

Partnership for Peace Consortium of Defense Academies and Security Studies Institutes

ANNUAL REPORT 2011



Study Group Information





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PfP Consortium of Defense Academies and Security Studies Institutes

Annual Report 2011

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Foreword



Dear Colleagues,

The Partnership for Peace Consortium (PfP Consortium) of Defense Academies and Security Studies Institutes is proud to present its annual report for 2011.

This report provides a comprehensive overview of our activities throughout the year and serves as a handy compendium for the PfP Consortium 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 PfP Consortium 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 written in a cursive style with a horizontal line underneath the name.

Dr. Raphael Perl
Executive Director
PfP Consortium Operations Staff

Foreword



Dear Colleagues,

The Republic of Austria joined the PfP Consortium of Defence Academies and Security Studies Institutes through its Ministry of Defence in 1999 and is among the major stakeholders to the program.

Over the past years, Austria has contributed extensively to the PfP Consortium, mainly through the Study Group Regional Stability in South East Europe, but also in close cooperation with other Study and Working Groups through joint workshops and publications. The role of the PfP Consortium as a unique vehicle of international scientific research cooperation is evident.

The Republic of Austria was host to the Annual Conference of the Consortium in 2005 and regularly adds to the academic efforts of the Consortium community with policy recommendations and printed publications.

It is in this framework that the Austrian National Defence Academy is pleased to support the editing and printing of the first Annual Report of the PfP Consortium. Austria is very much looking forward to a further collaboration with our partners in the PfP Consortium in the future.

A handwritten signature in black ink, appearing to read 'Erich Csitkovits', with a long, sweeping flourish extending upwards and to the right.

Erich Csitkovits, LG
Commandant
Austrian National Defence Academy

PfP Consortium of Defense Academies and Security Studies Institutes

Background

The Partnership for Peace Consortium of Defense Academies and Security Studies Institutes is a voluntary association of institutes of higher learning in defense and security affairs.

By linking over 800 defense academies and security studies institutes in 59 countries the PfP Consortium seeks to strengthen democracies through a network of educators and researchers by sharing best practices and developing concrete solutions to common challenges.

Founded in 1998, the PfP Consortium is headed by a Senior Advisory Council (SAC) consisting of permanent representatives from Austria, Canada, Germany NATO's international staff, Switzerland and the United States.

A series of study/working groups provide models of enhanced educational curricula and learning technologies in addition to policy recommendations based upon research in the following areas:

- Advanced Distributive Learning
- Combating Terrorism
- Education Development
- Security Sector Reform
- Regional Stability in South East Europe
- Regional Stability in the Greater Black Sea Area
- Promoting a Comprehensive Approach to Security Policy

The PfP Consortium publishes a scholarly quarterly journal "*Connections*", in English and Russian - both hard copy and online, that focuses on issues of current concern to defense and civilian decision makers.

Over 50 PfP Consortium workshops per year throughout the EAPC/PfP region provide a unique forum for vigorous debate and the open exchange of ideas, designed to identify and facilitate options for nonviolent resolution to international differences.

Within a defense academic context, member countries and institutions exchange views on important political, economic and social issues affecting their political stability, physical and infrastructure security, cultural identity and overall national security within the context of human rights.

Supported by research and activities funded by member countries and institutions, PfP Consortium services include training and curriculum enhancement, information sharing, and coordination of skills and assets. Bringing together decision makers from military and political centers of government along with leaders of academia and industry, PfP Consortium melds the results of these interactions into defense-focused multinational curricula using state-of-the-art educational technologies.

A multinational staff of specialists based at the George C. Marshall Center in Garmisch-Partenkirchen, Germany, manages day-to-day operations of the Consortium.

Education Development (ED) Working Group

John Berry

Mission and Goals

The Education Development Working Group (ED WG) supports the development of defense and professional military education (PME) in five partner nations of the Partnership for Peace. Its efforts are framed within the context of NATO's Partnership Action Plan for Defense Institution Building, its Education and Training for Defense Reform Initiative and the U.S. Office of the Secretary of Defense's priorities for the Partnership for Peace.

