List of Speakers/Participants:

**Dr Itamara Lochard**, Monterey Institute of International Studies (MIIS), US Department of Defense  
**Dr Orce Popovski**, Dean of the Military Academy, “General Mihajlo Apostolski”, Republic of Macedonia  
**Lt. Col. Metodi Hadji Janev**, Associate Professor, Vice Dean of the Military Academy, “General Mihajlo Apostolski”, Republic of Macedonia  
**Rowinda Appelman**, President, Youth Atlantic Treaty Association  
**Jason Wiseman**, Assistant Secretary General, Atlantic Treaty Association  
**Ilija Djugumanov**, Project Coordinator, Euro – Atlantic Council of Macedonia; Vice President, Youth Atlantic Treaty Association  
**Jordan Tasev**, Euro – Atlantic Council of Macedonia

Foreign participants:

**Alina Munteanu**, University “Alexandru Ioan Cuza”, ROMANIA  
**Gentiola Madhi**, M.A. in EU International Relations and Diplomacy Studies, College of Europe, Brugge campus, Belgium; Post-graduat Diploma in advanced European studies (DAES), European College of Parma Foundation, Parma, Italy; MSc in international relations and European studies, Univeristy of Florence, Italy; ALBANIA  
**Natalia Rencic**, Service Civil International; European College of Parma; European Peace University, CROATIA  
**Skender Perteshi**, Kosovar Center for Security Studies; KOSOVO  
**Eleonora Santoni**, Master in diplomacy at Societa Italiana per l’Organizzazione Internazionale (SIOI), Rome, Italy; London School of Economics-Peking University double MSc in International Affairs, London , UK, ITALY  
**Ivana Smolenaova**, Master programme at Faculty of business administration University of economics in Prague; SLOVAKIA  
**Remco Zwetsloot**, European Student Think Tank, President ; United States Senate, Intern; University College Roosevelt; Georgetown University, NETHERLANDS  
**Veronica Guranda**, Durham University; Seaford College, MOLDOVA  
**Boris Ristic**, YATA Serbia

Macedonian participants:

**Sanja Bogatinovska**, Central European University  
**Ozal Hopi**, MA in International Political Economy at the University of Manchester  
**Hristijan Lazarevski**, Ss. Cyril and Methodius University of Skopje, Diplomacy and IR  
**Hristijan Despotovski**, Faculty of Economy Skopje  
**Anita Jovanchova**, Faculty of Law Skopje, MA in International Law  
**Marko Pankovski**, Faculty of Philosophy - Institute for security, defence and peace  
**Simona Kish**, University American College Skopje  
**Marija Jankuloska**, European Law Students’ Association in Republic of Macedonia  
**Despina Petrovska**, Faculty of Economy Skopje  
**Frosina Doninovska**, Ss. Cyril and Methodius University of Skopje, Diplomacy and IR  
**Andrej Spasovski**, Faculty of Security Skopje  
**Elena Dimovska**, Faculty of Security Skopje  
**Kristina Najdovska**, MA of Political Science – Faculty of Political Science “FON University” European and International Diplomacy and Politics  
**Aleksandar Vancovski**, Faculty of Security Skopje  
**Vase Rusumanov**, Faculty of Security Skopje
NATO Partnership Policy

Addressing insecurities and creating security

Considering the NATO policies adopted at the Chicago Summit in 2012, outlined in point 22 in the Chicago Summit Declaration:

Partnerships play a crucial role in the promotion of international peace and security. NATO’s partnerships are a key element of Cooperative Security which is one of the core tasks of the Alliance, and the Alliance has developed effective policies in order to enhance its partnerships. Through the Euro-Atlantic Partnership Council and the Partnership for Peace, we have pursued cooperation with our Euro-Atlantic partners to build a Europe whole, free and at peace. For twenty years, our partnerships have facilitated, and provided frameworks for, political dialogue and practical regional cooperation in the fields of security and defence, contribute to advancing our common values, allow us to share expertise and experience, and make a significant contribution to the success of many of our operations and missions.

