

## Table of Contents

Foreword <i>Raphael Perl</i>	5
Foreword <i>Erich Cstikovits</i>	7
The Partnership for Peace Consortium of Defence Academies and Security Studies Institutes in 2013 <i>Raphael Perl</i>	9
<b>Working and Study Group Reports</b>	
Education Development Working Group <i>Alan Stolberg</i>	15
Regional Stability in South East Europe Study Group <i>Ernst M. Felberbauer</i>	23
Regional Stability in the South Caucasus Study Group <i>Ernst M. Felberbauer</i>	29
Security Sector Reform Working Group <i>Anja H. Ebnöther</i>	35
Combating Terrorism Working Group <i>Peter K. Forster</i>	41
Advanced Distributed Learning Working Group <i>Greta Keremidchieva</i>	47
Emerging Security Challenges Working Group <i>Detlef Puhl and Gustav Lindstrom</i>	53

Conflict Studies Working Group <i>Christian Ortner and André Rakoto</i>	59
Comprehensive Approach Working Group <i>Klaus Huettker</i>	63
Partnership for Peace Consortium Editorial Board <i>Sean S. Costigan</i>	65

## Foreword



Dear Colleagues,

The Partnership for Peace Consortium (PfPC) of Defence Academies and Security Studies Institutes is proud to present its annual report for 2013.

This report provides a comprehensive overview of our activities throughout the year and serves as a handy compendium for the PfPC community and the interested public.

In this report, each of our study- and working groups and the editorial board of Connections, our quarterly journal, share information on their mission, goals, and accomplishments as well as their plans and priorities for the future.

As the Executive Director of the PfPC I want to extend my sincere appreciation to all of you, the many experts and supporters who contributed to the success of our consortium. Without our volunteers and their enthusiasm and energy, the accomplishments highlighted in the following pages would not have been possible.

A handwritten signature in blue ink that reads "Raphael Perl". The signature is fluid and cursive, with a long horizontal stroke at the end.

Dr. Raphael Perl  
Executive Director



## Foreword



Dear Colleagues,

Since 1999, the Republic of Austria has contributed extensively to the PfP Consortium of Defence Academies and Security Studies Institutes. This commitment – carefully coordinated and balanced with the security-political aims, goals and priorities Austria pursues on the international level – is reflected in two Study Groups: one on Regional Stability in South East Europe (RSSEE), the other on a region very challenging to the international community, a Study Group on Regional Stability in the South Caucasus (RSSC). In 2013, Austria additionally took on the academic lead of a Defence Education Enhancement Programme for Serbia.

Based on the wide spectrum of knowledge provided by diplomats, academics, the military, as well as by representatives from governmental and non-governmental institutions participating in the Study Groups, the Austrian National Defence Academy regularly adds to the academic efforts of the Consortium through policy recommendations and printed publications.

It is through this framework that the Austrian National Defence Academy is pleased to support the editing and printing of the Third Annual Report of the PfP Consortium. Austria very much looks forward to further co-operation with our partners in the PfP Consortium. The important role of the PfP Consortium as a unique vehicle of international scientific cooperation is self-evident.

A handwritten signature in black ink, appearing to read 'Erich Csitkovits', written in a cursive style.

Erich Csitkovits, LTG  
Commandant  
Austrian National Defence Academy



## **The Partnership for Peace Consortium of Defence Academies and Security Studies Institutes in 2013**

*Raphael Perl*

The PfPC, a multinational voluntary association of institutes of higher learning in defence and security affairs, is a nexus of over 800 defence academies and security studies institutes in 59 countries. The non-rotating governing board of the PfPC, the Senior Advisory Council or “SAC”, includes Austria, Canada, Germany, Switzerland, the United States, and the NATO international staff. A 2-year rotating seat on the SAC is currently held by Georgia. By promoting the sharing of knowledge and best practices among both NATO and Partner nations in security education, conflict prevention and conflict resolution, the PfPC is in the forefront of electronic and mobile learning products targeted for educational use in defence academies and security studies institutes.

In 2013, PfPC operations staff coordinated and logistically provided support to a total of 70 defence education/defence institution building and policy-relevant events: 27 multinational workshops/conferences and 43 security related curriculum and faculty development events. Over 1400 participants from 31 nations participated, an increase of 15% in both events and participants over the previous year.

*Selected Highlights of PfPC 2013 Activities include:*

- Developing multinational innovative e-learning/m-learning products via the Advanced Distributive Learning Working Group and incorporating them into: (1) the products and curricula of our ADL/ED and SSR working groups; (2) the activities of NATO and DEEP (Defence Education Enhancement Program) programs and (3) the curricula of other security and defence education institutes. 109 courses are currently available to users/participants at no cost.

- Publishing and distributing workshop-based policy recommendations oriented towards more than 800 decision makers in Europe, Eurasia, the United States, international organizations and local governmental and non-governmental institutions. In addition, workshop proceedings are published with a print run of 1000 copies for global distribution in the PfPC “Study Group Information Series” edited by the Austrian National Defence Academy.
- Publishing a book: “The Dangerous Landscape: International Perspectives on Twenty-First Century Terrorism”. The book was produced by members of the Counter Terrorism Working Group and designed for curriculum use in professional military education institutions. A Russian edition is being prepared.
- Publishing – also in Russian – 2 PfPC policy briefs: (1) Crisis in Syria: Background and Six Recommendations for Decision Makers; (2) Emerging Security Challenges: Issues and Options for Consideration.
- Publishing a “NCO PME Reference Curriculum” for incorporation into NATO’s educational curriculum.
- Integrating a dynamic gender component into NATO/PfP Reference Curricula for Professional Military Education; supporting development of Reference Curriculum for Non-Commissioned Officers and supporting implementation of SSR component of Reference Curriculum for officers.
- Convening in July 2013 in Lviv Ukraine, a Multinational Defence Educator’s Workshop attended by 53 defence educators representing 10 nations and 18 Professional Military Education (PME) institutions across the Eurasian region. The event presented defence educators with modern learner-centred education methodologies for implementation in their respective PME institutions.



- Instituting four new Defence Education Enhancement Programs (DEEPs): Mongolia, Serbia, Ukraine, Uzbekistan as well as sustaining ongoing DEEP activity in eight Partner nations: Afghanistan, Armenia, Azerbaijan, Georgia, Iraq, Kazakhstan, Mauritania, and Moldova.
- Convening the 8<sup>th</sup> Regional Security in the South Caucasus (RSSC) Workshop which brought together representatives from all sides of the contested regions in the South Caucasus – Nagorno-Karabakh, Abkhazia and South Ossetia – to discuss “Alternative Governance Methods in the South Caucasus”. Policy recommendations were produced and widely distributed.
- Convening of the 7<sup>th</sup> RSSC Workshop, in Tbilisi in March 2013 on “Building Confidence in the South Caucasus”. The event was opened by H.E. Maia Panjikidze, the Foreign Minister of Georgia and included – among others – several Russian participants. Policy recommendations were produced and widely distributed.
- Spearheading creation of an improved website for the journal “Connections” to facilitate its presentation in a professional and more user-friendly manner. The new website creates opportunities for easier discovery of Connections for the global security community and allows researchers to read content on multiple devices and examine references via Google Scholar. The new website went online in summer 2013: <http://connections-qj.org/>.
- Establishing online PfPC inclusion/presence in Wikipedia.
- Coordinating the PfPC 15<sup>th</sup> Annual Conference, hosted by the International Security Forum (ISF) in Geneva, Switzerland from 22-24 April 2013. Some 700 speakers, participants and media attended the event: 31% from overseas destinations including 24% from Europe, and 45% from Switzerland. Addressed were issues and options relating to the security component of the topic: “Facing a World of Transitions”.

- Due to United States Government sequestration/budget issues, the Consortium's SAC/Steering Committee (CSC) governance meeting, originally scheduled to be held in Kingston Ontario in October 2013, was rescheduled to be held in Garmisch, in January 2014.

More specifically and notably, the activities, outcomes, priorities, and future vision of the active working/study groups and those of the PfPC Editorial Board are provided in the 2013 Annual Report text that follows.

## **Working and Study Group Reports**



# **Education Development Working Group**

*Alan Stolberg*

## **Mission and Goals**

The ED WG contributes to the professionalization of the officer corps, NCO corps and civilian defence officials of partner countries with the intent to make their defence education institutions compatible with Western standards and values. Nine nations are currently being supported by the EDWG. The Working Group's efforts are framed within the context of NATO's Partnership Action Plan for Defence Institution Building, its Education and Training for Defence Reform Initiative and the U.S. Office of the Secretary of Defence's priorities for Building Partner Capacity.

