determined and maintained the perfections characteristic to training, the body organs and systems are adapted to the new conditions, the functional capacity, and their structure and sizes reducing up to the new request level, lower, they are subjected to.

The sportive practice and the scientific research proved that the perfections acquired by training are lost within a 3-4 times shorter period of time than the one necessary for their procurement. The involution occurs even in the case that the training is interrupted, but the intensity of effort decreases reported to the one of the previous stage.

The sudden suppression of efforts by the performance sportsmen obliges their body to pass fast into an entirely new situation that imposes such a high request of the adaptation mechanisms, but often disorders or sickness may occur.

The fundamental scientific research, meaning the applicative one, the experience of the great trainers proves the objective need of strictly applying the continuity principle, as a basic condition of worldwide performance.

Principle of optimum requests and of the step by step increase of efforts

The translation into practice of the continuity principle also supposes the establishment of a permanent regime of activity of the sportsman and the issuance of a sufficient number of repetitions of training means. For the purpose of increasing the training level of the sportsman, it is necessary that, on the fund of insuring the continuity of its activity, the trainer and the sportsman to change step by step the content of exercises and training means.

The dialectic of sportive performance consists in the step by step increase of efforts in training, until reaching the maximum levels, permanently changeable. This increment of efforts is based on the development of functional capacity of the human body, on its adaptation power to environment.

The scientific researches showed that, if the body is subject to an excitant that increases once, above the limit, it is produced a weakening of reaction, an inhibition ("over-liminar inhibition" or "protection inhibition"). Therefore, for a weak volume effort, the intensity, period or structure (or all in a place), the sportsman's body accordingly answers, with a low energy expense. As the excitant intensity increases, meaning that the effort parameters of training increase their values, the quantity of energy that the sportsman spends to appropriately answer, is amplified, too. At the time when the trainer exaggeratedly amplifies the effort and does not receive an appropriate answer from the sportsman, it means that his training degree was surpassed. At the new, over-sized effort, he cannot adapt anymore, and the big efforts of will, submitted to observe although the indications expose him to an exhaustion or to an over-training.

In the case that bodies are progressively adapting to stronger and stronger excitants, they may bear a previously over-powerful excitation (an unusual request for the sportsman's body) so that the excitants (training) that

provoked before the occurrence of the super-liminar inhibition become accessible, they acting literally as a strong or medium excitant.

Consequently, the ideal training is the one that registers quantity and quality upper indexes, reaching values and soliciting the body up to "refusal".

A basic condition of the body perfection to effort is established by the avoidance of appearance of the fashion or accommodation phenomenon. This is issued by observance of "the increase principle on stages of the effort". This principle foresees the increase of body request degree by the intensification of effort, when the same means are used or by their change, the body reacting more powerfully to the excitants it is accustomed with.

The principle of priority of the specific competition effort

The adaptation reactions to different exercises still have a main feature, namely their specificity. The body answer is not the same to all requests. Depending on the particularities of each excitant, where the organs are more required the others less.

The fact that the morpho-functional perfection of the body conditions the sportive performance level and that these perfections depend on the effort submitted in training necessarily lead to the conclusion that the procurement of the highest performances is only possible if the requests of training observe the specific of competition effort.

Taking into account the fact that, in the sportive practice, the resistance, force and speed don't exist as such, but only as concrete manifestation forms and their maximum specificity is the one during the competition, it results that one of the optimum training means is constituted by the competition. However, the current method grants an even higher ponder to the contests as training means for performances.

Place of multilateral physical training in the training of high performance sportsmen

Many Romanian and foreign authors consider the multilateral physical training as a basic principle of the sportive training. According to this principle, any sportsman, independently of the practiced discipline, has to pay a special care to the development of the four basic physical qualities (force, speed, resistance and address) if he wants to obtain high performances.

This principle can be maintained, too, in the training of the current high performance sportsmen, only if ascertained that the two basic theses are available, namely:

- multilateral physical training is a condition of procurement of the high results;
- training of a movement quality is positively reflected on the other qualities.

The inspection of the first thesis was made by the research of morpho-functional and movement particularities of the current champions of different sport branches. By such researches, it resulted that the multilateral physical development is not a condition of procurement of the high performances in the sports of which competition effort needs one single way of energy release.

