Managing in Conditions of Crisis Events – Environmental Aspects

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A B S T R A C T

Inside frames of acting of the authority services and bodies it is necessary to take measures and activities in the part of protection of the environment, especially protection of the resources for pristine continuation of everyday life of the population in time of crisis. In the field of dealing with risks with the National platform, in cases of ecological risks and risks in the domain of agriculture, forestry and water management are predicted. Conflict happened in the Republic of Macedonia in 2001 presented serious security problem, resulting in several causes. With that the safety condition was violated and the national safety was attacked by Albanian radical groups. Of course, the conflict also had implications on the environment. This crisis event and the other types of crises in Republic of Macedonia are part of this paper. The author of this text analyses the results of research which was conducted from the Faculty of Security – Skopje during 2009–2010, when 667 examinees were polled. Also the author in the paper analyses some official documents about measures to be taken during crisis in Republic of Macedonia.

Key words*: crisis, eco-crisis, managing, security, environment*

Introduction

Security management basically consists of the following basic functions: planning, organizing, managing and controlling. Managing is a process of directing the employees, having influence on them and motivating them for successful fulfillment of security tasks. During the managing, managers should hold on to the working principles, incite the mutual respect in relation superior-inferior, supervise the staff, train the staff etc. Also, the manager manages the action directly and coordinates the activities on the spot, all that for successful and safe fulfillment of the action. He constantly follows the development of the events, making decisions about the progress of the action that means that he has the most important role because he has to influence on other members for successful performed action[1].

Particularly the manager has an important role during the crisis event, when there is a special procedure like responding to the situation. We are talking about incidents on a large scale or with serious consequences, to which it has to be replied with the whole security system or with several security services all in coordinated activity. In order of adequate performance in situations like these, managers have certain expectations how the staff will respond, deploy and deal with the crisis events[2].

Due to prompt reaction in crisis events following goals have to be defined:

– identifying the critical events,
– identifying the basic characteristics of crisis events,
– identifying the general problems and solutions in managing with crisis events,
– identifying the phases of respond in crisis events,
– description of making decisions during the crisis events,
– identifying the steps of respond in six phases,
– identifying actions, performing during certain phases of respond.

Conflict happened in the Republic of Macedonia in 2001 presented serious security problem, resulting in several causes[3]. With that the safety condition was violated and the national safety was attacked by Albanian radical groups. Of course, the conflict had also had implications on the international security[4]. The crisis was

»spilled over« outside the borders of the Republic of Kosovo, and the international factor in the later phase of solving the conflict had crucial role[5]. Conflict finished with signing the Ohrid Agreement, within, the requests of the armed Albanian radical groups were implemented.

The hypothesis of this paper is the successful crises managing connected with the qualifications of the staff which is engaged in the policy creating for prevention and managing with crisis events. In order this hypothesis to be confirmed was used the method – analysis of the content. Thus, conclusions were gained which lead to usage of professional and qualified personnel for managing with crisis events, and creating of policies is needed for managing with crisis events, especially in the part of protection of the environment.

Analysis of the obtained data

In the frames of the research that was performed in 2009–2010 at the Faculty of Security – Skopje, 667 examinees were polled, members of the security forces and the participants in the conflict in 2001 members of the Ministry of Internal Affairs, the Army, the reserves and the village guard[6].

Namely, 50% of the polled members were from the Ministry of Interior, 38.9% from the Army, and 1.6% from the village guard. From the members of the MI: Special forces 19.8%, Special police units 34.3%, uniformed policemen being on the field in the crisis area 15.6%, uniformed policemen being at the police station 4.8%, reserve police staff 21.1%, State security 1.8%, Crime police 0.2%, other 2.3%.

From these indicators we can conclude that from the members of the security forces in Republic of Macedonia involved in the conflict in 2001 there were also members from different ministries and services. All this has a special distinction taken from the managing. Therefore, principles of technical-tactic freedom, principle of proportion, as well as the principle of unique managing and conducting of criminal activity should be used. This principle is especially used when there is a need of deploying bigger number of officials, as it was for the conflict in 2001. Therefore, for the realization of the measures members of different services took part: the police, the army, the reverse, the intelligence and counter-intelligence services etc.[7]. In cases like these one center or headquarter is formed where the action is managed from[8]. In that command center there should be members from the services and a manager of the command center should be selected, as well as the way of the communication and the way of acting on the field should be determined[1]. Crisis events are characterized as unusual events, big events, unsolved element of danger, threat for the citizens and for those who respond to events like these and also a system of communication and directions is needed.