The Working Group focuses on two elements of partner needs in defence education: 1. development of curricula utilized in the education and training of modern armed forces; 2. teaching and learning methods that match best practices in use in Western defence education and training institutions. The EDWG conducts three programs to execute these two elements: 1. country-specific Defence Education Enhancement Programs (DEEP) for the defence education institutions in each supported country; 2. Defence Educator Workshops to assist faculty development; and 3. the crafting of Reference Curricula that can be utilized by the education institutions. For each participating country (Armenia, Azerbaijan, Georgia, Kazakhstan, Moldova, Mongolia, Serbia, Ukraine, and Uzbekistan), the Working Group has established a Defence Education Enhancement Program (DEEP) composed of US and NATO defence educators.

Each DEEP strives to respond to validated, demand-driven requirements from the host nation and not on supply-driven availability of subject matter experts. At the same time, the DEEP will endeavour through dialogue and encouragement to influence supported educators in the direction of the following DEEP objectives:

- Guide and mentor reforms in professional and military education, both in individual defence education institutions and in a defence-wide holistic approach to professional military education.
- Promote learner-centred education to support critical thinking skills and innovative use of instructional technologies.
- Encourage and enable the use of learning objectives which facilitate a depth of learning that can be readily applied through practice and experience.
- Assist in the development of curricula where these methods can be employed in support of partner goals contained in their Individual Partnership Action Plans with NATO or bilateral arrangements with the U.S.

### **Highlights of 2013**

- 4 New DEEP countries were added: Mongolia, Serbia, Ukraine, and Uzbekistan.
- A Third Reference Curriculum was completed: NCO Reference Curriculum, a companion effort to the 2011 publication of a Reference Curriculum for Officer Professional Military Education.
- The Defence Educator group that conducts faculty development is significantly expanding and planning to conduct multiple workshops in five countries in 2014.
- NATO Defence Education Clearing House process institutionalized.
- Armenia. New senior officer Command and Staff Course (COSC) inaugurated in September 2013.
- Azerbaijan. Planning for 2014 launch of new senior officer course for colonels and flag officer-selects; requires extensive faculty recruiting and development and re-balancing of curriculum content with existing command and staff course.
- Georgia. DEEP re-launched in April 2013 at request of new MOD authorities – had been suspended as new political leadership determined direction. Emphasis on roles and missions of the National Defence Academy (NDA) and the four-year Military Academy.

- Kazakhstan. Focus on the National Defence University (NDU) (war college, staff college, and PhD program), Peacekeeping Training and Education Center (KAZCENT), and addition of the Army Defence Institute (ADI) (pre-commissioning).
- Moldova. Emphasis is on sustainment of reforms for the Basic Course (4-year pre-commissioning) and Senior Course (command and staff) from prior years. Now assisting in development of a new PhD program in Military Science and a new Senior Executive course in national security.
- First ever multinational Defence Educator Faculty Development Workshop conducted in Kiev, Ukraine in July 2013.

## **Outcomes and Achievements 2013**

### *Curriculum*

The Reference Curriculum on Non-Commissioned Officer Education was published in December 2013 and presented to NATO at the Deputies level in January 2014. A strong team of senior NATO and PfP NCOs came together under Canadian and Swiss leadership to draft the curriculum for three NCO levels – primary, intermediate, and advanced – in three core curriculum areas – profession of arms, leadership and NCO core competencies. It was formally presented to NATO at the Deputies level in January 2014.

### *Learning Methods*

The ED WG conducted its seventh annual multinational Educators Program in July. Hosted this time by Ukraine, nearly 30 partner educators from both DEEP and non-DEEP countries (funded by NATO) participated. Since the first such program in 2007, the ED WG has exposed over 180 partner educators to an intense workshop on learning and teaching methods prevalent in Western countries. Attention is focused on adult-centred learning, critical thinking, case study method, problem-based learning and computer-supported instruction. Each of the DEEPs confirms that partners are adopting these learning methods.

### *Armenia*

Launched in 2008 at the instigation of NATO and with the support of the Canadian Defence Academy, the Armenia DEEP has proceeded slowly and carefully in order to build confidence with senior Armenian officials. Focus is on the Command and Staff Course, a Junior Staff Officer Course and development of a professional NCO school, as well as distance learning with the new National Defence Research University. The new senior officer Command and Staff Course (COSC) was inaugurated in September 2013. Emphasis is on continued mentoring of faculty and developing a quality assurance framework for the COSC. With inauguration of the COSC, progress with the Junior Staff Officer Course and the NCO project should accelerate.

### *Azerbaijan*

DEEP has been in existence since 2009. The DEEP for Azerbaijan began with modest objectives and has grown slowly but steadily. Focus is on the Military College of the Armed Forces (MCAF) – consisting of a 10 month senior course, 2 year intermediate course, and a 5 month inter-agency course. Emphasis is on planning for the 2014 launch of new senior officer course for colonels and flag officer-selects; requires extensive faculty recruiting and development and re-balancing of curriculum content with existing command and staff course. In the near-term, Azerbaijan will adopt a national approach to accreditation and will only emulate the European Bologna Standard in the long-term.

### *Georgia*

Working in Georgia since 2008, DEEP re-launched in April 2013 at request of new MOD authorities – had been suspended while new political leadership determined direction. Emphasis is on roles and missions of the National Defence Academy (NDA) and the four-year Military Academy. The NDA Rector briefed a NATO Political and Partnerships Committee meeting in Brussels on 9 December on the state of defence education in Georgia – was very positive on DEEP support. 2014 focus will be on faculty development with Educator Workshops on Faculty



Development, a workshop on Assessment and Evaluation of Student Learning, and an exchange of “Best Practices” among a number of European military education institutions.

#### *Kazakhstan*

Was the first DEEP – initiated in 2007; the Office of the Secretary of Defence, CENTCOM and NATO all continued their strong support for the enhancement of the curriculum of the National Defence University (KAZ NDU – war college, staff college, PhD program), and the Peacekeeping Training and Education Centre, known as KAZCENT. DEEP work also began in 2013 with the Army Defence Institute (ADI – pre-commissioning school for ground forces. Emphasis is on curriculum development for all schools. Specific support is being provided to KAZCENT for development of two courses on peacekeeping. The KAZ NDU programs for 2015 and 2016 is currently being coordinated – program to be reduced from past levels – becomes the beginning of reduction of the DEEP for the KAZ NDU – because they have made real progress in all desired faculty and major curriculum development areas over time.

#### *Moldova*

Launched in 2009 at the specific request of the President of the Republic of Moldova to NATO’s Secretary General. Emphasis is now on sustainment of reforms for the Basic Course (4-year pre-commissioning) and Senior Course (command and staff) from prior years. DEEP is also assisting in development of a new PhD program in Military Science and a new Senior Executive interagency course in national security.

#### *New DEEPs (Mongolia, Serbia, Ukraine, and Uzbekistan)*

New DEEPs were initiated in 2013 with Mongolia, Serbia, Ukraine, and Uzbekistan. In each country, anywhere between 2 and 6 different PME institutions formally became recipients of support for curriculum and faculty development. This includes for NCO education for the first time;

in Serbia. The Ministers of Defence personally approved each multiyear program of cooperation.

### **Way Ahead**

It appears clear that the DEEP concept has continuing and expanding appeal throughout Europe and Eurasia. The growth of four additional DEEP countries and their 11 separate PME institutions represents recognition by additional partner nations that modernization compatible with Euro-Atlantic education standards for defence education is a goal worth working towards. The management and orchestration of nine different DEEPs must be conducted very carefully to ensure that analysis of measures of effectiveness will continue to drive the direction of each program of cooperation as it matures. In this time of more austere resources, each of the more mature programs must be constantly monitored for determination when it is time to begin reduction or elimination – based on when a particular PME institution has absorbed all that it can from the DEEP process and demonstrates an ability to be self-sufficient for its own faculty and curriculum development.

### **Appendices**

#### *Products and Publications*

Reference Curriculum for Non-Commissioned Officers

#### *List of Meetings*

- Annual Meeting of the Education Development Working Group, April 13
- Seventh Annual Educators Program, July 13

#### *Key US and NATO Institutions*

1. National Defence University, Washington DC
2. Army War College, Carlisle Barracks PA
3. Naval War College, Newport RI

4. Joint Forces Staff College, Norfolk VA
5. NATO School, Oberammergau GE
6. Command and General Staff College, Fort Leavenworth KS
7. Canadian Defence Academy, Kingston ON
8. Polish National Defence University, Warsaw PL
9. Netherlands Defence Academy, Breda NL
10. Military Academy at ETH Zurich MILAK, Switzerland
11. “Carol I” Romanian National Defence University, Bucharest RO
12. Czech University of Defence, Brno CZ

*Key Partner Institutions*

1. Command and Staff Academy, Armenia
2. Military College of the Armed Forces, Azerbaijan
3. National Defence Academy, Georgia
4. Army Defence Institute, Almaty, Kazakhstan
5. Partnership Training and Education Center, Almaty, Kazakhstan
6. National Defence University, Kazakhstan
7. Military Academy, Moldova
8. Defence University of Mongolia (DUM), Ulan Battar, Mongolia
9. University of Defence, Belgrade, Serbia
10. NCO Academy, Belgrade, Serbia
11. Air Forces University, Kharkiv
12. Army Institute of the National University of Ukraine, Kiev
13. Ground Forces Academies, Lviv and Odessa, Ukraine
14. National Defence University, Kiev, Ukraine
15. Naval Academy, Sevastopol, Ukraine
16. Armed Forces Academy, Tashkent, Uzbekistan
17. Partnership Training Center, Tashkent, Uzbekistan



## **Regional Stability in South East Europe Study Group**

*Ernst M. Felberbauer*

### **Mission and Goals**

The Study Group “Regional Stability in South East Europe” (SG RSSEE) has contributed to peace and security in the Western Balkans since 1999. Its working principles, jointly established by the Austrian, Croatian and Serb co-chairs in its RSSEE vision statement, seek to

- assess the situation in the South East European region and factors that promote regional stability through enhanced international co-operation, especially with institutions located in or close to the region of interest;
- do strategic research on an academic level supplementary to and stimulating the practical work done in the region;
- give support to the improvement of networks in the field of security policy and helping to create a peaceful, strategic and stable community in the SEE region compatible to the broader Partnership for Peace network and beyond.

