



МЕЃУНАРОДНА НАУЧНА КОНФЕРЕНЦИЈА
БЕЗБЕДНОСНИ КОНЦЕПТИ И ПОЛИТИКИ - НОВА
ГЕНЕРАЦИЈА НА РИЗИЦИ И ЗАКАНИ



INTERNATIONAL SCIENTIFIC CONFERENCE
SECURITY CONCEPTS AND POLICIES - NEW
GENERATION OF RISKS AND THREATS

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PROTOCOL AS A PRACTICAL TOOL IN DEFENSE DIPLOMACY

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ABSTRACT

This scientific paper focuses on protocol as a practical tool in defense diplomacy and on the relevance of its usage. The main thesis of this paper presents the official visits of foreign defense ministers to the Ministry of Defense of the Republic of Macedonia. The key argument in support of this paper's thesis is how to vividly explain the process of an official foreign defense minister's visit to our country as an operational tool in defense diplomacy.

The method used in processing the subject of this paper is practical analysis, a respective case study of a particular visit by a foreign defense minister in our country. The conclusions from this paper imply that the most important issues are the increase of bilateral cooperation between two countries and cooperation in the field of defense. It also includes additional interpretations or guidance for future development, innovations and solutions in protocol activities through a 360 degrees feedback, or the so called lessons learnt – assessing what had gone right and what had gone wrong, and as a consequence, gaining from the mistakes and avoiding them in each next visit of a foreign defense minister.

Key words: *military diplomacy, visit, reception, Macedonia, defense*

Introduction to protocol discipline

Protocol represents a science and one of the definitions for protocol is: „*Protocol is a series of rules that require good behavior in official life and in ceremonies that include whole governments and nations, as well as their representatives. It is a recognized system of international courtesy.*” The topic of this paper is: „*Organizing a visit from a foreign defense minister to the Ministry of Defense of the Republic of Macedonia.*” Protocol, as described in the definition, implies „*Etiquette*” deriving from the French word “*étiquette*” which means *good behavior*. Another definition says: „*Protocol represents a set of rules that regulate the matters of etiquette, commendation and order of precedence in official ceremonies.*” I would also like to cite one of the founders of our diplomatic protocol in former Yugoslavia, the author Trajkovski: *He explains that the official honors and ceremonies play a significant role in diplomatic protocol. In this issue I will also use the ARM Service Rulebook, February 1995, later in 2011 transformed in „The Rulebook for Military Protocol in the Army of the Republic of Macedonia,” where Military Protocol is systematized. Military Protocol also involves military honors for diverse high heirs to the throne, heads of foreign states and defense ministers, who will be the subject of this paper.*”

Organizing a successful official visit of a foreign defense minister to our Ministry requires a great and sacrificial work. To have an efficient and effective visit, the focus needs to be put on four managerial functions: *Planning* the visit of a foreign minister,

*Organizing and teaming up for the visit, Managing during the time of the visit by a foreign minister to our country and, the fourth and last function, Control by the chief of protocol over the people who are directly involved in organizing and implementing the visit, for example: „Escort officers, bodyguards, police officers, doctors, nurses, drivers, waiters, hotel workers, curators, etc. In short, we can call this whole group: technical personnel. Hence, we divide the organization of the work into: **Specializing, Grouping and Deployment.***

According to one of the most famous authors in management Isaac Adzes, „*The organization in the long term should efficiently behave as a hand where each finger is not indispensable. In such an organization, team work needs to be carried out in a manner that everyone supports the other, yet nobody is indispensable.*”

Organizing a planned official visit of a foreign minister requires a difficult and painstaking work. Everything needs to be planned and implemented and I will present the details in the further course of my project report on the subject Fundamentals of Management.

1.1 Organizing a Visit From a Foreign Defense Minister to the Ministry of Defense of the Republic of Macedonia

There are several types of visits by a foreign minister to our country as follows:

1.2 Types of visits

- Working visits of defense ministers to our country;
- **Official visits of defense ministers to our country;**
- Informal visits of defense ministers to our country (visits to sporting events);

1.3 Official Visits of Defense Ministers to Our Country

Official visits of defense ministers to our country- everything that is necessary to organize an official visit by a foreign defense minister to our country.

