



medienhilfe

PO Box, CH 8031 Zürich
Tel: +41/(0)1/272 46 37
Fax: +41/(0)1/272 46 82,
info@medienhilfe.ch
www.medienhilfe.ch

Geneva Centre for the
**Democratic Control of
Armed Forces (DCAF)**
CH 1211 Geneva
Tel. +41/22/741 77 00
info@dcaf.ch
www.dcaf.ch



PUBLIC RELATIONS IN THE REPUBLIC OF MACEDONIA'S DEFENCE SYSTEM

Presented by
By Mr. Marjan Gjurovski
Spokesman of the Ministry of Defence
of the (FY) Republic of Macedonia

Paper prepared for presentation at the Conference

Military and the Media

Confidence Building between Armed Forces and the Civil Society
Co-organised by
the Geneva Centre for the **Democratic Control of Armed Forces (DCAF)**
and **medienhilfe**
Skopje, January 24/25, 2003

1. BASIC ASPECTS OF THE PUBLIC RELATIONS

In the period from the independence of the Republic of Macedonia's defence, until the today's extent of building and development, the process of systematic enabling and practical preparation of the defence subjects for defending of the country and its values has been developed by the contexts, methods and forms, organized and with conception. As an integral part of that process, and starting from the need for an active, conscious and motivating participation of the defence subjects in the realization of the planned activities on one hand, and gaining public's support for all these activities on the other, the informing of the defence subjects and the public has been developed. At the same time, with the development of the defence system, the informing, as one of its sub-systems, is faced with transformation and adjustments.

1.1. Public Relations

Descriptively, and from the aspect of thought out, planned and purpose-aimed activity, public relations represent a process of appropriate relations in which, as a result of registered and acquired cognitions, the opinion is created, certain stands are taken, and concrete decisions for practical behavior and acting are brought.

Actually, public relations in the field of defence represent processes of relations in which, as immediate participants in the defence and the public, acquire knowledge in enabling, preparation and practical action in ensuring of the independence and the territorial integrity of the state – on the internal plan and in the efforts for preserving of peace and building of thrust, cooperation on the field of defence with the international defence-security structures. Therefore, the immediate participants in the defence build their personal opinion and standpoints for the need and possibilities for defending of the territorial sovereignty and integrity of the country and preserving of peace, confidence and cooperation, and accordingly, developing of the capabilities, preparedness and decisiveness as essential qualities for defence and their practical and appropriate conduct - action. On the other hand, the public, according the received information, creates opinion on the defence events and has critical, (non)supportive stands which have a considerable influence on the immediate participants and the defence processes.

Naturally, it would be wrong if the public relations are seen and accepted in its idealized form. Also, the fact that the defence public relations are just one of the sub-systems that determine the previously mentioned influences and conducts should not be forgotten. The public relations are just one of the most important factors for it. On the other hand, the public relations area (although with expressed specifics and characteristics which come out from the defence activities nature, and especially from the military organization) is not without external influences. With it, the objective success and achieved "range" or "scope" would be considerably determined not just by the quality of the overall internal-defence (military) interaction, but as well by the overall processes in the society.

2. STARTING POINTS FOR PLANNING AND ORGANIZING OF THE PUBLIC RELATIONS IN THE SYSTEM OF DEFENCE OF REPUBLIC OF MACEDONIA

2.1. General principles

The freedom of informing, as one of the basic universal human rights, in Republic of Macedonia is regulated by the Constitution, where in the Act 16, among other things, firmly are guaranteed: the rights for the freedom of believe, consciousness, thought and public expression of thought; freedom of speech, public performance, public informing and free establishing of the institutions for public information; as well as free access of information and freedom of acquiring and transmitting of information.

According to the Defence Law, as participants in the organizing of the defence and as carriers of defence tasks, but as well in the function of permanent social control with the influence over the preparation of the defence system in realization of its constitutional function, the citizens and all the other organized subjects in Republic of Macedonia have the right to be informed about the measurements and activities which are being organized, taken, and realized within the framework of the defence systems, on the basis of building up their own stands, to form critical approach and give public support in the carrying out of the defence policy. On the other hand, the state institutions, departments, employees in the MOD and the members of the ARM, as immediate resources of information as regards the defence, everyone in its area of responsibility and competence, have right and obligation to cooperate with the media in the way regulated by a document of the Ministry of Defence, taking care for the protection of certain data or information, and the national interests of Republic of Macedonia and its defence.