These goals are being reached through focusing research on improvement of regional stability in a comprehensive approach; centring topics on current developments on the ground; selecting and promoting young, regionally-oriented, future leaders; and through providing and spreading policy advice in policy recommendations and academic publications (own Study Group publication series) distributed to decision makers in SEE and the International Community.

For the more than 250 partner institutions involved in RSSEE, regional stability in the Western Balkans means to strive for comprehensive and cooperative political, economic, cultural, and civil/military relations in areas that have passed through wars, where the political and interethnic

relations are still partly characterized by conflict, or that are afflicted with security problems due to differing geo-strategic interests of regional or global actors.

### **Highlights of 2013**

Continuing a well-established tradition of workshop series in building trust and reconciliation, the Austrian-hosted 26<sup>th</sup> RSSEE Workshop was convened from 02 to 04 May 2013 at the traditional meeting place of the RSSEE Working Group, the chateau of Reichenau/Rax. Bringing together more than 45 experts from the region and the international community discussed and drafted policy recommendations regarding “*Regional Co-operation and Reconciliation in the Aftermath of the ICTY Verdicts: Continuation or Stalemate?*”.

Several verdicts of the ICTY which were decided in late 2012 and early 2013 led to new controversies in the region about the past wars, the issue of justice and the conditions for regional reconciliation. Although there have not been tremendous repercussions of the recent ICTY verdicts on regional stabilisation so far, the question arose whether sustained regional cooperation is possible without overcoming the legacy of the past wars. It was obvious that the issue of implementing EU conditions and generally their attitude towards EU and NATO integration policies is strongly influenced by and linked to the progress in regional relations and reconciliation. Both – Euro-Atlantic integration processes as well as regional relations – still go through turbulent and sometimes regressive phases in South East Europe. In order to enhance regional cooperation and to deal in a constructive manner with the still unfinished processes of state- and institution building in Bosnia-Herzegovina and Kosovo, the unstable security situation in the northern part of Kosovo and the fragile interethnic relations in Southern Serbia and Macedonia the workshop discussed solutions for bringing in the region towards peace-building and stabilisation.

The 27<sup>th</sup> RSSEE workshop on “*Croatian Membership in the EU – Implications for the Western Balkans*” was convened from 26 to 28 Septem-

ber 2013 in Zagreb in partnership with the Croatian Institute for Development and International Relations (IRMO).

On 1 July 2013, Croatia officially became a fully-fledged member of the European Union, thus fulfilling both her foreign policy goals (EU and NATO membership) and making a huge step ahead in the process of its long-term consolidation. After a painful and energy-consuming process of reforms in every segment of society, the country finally met all criteria for membership in the EU and hence became eligible for fully-fledged membership. The other Western Balkan countries are currently in different stages of their reforms and/or accession processes and it is very difficult to predict the pace of the developments in the period to come. 42 experts discussed both the effects and consequences of Croatia's joining the European Union (on both the EU, Croatia herself as well as the region) and evaluated in a country-by-country approach the problems and opportunities they meet on their path towards European (EU) and Euro-Atlantic (NATO) membership.

Jointly with those of the Regional Stability in the South Caucasus Study Group (RSSC), the policy papers to the two workshops listed above again marked as "recommended reading" by the US Under Secretary of Defence for Policy.

### **Outcomes and Accomplishments / Achievements 2013**

- Two *expert workshops* bringing together more than 90 experts on Western Balkans issues in Austria and Croatia.
- Concise yet comprehensive *policy recommendations* oriented towards more than 800 decision makers in the US, European governments, NATO, the EU External Action Service and OSCE as well as to national and local governmental and non-governmental institutions.
- Supported by the Austrian National Defence Academy in Vienna, RSSEE published the volumes 46 and 47 of the PfP Consortium "*Study Group Information Series*" with a print run of 750 copies each and global distribution.

## **The Way Ahead**

In 2014, RSSEE will focus its policy and research orientation on “*The Role of Political Parties in South East Europe for Intra-state and Regional Consolidation*” in its 28<sup>th</sup> Austrian-based workshop from 22 to 24 May 2014, Reichenau/Rax.

In the 29<sup>th</sup> RSSEE regional workshop from 25 to 27 September 2014, Thessaloniki, Greece will deal with “*6 Years of Financial Crisis: Socio-Economic Developments in the Western Balkans*” jointly with the Greek partner institute Strategy International.

## **Appendices**

### *List of Meetings 2013*

#### 26<sup>th</sup> RSSEE Workshop

“Regional Co-operation and Reconciliation in the Aftermath of the ICTY Verdicts: Continuation or Stalemate?”

02 to 04 May 2013

Reichenau/Rax, Austria

#### 27<sup>th</sup> RSSEE Workshop

“Croatian Membership in the EU – Implications for the Western Balkans”

26 to 28 September 2013

Zagreb, Croatia

### *Key Institutions Partnered with in 2013*

In addition to the NATO, the European Union and OSCE representations and offices in South East Europe, RSSEE has more than 260 academic and institutional partners in the region. In 2013, among the main contributors were:

1. Albanian Institute for International Studies (AIIS), Tirana, Albania
2. Analytica Think Tank, Skopje, Macedonia



3. Bahcesehir University, Istanbul, Turkey
4. Bucharest State University, Bucharest, Romania
5. Centre for Security Studies, Sarajevo, Bosnia and Herzegovina
6. Cranfield University, Faringdon, United Kingdom
7. Faculty of Political Sciences, University of Belgrade, Serbia
8. Helsinki Committee for Human Rights in Serbia, Belgrade, Serbia
9. Humanitarian Law Centre, Den Hague, Netherlands
10. Institute for International Relations, Zagreb, Croatia
11. Institute for Security and International Studies, Sofia, Bulgaria
12. Institute for Development Policy, Pristina, Kosovo
13. Institute for Political Science, Bucharest, Romania
14. Kosovar Institute for Policy Research and Development, Pristina, Kosovo
15. Progres – Institute for Social Democracy, Skopje, Macedonia
16. School for Conflict Analysis and Resolution (S-CAR), George Mason University, Washington, USA



## **Regional Stability in the South Caucasus Study Group**

*Ernst M. Felberbauer*

### **Mission and Goals**

The South Caucasus has been a region of acute interest to the PfP Consortium since its inception. The region however, is highly challenging because of ethnic, economic and energy considerations since the breakup of the Soviet Union more than twenty years ago. Because of these challenges, participants from the South Caucasus countries have sometimes had difficulty in contributing fully to the work of the PfP Consortium. A Study Group on the South Caucasus existed until 2005, and – in parallel with a Study Group on Central Asia – was disbanded seven years ago which left two important crisis and conflict regions in the PfP Consortium geographical sphere scientifically underrepresented.

In June 2012, the Austria Ministry of Defence and Sports, through its National Defence Academy, promoted the re-establishment of a “Regional Stability in the South Caucasus” (RSSC) Study Group. In 2013 relationships in the South Caucasus continued to be in flux, and this warranted a renewed attempt at engaging the region. While Georgia-Russia relations were somewhat easing, and a new government was elected in Georgia, there is still no resolution as to the issues of Abkhazia and South Ossetia. On the other hand, there is a noticeable increase in tensions between Armenia and Azerbaijan, which the leadership of both countries tried to address by meeting bilaterally in October 2013. While the results of this consultation remain to be seen, this is a hopeful development.

Another key development in the region – which the Study Group had been informed of as early as late 2012 – is adherence to the Customs Union by Armenia. It is believed by some that the Customs Union is the preparatory phase to a deeper integration into a “Eurasian Union”, which some believe is a reincarnation of the ties between Russia and its former Soviet Socialist Republics, or the accomplishment of its policy on the

“near-abroad”. This marks a significant departure by Russia in the application of its foreign policy, and may represent a form of challenge to the European Union and NATO. The RSSC SG plans on studying the nature and impact of these developments on the region.