Every visit of a foreign defense minister to the Ministry of Defense of the Republic of Macedonia is of a **working nature**. The invitation for a visit of a foreign defense minister is sent by the Minister of Defense of the Republic of Macedonia. A working visit of a foreign defense minister to the Ministry is organized based on an invitation, international and bilateral cooperation in the field of defense, a plan for training of officers and non-commissioned officers, international contracts and agreements for armament and military equipment and services, scientific and technical cooperation in the field of military technology and exchange of officers and civilians for vacation purposes.

Visits of foreign defense ministers to the Ministry cannot last more than three working days. There are exceptions when they have longer duration, but this only occurs with the approval of the Minister of Defense or if it is envisaged by an international agreement or treaty.

The official visits of Defense Ministers are normally held on work days and not on weekends or national holidays. Military delegations on a ministerial level can include up to five persons. In situations when foreign visitors insist on a higher number of delegation members and a longer period for the visit, it can be allowed, depending on the interest; however, in such cases the expenses are covered by their side. Foreign defense ministers' visits are approved by our minister or a person authorized by him.

The Decision for a visit includes the goal and duration of the visit, the number of visitors and the institutions to be visited. It specifies the responsibilities of the professional, political, security and protocol segments of the visit and it determines the responsible authorities and the costs of the host.

The program and the appendage for recruiting people for the organization of the visit are prepared by the Section for Protocol within the Department for International Cooperation within the Ministry of Defense of the Republic of Macedonia (hereinafter DIC) in collaboration with the responsible authority for the activity.

During an official visit, we can plan visits only to those units and institutions which, by Ordinance of the Minister of Defense, are open for visits by foreigners and those which are required to be visited due to extraordinary reasons, approved by the Minister of Defense.

The program for the visit must be short, meaningful and economic, without any contents unnecessary for the visit. The program cannot be altered or expanded without the approval of the Minister of Defense of the Republic of Macedonia or a person authorized by the MOD, whereas the planning and the established protocol security – without the approval of the head of DIC or the Minister's Cabinet. The program of the visit needs to be printed in Macedonian Language and in the adequate foreign language, whereas for the working groups and individuals the foreign language is used when necessary, which is decided by the Chief of the Minister's Cabinet, on the proposal of the Chief of Protocol in the Department of International Cooperation in the MoD of the Republic of Macedonia.

DIC, in cooperation with the host, prepares a special program for the spouse of the foreign minister of defense. The spouse of the foreign minister of defense does not take part in the official talks and visits to the units and other state institutions, nor does she/he join the official luncheons which are organized in the units or state institutions (only in exceptional cases may she/he join official luncheons). The spouse program does not necessarily have to match the one of the delegation or the working group.

The spouse of the foreign minister of defense, depending on the reciprocity of two states, can reside in the Republic of Macedonia as a guest of the Ministry of Defense of the Republic of Macedonia or privately, as a guest of the relevant embassy.

The person in charge for organizing and carrying out the professional part of the visit is the responsible authority for the host duties, whereas the chief of protocol within the DIC is responsible for the security and the protocol part of the visit.

The responsible authority for the activity is to draft a proposal and submit it to the supervisor for approval, no later than 15 days before the visit, since the visit cannot be approved without an approved proposal.

Prior to the arrival of the guests, the responsible authority is to determine and negotiate the purpose and duration of the visit, the number of visitors, the expenses, which of the requested contents can be carried out in the Republic of Macedonia and what protocol honors they are entitled to during the visit, as well as to make sure this information is provided to the foreign guests prior to their arrival.

The responsible authority has to inform the Unit Commanders planned to be visited at least seven days before the visit.

The military unit or state institution to be visited by the foreign delegation is obliged, through its ordinance, to regulate all issues related to the organization of the visit and to take care of data confidentiality during the visit.

Additionally, it is obliged to either personally or through the DIC inform the foreign visitors about the restrictions they must adhere to during the visit.

Following the completion of the visit, the responsible authority prepares a report and submits it to the Minister within eight days.