The Working Group focuses on three elements of partner PME: (1) curricula that respond to the education and training needs of modern armed forces; (2) teaching and learning methods that match best practices in use in Western defense education and training institutions, and (3) faculty and institutional development and mentoring through sustained engagement over time. For each participating partner country (Armenia, Azerbaijan, Georgia, Kazakhstan, and Moldova), the Working Group has established a Defense Education Enhancement Program (DEEP), composed of U.S. and NATO defense educators.

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

- Guide and mentor reforms in professional and military education, both in individual defense education institutions and in a defense-wide holistic approach to professional military education.

- Promote learner-centered education and innovative use of instructional technologies.
- Encourage and enable the use of learning objectives that facilitate a depth of learning that can be readily applied through practice and partner experience.
- Assist in the development of faculty assessments and action plans to employ these methods in support of quality academic programs responding to partner goals.

Highlights of 2011

- Publication of Reference Curriculum for Officer Professional Military Education.
- 5th Annual Educators Program to encourage use of Western learning methodologies (hosted by Moldova). Over 100 partner educators exposed since 2007.
- Georgia. Official Opening of the National Defense Academy, to include launching of the Cadet Basic School and the Command and General Staff School.
- Kazakhstan. Establishment of two-year War College distinct from the National Defense University.
- Moldova. Launching of a revised four-year Basic Course (leading to an officer's commission and bachelor's degree) and a new Senior Course (command and staff level and a master's degree). Accredited by Ministry of Education.
- Armenia. MOD approval of a Defense Education Concept leading to the launch of a pilot Junior Staff Officer Course and planning for a Senior Course in FY 13.

- Azerbaijan. Military College of the Armed Forces adopts new curriculum for defense planning and strategy, to include expanded end-of-course exercise.
- Shadow faculty events conducted at Naval War College and U.S. Army Command and Staff College for Azerbaijan, Georgia, and Armenia.

Outcomes and Achievements 2011

Curriculum

The ED Working Group achieved a major milestone in 2011 with the publication of its second reference curriculum, *Officer Professional Military Education* (PME). The first reference curriculum, *Defense Institution Building* (DIB), was published in 2008. In both cases, the Canadian Defense Academy, under the leadership of Dr. David Emelifeonwu, organized a team of writers to draft the text and submit it to rigorous peer review. NATO HQ published the curriculum in October 2011 and circulated it widely to both PfP and NATO nations. The defense educators in the DEEP teams are actively involved in propagating the curriculum.

Learning Methods

The ED Working Group conducted its fifth annual multinational Educators Program in June. Hosted this time by Moldova, twenty-eight partner educators from both DEEP and non-DEEP countries participated. Since the first such program in 2007, the ED Working Group has exposed well over 100 partner educators to an intense workshop on learning and teaching methods prevalent in Western countries. Attention is focused on adult-centered learning, critical thinking, case study method, problem-based learning, and computer-supported instruction. Each of the five DEEPs confirms that partners are adopting these learning methods.

Armenia

Launched in 2009 at the instigation of NATO with the support of the Canadian Defense Academy, the Armenia DEEP has proceeded slowly and carefully in order to build confidence with senior Armenian officials. By 2011, sufficient rapport had developed with the Canadian and NATO educators that the Armenians engaged in in-depth discussions on curriculum content and faculty development for a pilot Junior Officer Staff Course and plans for a pilot Command and Staff Course. The U.S. joined the team and introduced defense educators from the U.S. Army's Command Staff College as lecturer-mentors and sponsors for a highly productive shadow faculty program. By the end of the year, defense education reform had achieved significant momentum.

Azerbaijan

The DEEP in Azerbaijan made steady and notable improvements in the Professional Military Education (PME) offered at its Military College of the Armed Forces. Activity in 2011 focused primarily on strengthening the module for defense planning and strategy taught at the Military College of the Armed Forces (MCAF) in both the Intermediate Course and the Senior (interagency) Course. Supporting activity included a two-week shadow faculty event at the Naval War College and preliminary discussions to develop a final exercise module as the culmination of these two courses. NATO HQ and defense educators from Poland, Romania and the Czech Republic participated actively in helping MCAF understand the requirements for accreditation of courses via Europe's Bologna Process. Senior Azerbaijani officials visited the Czech Defense University in March 2012 to facilitate the plan to develop the Master's Degree program.