Republic of Macedonia is firmly determined to join the modern democracies, also meaning linking and active participation in the modern security-defence structures. This determination, which in Republic of Macedonia, in the sphere of defence organization, is raised to the level of necessity of building of a defence system, compatible with the modern security-defence systems, means adjustment with the restructuring of the existing systems in all the segments according to the NATO standards. In view of that, the public relations sphere necessitates transformation as regards the organization-formation setting, along with the aims, tasks, principles, methods and contents.

2.2. Specific principles

The informing regarding defence is an activity of great importance and interest not just because of the providing information for everything happening in the Ministry of Defence and the ARM, but as well because it is an important segment for engaged and quality participation in bringing and carrying out decisions for all relevant issues from the social living in Republic Macedonia. The validity in bringing of any decision necessitates good previous informing for the existing problems. Having information necessitates previous obtaining of information from the source and transferring it to the user, and it is a process which is an integral segment of the managing-directory function in the Ministry of Defence, i.e. commanding and control of the structures of the Army.

The information as regards the defence, which, on one hand, presents the events, occurrences and processes objectively and critically, and on the other hand, affirms the results and accomplishments, and at the same time is a motivation and stimulus for creating new values.

The Public Relation activities in the Ministry of Defence are headed towards the home and international public, towards the community, but also inside, towards the personnel employed in the Ministry of Defence and the members of the Army. With its transparency, PR is strengthening the thrust in the security-defence policy of Republic of Macedonia and is clarifying the connection of the defence subjects and their defence activities with the society based on the needs for allowing of good conditions for development and protection of the free, democratic values guaranteed with the Constitution. In that way, Public Relations make the defence preparation current issue available to the public, and at the same time stimulate the interest for an active participation of the citizens in the creating, organizing, realization, accomplishing and the controlling of the defence assignments.

Simultaneously, the activity of the Public Relations strengthens the motivation and the professional relation towards the defence assignments of the people employed in the Ministry of Defence and the members of the Army. The preparation of the human potential with all its strength and capabilities, by usage of different procedures and activities to defend the independence and the territorial sovereignty of the country, and at the same time, through the cooperation with the international security –defence factors to contribute in the building and strengthening of the peace, stability and cooperation in the immediate surrounding, and even further, it represents one of the most important elements in the enabling of the defence. Then again, we should begin from the fact that apart from the training, the motivation is very important for the human potential, which is, on the other hand, closely linked to the knowing and accepting of the values which should be defended and developed. Therefore, we can say that the knowledge, as a result of the perceived and learned informative subject matters is a precondition for engaged and quality participation in the bringing and carrying out of the decisions, whereas, the bringing of the right decisions necessitates valid acknowledgements.

3. PRESENT FORM OF THE PUBLIC RELATIONS IN THE DEFENCE SYSTEM IN REPUBLIC OF MACEDONIA

3.1. Present organization

As specific activity, Public Relations in the defence, is in a way formulated and is functioning as an integral part of the public information of the Government, and through it, of the system of public information in Republic of Macedonia. However, basically, this regards to the information segment. At the same time, information segment of the Public Relations in the defence, because of the specificity of the activities and structural formation of the defence system, cover: informing of the home and foreign public (public information) internal (interior) information, relations with the community and organization of the sectors of the informing.

Public Relation activities in the Ministry of Defence are headed towards the home and international public, towards the community, but inside as well – towards the people employed in the Ministry of Defence and the members of the Army. We want to achieve a high level of transparency with this in the majority of the defence segments as precondition for strengthening of the thrust in the security-defence policy in Republic of Macedonia, and at the same time, to clarify the relations of the defence subjects and their defence activities in the society, based on the need of enabling of good conditions for development and protection of the free, democratic values guaranteed with the Constitution. In that way, Public Relations make the defence preparation current issue available to the public, at the same time stimulating the interest for an active participation of the citizens in the creating, organizing, realization, accomplishing and the controlling of the defence assignments. Simultaneously, the activity of the Public Relations strengthens the motivation and the professional relation towards the defence assignments of the people employed in the Ministry of Defence and the members of the Army.