Addressing the new security challenges requires a more comprehensive approach, involving civilian and military actors, aiming not only to provide security but also at promoting good governance, rule of law and long-term development in the affected societies. The Alliance works closely with many international actors, NATO member countries, but also with non-member countries to help secure the society which are insecure. Following the policies embraced at the Chicago Summit, the Euro-Atlantic Council of Macedonia (EACM) implemented a project which examines the NATO out-of-area operations in order to ensure that Macedonian citizens have a comprehensive understanding of what being part of NATO means, and how this benefits Macedonian society.

Taking into consideration Macedonia’s active participation and contribution in the ISAF in Afghanistan, Macedonia can serve as a model for other NATO Partners since it consistently contributes on the highest level through cooperation with NATO member countries and NATO partners in the missions and operations. Unfortunately, running parallel to Macedonia’s active contribution is a significant decrease in the level of discussion and debate within Macedonian society, creating the need for an event which will galvanize Macedonian youth and enlarge and enhance their knowledge and interest in this particular topic.

The Euro-Atlantic Council of Macedonia uses its own experiences and its role within the Atlantic Treaty Association to merge into one project the examination of NATO Partnerships and guidelines adopted in Chicago, their importance in global and regional terms, and the likely future of NATO Partnerships. The most important goal of this project is to show citizens, academics, young professionals, and policy-makers the real and utmost importance of Macedonia’s involvement in the NATO operations and missions and the benefits both parties receive from it.

The focus of this project was the future of the NATO Partnerships, with a special emphasis on Operational commitments, milestone contributions and the political significance of NATO Partners in international relations.

Using already established networks and contacts in the Republic of Macedonia and abroad, EACM engaged the top young professionals, primarily through relevant ministries, think tanks, and universities.

For that reason, from 18th to 21st of December 26 participants took part at the event “NATO PARTNERSHIP POLICY – ADDRESSING INSECURITIES AND CREATING SECURITY” organized by the Euro – Atlantic Council of Macedonia and YATA Macedonia which was held in Hotel Manastir, Berovo, Republic of Macedonia.
# Agenda

**NATO Partnership Policy**

**Addressing insecurities and creating security**

## First Day – 18 December

<table>
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<th>Time</th>
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<tr>
<td>10.00 – 23.00</td>
<td>Arrival of the participants at the hotel</td>
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## Second Day – 19 December

<table>
<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>09.30 – 10.00</td>
<td>Registration</td>
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<tr>
<td>10.00 – 11.00</td>
<td>Official opening of the conference</td>
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<td></td>
<td>Moderator: <strong>Mr. Ilija Djugumanov, President of YATA Macedonia</strong></td>
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<tr>
<td></td>
<td>• Dr Itamara Lochard, Monterey Institute of International Studies</td>
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<td>(MIIS), US Department of Defense</td>
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<td>• Dr Orce Popovski, Dean of the Military Academy, “General Mihajlo</td>
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<td>Apostolski”, Republic of Macedonia</td>
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<td>• Lt. Col. Metodi Hadji Janev, Associate Professor, Vice Dean of the</td>
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<td>Military Academy, “General Mihajlo Apostolski”, Republic of Macedonia</td>
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<tr>
<td>11.00 – 11.30</td>
<td>Coffee Break</td>
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<tr>
<td>11.30 – 13.30</td>
<td>Video conference session</td>
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<td></td>
<td>Moderator: <strong>Lt. Col. Metodi Hadji Janev</strong>, Associate Professor, Vice</td>
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<td>Dean of the Military Academy, “General Mihajlo Apostolski”, Republic</td>
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<td>(MIIS), US Department of Defense</td>
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<td>13.30 – 14.10</td>
<td>Ice breaker/ simulation – The City</td>
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<td></td>
<td>Moderator: <strong>Ilija Djugumanov</strong>, President of YATA Macedonia, YATA</td>
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<td>Vice President for Communications</td>
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<tr>
<td>14.10 – 15.30</td>
<td>Lunch</td>
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<tr>
<td>15.30 – 16:30</td>
<td>First Workshop</td>
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<td>Moderator: <strong>Marko Pankovski</strong>, Presidency of YATA Macedonia</td>
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<tr>
<td>Time</td>
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<tr>
<td>16:30 – 17:00</td>
<td>Coffee Break</td>
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| 17:00 – 18:30 | Second Workshop
Facilitator: **Lt. Col. Metodi Hadji Janev**, Associate Professor, Vice Dean of the Military Academy, "General Mihajlo Apostolski", Republic of Macedonia |
| 19:00 – 20:00 | Free time                                                            |
| 20:00       | Traditional dinner                                                   |