With the exception of the PfPC engagement in South East Europe starting in the late 90s, rarely has the involvement of the PfP Consortium in a crisis and conflict region been so timely, necessary and critical. Experience informs us that success is driven by the level of the work performed and on how manageable the group is as it meets and performs its work. Historical, personal and political sensitivities will dictate the pace of success, and what themes can be addressed. In 2013, we have made a choice to explore the more sensitive questions in our Reichenau meetings, while leaving broader, less sensitive topics for our regional conference meetings. In Tbilisi, we have focused our attention on soft-security and confidence building measures, while in Reichenau we have tackled nearly head-on the issue of alternative models of governance, thereby addressing the delicate issue of status of breakaway republics.

The PfP Consortium, through the activities of the Austrian Ministry of Defence and Sports and Austrian Ministry of European and International Affairs has set its aim at positively influencing security decision-making in the South Caucasus by meeting these goals:

1. Multinational participation in the RSSC Study Group, building on experts from all dimensions of the security-political spectrum of the on the three core countries Armenia, Azerbaijan and Georgia. This will be paralleled by bringing in experts on regional stability issues from the main partner countries and institutions to the region, namely the European Union (Member States), the Russian Federation, Turkey, the United States as well as NATO, the OSCE and the UN. Building ownership and trust from within is the utmost goal.
2. Constructive network of academic and policy-making influence. This is a medium term goal which the co-chairmanship can help us achieve by identifying and involving civil society, think-tanks and defence institutions in the work of the Study Group. We will rely on the chairmen to be our link to the region.

3. Alteration of the conflicting narrative in the region to enable the examination of security challenges from a regional point of view. This is a longer-term goal dependent upon the quality of the participants.

2013 saw the accomplishment of some of these goals. The RSSC SG's workshops are the first to reunite all the parties to regional conflicts. In Tbilisi, it managed to secure important Russian participation at the 7<sup>th</sup> workshop, along with NATO and EU participation. In Reichenau, every shade of the conflicts were represented, with two Abkhaz, one South Ossetian, and two representatives of Nagorno-Karabakh (one from Armenia and one from Azerbaijan), in addition to the usual complement of Georgians, Armenians, Azerbaijanis and Russians. In Reichenau also we were graced by one of the largest presence of Russian participants ever assembled at a workshop meeting.

Objectives 2 and 3 above are being met by the diligent and prompt production of policy recommendations and study group information booklets, which are distributed to hundreds of academic, policy and think tank addresses in the Euro-Atlantic space. It is believed – and this is supported by the experience of other regional stability track study groups – that this documentation is essential to the academic and professional careers of individuals from the region who seek an audience in the Euro-Atlantic space. Therefore the continued publication of policy recommendations and study group information documentation is essential in shaping attitudes, and perhaps resolving conflict from within.

### **Highlights of 2013**

Based on the model successfully employed with the Regional Stability in South East Europe Study Group (RSSEE) and to maintain the pace of work, RSSC operates on a two-meeting schedule per year.

The Georgian Ministry of Defence and the Defence Academy hosted the 7<sup>th</sup> RSSC Workshop to the topic of “*Building Confidence in the South Caucasus: Strengthening the EU's and NATO's Soft Security Initiatives*” from 14 to 16 March 2013 in Tbilisi, Georgia. The seventh workshop was opened through a keynote address by the Foreign Minister of Geor-

gia, Mrs. Maia Panjikidze as well as a speech by the Deputy Minister of Defence of Georgia, Ms. Tamar Karosanidze. Their presence and intervention demonstrated the depth of the change in Georgia's attitude towards Russia and the region. When the Study Group chose to consider soft power methods, it was in support of official and international organizations' engagement in the South Caucasus, particularly the EU and NATO. The aim of the workshop was to identify the measures to apply from the civil society point of view, to make international engagement (EU and NATO, but also the OSCE) relevant and effective. International organizations remain a vital conduit for conflict resolution – notwithstanding the current “frozen” status of the conflicts – and their activities must be bolstered.

In the 8<sup>th</sup> RSSC Workshop on “*What Kind of Sovereignty? Examining Alternative Governance Methods in the South Caucasus*”, 37 experts from the region as well as from international organisations, Russia, the United States, the European Union and NATO discussed three alternative models of sovereignty for the South Caucasus: joint sovereignty, federative solutions, and joint management. In today's multi-polar and postmodern world, the concept of self-determination calls for sovereignty free from interference. Geopolitical actors, however, do not exist in isolation, especially in the South Caucasus. Interdependence and the influence of third parties on domestic and international relations challenge the notion of independence for actors in the region. The aggravation of tensions is due to strategic stalemates as well as to failed international attempts to “unfreeze” the inter-linked conflicts.

### **Outcomes and Accomplishments / Achievements 2013**

- Two *expert workshops* bringing together more than 75 experts on the South Caucasus both in Tbilisi and in Austria. The opening speech to the 7<sup>th</sup> RSSC Workshop was delivered by the Georgian Minister for Foreign Affairs, leading to a vivid discussion with representatives from all three South Caucasus countries as well as from Russia. The second expert workshop in Reichenau in Austria managed – a fact highly appreciated by the international community representatives observing the workshop – to convene

not only representatives from all three South Caucasus nations, but also from all breakaway regions.

- Concise yet comprehensive *policy recommendations* oriented towards more than 800 decision makers in the US, European governments, NATO, the EU External Action Service and OSCE as well as to national and local governmental and non-governmental institutions.
- Supported by the Austrian National Defence Academy in Vienna, RSSC published one of the PfP Consortium “*Study Group Information Series*” to the 7<sup>th</sup> RSSC Workshop with a print run of 750 copies each and global distribution.

### **The Way Ahead**

In 2014 RSSC will focus its policy and research orientation on two workshops:

- “From Self-Defence to Regional Disarmament: Reducing Tensions and Stabilising the South Caucasus” in its 9<sup>th</sup> regional workshop from 20 to 22 March 2014 in Istanbul, Turkey together with the Turkish Asian Center for Strategic Studies (TASAM)
- the 10<sup>th</sup> RSSC Workshop from 06 to 08 November 2014 in Reichenau, Austria

## **Appendices**

### *List of Meetings 2013*

7<sup>th</sup> RSSC Workshop: “Building Confidence in the South Caucasus: Strengthening the EU’s and NATO’s Soft Security Initiatives”  
14 – 16 March 2013, Tbilisi, Georgia  
Partner: GEO Ministry of Defence

8<sup>th</sup> RSSC Workshop: “What Kind of Sovereignty?  
Examining Alternative Governance Methods in the South Caucasus”  
07 – 09 November 2013, Reichenau/Rax, Austria

### *Key Institutions Partnered with in 2013*

In addition to the NATO, the European Union and OSCE representations and offices in the South Caucasus, among the main contributors in 2013 were:

1. American Research Institute on the South Caucasus, New York, USA
2. Analytical Centre on Globalisation and Regional Cooperation, Yerevan, Armenia
3. Carnegie Moscow Center, Moscow, Russia
4. Caucasus Institute, Yerevan, Armenia
5. Center for International and Regional Policy, St. Petersburg, Russia
6. Economic Policy Research Foundation of Turkey (TEPAV), Ankara, Turkey
7. Georgian Institute of Public Administration, Tbilisi, Georgia
8. Ilia State University, Tbilisi, Georgia
9. Independent Center for National and International Studies, Baku, Azerbaijan
10. Royal Military College of Canada, Kingston, Canada
11. Spectrum, Yerevan, Armenia
12. Third View, Baku, Azerbaijan
13. Université de Lyon/Jean-Moulin, Lyon, France
14. Université de Montréal, Montréal, Canada



## **Security Sector Reform Working Group**

*Anja H. Ebnöther*

### **Mission and goals**

In 2001 the Civil-Military Relations Working Group changed its name to the Security Sector Reform Working Group (SSR WG) to better reflect its wider objectives, as the efficient management of SSR processes gained greater importance. In approaching this topic, the working group concentrates on security sector reform and governance both as a whole and taking into account regional differences. The activities of the Working Group have spanned such diverse issues as combating terrorism, defence institution building, public security management in post-conflict societies, but also SSR in the Southern Caucasus, in Central Asia, and in the Western Balkans. The SSR WG began expanding its perspective by including human security and gender perspectives in 2010 with a workshop on gender and security sector reform, as a direct follow-up to the speech of the Slovenian Defence Minister at the PfPC annual conference in Munich in 2009.

The objectives of the SSR WG are to enhance the process of security sector reform and good governance through cooperation in joint research, outreach and expert training initiatives; to encourage cooperation between international information networks to forward these objectives; and to enhance the exchange of ideas, insights, expertise, knowledge and best practices of security sector reform processes between consolidating and consolidated democracies in the Euro-Atlantic area. The working group and its objectives are widely acknowledged. It is supported by the Swiss Federal Department of Defence, Civil Protection and Sport.