3.2. Experiences from the previous functioning

The Republic of Macedonia's efforts to organize the defence system according to its needs, but also compatible to the modern western models and NATO structures, means restructuring of the existing system within the Ministry of Defence and Army. In that sense, Public Relations and their way of planning and realization in the defence are as well in a process of transformation. At the same time, it is good that this matter in the defence system in general is basically set, but as well experiences for further development and adjustment of the modern capabilities and needs.

Of great importance for the defence system of Republic of Macedonia is the responsibility for the information, as an obligation and right, lies entirely in the managing-commanding structures. At the same time, managing-commanding structures present and analyze the events from their point of responsibility and competency and approve the activities, which, as an activity in the Public Relations section in the MOD and the Army structures is (or should be) planned, organized and coordinated by the Public Relations bodies.

In the previous practice, on the Army structure level, there were special sections and officers, moral commanders' assistants, under which was the internal informing as a segment, and partly the community relations. Basic army level for setting moral commander assistants was an independent battalion. On the General Staff level, this activity (but not in the form of overall public relations, as it is the modern organization of the Public Relations) was in the framework of the Sector for combat readiness, Department for moral-physiological preparations. The activities of all these sectors did not cover the immediate contacts from the informative material form the level of its competencies and responsibilities with the media representatives; organization of visits for the media representatives to the Army units and services; organization of visits and traveling for the media representatives in the services, institutions and facilities of the foreign partners; interviews for the media representatives; media conferences; regular meetings with the media representatives; sending press releases and other informative material through the media; making, procuring and distribution of informative programs and materials for the public, with the exception of the

internal informing, i.e. informing of the members of the subordinate unit, command or facility and partly of certain forms of connection with the community.

Yet, as a result of certain acknowledgements and learned lessons from the individuals within the framework of the joint activities with NATO-PfP structures, for us in the defence and especially for the Army, the experiences in the planning, organization and realization of the media operations during multinational exercises within the framework of NATO-PfP structures are valuable, as well as in the specific conditions of life and work of the Ministry and the Army.

At the multinational exercises in our country, as a timely form of organizing of Public Relations, we have formed a Pres Information Center which enabled direct communication with the representatives of the media, their organized and immediate following of the contents of the exercise and timely informing of the public for the most important events and activities. At the same time, the Pres Information Center had a function of production and publishing of informative materials in a form of newspapers and bulletins, media logistic support and analytical segment of the published materials, as well as function of internal informing.

On the exercises organized outside our country, in most cases was practiced having a Public Relations representative in our contingent, who was at the same time included in the Pres Information Center of the exercise and had a daily cooperation with the PR Office within the Ministry of Defence, i.e. the spokesman of the MOD.

During NATO-forces initiative in Kosovo, parallel with the increasing of the combat readiness of the ARM units, the assistants and moral commanders were under exceptional mobility. On the other hand, the spokesmen for the MOD and ARM provided daily information about the current events and send them afterwards to the Government of Republic of Macedonia. Both were members of the periodic body of the Government of Republic of Macedonia that was preparing the pres conferences for the media representatives on a daily basis.

Organizing pres conferences, briefings and giving statements of the managing structures during more important events in the field of defence is a regular practice in the Ministry of Defence. This especially regards to the visits of foreign delegations and activities that we assess should be presented in front of the public. Apart from it, the activities from the defence are presented as well through interviews, answers to journalistic questions and press releases.

At this point, bringing of the Regulation for PR in the MOD and ARM is urgently needed, as well as incorporation of the production segment in the PR Department.