**Third Day – 20 December**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>09:00 – 10:30</td>
<td>Right or wrong session (conclusions) by <strong>Lt. Col. Metodi Hadji Janev</strong></td>
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</tbody>
</table>
| 10:30 – 12:00 | Start of the Simulation
• Opening speech by TANGO Secretary General (10 minutes)
• Preparation of the roles and their stands and requirements (45 minutes)
• TANGO Secretary General opens the floor for the presentation
• 3x20 minutes presentations |
| 12:00 – 12:30 | Coffee Break                                                        |
| 12:30 – 13:30 | Simulation - Negotiations
• TANGO negotiations with Alfa, India and the Opposition (3x10 minutes)
• Bilateral negotiations (30 minutes)
• Multilateral negotiations
• Drafting conclusions |
| 13:30 – 15:30 | Tour to the museum and the city                                      |
| 15:30 – 17:00 | Lunch                                                                |
| 17:00 – 19:00 | Finalization of the simulation scenario and drafting policy papers
• Opening by the TANGO Secretary General (5 minutes)
• Negotiations (60 minutes)
• Drafting the policy paper |
| 19:00 – 20:00 | Free time                                                            |
| 20:00       | Traditional dinner                                                   |

**Fourth Day – 21 December**

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>09:00 – 12:00</td>
<td>Departure of the participants</td>
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The main concept of the event was to engage all the participants in the discussion through the workshops and the final simulation scenario. Therefore, after the official opening and the lectures provided by Lt. Col. Metodi Hadji Janev, Associate Professor, Vice Dean of the Military Academy, “General Mihajlo Apostolski”, Republic of Macedonia and Dr Itamara Lochard, Monterey Institute of International Studies (MIIS), US Department of Defense, YATA Macedonia team has organized the first Ice-breaker/Simulation Exercise according to the agenda, called The City.

The City was a role-play exercise that helps to set the rules in a fun way, while triggering creativity and driving group dynamics and interaction during the first day. The participants were divided into groups of 5-7 people and were given cards with roles and instruction.

1) Criminal (motto: “more party, less work”. The criminal suggested a lazy, laid back and fun rule (For example: We can party with no time limits).

2) Mayor (motto: “People know best”)

3) Usual citizen (motto: “We need a balanced life of work and fun”. The citizens create a balanced rule (For example: No music after 23.00, if you stay later, then only in the area away from the rooms).

Once the roles were distributed in the groups, the following story was announced: "your group is living together in a tiny city……...The city has diverse public living together. The city consists of usual citizens, a criminal who is working for your fun and a wise mayor who listens to his citizens.

Their task was to come up with city rules, while playing the assigned roles. Each of the groups had 20 minutes to create 10 rules and after that they had 20 minutes for negotiations in order to agree on the 10 rules on which the city will function.
After this ice-breaker/exercise, the two workshops were held: Assertions and Arguments; and Three Different Case Studies.

During the first workshop the participants were given six different Assertion and Arguments and everyone had the choice to pick “For”, “Against” or “Neutral” on the assertion or the arguments. After each statement, the participants discussed their stance and explained why they picked that stance.

On the second workshop, the participants were separated in three different groups to discuss three different real cases: Afghanistan, Libya and Syria. Every group had 20 minutes for discussion and after that they created opinions and recommendations how the situation should be resolved.