### **Highlights of 2013**

- “Integrating Gender in the Curriculum – Third Workshop on Teaching Gender to the Military”, the 18<sup>th</sup> workshop of the SSR-WG in Geneva, Switzerland, 9 to 12 December

- Close and repeated collaboration with the Education Development and ADL Working Groups
- Expert support to development of a new ADL course on gender by NATO Allied Command Transformation
- Expert support to the development of NATO reference curriculum for professional military education of non-commissioned officers (NCOs)
- Development of factsheet on NATO documents and initiatives on gender and security

### **Outcomes and Accomplishments / Achievements 2013**

SSR WG activities in previous years had highlighted military training and education as a key area to addressing existing challenges in the integration of a gender perspective in the defence sector. Furthermore, the two SSR WG workshops in 2012 indicated that meaningful integration of gender perspective in military education requires a shift from teaching gender as a stand-alone topic, to its integration across the curriculum. In order to address this need, in 2013 the SSR WG and EDWG held a strategic planning meeting in July in Geneva to determine programmatic priorities for 2013-2014. The SSR WG subsequently organized its 18<sup>th</sup> Workshop, and 3<sup>rd</sup> Workshop in collaboration with the Education Development Working Group (EDWG), and involving members of the Advanced Distributed Learning (ADL) Working Group in December, also in Geneva.

The 2013 workshop “Integrating Gender in the Curriculum” aimed to create a platform for exchange and to build capacity to integrate gender in the curriculum in Allied and Partner Countries. The event gathered 30 participants, representing 20 organizations from 16 Allied and Partner Countries. The workshop drew upon the NATO/PfPC Generic Reference Curriculum for the Professional Military Education of Officers as an example of a curriculum that integrates gender. The Reference Curriculum proved a valuable resource, with an indication of interest in its forthcoming equivalent for non-commissioned officers.

The SSR WG also provided subject matter expertise for the development of a basic-level gender awareness ADL course by NATO Allied Command Transformation, which began in 2012 during a SSR Workshop in Oberammergau. A content design meeting was held in Geneva in March, involving representatives from NATO HQ SACT and the SSR WG. The ADL course will replace earlier gender awareness ADL, embedded in ISAF pre-deployment training, and will be available in early 2014.

In addition to organizing a workshop and supporting the development of a gender awareness ADL course, the SSR WG has supported the development, under the leadership of the EDWG, of the *NATO Reference Curriculum for the Professional Military Education of Non-Commissioned Officers*. A representative of the SSR WG participated in the finalization meeting of the Reference Curriculum in Prague in June, providing input specifically on gender, human rights and diversity issues.

### **Way ahead**

The activities of 2013 underscored the benefits of focusing on the integration of gender across the curriculum, to broaden the approach from teaching gender as a stand-alone topic. Numerous workshop participants, from both Allied and Partner Countries, indicated that this was a topical need for them. While the 2013 activities focused on gender learning across curricula and learning methods, topics in need of further attention remain faculty development; strategies for integrating gender in curricula; and curriculum assessment, evaluation and validation. To build upon work that proved fruitful in 2013, in 2014 the SSR WG will continue its collaboration with the EDWG on the topic of gender education and training in the military, as was foreseen in the two working groups' strategy for collaboration 2013-2014. These activities are also expected to clarify needs for faculty development materials or resources.

### **Priorities for the coming year 2014 and beyond**

- Support mainstreaming gender in SSR processes through creation of capacity and practical tools to integrate gender in military education

- Maintain close collaboration with the EDWG and the ADL Working Group to support exchange on and to document best practices in integrating gender in military education curricula
- Develop practical resources to support Partner and Allied countries', as well as NATO institutions' efforts to integrate gender in curricula

## **Appendixes**

### *Products and publications*

- DCAF, *Integrating Gender in the Curriculum – Third Workshop on Teaching Gender to the Military*, Workshop After Action Report for the NATO PfP Consortium Working Group on Security Sector Reform (Geneva: DCAF 2014, forthcoming).  
Available at [http://dcaf.ch/Project/Support-to-Institutional-Partners-on-Gender-and-SSR/\(show\)/publications](http://dcaf.ch/Project/Support-to-Institutional-Partners-on-Gender-and-SSR/(show)/publications)
- DCAF, *Factsheet on NATO Documents and Initiatives on Gender and Security* (Geneva: DCAF 2014, forthcoming).  
Available at [http://dcaf.ch/Project/Support-to-Institutional-Partners-on-Gender-and-SSR/\(show\)/publications](http://dcaf.ch/Project/Support-to-Institutional-Partners-on-Gender-and-SSR/(show)/publications)
- ACT, *Gender Awareness: Improving Operational Effectiveness by Integrating Gender Perspective* (ADL module, forthcoming).  
Available at <https://jadl.act.nato.int/>
- Canadian Defence Academy and Swiss Armed Forces College, *Generic Non-Commissioned Officer Professional Military Education (PME) Reference Curriculum (RC)*, (Garmisch-Partenkirchen: NATO Partnership for Peace Consortium of Defence Academies and Security Studies Institutes, 2013).

### *Meetings in 2013*

- SME meeting on ACT Gender Awareness ADL-module in March in Geneva
- Strategic planning meeting with EDWG in July in Geneva
- SSR WG Workshop on “Integrating Gender in the Curriculum” in collaboration with EDWG in December in Geneva

*Key institutions partnered with in 2013*

1. The Geneva Centre for the Democratic Control of Armed Forces (DCAF)
2. Allied Command Transformation (ACT)



# **Combating Terrorism Working Group**

*Peter K. Forster*

## **Mission and Goals**

The CTWG, established in the aftermath of the 9/11 terrorist attacks on the United States, endeavours to develop an internationally recognized body of terrorism studies experts to better understand international, regional, and domestic terrorist threats, to educate future leaders who will have responsibilities to counter terrorism (CT), and to provide policy analysis and assistance to leaders dealing with the current and future terrorist threat. Its diverse membership, consisting of seasoned CT practitioners and scholars from more than two dozen countries across Eurasia and North America, is unique in the CT community and professional military education (PME) as well, offering special insights into emerging security problems including radicalization and extremism.

## **2013 Highlights**

In 2013, the Combating Terrorism Working Group (CTWG) focused on the “Emerging threats in a dynamic world” in two meetings in Bucharest and Garmisch in April and September, respectively. The results of these meetings were a better understanding of the changing environment in which terrorism exists and a renewed commitment to better dissemination of the group’s expertise.

### *Setting the Stage: Understanding the Current Threat Environment*

As the theme indicates, the world’s security environment is volatile and terrorism is contributing to this insecurity. At the outset of the 21<sup>st</sup> century’s second decade the threat of violent Islamist extremism is growing. Continued instability in the Middle East is expanding an “arc of crisis” that is dominating the terrorist environment. While documents taken from Osama Bin Laden’s Abbottabad compound in May 2011 indicated

that Al Qaeda was facing an existential threat, the picture was less rosy in 2014.

Al Qaeda and its associated movements (AQAM) control more territory and have more fighters than at any time in their history.<sup>1</sup> As an organization, al Qaeda has demonstrated resilience and remained committed to a long-term strategy that is not based on Western time frames and eerily corresponds to events. As epitomized by the Boston Bombing in April and brutal attack on Royal Regiment of Fusiliers Lee Rigby in London, those who are inspired by al Qaeda's ideology are prepared to take action where they live and without any direct contact with al Qaeda operatives. This reality intensifies the need to identify the differences between al Qaeda directed attacks and those inspired by al Qaeda's violent ideology.

The former presents challenges of and requires strategies to deal with terrorist organizations, while the latter requires counter-terrorism experts to consider strategies that delegitimize an ideology, addresses root causes for terrorism, and perhaps more thoroughly understands the complex of the terrorism problem. Furthermore, the current terrorism threat environment reinforces the terrorism-crime nexus. January 2013, Mokhtar Belmokhtar, an al Qaeda veteran of the Afghan conflict and a former commander in al Qaeda in the Islamic Maghreb (AQIM), rejected admonishments from AQIM's *shura* council. Frustrated and with financial independence thanks to ransoms from kidnappings, Belmokhtar renamed his group the *Signed in Blood Battalion* and used financial resources to maintain group cohesion and acquire weapons, primarily looted from Libya, to launch the attack at Amenas in Algeria. Finally, jihadists from all over the world have been attracted to Syria and to a lesser extent Somalia. In his testimony before parliament, Richard McFadden, Director Canadian Security Intelligence Service, captured the essence of the threat,

“Five years ago we weren't as worried about domestic terrorism as we are now... ‘dispersed’ al-Qaeda-affiliated terrorists call for recruits from the West ... failing that become self-starters. In every single case there are Canadians

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<sup>1</sup> “The Unquenchable Fire” *Economist* 28 September 2013 p. 21-23.



who have joined them... CSIS, is following a number of cases where we think people might be inclined to acts of terrorism. The threat posed by Canadian terrorists' has morphed into something that is harder to get your hands on. Intelligence agencies are picking up on fewer plans for large-scale attacks against landmarks, but they are catching winds of smaller plots against less predictable targets.”<sup>2</sup>

## **Outcomes and Accomplishments: CTWG Responses and Actions**

In Bucharest in April and Garmisch in September 2013, the CTWG began to address these themes as well as relevant regional and counter-terrorism strategies. It also identified a number of paths to further disseminate its expertise. At both meetings over the past year, the group's knowledge of regional concerns was enhanced with topical discussions on the Caucasus and the Sahel. Counter-terrorism also met *Big Data* as experts presented tools and approaches for capturing, searching, and disseminating indicators and warnings from the mass of open source social media information, examined cyber threats, explored the legal aspects of countering violence, and applied this information within the context of understanding the drivers of radicalization and counter-strategies.