4. FUTURE STEPS IN THE PLANNING, ORGANIZING AND FUNCTIONING OF THE ACTIVITIES OF THE PUBLIC RELATIONS

4.1. Defining of the Public Relations

4.1.1. Aims of the Public Relations

Starting from the basic determination, the Public Relations should be defined through achieving of the following special aims:

- Providing maximum information from the defence areas for all the people interested in it, and according the politics of the national security and defence;
- Achieving and preserving of the level of maximal knowledge and support of the defence policy, on the part of the internal structures of the Ministry of Defence and the Army as well as from the public and the community;
- Achieving and preserving of the best possible relations with all the structures and segments of the community regarding the mutual trust, organization and realization of joint contents in realization of the tasks of the defence system;
- Development, reinforcing and strengthening of the consciousness of the citizens of Republic of Macedonia for the need of fulfilling of the constitutional rights and obligations regarding the preparations and realization of the defence;
- Raising the dignity, respect, moral and combat readiness of the subjects and carriers of the defence activities in all the defence structures, as well as arousing of the motivation for a complete and quality carrying out of the functional assignments;

4.1.2. Public Relation tasks

The size and contents of the Public Relations activities are based on the constitutional- legitimate and legal regulation regarding the right and the need for constant transformation and accessibility for complete, precise, constant and timely information which clarifies the development and concrete conditions of the defence system of Republic of Macedonia and its influences on the security of the country and the contribution for retaining of peace and stability in the region and further. From this point, the Public Relations activity should mean planned and thought out realization of the following assignments regarding the introducing, clarifying, and real presentation of the activities with:

- Role, character, purpose and general tasks of the defence system of Republic of Macedonia and its structure components;
- Tasks and results of the defence subjects in realization of the national defence strategy;
- National defence policy as regards the international dimension of the security-politic correlations necessary for development and retaining of peace in the region and the tendencies for Republic of Macedonia's inclusion in the collective security-defence systems;

- Purposes of our international cooperation on the field of defence for affirming and gaining international support in persisting of implementation of the Republic of Macedonia's standpoints as a contribution in the preserving of peace and stability in the direct surrounding and the region;
- The undertaken plan activities and achieved results in the equipping and modernization of the armed forces with new combat systems and military equipment, and accordingly, informing of the public for the preparation of the defence subjects and the degree of training and preparedness for conducting of the defence assignments;
- The basis of the organizational-formation setting of the defence system and its modernization and progression from the aspect of the development processes accordingly to the needs for national security, the possibilities of the country and strives for implementation in the modern defence and security systems;
- Having at disposal the defence budget money – the purpose and tasks for which they are intended and they way of their usage;
- Cooperation of the defence subjects with the communities as regards the strengthening and reinforcing of the defence power of the country and its development, also giving aid in the strengthening of the mutual connections as inseparable segments of the society;
- Rights and obligations of the citizens regarding the creation, participation and the control in the conducting of the defence assignments;
- The activities from the overall living and work in the units, commands and Army institutions.

4.1.3. Public Relations Methods

The defining of the Public Relations as an activity of great importance and interest for everything that is going on in the Ministry of Defence and the Army as regards the obtaining of information, but also, engaged and quality participation in the bringing and carrying out of decisions for the relevant issues connected to the defence, put the PR in function of a planned and thought out activity on all the structure levels in the MOD and the Army.

Because of the media's capability of swift and individual transmission of information to the furthestmost places, the active relation of the information sources is especially significant. In that sense, PR in the defence area, both as sources and interpreters of information, have to be in a constantly active and transparent position and have a maximum cooperation with the media, and through them, with the public as well.

Regarding the responsibility for the defence area information, as an obligation and right should be completely in the hands of the managing-commanding structures and the PR sectors or bodies. On the other hand, as regards the sensitivity of the defence issues, these managing-commanding structures should have in mind the secrecy and safety of the information, as well as the punctual, objective, and precise presentation of the information. In addition, the secrecy of the data regards only on the information with confidential nature, regulated by law.

4.1.4. PR Principles and maxims

The striving to approach the developed PR systems in the modern defence structure on this subject sets the informing transparency as a basic principle. Therefore, the representatives of the media, regardless of the fact whether they are from the local, regional, national or international character are welcomed in the MOD and Army structures, and their questions for certain issues, no matter how provocative or annoying they are, are reconsidered and thought out with greatest attention. It should be noted that the refusal of giving appropriate answer carries risk of creating speculations and rumors which is much more difficult to refute or negate in the time and space dimension. Answer in a form of official standpoint, given in due time, is the real reaction to every asked or supposed (expected) question.