The third day of the event began with the conclusions of the previous day, presented by Lt. Col Metodi Hadji Janev, Associate Professor, Vice Dean of the Military Academy, “General Mihajlo Apostolski”. Also he gave to the participants his opinion on every topic that was discussed during the workshops.
Then, the main event of the seminar began, the simulation of the scenario. This simulation was role play with multiple roles which were given to the participants by random picking. The roles were:

- Republic of Alfa
- Indian Federation
- Republic of Golf
- Charlie Republic
- Republic of Echo
- President Zulu
- Opposition “Fighters for Whiskey” (political wing)
- Opposition “Fighters for Whiskey” (radical wing) (Romeo)
- TANGO

The participants had scenario which had to be resolved by long lasting negotiations which will bring long term solution to the issue. The simulation lasted whole day and the situation was resolved with agreeing a Framework Agreement.

The original description of the roles, the scenario for simulation and the Framework agreement on English language:

**NATO Partnership Policy – Addressing Insecurities and Creating Security**

**ROLES FOR THE SIMULATION**

**Republic of Alfa**

Republic of Alfa is a unitary republic settled in the middle of the most important trade routes in the region. This geopolitical importance of Alfa makes the country important for every actor interested to gain influence into the region.

Alfa has four neighbors, India (east), Golf (west), Charlie (south) and Echo (north) and a 450 km coastline on the Brown Sea.

By the constitution, Alfa is a parliamentary democracy with a presidential system but in practice after the revolution in 1983 no presidential elections were held in Alfa. Since then, the only one is on power is the President Eternal Zulu. Parliamentary elections are taking place, but the Parliament has only provisional powers in the Alfa political system.

Currently, Alfa is in a state of civil war that is fought between the government forces and the radical wing of the opposition “Fighters for whiskey”. During this civil war, Alfa has strong support by its neighbor India which supports Alfa by political, military and financial means.

Alfa’s relation with the international organizations is not highly developed but exists on some pragmatic point.

**Facts and figures on Alfa**

- Neighbors: Charlie (south), Echo (north), Golf (west) and India (east – regional super power)
- Area: 78,998 sq miles (186,475 km²)
- Population: 25.4 million (2012)
- Currency: Alfa pounds
- Government: Unitary republic, by the West presented as dictatorship - one family rule the country in the past 30 years
- Official language: Alfa Language

**Indian Federation**

Indian Federation is the most powerful country in the region as well as one of the most influential countries in world politics. India borders Alfa with a frontier of 378 kilometers which makes India directly influential towards the political and economical life of Alfa.

Rather than the physical connections, India democratically elected government has strong connections and excellent cooperation with the regime of President Zulu. Thus, India helped Zulu in suppressing every opposition of him because when President Zulu is on power, India has exceptional privileges in Alfa regarding the military presence in terms of free strategic bases as well as the trade and economy.

Regarding TANGO, India is doubtful regarding his interests to support the opposition because India stands that TANGO want to overthrow Zulu in order to gain influence in Alfa and move India away of military and political influence over the region.
Republic of Golf

Republic of Golf is neighboring country of Alfa and is one of the most prosperous countries in the region with parliamentary democracy, stable government, successful economy and good prospects for the future.

Golf is member country of TANGO since 1992 and serves as a border of TANGO towards the countries with relatively lower amount of security. This makes Golf very important country for the TANGO.

Political relations between Golf and Alfa are very tense and the many issues regarding this country include the political system of Alfa, Alfa's relation with India and India's influence in Alfa.

Golf rhetorically supports the opposition and is on stand that if opposition comes on power, it will be a big momentum for Alfa people towards their path to democracy and prosperity.

Charlie Republic

Republic of Charlie is neighboring country of Alfa which has extensive political and economic cooperation with the country. Alfa's border towards Charlie is 576 kilometers which makes Charlie a neighbor with the longest borderline with Alfa.

Charlie stance on Alfa crisis is pragmatic and Charlie will support that site which will be more cooperative towards Charlie and their political and economic interests.