Georgia

Georgia's geopolitical situation and the attention it receives from OSD and NATO add a challenging degree of complexity to this program. The DEEP is only one of several contributors to defense education reforms in Georgia. Others include in-resident contract advisors and OSD's Fresh

Look program focused on defense institution building. For its part, DEEP focuses on support to the Command and General Staff School (CGSS), with primary attention to curriculum content for the operational planning process, faculty mentoring and learning methodologies. Georgian faculty participated in the shadow faculty program mentioned above. A future focus for the DEEP is the School of Advanced Defense Studies, once the National Defense Academy has met its objectives for the CGSS and the Cadet Basic School (Fresh Look priority).

Kazakhstan

The DEEP for Kazakhstan embarked on its fourth year in June 2011. The Office of the Secretary of Defense, CENTCOM, and NATO all continued their strong support for the enhancement of the curriculum and pedagogy of the National Defense University toward the goal of compatibility with those in Western/NATO defense education institutions. This goal is shared by the Kazakh authorities, both at the NDU and the Ministry of Defense. The Kazakhs have been particularly responsive to workshops focused on teaching methodologies and the conduct of gaming, exercises, and simulations. Interactive teaching techniques are now used widely, and students are pressed to exchange ideas and to use critical thinking skills. Drawing on Western examples, the MOD approved an NDU recommendation to separate courses for senior and mid-level officers into two institutions on the same campus. Senior officers now attend a two-year course offering a masters degree, with an option for a doctorate in the future.

Moldova

Launched in 2009 at the specific request of the President of the Republic of Moldova to NATO's Secretary General, the Moldovan DEEP moved forward quickly. In the fall of 2011, the two initial goals were achieved:

1. Major revisions to the Basic Course, a four-year pre-commissioning course, leading to a bachelor's degree and an officer's commission. The first graduates of the completely revised curriculum will become lieutenants in 2015.

2. Launching of a new Senior Course, taught at the command and staff level. This course will convene every other year. Graduates will receive a master's degree.

The Ministry of Education has validated the curricula of these two programs and approved the award of these two degrees, validating their compliance with the Bologna Accords. In addition, the Moldovan Military Academy is pursuing the maturation of the Center for Defense and Security Studies that will provide support to the MoD and General Staff.

Way Ahead

Four of the five Defense Education Enhancement Programs (DEEPs) will enter their fourth year in 2012; in Kazakhstan's case, it will be the fifth year. Each DEEP is at a different point in the adoption of PME reforms, as would be expected given the geo-political situation and national security interests of each country. The reforms introduced to this point need to be more deeply embedded, with an emphasis on curriculum content compatible with Euro-Atlantic standards and coalition operations. Equal attention needs to be given to strengthening the improved learning methodologies and faculty development underway for the last several years. The interface between professional military education and human resource management (HRM) is a high priority for the future.

Priorities for 2012 and Beyond

- Propagation of curriculum content reforms contained in the Officer PME and Defense Institution Building Reference Curricula.
- Publication of a Reference Curriculum for Non-Commissioned Officer Professional Military Education and a Revised Curriculum for Ethics and Leadership.
- 6th Annual Educators Program to encourage use of Western learning methodologies (hosted by Armenia).

- Launching of Albania Defense Education Enhancement Program (DEEP) from a funding source other than WIF.
- Continued progression of defense education reforms via DEEPs for Armenia, Azerbaijan, Georgia, Kazakhstan, and Moldova, to include an interface with national HRM institutions.
- Subject to OSD Policy and NATO direction, incorporation of Kazakh Partnership Training Center into DEEP.