Notwithstanding the CTWG commitment to sharing information among the group's members, it aggressively sought to increase its outputs. These efforts included:

- Publication of *The Dangerous Landscape: International Perspectives on Twenty-first Century Terrorism*.
- A policy brief on the deteriorating situation in Syria and its regional and global ramifications.
- A forthcoming policy brief on the terrorism-crime nexus and its implication for future counter-terrorism strategies.
- On-going discussions about a terrorism/counter-terrorism reference curriculum.
- Commitment to supporting regional workshops.

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<sup>2</sup> Richard McFadden presentation, National Homeland Security Conference, Los Angeles, June 2013.

## Way Ahead/Priorities for 2014

As the group looks toward 2014, its focus will continue to explore the emerging threats and provide recommendations on how to address the current issue:

1. Focus will be on “Ongoing Insurgencies, Foreign Fighters, and Potential Impacts on Euro-Atlantic/Eurasian Security”. Some familiar themes such as the crime-terror nexus and the disintegration of Syria will continue to be examined. To this topic list subjects will increasingly focus on the role of foreign fighters in operations and the threat that foreign fighters pose to their home countries (See quote by McFadden above). Group dynamics including what causes groups to merge or splinter perhaps deserves consideration adds a slightly different perspective the crime-terror nexus. The difference between al Qaeda the organization and al Qaeda the ideology deserves attention.
2. Group will continue to pursue a terrorism/counter-terrorism reference curriculum; however, this initiative requires engagement from NATO and a group champion. The workshop idea remains active although a willing partner is needed. There have been discussions among some of the southern Europe group about an event in the region.
3. Policy briefs remain a requirement from the group. The group should seek to release a minimum of two briefs from each session or four briefs annually. Translation of CTWG book “The Dangerous Landscape” into a Russian Edition will be executed.
4. Fourth, the exploration of holding a workshop focusing on a specific topic (e.g., foreign fighters regional impacts or cases of deradicalization) emerging from the work group broader discussion are desirable but require financial and time commitments. These, however, might provide an interesting discussion piece for *Connections*.

## Summary

The CTWG is probably more relevant now than in any time since the immediate aftermath of 9/11. Its breadth of expertise provides an opportunity for it to propose and influence counter-terrorism policy and to offer best practices. Furthermore, it is positioned to address emerging issues related deriving understanding from “big data” to supplement counterterrorism strategies, legal and ethical issues of counterterrorism planning and operations, and identifying and mitigating new threats in a dynamic topic.

## Appendices

### *List of Meetings 2013*

- CTWG meeting “Emerging Threats in a Dynamic World” Phase I, Bucharest, Romania, 16-18 April 2013
- CTWG meeting “Emerging Threats in a Dynamic World” Phase II, Garmisch-Partenkirchen, Germany, 23-25 September 2013

### *Key Institutions Partnered with in 2013*

1. U.S. Department of Defence (multiple agencies and PME institutions)
2. NATO (multiple offices)
3. German MoD and security organs (including Bavarian LfV, LKA)
4. Austrian MoD and security agencies
5. Organization for Security and Cooperation in Europe
6. Asia-Pacific Foundation (United Kingdom)
7. Croatian Ministry of the Interior (MUP) and Parliament
8. Bosnia and Herzegovina Ministry of Security
9. Serbian MoD and MUP
10. Azerbaijani MoD
11. Albanian security services
12. Polish Ministry of the Interior
13. Institute for Defence Analyses (USA)

14. Multiple universities in Europe, Central Asia, and the USA
15. Kazakh MoD
16. Uzbek MoD

# **Advanced Distributed Learning Working Group**

*Greta Keremidchieva*

## **Mission and Goals**

The Advanced Distributed Learning (ADL) Working Group's mission is to strengthen e-learning-based defence and security policy education through international and institutional collaboration. Its core activities focus on the development and exchange of interoperable and standardized online learning material within the PfP Consortium. The activities include the creation and sharing of interactive e-learning courseware; providing access to interoperable, open-source e-learning technologies; and the exchange and dissemination of ADL-based best practices. All courses are based on SCORM, the widely established standard developed by the U.S. Advanced Distributed Learning Initiative.

In terms of goals, the ADL Working Group seeks to ensure that all interested PfP C countries and institutions know and understand the benefits of using ADL as an alternative/supplementary approach to education and training; that they have access to a range of free content that focuses on defence and security policy education; that they have access to free open-source tools to support content production and distribution; and that they have the opportunity to collaborate in the fields of content production and tool development primarily with a view to lower the individual investments they have to make.

Finally, the efforts of the ADL Working Group are specifically focused on "ADL capability building" in countries and organizations that are new to this area. Providing the required infrastructure and expertise is a prerequisite to spreading e-learning and mobile learning content that specifically supports the PfP Consortium's interests.

### **Highlights of 2013**

Our first major event in 2013 was the annual ADL Cooperative Development Team Training Program, which was hosted in June by the NATO Maritime Training Interdict Operations Training Center (NMIOTC) in Crete, Greece. The event was organized as a joint project of NATO ACT, ISN and ADL Co-Lab. A total of 50 e-learning professionals from 14 countries participated in the three-day workshop. They received an introduction to all aspects of effective, focused and cost-efficient e-learning products with a special emphasis on familiarizing themselves with standard instructional design processes, established NATO procedures and the Content Production Process Kit of the ADL Working Group. The workshop's practical work involved setting up and operating an ILIAS LMS as well as using e-learning development software including the ILIAS SCORM Editor which is a current open-source tool available to all ADL Working Group members.

The second major event of 2013 was the Annual ADL Working Group meeting, which was held in November in Warsaw, Poland, kindly hosted by the Polish National Defence University. The event attracted over 50 participants from 20 countries. The first day featured two hands-on workshops: 1) Use of ILIAS for social learning and communities, and 2) Research workshop supporting the new standard of Training and Learning Architecture. The two main conference days focused on the exchange of ADL-centred experiences and best practices, a review of the latest technical trends and developments in the e-learning field with an emphasis on mobile learning projects.

Traditionally, the Annual Conference ends with a National ADL Day designed to foster regional collaboration around specific projects. This time a Bi-National Day between Poland and Ukraine was organized where potential areas of cooperation were identified to be pursued in the near future. The meeting brought together 25 participants from Poland and 5 experts from Ukraine, and was supported by ADL stakeholders from NATO ACT and NATO School Oberammergau.

Besides the above key events, members of the ADL Working Group participated in the e-learning Forum in Norfolk, Virginia to discuss the way ahead with introducing/ improving the use of state-of-the-art training technologies. The potential of mobile devices and particularly the functionalities of the Mobler Cards App for language learning anytime/ anywhere were demonstrated. Additionally, the ADL Working Group was represented by its chairman at two meetings of the NATO Training Group's Task Group on Individual Training and Education Development.

### **Outcomes and Accomplishments / Achievements 2013**

The user base of the PfP C learning platform (located at <http://pfp.ethz.ch>) grew this past year by approximately 3,700 users, thus reaching a total of 49,000 by the end of the year. The majority of these users are from professional institutes and academic organizations such as the NATO School in Oberammergau, the NATO Defence College in Rome, the Geneva Centre for Security Policy (GCSP) and the Geneva Centre for Democratic Control of Armed Forces (DCAF).

The content base grew again with additional courses, available to all for free, including:

- NATO Basics (NATO School/ ISN, opened to the public in January 2013)
- Blooms Taxonomy (new course 2013)
- Resource Management (new course 2013)
- Combating Trafficking in Human Beings v.2.0 (reviewed 2013)
- Rapid Reaction Team Training (reviewed 2013)
- Update of Introduction to NATO "Big Package" (NDC)

In total, the PfP C Learning Platform now features a total of 109 courses that are available at no cost to all, that represent more than 800 hours of instruction, and which have an estimated value of over 10M USD if they were to be created from scratch.

In 2013, the first mobile content was produced and is available for ISN Mobler Cards, which have already been in use with several organizations. Learning material for Mobler Cards was developed by ADL experts in Switzerland (ABC of Diplomacy), Romania, Estonia, the Netherlands, and experimentally for the English Language Training Enhancement Course (ELTEC). Another accomplishment was the creation of an electronic version of a paper book on e-learning; the content was provided by Sweden, the e-book was developed by ISN Switzerland.