During the crisis events managing, the fact that there are some factors that can not be used should be taken into consideration. Those factors are the weather conditions, number of suspects, types of weapons, location of the incident and the time period during the day. But also there are factors that can be controlled as: evacuation and sheltering the endangered citizens, securing the event scene, securing the roads for exit and entrance, securing safe movement in contaminated surroundings, number of the personnel, type of communication etc.

Especially we have to draw attention to how the decisions are made, making them under pressure during the crisis events, to actions requiring immediate respond. It's necessary for the manager to have an experience for situations like these, which will help him make the decisions. If these situations are from usual, routine nature the manager will be able to give a quick respond, clear orders and to establish control over the event scene.

Of course that the managers are making decisions in specific conditions: lack of time, lack of experience or without it, under stress, without clear long term goals, inappropriate information[8].

Dealing with crisis in Republic of Macedonia

As a result of some environmental endangered conditions and having security and other implications as on inside and outside plan, taking measures and activities for prevention and their restoration of certain threats and conditions is necessary. Namely, managing of ecological catastrophes and crisis events is needed, with the purpose of decreasing their effect on the environments. For that purpose, Macedonian authorities and institutions are taking measures and activities for acting in these kinds of crisis situations, especially the Crisis Management Center. Of great importance is the National Platform of Republic of Macedonia for reducing the risks from accidents and catastrophes that presents national frame for acting of the responsible authorities for managing in crisis situations.

For successful dealing of the authorities in crisis and crisis situations, National Platform was made in Republic of Macedonia all with aim for reducing the risks from accidents and catastrophes, that presents basic law frame for Crisis Managing Center and other authorities' acting. Also in the National Platform other separate platforms for prevention of different risks are included and for each of them coordinating advice, national commissions, membership in the councils and other details in relation with the functioning of the separate platforms are predicted.

Separate platforms in the frame of the National Platform are included:

1. Platform for prevention and dealing with epidemics;
2. Platform for medical treatment in the context of mass injuries during accidents and catastrophes;
3. Platform for mental hygiene and psychological treatment (in the context of suffered stress and trauma as a result of accidents and catastrophes);
4. Platform for water and food security;

5. Platform for prevention and dealing with eco-hazard and ABC contamination;

6. Platform for protection of natural rarities and values;

7. Platform for prevention and dealing with epizootics;

8. Platform for prevention and dealing with epiphytes;

9. Platform for prevention and dealing with forest fires;

10. Platform for coordination in cases of extremely high temperatures and drought;

11. Platform for coordination in cases of torrential rain falls, strong winds and hail;

12. Platform for dealing with flood and land sliding;

13. Platform for dealing with earthquakes;

14. Platform for coordination in extremely low temperatures, ice, torrential snowfalls and snowstorm;

15. Platform for prevention and dealing with risks in the domain of critical communal infrastructure;

16. Platform for prevention and dealing with risks in the domain of jeopardizing the safety of public and housing facilities;

17. Platform for security of traffic infrastructure and dealing with the consequences from big traffic accidents and catastrophes;

18. Platform for prevention and dealing with the consequences from accidents in the domain of critical infrastructure – telecommunication and information networks;

19. Platform for prevention and dealing with the consequences from accidents in the domain of critical infrastructure – energetic;

20. Platform for coordination during mine accidents;

21. Platform for protection of the cultural material heritage.

In the regular structure of the coordinative councils, formed for the separate platforms, the Minister of Environment and Physical Planning is a member and also manages the coordinative council for prevention from eco-risks and dealing with the consequences from ecological accidents and catastrophes. Also, the director of the Environmental Administration and the State Inspectorate for the Environment take part in the acting of these councils.

In cases of ecological accidents and catastrophes other managers take part directly in acting in these kinds of conditions.

The coordinative structure manager of the separate platform for prevention from eco-risks and dealing with the consequences from ecological accidents and catastrophes, the Minister of Environment and Physical Planning can determine and form National commissions for separate questions like national commission for:

- Prevention and dealing with consequences from aero pollution;

- Prevention and dealing with consequences from water pollution;

- Prevention and dealing with consequences from soil pollution;

- Prevention and dealing with consequences from biodiversity;

- Prevention and dealing with consequences from the global warming and climate changes;

- Prevention and dealing with consequences from incidents in the domain of the infrastructure: dumping ground and postponement of the garbage;

- Prevention and dealing with consequences from breakdowns in industrials facilities and refineries and

- Prevention and dealing with consequences from accidents in industrial warehouses for dangerous materials.