Products and Publications

Reference Curriculum for Officer Professional Military Education

List of Meetings

- Annual Meeting of the Education Development Working Group, June 11
- Fifth Annual Educators Program, May 11
- Workshop for Ethics and Leadership, Nov 10

Key U.S. and NATO Institutions

1. National Defense University, Washington, D.C.
2. Army War College, Carlisle Barracks, PA
3. Naval War College, Newport RI
4. Joint Forces Staff College, Norfolk VA
5. NATO School, Oberammergau, Germany
6. Command and General Staff College, Fort Leavenworth KS
7. Canadian Defense Academy, Kingston Ontario, Canada
8. Polish National Defense University, Warsaw, Poland
9. Netherlands Defense Academy, Breda NL
10. Military Academy at ETH Zurich MILAK, Switzerland
11. “Carol I” Romanian National Defense University, Bucharest Romania
12. Czech University of Defense, Brno, Czech Republic

Key Partner Institutions

1. Command and Staff Academy, Armenia
2. Military College of the Armed Forces, Azerbaijan
3. National Defense Academy, Georgia
4. National Defense University, Kazakhstan
5. Military Academy, Moldova

Regional Stability in South East Europe (RSSEE) 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.

Right from the beginning of contributing to the PfP Consortium efforts, the main Austrian interest centered on the issues of security policy and crisis management, with a special focus on the Western Balkans region. As a consequence, the Austrian National Defence Academy and the Directorate General for Security Policy propelled the establishment of a Study Group on RSSEE.

The Study Group rapidly established itself as a cutting edge platform for exchange of opinions and policies for regional and international actors engaged in South East Europe. Austria, which due to its geographical proximity and direct involvement in security, political, economical and societal developments in South East Europe, is uniquely positioned to act as lead agent for discussion and policy shaping in Western Balkan issues.

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.

- Perform 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;
- centering 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 2011

Continuing a well-established tradition of workshop series in building trust and reconciliation, the Austrian-hosted 22nd RSSEE workshop in the reclusive of the castle of Reichenau/Rax focused on the remaining impasses in the Western Balkans, from Bosnia and Herzegovina, to Sandžak, Northern Kosovo and the Albanian-Macedonian ethnic issues.

55 experts from the region and the international community discussed and drafted policy recommendations for dealing with ethnic and religious disputes in the Western Balkans, including the potential rise of Islamic extremism.

Twelve years after the end of the war over Kosovo, RSSEE managed to convene the international community and national government officials, NGO and academic representatives from all Western Balkan countries, including the Serb State Secretary for Kosovo, H.E. Oliver Ivanović and a strong Serb delegation, its first workshop in Kosovo – the 23rd overall - co-hosted by the Kosovar Institute for Policy Research and Development (KIPRED).

The workshop took place during the peak of road blocks and riots in Northern Kosovo and established valuable opportunities for track-two negotiations between KFOR, EULEX and the US, UK, French and German representatives with top-level Serb representatives.

Outcomes and Accomplishments/Achievements 2011

- Two expert workshops bringing together more than 95 experts on Western Balkans issues in Austria and Kosovo.
- 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 volume 42 of the PfP Consortium “Study Group Information Series” with a print run of 1000 copies each and global distribution.

Way Ahead

In 2012, RSSEE will focus its policy and research orientation on the issue of the European (financial) crisis and its effects on the future of the Western Balkan countries in the Euro-Atlantic institutions (EU and NATO membership) as opposed to a renewed power projection of Russia and Turkey in the region in its Austrian-based 24th RSSEE workshop from 03-05 May 2012.

In the 25th RSSEE regional workshop from 27 – 29 September 2012 in Skopje, decision makers will strive to define solutions for frozen issues in the Southern Balkans from the Albanian-Macedonian ethnic struggle to larger regional issues involving Turkey and Greece.

Building upon the lessons identified and good practice established over the past twelve years, the Austrian Ministry of Defence and Sports through its Directorate General for Security Policy and its National Defence Academy will transfer its expertise from content and administrative management of the SG RSSEE into re-establishing a Study Group on “Regional Stability in the South Caucasus” until the end of 2012. An initial workshop will be convened from 08 – 11 November 2012 dealing with “Regional Stability in the South Caucasus: De-conflicting Protracted Conflicts: The Role of the EU and NATO”..