Finally, as a result of ADL capability building in Armenia and Georgia, both countries now have their own Learning Management Systems.

### **The Way ahead**

In 2013, the Advanced Distributed Learning Working Group continued promoting the development and implementation of successful ADL strategies. The Group strengthened its focus on building on existing trends such as mobile learning, gaming applications, and simulations. The strategic goal for 2014 will thus be to continue with e-learning and m-learning course/ content development; to expand mobile learning activities across all courses on the PfP C learning platform; to deepen collaboration with the Education Development Working Group; to integrate interested member and Partner nations into the ADL community of practice and help them develop and expand their own national e-learning capabilities.

### **Priorities for 2014 and Beyond**

- Support one CDT-Training and organize one/two ADL Working Group meetings per year
- Multinational project work (course content)
- Provide mobile learning content to be used with the ISN Mobler Cards
- Support mobile learning research
- Continue ADL capability building efforts in more countries and organizations
- Collaborate with Education Development Working Group



## **Appendix**

### *Key institutions partnered with in 2013*

1. Allied Command Transformation
2. Armenia Ministry of Defence
3. Bulgaria Rakovski National Defence Academy
4. Estonian Defence Forces
5. Estonia National Defence College
6. ISN, ETH Zurich
7. George C. Marshall European Center for Security Studies
8. Georgia National Defence Academy
9. NATO School Oberammergau
10. NATO Communications and Information Systems School
11. Moldova Military Academy of the Armed Forces
12. Poland National Defence University
13. Romania “Carol I” National Defence University
14. Sweden Military Academy
15. Ukraine National Defence University



# **Emerging Security Challenges Working Group**

*Detlef Puhl and Gustav Lindstrom*

## **Mission and Goals**

The Emerging Security Challenges Working Group's mission is to provide a collective professional framework to assess the changing security environment – an environment which has evolved significantly in recent years and will continue to do so at growing speed. A key component of its mission is to enhance the capacity of decision-makers and policy shapers to identify and respond to emerging security challenges.

The Emerging Security Challenges Working Group aims to develop an overview of emerging challenges, to understand their technological roots and operational dynamics, and to identify potential consequences for the way in which security policy is conducted. In terms of goals, the ESC Working Group pursues:

1. Enhancing awareness and understanding of the character of “emerging security challenges” among NATO nations and partner countries so that commonly perceived dangers can be jointly addressed.
2. Fostering engagement between NATO nations and partner countries to arrive at common analyses of the challenges and collaborative policies to address them, thereby enabling the exchange of ideas leading to an academic-political ESC network.
3. Developing products such as policy papers and modules for curricula of education of military and civilian leadership which would cover the fundamental questions of the “connectedness” of ESC – among each other, as well as with the Alliance and our traditional policy-making bodies.

## Highlights of 2013

The ESCWG really started its activities in 2013. They include:

1. Holding an initial workshop at the NATO Defence College in Rome (March 12/13, 2013). This meeting set the stage for future work by identifying the fundamental questions that need to be addressed and taking stock of technological developments and achievements that shape the future of our security policy. Examples of questions and issues examined include:
  - When and under which circumstances does technological innovation turn into a security challenge or even a threat?
  - When and how can policy makers become aware of such emerging challenges and how can they, in turn, raise awareness with other relevant key players?
  - What do policy makers have to know and to understand in order to master technological innovation and retain autonomy of action?
  - How can policy makers stay in control/aware of increasingly sophisticated technologies?
  - When and under which circumstances can such developments trigger conflict and how can such conflict be prevented or managed?

To address these questions, the ESC WG discussed the question of what can be understood by “emerging security challenges” and established an understanding of what kind of “emerging technologies” are on the market and how these impact on our security policy.

2. Conducting a panel on “Emerging Security Challenges: Issues and Options for Policy Makers” at the 10<sup>th</sup> International Security Forum held in Geneva, April 22/24, 2013.

3. Executing a second workshop at the Polish National Defence University in Warsaw (July 8-10, 2013). The ESC WG analysed specific case studies ranging from developments in technological innovation to trends in securitization, impact studies on developments from emerging security challenges to societal challenges. Discussions also covered implications for policy making and policy options. Specific topics included remote war fighting, robot wars and 3-D-printing, and their impact on democratic society, in particular in a political context of austerity.

At this session there was a change in the chairmanship of the ESC WG. Due to a professional relocation, co-Chair Graeme Herd (GCSP) vacated his position and was replaced by Gustav Lindstrom (also from the GCSP). Co-chairman Detlef Puhl from NATO and Senior Advisor Sean Costigan from the New School in New York continued in their roles.

4. Organising a third workshop at the Swedish National Defence College in Stockholm (November 20-22, 2013). Topics examined included technological developments in the fields of nanotechnology and cyber security. Group members discussed how the latest non-competitive research on nanotechnology linked into questions of cyber security, how industry sees the challenge of cyber security, for which they are a key provider, how the “internet of things” is likely to impact security, and how these very complex questions can be made available for education of our security policy makers.

### **Outcomes and Accomplishments of 2013**

During the three workshops, a core group of around 12 participants was formed, each time complemented by roughly another 10 experts as particular speakers and contributors from different strands of political or academic life. Participants came from Austria, Switzerland, Canada, the United States, Germany, Sweden, Poland, Bulgaria, Turkey, Romania, Moldova, and the United Kingdom. Given the complexity of the issues and the political interests linked to them, it remains a consistent challenge to find wide participation from partner countries.

The group issued its first publication as a “GCSP Policy Paper 2013/5” on 29 July 2013 entitled “Emerging Security Challenges: Framing the Policy Context”. In November 2013, the Working Group produced a “PfP-C Policy Brief” on “Emerging Security Challenges: Issues and Options for Consideration”.

### **Way Ahead**

On April 8-11, 2014, the ESC WG will convene its 4<sup>th</sup> workshop at the Rakovski National Defence College in Sofia, Bulgaria. It will address two issues and their potential impact on security policy: Big Data and Demography. These two issues will be combined with a special focus on the political dimension (as opposed to the industrial sector, which was addressed in Stockholm). The group will then engage in a detailed examination of practical steps to develop modules of curricula for educational programs of its stakeholders.

The ESC WG stands ready to support an international forum on Emerging Security Challenges, which US-EUCOM had tentatively planned, as well as for a Senior Executive Seminar on this topic to be organized by the George C. Marshall Center in Garmisch-Partenkirchen.

### **Priorities for 2014 and Beyond**

1. Emerging Security Challenges Workshop Number 5, location TBD, in fall of 2014
2. PfP-C Annual Conference in Bucharest, 25-26 June 2014
3. FY 2015: one planning meeting, two workshops, contribution to other events
4. Continue multinational collaboration between NATO and partner nations
5. Collaboration with EDWG on development of ESC/Cyber modules for ESC curriculum.
6. Produce policy briefs summarising workshop results
7. Produce a special ESC edition of “Connections”
8. Produce an ESC Manual
9. Engage in social media network discussions.

## **Appendices**

### *List of Meetings 2013*

- ESC: Setting the Stage: NATO Defence College (Rome), 11-13 March 2013
- ESC: What? So What? Now What?: National Defence University (Warsaw), 8-10 July 2013
- ESC: Nano & Cyber: Swedish National Defence College (Stockholm), 20-22 November 2013

### *Key institutions partnered with in 2013*

1. NATO
2. Geneva Centre for Security Policy
3. US Department of Defence
4. German MoD
5. Austrian MoD
6. George C. Marshall Center
7. RAND Corporation
8. Georgia Civil Council on Defence and Security
9. Kaspersky Lab
10. IBM
11. University of Warsaw
12. Bulgarian MoD
13. Cyber Security Center Moldova
14. Swedish National Defence College
15. Several academic institutions in the US, UK, and Switzerland





## **Conflict Studies Working Group**

*Christian Ortner and André Rakoto*

### **Mission and Goals**

The CSWG was initially created in 1999 to establish, maintain and enhance a regular, multilateral, and open exchange of information, viewpoints and ideas between official military history institutions through annual thematic conferences that examine historical determinants of national military strategy, policy and objectives, as well as the historical context of current international and regional affairs.

Secondly, the CSWG improves and strengthens defence and military education and research, by enhancing cooperation between institutions and nations.

Military historians from participating nations come together to share ideas concerning important events, and to gain an appreciation of differences in national perspectives with respect to them. This open sharing of opinion and historical research assists the different nations in moving away from confrontation and toward a lasting peace and stability. As a Central Europe representative wrote in 2003, this working group “plays a pioneering role of driving the Central Europeans back to a multilateral forum, facing their own controversial military and political history. I think that if this working group does not do it, nobody will do it.”

### **Highlights, Outcomes and Accomplishments / Achievements in 2013**

The CSWG successfully held its 13<sup>th</sup> annual conference in Sofia, Bulgaria, 27 – 31 May 2013. The theme was “Nations at War; why do nations participate in wars, and why not?”