In connection with the cases of ecological accidents and catastrophes (the National platform) it's necessary to act in:

- Preparation of a working plan and action plan for conduction of the working program of the separate platform for prevention from eco-risks and dealing with the consequences from ecological accidents and catastrophes;

- Preparation of strategy for dealing with the consequences from ecological accidents and catastrophes;

Taking into consideration the permanent institutional policies in the field of dealing with the consequences from accidents and catastrophes, their upgrading and creating new policies (in the sense of strategy transformation in particular steps)

- Determination of the need for adaptation of constant legislative and adopting new law solutions for implementation of the previous mentioned policies;

- Preparation of methodologies for: evaluation of risks and dangers and their consequences, mapping risk and dangers, monitoring of risks and dangers;

- Determination of standard operational procedures (S.O.P) for regular acting in the frames of responsible bodies in the meaning of monitoring the situation, organizing and preparing for action in a case of a need; for acting of the institution under circumstances different than the normal ones; as well as for securing interoperation to all readers directly engaged in the dealing with the event.

Environmental threats

Ecological threats present a part of overall world treats that effect not only to personal, national but also to the international security. Certain local ecological problems become global problems, for example: illegal wood-cutting, wasting of the ozone; global warming; constant organic polluters; desertification etc. Global warming, for example effects on the level rise of the oceans representing great threats for humanity and state security.

Woodcutting worsens the global warming and presents a factor for certain catastrophes like landslides.

Tenth biggest security threats initiated from the global warming are: more often and longer hot waves, often droughts, coast floods as a result of the higher sea level, reduction of the harvest because of the lower rainfalls, north and south spreading of tropical diseases, increased rate of diseases brought by water in flooded areas, ocean pollution because of the effect of the carbon dioxide on the fish market, often and bigger floods of rivers in rainy seasons caused by glacier melting/ reduction of water supply in dry periods, increased occurrence of fires and strong storms[9].

Besides above mentioned threats, we can number also the following ecological threats: climate changes and global warming, impoverishing of the ozone layer, ecological refugees, food safety, demographic growth, the oil, natural gas and the water as a natural strategic resources and sources of conflicts, war factor as a destructor of the environment, woodcutting and technical-technological and natural catastrophes[10].

As a result of these environmental endangered conditions and having security and other implications as on inside and outside plan, taking measures and activities for prevention and their restoration of certain threats and conditions is necessary. Namely, managing of ecological catastrophes and crisis events is needed, with the purpose of decreasing their effect on the environments[11]. For that purpose, Macedonian authorities and institutions are taking measures and activities for acting in these kinds of crisis situations, especially the Crisis Management Center. Of great importance is the National Platform of Republic of Macedonia for reducing the risks from accidents and catastrophes that presents national frame for acting of the responsible authorities for managing in crisis situations.

In the event of a major emergency a crisis situation can be declared if there is significant threat to the life or health of people or animals, or a danger to goods or the security of the Republic, or a part of it. The formal decision to declare a crisis situation is made by the Government, which also determines the specific area of intervention and activates the mechanism for crisis solving. Once such a decision is adopted, the Government informs the Assembly and the President of the Republic.

One of the biggest problems in Republic of Macedonia is number of fires, which is big and also area affected is big. For example number of fires in 2005 is 260 with 3.360 ha., in 2007 number of fires is 620 with 39.162 ha. This is a big number of fires in the state and also big territory of landscape.

The National crisis situation was declared in 2007 because of big number of fires which were threats for safety of people, animals and plants.

Although the fires caused extensive material loss, the coordinated action of the institutions of the system proved that Macedonia has the capacity for successfully

dealing with this type of natural disaster, most importantly without human casualties.

The most common situations when crisis situations are in Macedonia: dealing with fires, flooding, cleaning of rivers, protection of forest from pests etc.

In 2007 Macedonian Government brings a decision on the existence of a crisis due to the fires of broad-scale. Measures and activities under crisis will be taken throughout the territory affected by the crisis and where manifest reason – the fires. Also be activated and the Headquarters and which headquarters is in Permanent Session. They prepare an action plan for prevention and dealing with fires, review of human and technical resource sand plan for the procurement of material and technical resources.