Therefore, the issue of multilateral physical training in the current high performance sport must be considered in a different way compared to the previous decades. The multilateral physical training cannot be considered anymore as a condition of procurement of high performances to all the sportive disciplines, because, the great champions of the sports of which competition effort only imposes the aerobic or anaerobic effort are not multilaterally, but unilaterally developed, only having perfected the organs, movement qualities and the effort capacities specific to the competition requirements.

Also, there are no proves of transfer of the positive effects acquired in the organs and systems required in the training and on the organs and systems that have not been required in the relevant training. Nor the progress obtained in a movement quality is positively reflected on another movement quality if its movements don't train in work the same muscular fibers and the same organs as the quality that was trained.

There are yet many proves that the training, which determine great functional, structural and dimensional perfections in the limitative organs of an energy release way may negatively influence the organs that condition the energy release on the other way. One may state that for the high performance sportsmen of the disciplines and tests of which competition effort is based on only one way of energy release, and from the movement point of view, the results have as limitative factor a single quality, the multilateral physical training is contra-indicated, disfavoring the procurement of maximum performances, being even able to stop their issuance. When the competition effort has a mix character and the technical-tactic requirements need more movement qualities, the physical training must be multilateral.

Regarding the multilateral physical training in the training neither of children and juniors, theoretically the considerations pleading for the specificity of effort in training don't lose their validity nor at these age periods.

It is considered that the comprehension and application of the sportive training principles have a decisive significance in the procurement and maintenance of high sportive performances. These principles compose the starting point of the theory and practice of the modern sportive training.

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SOMATIC TYPE AND TRAINING

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People were divided in more categories, named somatic types, based on some physical criteria – muscle mass, height, adipose tissue, bones' thickness. Even if the somatic type is constant along the life, the aspect of the body may modify due to training.

The somatic type is a criterion in classifying human bodies, in this case based on some obvious characteristics: bones thickness, muscle mass, adipose tissue. The classification based on the somatic type is not the only one and it cannot perfectly enframe anybody, this is why it has to be used orientatively, avoiding to forcedly enframe somebody in a certain somatic type (most of us are a combination of the 3 types.). Also, the somatic type has to reflect certain constant and obvious characteristics.

For example, a mesomorph that got fat due to excess of food is not an endomorph. The framing in one of the 3 somatic types is not a sentence, but a reference element in settling the objectives and the training and alimentation/supplementation plan. There are cases of strong-willed persons who succeeded to modify so much their body that they changed their somatic type, namely they turn thin from fat, or fat from thin.

Ectomorph

Thin and slim, with reduced muscle mass and adipose tissue, usually thin bones, generally long-limbed. His/her quick metabolism makes very difficult the accumulation of muscle mass, even the proteins are burnt for energy. It seems that even the absorption of nutrients is in a deficit.

The ectomorphs have very big metabolic rates, being very difficult for them to accumulate muscle mass and to gain force. This may be a frustrating situation for many persons who become full of complexes because they are

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too thin and they end by having a bad self-image. For the ectomorphs, the effort to accumulate muscle mass is similar to the one made by an obese for getting thinner.

Due to the slow processes that he/she will make (we have to be aware of this from the very beginning), the ectomorph has to be patient, to avoid excessive training, to carefully modulate the diet and training programs. A real ectomorph, considering that he/she trains himself/herself properly, it also feeds and it rests properly, may gain 0.5-1 kg a week, in the best period.

After the first months of training the gains shall be lower. There may be higher mass gains, but this is represented by fat (that's right, fat, as fantastic as might seem). As the main problem of the ectomorphs is an unfriendly hormonal environment, there has to be laid emphasis on that training style that maximizes the anabolic hormones secretion in the body, the maintenance, as long as possible, in the hypertrophy stage, with medium dumb-bells and a higher volume, with 8-12 repetitions at each series, according to the opinion of some experts.

Others state that there have to be trained all types of muscle fibres, no matter the somatic type. This involves intense training periods alternated with less intense ones, or even during the same training session, based on pyramid principle. A different approach has those who propose the high intensity system and others related: few sets, few repetitions, very intense and rare trainings.

Everybody agrees related to the aerobic training. It is unanimously considered that the ectomorphs have to reduce as much as possible the aerobic effort in what concerns intensity and duration. Once more, even the power trainings have to be done with long breaks between the series and to be mainly based on basic and compound exercises: genuflexions, powerlifting, deadlifts, push-ups on parallels.

These exercises provoke both a local reaction in the stressed muscles and also a systemic, hormonal reaction. There have to be also performed isolated exercises for smaller groups - arms, shoulders, shins. However, most important is variety, there has to be changed something at every training – the exercises, order of exercises etc.