During visits from a foreign defense minister to our Ministry, the Ministry of Defense of the Republic of Macedonia covers the expenses for hotel accommodation, transport, meals and gifts for the guests and the official escort.

The number of days for the visit, the responsible persons for the expenses and other details are determined before the arrival of the guest, through a written invitation and a program proposal for the visit or through other means.

The expenses for official visits of foreign ministers of defense need to be agreed and be borne by the Ministry of Defenses of the Republic of Macedonia solely on the basis of reciprocity of the two countries, according to the provisions of international agreements and interstate agreements and treaties.

The Ministry of Defense of the Republic of Macedonia does not cover the cost of supplies of special aircraft and the cost for accommodation of pilots and expenses for foreign journalists accompanying the minister.

In negotiating the official and other visits of foreign ministers of defense, the responsible authority and DIC should inform the guest about the type of expenses covered by the Ministry of Defense and the expenses covered by the guest during the stay in the country.

As part of the preparations for the visit of a foreign minister of defense to our Ministry when the Ministry of Defense covers the costs, the Department for International Cooperation produces a calculation of costs and it is approved by the Chief of the Cabinet of the Minister of Defense who is responsible for the planned and rational spending of funds.

In the official reception during a visit by a foreign minister of defense to our Ministry, the Ministry organizes military honors according to: ¹ *The Regulation Service of ARM, February 1995*. The military honor ceremonies usually include the presence of the Minister of Defense, the State Secretary, one of the state counselors or generals (and spouse if the guest's spouse is also present) and the Head of DIC. The delegation is accompanied by an officer or other person designated by the host, i.e. the Minister.

During the reception ceremony at the Ministry of Defense of the Republic of Macedonia, the airports in Skopje and Ohrid, Skopje railway station and other specified locations, the foreign minister of defense visiting our Ministry is escorted throughout the visit and hence requires a certain number of escort officers, depending on the reciprocal obligations of both countries.

1.4. When the Minister of Defense of the Republic Macedonia is the Host

In cases when the Minister of Defense of the Republic of Macedonia is the host, the following actions need to be taken:

- The Host-Minister of Defense (and spouse, if the guest is accompanied by his/her spouse),
- State Secretary or one of the State Advisors from the MoD of the Republic of Macedonia,

¹ Protocol Rule for Service in the Army of the Republic of Macedonia (1995), Skopje

- The Chief of General Staff of the ARM or one of the generals designated by him,
- Chief of Staff of the Minister's Cabinet,
- The Head of the Department for International Cooperation in the MoD of the Republic of Macedonia,
- The Military Attaché of the Republic of Macedonia from the country where the guest comes from,
- Other persons designated by the host, i.e. the Minister.

The persons in charge of the reception and seeing the guests off are designated by a proposal of the Head of the Department for International Cooperation in the MoD of the RM. These persons are lined up in a row during the reception and departure ceremonies according to the order of precedence, rank and position.

The necessary number of participants in the opening and closing discussions and expert consultations is determined by the host or the Minister, depending on the need and reciprocal obligations between the two countries.

The President of the Republic of Macedonia or the President of the Assembly of the Republic of Macedonia, based on the reciprocity between the two states, receives a courtesy call by the minister of defense of the foreign country during the official visit to the Republic of Macedonia.

The reception ceremony for a foreign minister of defense to our minister of defense includes the following persons who attend the event: Chief of Staff, State Secretary, one of the state advisors, the responsible authority for the activity and the Head of Cabinet of the Minister of Defense of the Republic of Macedonia.

Depending on the need, the reception may also be attended by the Ambassador and Defense Attaché of the country of the visitor and others designated by the Minister of Defense of the Republic of Macedonia.

Foreign guests, upon their request, can lay a wreath of fresh flowers on the grave of Gotse Delchev, at the "St. Saviour" Church in Skopje, and on this occasion only the foreign minister is allowed to write a note in the book of notes for visitors.

For providing movement and physical security for the delegations at standstill and in motion, personnel is engaged from the military police, the sixth sector of the Ministry of Interior for providing security to dignitaries and the Military Security and Intelligence Service of the MoD.