On February 2012 Macedonian Government brings the decision to establish the presence of the electricity crisis on the territory of all country, because of the power system disturbance, inability to import electricity, lower elevations of the reservoirs due unfavorable meteorological conditions, and extremely increased power consumption due to low temperatures in the continuity. They activated the crisis committee for electricity condition to take measures for power supply.

War as a social phenomenon has a destructive influence and military actions are part of the basic environmental destructors. According to the World Charter for Nature, adopted in 1982, by the General Assembly of the United Nations, predicts avoiding all military activities that have detrimental effects on nature. Long-term effects of military activities on the environment are: contamination of water and land, causing global warming, disruption of the ozone layer and reduce the number of different biological species living in certain areas.

During the crisis in Republic of Macedonia in 2001, was made to close the valve of the water supply system Lipkovo Lake. About this event Ministry of Interior on 06.08.2001, brought criminal charges to the Basic Public Prosecutor's Office in Kumanovo. Prosecution measures were taken against two people, residents of Kumanovo and criminal reported reasonable doubts for committing a criminal act of »terrorism« and »association for hostile activity«.

In that period of time the police forces acted within the security forces and they takes activities for the suppression of terrorist groups, protection of the civilian population, detection of perpetrators of crimes against the state, humanity and international law. Also, on several occasions, police conducted providing humanitarian convoys for International Committee of the Red Cross and other international organizations.

Because the problem with water supply, the residents of Kumanovo had a problem with drinking water, so they had to be supplied by tankers. It was disrupted normal life of citizens in terms of resource supply, and it had a major impact on public health.

So the crisis situation in Republic of Macedonia in 2001, had security implications, which are related with life of the

citizens and there was big number of victims, and there were big number of internally displaced persons. Also, this problem with water supply had an impact of public health, and there was a problem with flora and fauna.

So the management of crisis events is associated with decision-making about security issues, but also with environmental aspects of crisis event[4]. In that period of time it is very important decision-making about the impacts of war activities related with health of the citizens[12].

Prevention of eco risks

In order to prevent and deal with ecological risks, determining of a general strategy related to specific risk is needed. The general strategy also determines the functional strategies: strategy for prevention, strategy for reaction and strategy for reviving of the normal situation. In order one strategy to be realized, defining of the policies is needed, determining the way of carrying through the strategies from the specific domains, actually how they are going to be transformed in specific steps. In accordance with the policies the strategy of implementation is determined, as well as programs and projects for implementation of the policies. All this is conditioned by the legislative, actually bringing laws and subordinate regulations, with what the policies are transformed into laws and subordinate regulations.

In accordance with the prevention the basic doctrinal attitude »prevention and early warning are the base for total obstruction or for obstruction of disastrous consequences from accidents caused by nature or by human, and the readiness of each of the subjects and the capability for their mutual coordinative and fast acting are presumption for decrease of the consequences and for fast normalization of life« should be emphasized.

Reviving into normal state is a characteristic for ecological catastrophes, because except the restoration of the catastrophe that can be caused by pollution, flood, earthquake, fire etc., especially the restitution is important. Namely physical, but and legal entities, that can be a victim of ecological catastrophes have the right from the causer of that catastrophe to ask to restore the environment or to ask for a compensation[13].

When the condition of the victims from ecological catastrophes is improving also the principle of a holding development can be enabled. Therefore, the tension between the economical development[14] and the satisfaction of the human needs will be decreased therefore respecting the ecological laws and needs[15]. With the prevention of crisis and crisis situations, establishing of the prediction of the crisis is needed. Prediction is one of the characteristics of the crisis, and with these crisis situations always follows the question if it could be predicted. According to Berry Turner during the studying of the crisis bad managing and omissions in the period of the incubation of the crisis should be taken into consideration. He also points out that catastrophes and big incidents often can be predicted, and not only in an abstract sense[16].

There is also a need of evaluation of the escalation and phases of development of the crisis, as a warning because crisis can also turn into a threat against the peace and the security. Evaluation is a basic condition in order to determine the techniques and the instruments for dealing with the crisis[2]. In order the risks from accidents and catastrophes to be reduced, evaluations and scenarios are being made. During the risks evaluation, appearances implying risk and danger, resistance and vulnerability of the community, the capacity of the authorities, financial implications and other factors are taken into consideration. For successful prevention and dealing with the risks it is necessary to engage experienced and professional people who have the potential of making an adequate risk evaluation for taking measures and activities in order to prevent and deal with risks.