The worst enemy is discouragement, demotivation due to lack of progresses or to some minor progresses. This is why there has to be taken into consideration the settlement of some real objectives and of some flexible plans.

Exercises:
- basic and compound exercises performed with free weights;
- there have to be avoided sophisticated equipments, cables etc. as they are only for small parts of muscles.

Sets and repetitions:

- maximum 10 sets for big muscle groups, 6-8 sets for small muscle groups, but without performing all the sets till exhaustion;
- the number of repetitions shall vary between 6-10;
- the intensity has to be high, big weights and a small-medium number of repetitions;
- rest periods increased between sets, even to 4-5 minutes for genuflexions;
- there may be performed forced repetitions but not for every set, only at the "difficult" ones.

Frequency of Training Sessions:

- in case of a high intensity and low capacity of recovery, muscular ache might be a problem;
- a muscle group shall be trained only after the complete disappearance of the ache – the average training for a muscle group is once a week;
- rest between trainings is very important.

The aerobic training, especially at ectomorphs, sabotages the gain of muscle mass, this is why they shall be performed rarely, both in the gym hall and outside this one; the intensity has to be diminished related to frequency and duration.

In what concerns food, the ectomorph is a lucky person as this one may eat anything, without being concerned about the lipids supply. This one's diet shall include more calories than before, according to the following percentages: 20-25% proteins, 50-55% carbohydrates, 25-30% lipids. The basic supplements are the protein concentrates, glutamine and creatine.

The Endomorph

Big, with thick bones, large pelvis and shoulders, big layer of fat, large muscle mass, especially in the lower part of the body, big appetite. For these ones, it is very easy to get fat and to accumulate fat but also muscle mass. But, the gains of muscle mass are covered by the layer of fat.

Due to the large bone structure, usually, the endomorphs have a special strength, but due to their slower metabolism and "loosing" fat very slowly, the muscle gains (very small) are not visible. Unlike the ectomorph, the endomorph has to concentrate his/her efforts especially on the maximization of the loss of fat.

For this purpose there have to be combined aerobic exercises with power exercises. The addition of aerobic exercises helps in preventing other diseases and states associated to overweight (heart disease, brain strokes, diabetes, atherosclerosis etc.). Even if the endomorph gains muscle mass very easily, to see those muscles is another problem. In order to maximize the

effects of the aerobic exercises there has to be monitored the pulse and to maintain it around 60-75% of the maximum pulse, at least 30 minutes a day.

The purpose of the endomorph is to burn as much fat as possible, so this one has to train himself/herself more. You shall have in view that the exercises for the abdomen do not diminish the fat from that area, so do not use the exercises for the abdomen as a solution for losing weight and for reducing the waist. For this one the program has to be much more complex.

Exercises:
- there are included both compound and isolated exercises;
- permanent change of exercises for not allowing the body to get accustomed;
- the upper part shall be more trained, as the endomorphs have usually a native development of legs.

Sets and repetitions:
- there may be performed more sets than in case of ectomorphs, 12 for big muscle groups and 8-10 for small muscle groups; this will help to be burnt more calories;
- in certain periods there shall be applied a higher intensity – with big weights and few repetitions, but, generally, there have to be performed 12-15 repetitions;
- there has to be avoided a frequent intense treatment;
- after the warm-up, the sets are performed till exhaustion;
- rest periods shall not be long in order to maintain a high rate of metabolism;
- there are recommended forced repetitions, decreasing sets, partial repetitions, supersets;
- circuit training also stimulates metabolism.

Frequency:
- as the main purpose is to burn as many calories as possible, the training of a muscle group more times a week (2 or 2.5), having also in view the recovery, is a good solution;
- the program has to be frequently changed.

Aerobic Treatment:
- it is likely the most important matter;
- there are recommended at least 30 minutes a day;
- there has to take care to accidents;
- the pulse shall be 60-75% out of maximum;
- the "interval training" type may be useful: alternation of power sessions with aerobic ones during the same training session.

The endomorphs have to take care what they eat and to be disciplined in what concerns diet, because excess calories are quickly transformed into ponderal excess. Food rich in refined carbohydrates – sugar and white floor – predisposes to fattening because finally they are turned into fat. The best solution for an endomorph is a hypocaloric diet, with a small quantity of lipids, rich in proteins and a small percentage of carbohydrates. From the percentage point of view, the diet might look as follows: 30-35% proteins, 15-20% lipids, 40-45% carbohydrates. There may be used supplements that accelerate the metabolism.