Regarding the purpose and tasks of the MOD and Army policy, in the PR relations should be started from these basic principles:

- Information, which should be precise and delivered on time, should be available to the public in order to help in the analysis and understanding of the defence strategy and national defence subjects;
- Any official information of the MOD and the Army intended for the public, and which regards to national defence subjects, military purposes or issues of importance for the MOD, because of the objectivity and preciseness of the given official standpoints, have to be approved by the competent structures and PR bodies before their publishing. In addition, the public presentation of the official information of the MOD could be limited only if it is necessary to preserve information which demands such status regarding the national security or other defence interest.
- Information from the defence subjects could be widely published, i.e. the public could have an access to these information through the libraries or some other ways if they do not contain any confidential data or endanger the defence interest, and only if the author represents the events and the official defence policy correctly.

4.2. PR Structures

The acknowledgements, but also the principles from the experience point to the fact that the PR structure, should contain 4 basic segments: 1) informative; 2) production; 3) educational and 4) administrative.

Regarding the level of planning, organization and realization of the PR, there must be a determination of these segments by the number of personnel and the range of contents of the activities. The higher level means more complex structural organization, but also more numerous and more overall contents of the activity. So, on the MOD level, the development of the mentioned segments should be complete, whereas in the Army structures, depending on the range of certain formation structure it should be reduced, and the responsibilities should be concentrated on a smaller number of personnel with the possibility of asking and giving help for certain type of activity from the higher level or organization.

4.2.1.Contents (areas of activities) of the informative segment

Informative segment covers: a) informing of the home and foreign public (informing of the public or public information) b) interior (internal) informing c) community relations.

a) Informing of the public (public information)

Informing of the public, as a PR function in the defence area, is an integral part of the public information of the Government, and through it, it is a part of the public information of Republic of Macedonia.

Informing of the public means putting of informative contents or material from the defence area in front of the public through the media. By presenting it to the people, the information becomes public. It means availability of the information not just to the smaller circle of people, but also, its usage on the part of the media for publishing and spreading of information. Spreading of information through the media is in fact informing of the public. In that sense, the public information is realized directly through the media, which demands creating and cherishing of certain relations among the defence structures and the media on the local, state and international level, depends on the authority and responsibilities of the source of information.

In the framework of these relations, the information should be presented through the written pres releases and news, however, with greater effect in the giving the message through statements and interviews, given at pres conferences or briefings.

b) Internal Informing

The internal informing is directed only towards the internal defence structures, i.e. MOD employees and Army members. The previously determined standpoints for public information completely refer to the internal informing as well, but here, the basic thing is achieving the goal as regards the motivation of the defence subjects for a complete and efficient carrying out of functional assignments, and also, the informative contents have greater size and are more specifically directed on certain actions, events, activities and are more frequent, even on a daily basis (for example for the realized and forthcoming unit, team or crew assignments etc.)

c) Community relations

Basic thing for the community relations within the PR frames are the planned and thought out activities in the field of cooperation with the local population and the mutual informing, but also in the field of planning and conducting of joint activities from greater public interest. In general, the community relation should contribute towards the establishing close relations between the population and the defence members, as well as developing of their mutual thrust by concrete activities for educative, informative, cultural and sports character.

4.2.2. Production segment

The production segment refers to the producing of printed, audio and visual material. For the time being, this segment refers to the publishing of the “Defence” magazine and “Army word” newspaper, the special editions (which are partly in projection) and the web site **www.morm.gov.mk**. Although there are certain previous experiences in the production segment, yet, it is still in the primary phase of its development, initially because of the lacking of resources and equipment.

4.2.3. Educative segment

Objectively, in the field of education of the PR personnel in the forthcoming period cannot be done anything more concrete, meaning more complex organization of forms of adjustment. There are schools and courses for these cadres in the modern defence systems, which are offered as well for training of our personnel, and therefore, regarding the relatively small number of PR bodies in the defence sector, this offered opportunity should be used in continuity. In the framework of our capabilities, it is probable that we would have to lean on the seminars, counseling and short purpose courses for certain PR segment, as presentation of the newly gained acknowledgements and experiences.