Therefore managing with human recourses and making teams which in cases of crisis will be able to engage maximum professional and successful standard operational procedures for prevention and dealing with the crisis. Except the human recourses also technical, financial and other recourses are needed for completion of the conditions for successful action. Also, the way of making decisions in crisis situations as well as the way of managing during them, are of great importance.

Based on the evaluations of risks and dangers, also preparation plans, prevention and operational plans will be made which will precise the measures and activities that will be used for prevention of crisis and dealing with them.

Conclusion

With the analysis of the data obtained by the polled members, participants in the conflict in 2001, and related to the management, certain mistakes and weaknesses can be concluded. Mistakes made by the managing personnel and the negative consequences came out from those mistakes are analyzed, as well as the people reactions carrying out the orders. Results show that the mistake can be noted and the consequences can be corrected.

In the following period competent ministries and security services should organize management training gaining knowledge and skills in leadership, communication, making decisions, teamwork etc. Also, the mode and standards for promotion in the system of career development to be consistently used, in other words, the managers to meet the conditions for certain level of education, years of working experience in the service, practical experience in realization of operational-tactic and other measures and activities in the field etc.

The results from this research, especially a certain weaknesses in the system of managing, should be an impulse for the top managers in the security services to take measures for training the staff on a level of intermediate and operative managers, in order words the strategic determinations in one specific service that should be implemented on an operative level in practice.

There are some good practices for post-disaster recovery, for example a process of forestation in FYR of Macedonia. After the great wildfires of 2007, when a state of emergency was declared in the FYR of Macedonia, a process of forestation was initiated that was supported by governmental and non-governmental sectors and civil society. There was mass participation. The Government declared two working days as »days of the tree«, during which all citizens were encouraged to plant a tree in order to renew the forests and improve the environment. This was a practical application of disaster risk reduction[17]. Crisis situations are especially important situations in the sphere of safety and because of their successful prevention, adequate creating of policies is needed. Namely defining strategies in the frames of the policies that create possibilities for realization of the already made plans of acting.

Because the actions for prevention and dealing with crisis situations are taken over by different bodies and institutions, collaboration among them is necessary for successful field actions. Therefore, they need adequate personnel training, technical equipment, realization of training scenarios etc. Only in this way they can create appropriate protective system concerning the reaction and support of the authority bodies and institutions obliged to act in conditions of crisis.

For successful dealing with ecological accidents and catastrophes, the authority organizations and institutions should take measures and activities, planned and in continuity, for efficient training of the personnel and equipped with technical instruments used in crisis situations. Though, governments should make appropriate plans and programs for acting in crisis situations, and to entrust the institutions and services authorized for crisis situations. That implies creating policies in order creating conditions for their successful application.

During the creation of the policies different solution will be taken into consideration, but we have to make a decision which one will have the priority, and will be the best solution. The decision for the best solution should be brought according to the evaluation of the possible solutions. That evaluation should be based on criteria which allow us, not only a choice of option that is the most appropriate for us but also gives as arguments that allow us to represent the choice we have chosen[18].

The way of managing and making solutions in cases of crisis and crisis situation, as well as the levels of response should also be established. From great importance is the managing place – command post[8] and the way of its functioning. We have multi agency approach in cases of team work and dealing with crisis situations.

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UPRAVLJANJE U UVJETIMA KRIZNIH DOGAĐANJA-ASPEKTI ZAŠTITE OKOLIŠA

S A Ž E T A K

Unutar okvira djelovanja službi i tijela vlasti potrebno je poduzeti mjere i aktivnosti u okviru zaštite okoliša, posebno zaštite sredstava za nastavak svakodnevnog života stanovništva u vrijeme krize. U području suočavanja s rizicima u okviru Nacionalne platforme predviđeni su slučajevi ekoloških rizika i rizika u području poljoprivrede, šumarstva i

vodnoga gospodarstva. Sukob se dogodio u Republici Makedoniji u 2001. godini koji je postao ozbiljan sigurnosni problem. Nacionalna sigurnost je bila ugrožena zbog napada albanskih radikalnih skupina. Naravno, sukob je također imao utjecaja i na okoliš. Ovaj krizni događaj i druge vrste kriza u Republici Makedoniji su dio ovog rada. Autor ovog teksta analizira rezultate istraživanja koje je provedeno s Fakultetom sigurnosti u Skopju tijekom 2009. i 2010. godine kada je anketirano 667 ispitanika. Također, autor u radu analizira neke službene dokumente o mjerama koje treba poduzeti tijekom krize u Republici Makedoniji.