During the visits of a foreign minister of defense to our country, the responsible host authorities organize an official luncheon or dinner in the banquet hall of the Army restaurant or in any other national restaurant provided with a decision and approved by the Minister. The formal meal organized during the visit of a defense minister is attended, in addition to the guests, by Ambassador and the Military Attaché of the guest's country (the spouse of the Minister if the guest is accompanied by spouse) and officials from the MOD and ARM.

It is customary to exchange toasts during the official luncheon or dinner. They are normally held after the meal. Toasts can also be held at the beginning, if we reach such an agreement with the guest. The toasts can be previously translated and hand it out to the guests to avoid translation during the ceremony.

At official dinners, receptions and cocktails domestic beverages are usually served.

The type of attire is determined by the host, i.e. the responsible host authority, upon proposal of the Chief of Protocol in the Department for International Cooperation in the MoD of the RM, in line with regulations, customs and climate conditions. With respect to the attire of the spouses, the host's spouse is consulted.

At the formal luncheon or dinner there must be a sitting order at the table of the official delegation and name tags are set for the guests, and if required, for members of the technical staff. The layout of the table is made by the Head of Protocol from DIC, respectively (order of precedence) in accordance with the functions in the Ministry of Defense and the Army of the Republic of Macedonia and the armed forces of the foreign country (if the luncheon is attended by VIPs in order of precedence higher than MoD of the RM, then the sitting arrangement is in accordance with the order of precedence of the Republic of Macedonia). If the host - Minister of Defense has a reason for changing that order, then it should be promptly negotiated with the Head of Protocol in the DIC.

There must be a printed menu on the table and printed names of the guests for the ceremonial luncheon or dinner hosted by the Minister of Defense. The rest is marked as required.

During an official visit of a foreign minister of defense to our country, personal gifts are customarily exchanged between the two ministers at the end of the luncheon or at the end of the official talks between the two delegations. The gifts are provided in advance by the Head of Protocol in agreement with the Minister of Defense. The Head of Protocol takes care that the same gift is not given to the foreign defense minister for a second time.

The value of the gift should not exceed the amount of 100 Euros. If the gift exceeds the projected amount, it remains for the Ministry of Defense of the country where there guest is from.

The foreign minister of defense together with the delegation is accommodated in Government protocol buildings (egg. at the Vila Vineyards and St. Naum in Ohrid), or in first class hotels as stated in the Decision for the visit, approved in advance by the Minister of Defense.

The protocol buildings that are property of the Government of the Republic Macedonia can be used after prior approval by the Secretary General of the Government of the Republic Macedonia (egg. MPs Club in Skopje, etc). For part of the delegation accompanying the foreign defense minister in hotels, there are prearranged menus with a choice of two to three dishes at a predetermined price and a menu by the Head of Protocol of the DIC.

The ordinance also includes a small and prearranged consumption of foreign drinks, whereas the expenses for telephone calls and bar service are covered by the guests.

During a visit by a foreign minister of defense to our country, the Head of the Public Relations Section of the MoD of the RM, or the spokesperson is responsible for the public relations context – i.e. media communications, in agreement with the Minister of Defense or a person authorized by him.

The Section for Protocol within DCAOS (Department for Communications, Analytics and Operational Support) prepares a part of the protocol report for the visit of a foreign minister of defense, whereas the professional part of the report is prepared by the responsible authority for the activity and it is submitted to the Minister of Defense of the Republic Macedonia within eight days.

2. Military Honors for Foreign Guests

In this subheading I will focus on military protocol. The Army of the Republic of Macedonia has an Honors Battalion which deals exclusively with protocol matters, and I will take this occasion to stress only a few of them, as: "*The Protocol Rule for Service in the Army of Republic of Macedonia*," i.e.:

3.1.4. Paying military honors to defense ministers of foreign states, chiefs of staffs of foreign Armed Forces, NATO commanders and heads of international organizations;

73) For the defense ministers and chiefs of staffs of foreign countries in official and working visits, the Ministry organizes a welcoming (departure) guard of honor upon arrival at the airport and during official visits and a formal reception ceremony in front of the MoD and General Staff.