4.2.4. Administrative segment

The administrative segment should be organized and should have the function of service and logistic support of the previous three segments. At the same time, this segment in our conditions could be a carrier of the planning function of the communication and PR resources.

4.3. PR in specific conditions

4.3.1. Defining of the specific conditions

Defence subjects are planning and realizing their activities not just in daily and usual circumstances. In fact, the activities in the defence mean preparation for actions in the circumstances which significantly differ from the daily – peace time. That, on the other hand, necessitates planning and realization of the activities which lead to what is basic function of the defence subjects – acting in specific conditions. In that sense, specific conditions mean: Army participation in actions of natural disasters, conducting of joint military exercises, multinational military-civic exercises, maneuvers, situation of increased combat readiness of the Army, mobilization, and Army participation in combat defence actions and operations.

The stated specific circumstances significantly change the living and space ambient in which the defence tasks are carried out. From this aspect, the activities in the area of public information get new characteristics which, initially, are characterized by the informing intensity, richness of the contents and methods of realization. In other words, the organization of the PR, and especially public information are

applied as well in the specific conditions of the defence subject activities, i.e. armed forces. The next defined regulations only supplement and concretize the PR activity accordingly to the aims and tasks of the activity in a specific conditions.

4.3.2. Conditions of increased combat readiness and other exceptional circumstances

In such conditions, the spokesperson for the Defence Minister should coordinate the PR activity within the MOD and with other state institutions and PR bodies, establishing at the same time procedures for realization of the PR and setting the primacy in the organizing and equipping of the source of information for military operation. Other PR bodies, accordingly to the military plans for usage of the armed forces and the units, individually, within the frames of their own activities, should provide organized and planned public information for obtaining public support for the military operations on their level of responsibility and the army forces in general.

Generally speaking, MOD, as regards the PR activities in these conditions should provide timely and precise information for the internal components, bodies of the state authorities and the public because of the accurate assessment and understanding of fact for the national security and defence activities. Giving the media continuous influx of information is very important for avoiding of the misinformation, rumors, speculation and public impatience, especially among the families of the members engaged in the military operations of the armed forces, as well as because of the enlarging of the public premonition and understanding of the activities in the framework of the military operations.

5. PUBLIC RELATIONS BODIES

Republic of Macedonia's efforts to organize the defence system accordingly to the needs for defending the sovereignty and integrity of the country, but as well compatible to the modern western models and NATO structures, means reconstruction of the existing, and transition process with certain changes in the MOD and the Army structures. In that sense, undoubtedly, the PR would undergo through a process of transition in the defence area regarding their organization, the way of planning and realization of the informative material and activities. At the same time, it is positive that this area in the defence system has largely a basic setting, but also experiences for further developing and adjustment to the modern needs and capabilities.

Especially important for the Republic of Macedonia's defence system is that in the previous practice, the responsibility for the information in the defence area, as an obligation and right, was entirely in the hands of the managing-commanding structures and the PR bodies. At the same time, managing-commanding structures present and interpret the events from their level of responsibility and competency and approve the activities, which as an activity from the PR area would plan, organize and coordinate special competent bodies of the appropriate level of the MOD and Army structures –PR bodies.

5.1. Role and Position of the PR bodies

PR bodies should be composed of expert persons for planning and organizing of activity. They are assistants of the managers, i.e. PR commanders that assist in the planning and realization of the activities from the PR area, but the responsibility for these activities remains in the hands of the manager, i.e. commander.