The Mesomorph

Large muscle mass, large shoulders, narrow hips, thin adipose layer. It easily gains muscle mass, but it does not accumulate fat. To this category belong most of the competitive body-builders.

A mesomorph is the type who does not know what to do in the hall, the trainings are not too long, he/she scarcely performs aerobic treatment, he/she does not observe a balanced diet and, in spite of this, there are gains of muscle mass and there is diminished the fat layer. They are those genetically blessed; they need a lower stimulus (training) for obtaining the same effects that the others obtain.

However, there are also advices for them that will help them to maximise the progresses. The overtraining is the most dangerous; due to the quick effects they have the tendency to increase the training volume, and this is not always the best solution.

Another often error is the repetition of the same program to infinity. It seems that the best solution is the pyramidation, but not necessarily in the same training session, but by alternatively increasing and diminishing the intensity from a training session to another, for challenging all types of muscle fibres.

Exercises:
- the classic training is the one that fits best, as there are performed compound exercises followed by isolated exercises.

Sets and repetitions:
- there shall be used a great variety but, generally, around 10 repetitions;
- there are cyclized the intense trainings with those more easy;
- there are performed 3-4 sets for each exercise, 2-4 exercises for each muscle group;
- the intensity has to be high, the body may support strong trainings, with quick effects of increase, so they have to take advantage of this;

- a certain program is maintained for a period, then it is changed for not allowing the muscles to get accustomed;
- there are alternated the "difficult" days with the "easy" ones;
- there will vary the performance speed in order to challenge as many muscle fibres as possible;
- there are used all the advanced techniques, but will not exaggerate.

Frequency:

- it will be tried out by dividing the body into 3-4-5 parts to see which is the best way.

The aerobic training is necessary, but no more than 4 sessions a week, each of 30 minutes, avoiding long activities that "exhaust" energy.

Concerning food, the mesomorphs have the same tendencies as the ectomorphs, which are to eat anything and no matter when because their body may cope with this type of diet, with no risk to get fat. However, balanced diet is important both for maintaining the state of health, but especially for those who want to obtain results in the sports activity.

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THEORIES ON FATIGUE OCCURRENCE

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Fatigue is a physiological, reversible state of the body that occurs after a strenuous effort (significant volume and intensity), manifested by a diminished capacity for psychophysical effort.

Keywords: fatigue ; theories on fatigue.

Fatigue occurs based on the diminution of the general functional capacity or of some somatic or psychic components (Bougoignon). Fatigue is a "multifactorial nature" state (Brătilă F., 2002), that causes the diminution of the capacity for performance. Being an unpleasant physiological reaction, of general or local discomfort, this one may be diminished and even solved by means of rest.

Generally, fatigue state may occur after some important physical and/or psychical activities, against the background of some special situations, such as:

- precarious state of health;
- hard living and labour conditions;
- unfavourable factors of the physical and socio-professional environment;
- additional requests for performing physical and/or psychical efforts (sports effort).

The experts in this field were interested in defining the fatigue concept. Thus, the fatigue state may be defined as follows:

- "reversible diminution of the physical and/or psychical performance capacity that allows you to continue the effort at the cost of a considerable energetic super price and of the diminution of the physical precision" (Weineck J., 1995);
- "as a reversible physiological state, manifested by the diminution of the physical or psychical performance capacity occurred after a strenuous effort and that disappears through rest" (Bota C., 2000);

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- "physiological reaction, protection by inhibition at the level of the CNS that, according to a scientific law and logically, follows a psycho-physiological activity of a certain duration and intensity" (Drăgan I., 2002);
- "reversible physiological process that protects the body against a total exhaustion" (Gurău A., 2004).

Theories on Fatigue' Occurrence

The arguments used for a precise elucidation of fatigue mechanisms are multiple, as this state has to be multilaterally approached, as the human body functions and behaves as a cybernetic, complex, open, progressive system, capable of regulation and autoregulation. The studies on fatigue' mechanisms led to the creation of new theories.

Energetic Material Exhaustion' Theory (Schiff)

Schiff states that fatigue occurs when the energetic substances that maintain the muscle contraction are exhausted, respectively the muscle (as in case of an engine) runs out of fuel. The quantity of ATP, phosphogene, glycogen gradually diminishes and when it is exhausted the muscle does not contract anymore.