Republic of Echo

Republic of Echo is another neighboring country of Alfa. Echo is neutral towards the situation in Alfa because it considers that there are no intersected interests between Alfa and Echo. Their stand towards the political situation in Alfa is pragmatic.

President Zulu

The President of the Republic of Alfa is a president with a lifetime mandate. Eternal Zulu (his full name) is not elected by the people but he came on power after the revolution that happened in the country 30 years ago. Since then, he suppressed every opposition movement either with strong political pressure or in some cases with brutal force.

President Zulu's way of governing the country is a dictatorship. His high fear based authority regarding the members of his party gives him a power to create policies and make decisions without asking anyone. The role of the Parliament is almost vanished and the Parliament has no authority to make decisions on defense and security matters. The only one which is authorized to make decisions regarding is President Zulu.

Opposition “Fighters for Whiskey” (political wing)

Alfa's opposition movement is a recently formed movement but with roots deep into the Alfa's society and with goals which are serious problems regarding the way of government in Alfa. Having in mind the nondemocratic circumstances in Alfa, the opposition has strong support of about 40% among the population especially among the youth.

The opposition requires:

- Multiparty system
- System of democratic and fair elections
- Improving of the economy in the country
- Openness towards the global economical trends
- Improved mobility among the population

Opposition “Fighters for Whiskey” (radical wing) (Romeo)

After several years of existing, some parts of the opposition abandoned the political way of functioning and transformed into radical structure tending to use violence as a method to achieve its goals. Moreover, its goals are more radical and extreme than the goals of the political wing of the opposition:
Thus, the radical wing of the opposition requires:

- Overthrowing of the current government at all costs
- Complete juridical process towards the highest official of the current government
- Disarmament of the police and the army which are directly attached to the regime
- Change of the country constitution and redefining the laws regarding the country’s relation with the religion
- Redefining the constitutional position of women

No hidden link between the political and the radical wing of the opposition is recorded by the TANGO intelligence.

TANGO

TANGO is an international collective security organization consisted of 28 member states. The organization is formed in 1949 among countries that shared common political, economical and cultural values. As such, TANGO till today is the biggest collective security organization in the world oriented towards the peace and security of its members and partners. Moreover, TANGO is dedicated towards sustaining of the peace and security all over the world and according to the international laws.

The organization makes its decision based on consensus among all members.

There are Ministerial council and Council of Heads of States and Governments.

TANGO also has its own HQ, Secretariat and Secretary General.

SCENARIO for the simulation

The fictional country of Alfa is in a state of civil war which threatens to outbreak and spillover in the region. Alfa is a country which is important political factor in its region, but also according to the west Alfa is subject of dictatorship system of government which controls the country in the past 30 years.

Presently, Alfa is devastated by a year’s long civil conflict which now directly includes two sides: the Government and the fighters for Whiskey. The radical wing of the opposition is fighting to overturn the current regime.

This is now a proxy based conflict in which the fighters for Whiskey are recognized opposition (by 40% of the population) and are willing to negotiate with the government under mediation of the international community. In addition, the opposition has a radical wing (Romeo), which is opposing the ruling regime with different means. They are supported by 5% of the population and are living on the south border of Alfa and their neighbor Charlie. These radical groups are declared as freedom fighters and they are attacking governmental representatives and objects on daily basis.

The Alfa’s President Eternal Zulu stands that the requirements and the methods of the opposition (both political and the radical wing) are not legitimate because the people of Alfa supports the current way of government. Furthermore, Alfa officials consider that the political requirements of the opposition are not applicable into the Alfa society and that they are imported by foreign factors.

In one occasion, President Zulu told the public and the international community that Alfa is not prepared to negotiate with Romeo (radical wing) because the use of force is not applicable method in order to improve some society. The President Zulu called the international community to support negotiations with the political wing of the opposition and to abandon the support for Romeo.

Additionally, in this conflict there are two other external involved sides, an international organization TANGO and a regional super power which is the neighbor India.