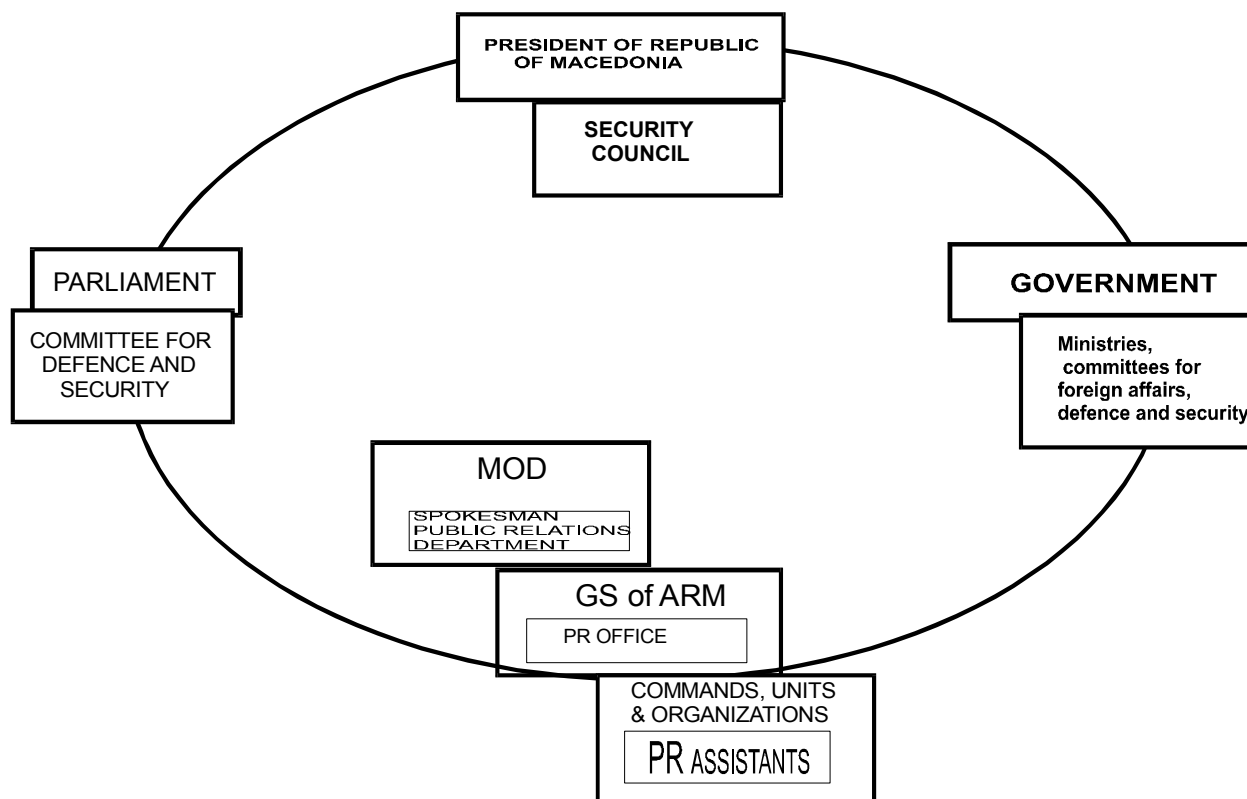
BY the authority and approval of the manager, in certain moments and occasions, the PR bodies should also have a function of direct implementers. This especially regards to the organizing of the pres conferences and briefings, making pres releases, giving written and verbal statements within the frameworks of its responsibility towards the media.

With the overall activity of the PR bodies, speaking for the expertise and proficiency, the spokesperson for the MOD should be responsible for.

On the level of the MOD, the PR activities should be organized, planned and coordinated by the PR Department, and on the Army level – special bodies and officers: on the General Staff level – Office, and on the unit level – commander assistants for PR. Basic army level on which the commander ‘s assistant should be appointed is a separate battalion.

On the MOD and Army structure levels, where by systematization, i.e. formation, separate bodies for PR do not exist, and therefore, the activities from this area should be conducted by the deputy commanders or managers.

SYSTEM FOR INFORMATION OF REPUBLIC OF MACEDONIA



5.2. Responsibility and competence of the PR bodies

The activities of the PR bodies should cover: immediate contacts from informative context with the media representatives; organization of visits for the media representatives of the parts of the units and ARM and MOD departments; organization of visits and traveling for the media representatives in the departments, institutions, facilities of foreign partners; interviews for the media representatives; media conferences; expert meetings with the media representatives; publishing of pres releases and other informative materials for the media; making, procuring and distributing of informative programs and materials for the media and for the internal information etc.

For timely and efficient realization of the media activities - operations, PR bodies should conduct immediate communication and consultation with their superior, and by expert vertical line of PR, with all the PR bodies from higher level, together with the spokesperson for the MOD, accordingly to the principle of subordination, in this case, the communication has to be carried out by simultaneous informing of the line of managing and commanding.