This theory proved to be incomplete, as a muscle that "worked" under a current of a certain intensity and that, when the fatigue occurs this one is exhausted, it may resume the contraction if it is stimulated by a higher current that the first one. The conclusion is that the muscle would not have contracted again if the energetic substances had been entirely exhausted. It may be considered that fatigue occurs before the exhaustion of the substances that ensure the muscular contraction.

Specific Toxin Theory (Weichardt)

According to this author, fatigue occurs due to a specific toxin named conotoxin. Weichardt, who detected this toxin, stated that injecting it to rested animals caused visible signs of fatigue, even if these ones weren't doing any physical activity. Also, there was stated that, based on conotoxin, there were prepared antitoxic salts that had visible results in the disease treatment.

The presentations and works on this toxin, that were announcing the perspectives of this great discovery, were widely published in newspapers at the beginning of the 20th century. The prepared salts had no results and that toxin could not be obtained by other chemists, doctors, physiologists or pharmaceutical chemists, so this theory clearly proved to be ungrounded.

Intoxication with Muscle Metabolism Products' Theory (Hill and Pflüger)

It is well known that physical activity produces toxic substances that are not totally eliminated so, gradually, these substances diminish the capacity for supporting the effort. When there is a great quantity of toxins, the muscle contraction ceases.

The authors of these theories stated that if an exhausted muscle is washed with physiological serum, this one recovers and it contracts again – the washing eliminated the toxic substances. They also demonstrated that a muscle treated with lactic acid gets tired without doing any physical activity (it is well known that during muscle effort there is produced lactic acid). Also, there was proved, based on experiments, that the muscle gets tired before the toxic substances, produced by the muscle metabolism, are accumulated in great quantities. This theory, even if it is accepted by many experts, did not prove the occurrence of fatigue.

Excitation – Inhibition Equilibrium' Theory (Pavlov and Secenov)

Another theory states that fatigue is directly related to the activity of the cerebral cortex: an intense muscle activity represents also an intense activity at the level of the brain motor centres, this disturbing the excitation/inhibition equilibrium, especially the inhibition that disturbs the reflex processes and disturbs muscle coordination.

Insufficient Supply of Oxygen' Theory (Verwon)

According to this theory, fatigue occurs as a consequence of working without oxygen or with a small quantity of oxygen; the theory is incomplete as the muscle is capable of working if there is no oxygen or in case of a small quantity.

Heterochronism' Theory

Heterochronism occurs when between the nerve and the muscle there is no normal sequence, being exceeded certain limits; the excitation (command) brought through the nerve does not take place and the contraction is not produced. This theory states that fatigue forbids the transmission of the nerve impulse to the muscles, disturbing the normal sequence (isochronism) between the nerve and the muscle.

Researches proved the importance of the excitability for the good operation of the neuromuscular system, emphasizing, in the same time, that fatigue depends not only on the relation nerve-muscle but also on other component systems of the body. The previous theories did not take into consideration this phenomenon of body unity and they worked on muscles isolated from the rest of the body, ignoring the most important organ, the nervous system.

The progresses obtained in physiology, especially related to the functions of the central nervous system, allowed also to explain the causes that lead to fatigue.

At present, this phenomenon is treated as a normal physiological state that diminishes the effort capacity. The moment when the fatigue occurs depends on more factors, among which: individual particularities, activity characteristic, environmental conditions, activity' intensity and volume, the way it continues along the time etc.

To the heterochronism theory there is also added the fact that fatigue is not due only to the relation between the nerve and the muscle, as the muscle contractions produce significant modifications in the entire body, the muscles involving all the functions of the organism.

The effort capacity and, related to this one, the moment the fatigue occurs, is controlled and conditioned by the CNS and, especially, by the cerebral cortex.

Thermo-Regulation' Theory

The thermo-regulation process (the equilibrium between heat' production and loss) is disturbed due to the fact that the body heats due to the effort, this leading to the disturbance of body' homeostasis. The theory does not have enough arguments, because there are not explained the other biologic modifications.

The presented theories unilaterally explained the fatigue state by local phenomena installed at the neuromuscular level.

For a correct approach of all the states of human body there is taken into consideration the close relation between all the components of the body, as elements of the same open system, that are permanently exchanging substances, energy and information. The human body, as a system with automatic regulation, disposes of some measures that are put in motion for settling and resettling its operation and equilibrium. Fatigue occurs gradually, body mechanisms interfering for the equilibrium of the human body, this leading to a delay in the occurrence of the fatigue.

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