The reception ceremony includes the participation of the honor unit with the Macedonian flag and a military band. The Honor Unit is consisted of 1 line with 20 guards and one officer, platoon commander, a flag-bearer and two companions - 3 officers and the commander of the Honor Unit, 1 officer. The honor guard is mustered in front of and in the building of the MOD and GS - 10 guard soldiers who are placed in pairs as follows: at the entrance stairs to the building, at the monument of General Mihailo Apostolski, at the platform for press statements in front of the MoD cabinet and the cabinet of the Chief of General Staff of the Republic of Macedonia.

Before the arrival of the delegation, with the appearance of the Minister or the Chief of Staff, the commander of the unit commands "READY!" and "SALUTE!" turning "TO THE LEFT - ROUND" and gives a report on the readiness of the unit.

Upon the receipt of the report, the Minister or the Chief of Staff heads the place for welcoming the guest, the commander turns and orders "TO THE LEFT - ROUND" commands "READY!" and "PARADE, REST!"

Upon arrival of the foreign delegation, the Minister or the Chief of Staff welcomes the guest coming out of the vehicle and the military band plays a march. The Commander of the Honor Unit commands an honorary salute "ON THE RIGHT". The guest and the host go up the stage and take their positions.

The military band plays the anthem of the guest country, and then of the host country.

The military band plays a march, the guest and the host step down from the stage and continue to review the formation. The honor unit commander gives the report and follows the guest while touring the honor unit to the end of the line. The guest salutes the flag with a head movement and salutes the unit walking to the end of the line. Finally, the Honor Unit commander salutes the officials with a sword and afterwards follows the introduction between the members of the Macedonian and the foreign delegations. Then the guest and the host enter the building of the MoD and GS of the Army;

74) During visits by NATO commanders and heads of international organizations, based on an ordinance by the Chief of Staff, the MoD and ARM organize a welcoming (departure) honor guard upon arrival at the airport and the honor guard is positioned in front of the building of the MoD and GS - 10 soldier guards, as regulated in paragraph 69;

75) During visits by deputy ministers of defense, deputy chiefs of staffs, lower levels NATO commanders and representatives of international organizations, based on an ordinance by the Chief of Staff, the MoD and ARM organize a welcoming (departure) honor guard upon arrival at the airport and the guard honor is positioned in front of the building of the MoD and GS - 10 soldier guards, as regulated in paragraph 69.

76) At handing over of credentials to the heads of foreign diplomatic missions in the Residence of the President of the Republic of Macedonia, the President office organizes military honors involving the honor guard. Upon their arrival and departure to and from the Residence of the President of the Republic of Macedonia, the honor unit performs a military honor guard alignment.²

Conclusion

As explained in the text above, the advantages of organizing a visit by a foreign minister of defense to our ministry are very significant. One of them is as follows: ***One of the most important things is increasing cooperation on bilateral relations between the two countries, cooperation in defense, and many other issues.***

As stated above in the introduction of my report, planning and organizing are among the most important management functions. If the trip is well planned and organized, half the work is already completed. However, despite the well-planned and organized visits, other problems always occur. The virtue and wit of the Chief of Protocol help to solve the problem immediately and avoid its effect on the prearranged protocol. Resolving problems that appear during the work need to be quickly identified, defined and a practical decision is to be made.

According to experience, to date it has been proven that the problems always come from the lower working structures (egg, bodyguards, drivers, waiters and others). The protocol level in our country is still on a stand-still position; although in the last ten years it has slowly moved upwards.

Another thing that must also be noted is that during a visit all things must be spotless, the protocol must be faultless, it must not make any mistakes and it must be efficient and effective. One of the activities which today's managers lack is motivating the protocol, i.e. increasing the motivating factor (e.g. praising the protocol service at the end of the work well done). In our reality, this occurs very rarely and if the work is done well, nobody notices that.

Additional interpretations or guidance on the further development of innovation in protocol is the 360 degrees given feedback or the so-called lessons learned: what was good and what was bad and making sure in each subsequent visit of foreign ministers not to repeat the same mistakes.

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² The Protocol Rule for Service in the Army of Republic of Macedonia, Skopje, 2012.

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