During the conflict, Indian Federation supported Alfa with political and military aid and helped Alfa to hold the communication with the international community both by lobbying Alfa question to be discussed on international level where Alfa and India had the opportunity to stress the situation from their angle. Also, India’s support isolated the radical wing of the opposition which resulted with TANGO’s invitation only to the opposition political representatives.
The international organization TANGO supports the political wing of the opposition (the fighters for Whiskey) and called for a peaceful solution of the crisis. Moreover, TANGO accepted the call of the international community to be mediator of multilateral negotiations. Since then, TANGO and India started active policies in order to organize negotiations with the most important actors in the conflict: Alfa, The Fighters for Whiskey, India and Tango. The negotiations were agreed to happen on December 20, 2013 in Manastir City, Republic of Berovo.

Generally, TANGO is concerned that the crisis in Alfa can lead to a spillover of violence in its member country Golf, situation which can threat the overall security situation in the member countries of the alliance. Thus, TANGO considers two possible solutions of the problem:

1. First solution is oriented towards multilateral negotiations which will include every stakeholder in the crisis;
2. If the first solution will not settle the crisis in a previously agreed period, TANGO will rely on its treaty to protect TANGO member countries when it is considered that their security is compromised.

TANGO has three important priorities regarding the dissolution of the crisis in Alfa:

Priority #1: Peaceful dissolution of the crisis and immediate ceasefire.
Priority #2: Creating sustainable post conflict solutions of the crisis which will have long-lasting positive effects and will contribute to a long term development of Alfa.
Priority #3: Promoting of TANGO regional partnership networks which will include both TANGO member-states and countries in the region.

Nevertheless, the Secretary General of TANGO warned that military operation can take place if the negotiations mediated by TANGO fail. The Secretary General reported that such action could be justified based on self-defense, referring to the threat posed to Golf, which is a TANGO member country.

That is why TANGO believes that the multilateral negotiations will result with a constructive consultations and compromise. TANGO encourages the sides of the negotiations to adjust their requirements and to prepare their public to accept the agreements and the results of the negotiations.
Manastir Framework Agreement for Peace in the Republic of Alfa

The Republic of Alfa and the opposition party of the Fighters for Whiskey (the "Parties"),

Recognizing the need for a comprehensive settlement to bring an end to the tragic civil conflict in the country,

Desiring to contribute toward that end and to promote an enduring peace and stability,

Affirming their commitment to the Agreed Basic Principles issued on December 20, 2013, and the cease-fire agreements of the same date,

Have agreed as follows:

Article I
The Parties shall conduct their relations in accordance with the internationally shared principles. In particular, the Parties shall settle disputes by peaceful means, and shall refrain from any action, by threat or use of force.

Article II
The Parties welcome and endorse the arrangements that have been made concerning the military aspects of the peace settlement and aspects of regional stabilization. The Parties shall fully respect and promote the fulfillment of the commitments made, and shall comply fully with the commitment to implement free and fair elections; for a stronger parliament, including economic and social order, in addition to the adoption of a new constitution with power division and further reforms.

Article III
The Parties welcome the signature of the agreement for the disarmament of the Romeo. The Parties shall fully respect and promote the fulfillment of the commitments made therein.

Article IV
The Parties shall cooperate for the building up of a legal transitional council that will include professional experts at local level.

Article V
The Parties welcome and endorse the arrangements to be monitored and supervised by an international body, consisting of domestic and international actors such as TANGO as well as delegates from the Indian Federation and the Republic of Golf.

Article VI
The Parties welcome and endorse the arrangements that have been made concerning the integration of the opposition fighters in the security and defence institutions according to the international standards and criteria. The Parties have agreed upon the introduction of an amnesty law for both sides.

The Parties shall fully respect and promote fulfillment of the commitments made therein.

Article VII
This Agreement shall enter into force upon signature.

DONE in Manastir, this [20th] day of [December], 2013, in the English language.

For the Republic of Alfa

For the Representative of the Fighters for Whiskey

Witnessed by:

For the Indian Federation

TANGO Secretary General