The conference was organized jointly by the G. S. Rakovski National Defence Academy, Bulgaria, and the Ministry of Defence History Office, France.

After a selection process initiated at the 12<sup>th</sup> CSWG conference in Vienna, Austria, participating institutes agreed to study the process through which nations decide to go, or not to go to war. Collectively, historians of the participating military institutes investigated how nations become involved in military conflicts; to what end and how they disengage. The participants also studied the transition from peace to war and from war to peace through various angles.

The conference explored the following key thematic areas:

1. The role of culture in decision making: do national characteristics affect a nation's will to fight?
2. War, political aims and failure of national objectives;
3. The impact of coalitions : planning within alliance structures;
4. Liberators or occupiers – Differences in national perspective;
5. Civilian-Military relationships in times of crisis;
6. Mechanisms for war-planning;
7. National experiences in war planning;
8. Occupying powers and their influence on post-occupied nations;
9. Post-war transformation of Defence Establishments;
10. Staging peace: the reintegration of belligerents;
11. Determining national interests in times of Crisis.

The conference's opening address was given by H.E. Mr. Todor Tagarev, Bulgarian Minister of Defence, in presence of H.E. Philippe Autié, French ambassador in Bulgaria, and in front of thirty-five representatives from 14 nations: Bulgaria, France, USA, Sweden, Russia, Denmark, Serbia, Greece, Czech Republic, Slovakia, FYROM, Romania, Slovenia and Poland.

The edited version of the proceedings will be available in 2014.

## **The Way Ahead**

The CSWG will hold its 14<sup>th</sup> Annual Conference, 7 – 11 April 2014, in Bratislava, Slovakia. This conference, organized by the Slovakian Institute of Military History and the Royal Danish Defence College, will focus on “Doctrinal Change: Using the past to fight the present.”

In the course of the history of armed conflicts, past experience has influenced the development of military doctrines, training, education and other spheres of military thinking. Experience of units in the field as well as other relevant services were usually taken into account when preparing for future. The aim of the 14th annual conference of the CSWG is to examine closer how individual countries worked with past experience and what role past has played in the development of military thinking and the definition of doctrine.

Sub-themes may include the following bullets and other connected topics:

1. Studying the past: the use of history in military training and Education;
2. Understanding military failure through history... a doctrinal myth?
3. Military leadership and the need/or absence of need for military history;
4. The impact of recent conflicts on doctrinal orientations;
5. Local armed conflicts – understanding the historical aspects to improve resolution;
6. Military organization, leadership, and transition in the late 20th and early 21<sup>st</sup> Centuries;
7. The Development, Exchange and Use of Tactics, Techniques and Procedures in the last two centuries;
8. The impact of military history in national military doctrines;
9. Post-war transformation of Defence Establishments;
10. Counter-insurgency – developments and termination;
11. Military contingents in the process of maintaining and restoring peace in international environment;
12. Allied and coalition military interventions and their effects;

13. Improved interoperability in operations;
14. Mass armies doctrine – the origins, developments, and termination;
15. Historians and lessons learned, partners or competitors?

# **Comprehensive Approach Working Group**

*Klaus Huettker*

## **Mission and Goals**

The mission of the Comprehensive Approach Working Group is to gradually integrate all PfP-Partner-Countries to participate in discussions on how to implement a concept of the Comprehensive Approach in professional military education. The strategic goal is to encourage PfP-Partners to participate in the development of a reference curriculum to teach a concept on the so called Comprehensive Approach, which is based on western experience but also fitting their particular needs.

## **Highlight of 2013**

1. First workshop at Armed Forces Academy of General Milan Rastislav Štefánik, Liptovsky Mikulas, Slovakia in July 2013.
2. Second workshop at German Armed Forces Command and Staff College, Hamburg, Germany in September 2013.

## **Outcomes and Accomplishments / Achievements 2013**

We realized that each country and its government have a different understanding of the Comprehensive Approach. This is due to different systems of government, different systems of administration of justice and different national strategic interests. Therefore, the development of a curriculum first requires a taking stock of all relevant aspects in the states and regions affected. This requirement was met with the development and implementation of a questionnaire on this issue.

In a next step, we analyzed the returned questionnaire on CA and agreed on a six step approach to curriculum development, a initial definition of the future overall objective: ... to enable the participant fulfil staff functions in the whole spectrum of a given CA framework in support of peace support operations on strategic, operational and tactical levels.

## **Way Ahead**

The complexity of the Comprehensive Approach concept is underlined by the fact that after two workshops, we still lack an agreed final definition of the Comprehensive Approach.

However, initial specific and measurable goals and objectives are developed to start the writing of a reference curriculum for teaching the Comprehensive Approach.

Our next workshop will focus on the conception of a curriculum for teaching the comprehensive approach concept at the operational level to mid-level military and civilian leaders. The project is on track, however current participants are not really representing the whole PfP-Community, we will aim to encourage more/all PfP-Partners to participate in the development of a curriculum.

We will disseminate our results to the whole PfPC-Community for further discussion and continue with curriculum development in a larger framework of partners including Russia.

## **Priorities for 2014 include**

1. Gaining more support from other NATO and partner nations
2. Integrating new partners, especially Russia and discuss/consolidate results in order to develop a reference curriculum to teach a concept on the Comprehensive Approach, which is based on western experience but also fitting particular needs of the partners.

## Partnership for Peace Consortium Editorial Board

*Sean S. Costigan*

### **Mission and Goals**

The mission of the PfP C Editorial Board (EB) is to produce high quality scholarly, policy-relevant publications that represent and inform members of the PfP C and its partner nations. To meet that end, the EB's goal is to publish the best research from and for the Consortium through our quarterly journal, *Connections*, as well as in occasional longer monographs, *Athena Papers*.

Each print run of *Connections* produces 1,600 copies of the journal (1,200 in English, 400 in Russian), which in turn are sent to 811 institutions in 58 countries. *Connections* is the most widely circulated physical product of the Consortium. Additionally, *Connections* is also available on the PfPC website in digital form. Site visits average 2,000 per month from over 70 countries. *Connections* is downloaded over 200 times a month.

The PfP Consortium Editorial Board is a working board comprised of the following members:

- Sean S. Costigan – New School University, New York, Executive Editor
- Jean Callaghan – George C. Marshall Center, Garmisch, Managing Editor
- Enrico Mueller – George C. Marshall Center, Garmisch, Publications Coordinator
- Aida Alymbaeva – Institute for Analysis and Initiatives Development, Bishkek
- Ernst M. Felberbauer – National Defence Academy, Vienna
- Peter Foot – United Kingdom
- Piotr Gawliczek – National Defence University, Warsaw

- Hans-Joachim Giessmann – Berghof Conflict Research Centre, Berlin
- Graeme Herd – Plymouth University
- Elena Kovalova – National Defense University, Washington, D.C.
- David Mussington – Institute for Defense Analyses, Washington, D.C.
- Chris Pallaris – i-intelligence, Zurich
- Tamara Pataraiia – Caucasian Institute for Peace, Democracy and Development (CIPDD), Tbilisi
- John Reppert – United States
- Philippe Sommaire – France
- Todor Tagarev – Bulgarian Academy of Sciences, Sofia

### **Highlights of 2013**

- Four issues of *Connections* were published in 2013, one of which was a special edition on the topic of mobile learning for security and defence education.
- The editorial board continued its efforts to produce an improved website for the journal to present it in a professional and more user-friendly manner. A milestone was reached when the new website went online in summer 2013: <http://connections-qj.org/>
- The new website creates opportunities for easier discovery of *Connections* for the global security community and allows researchers to read content on multiple devices and examine references via Google Scholar.
- Strategic communications efforts also continued to improve the global outreach of the Consortium, including the successful inclusion of entries on the PfPC in Wikipedia and other outlets.

### **Outcomes and Accomplishments / Achievements 2013**

The PfPC Editorial Board met in August 2013 in Garmisch-Partenkirchen for its annual planning and coordination workshop. We published four issues of *Connections* and went online with a new, dedicated professional website for publications. The outreach for the whole Con-



sortium was greatly improved by having a presence at Wikipedia and other distinguished online directories, which need to continue to grow.

### **Way Ahead**

For 2014, we have started publishing articles on the following highly topical themes:

- Cyber Security
- Environmental Security
- Military in Crisis Management
- Connected Forces Initiative
- Security, Stability, and Reconstruction Operations
- Good Governance in Security and Defense
- Contemporary Challenges in Defense Education
- Armed Non-state Groups
- Border Security
- Reshaping and Reforming Armed Forces

We plan special issues on Cyber Security and the South Caucasus.

### **Priorities for 2014 include:**

- Gaining wider acceptance in the academic and policy community for our articles and publications
- Adding a Russian language version to our new publications website
- Increasing knowledge about our customers through improved site metrics and the tracking of scholarly citations
- Pursuing global outreach efforts through Wikipedia and other strategic partnerships
- Increasing the number of publications produced by the PfPC working and study groups
- Entering into syndication relationships for PfPC Publications