List of Meetings 2011

22nd RSSEE Workshop

“From Bosnia and Herzegovina to Northern Kosovo – Coping with the Remaining Impasses in the Western Balkans”

13 – 15 May 2011

Reichenau/Rax, Austria

23rd RSSEE Workshop

“Beyond Frozen Conflicts in South East Europe: the Belgrade-Pristina/Pristina-Belgrade Dialogue and its Regional Implications”

30 September – 01 October 2011

Pristina, Kosovo

Products and Publications

Three major publications and two policy recommendations within the RSSEE “Study Group Information” Series at the Austrian Ministry of Defence and Sports were printed in 2011, which brings the overall number to 42 editions in twelve years.

All publications are available at the Austrian MoDS homepage under <http://www.bmlv.gv.at/wissenschaftsforschung/publikationen/verlag.php?id=22> as well as at Columbia International Affairs Online.

Key Institutions Partnered with in 2011

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 2011, among the main contributors were:

1. Albanian Institute for International Studies, Tirana, Albania
2. Analytica Think Tank, Skopje, Macedonia
3. Bahcesehir University, Istanbul, Turkey
4. Bucharest State University, Bucharest, Romania
5. Center for International Relations of Montenegro, Podgorica, Montenegro
6. Centre for Security Studies, Sarajevo, Bosnia and Herzegovina
7. Faculty of Political Sciences, University of Belgrade, Serbia
8. Helsinki Committee for Human Rights in Serbia, Belgrade, Serbia
9. Institute for Development Policy, Pristina, Kosovo
10. Institute for International Relations, Zagreb, Croatia
11. Institute for Security and International Studies, Sofia, Bulgaria
12. Kosovar Institute for Policy Research and Development, Pristina, Kosovo
13. Progres Institute for Social Democracy, Skopje, Macedonia

Security Sector Reform (SSR) 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. SSR and combating terrorism, defense institution building, public security management in post-conflict societies, but also SSR in the Southern Caucasus, in Central Asia, and several meetings together with the RSSEE Study Group on SSR in the Western Balkans show the wide area of activities of the Working Group.

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 Defense Minister at the annual conference in Munich in 2009.

The objectives of the group 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.

Highlights of 2011

- “Gender and Defence Transformation: Transforming National Structures, Sustaining International Operations” seminar in Stockholm, 18 to 20 April
- Panel discussion on Oversight and Accountability of the Security Sector at the PfP Consortium Annual Conference “The Partners’ View: Best Practices and the Way Ahead” in Garmisch, 21 to 24 June
- Expert support to incorporating issues related to gender into NATO’s professional military education generic curriculum

Outcomes and Accomplishments/Achievements 2011

The annual seminar of the SSR WG in April sought to build on the momentum gained for addressing gender issues in SSR through a seminar focused on “Gender and Defence Transformation” in partnership with the Swedish National Defence College (SNDC) and the Swedish Armed Forces. The event allowed forty-two practitioners, researchers and policy advisers from fourteen NATO and PfP countries to discuss and exchange on ongoing efforts and challenges to integrating gender perspectives into defense transformation. As a result of this seminar, the institutions involved resolved to intensify their cooperation in the fields of research, education, and training on gender perspectives, while NATO offered to provide resources to partners and members in need of assistance.

The SSR WG also chaired a very well received panel discussion on Oversight and Accountability of the Security Sector at the Annual Conference of the PfP Consortium in June in Garmisch. The conference assembled senior government officials, scholars, civil servants, military and diplomatic professionals, and representatives of non-governmental organizations from throughout the Euro-Atlantic region who are actively involved in the fields of defense and security. The panel featured speakers from Bosnia and Herzegovina, Bulgaria, Serbia, and Ukraine, who

tackled current issues in oversight and accountability of the security sector in these four countries.

Way Ahead

The activities of 2011 highlighted that the fact that although the integration of gender perspectives in national defense structures is on the rise, challenges remain in mainstreaming gender issues. Training emerged as a key area for contributing to this goal, but also one the participants of the 2011 seminar hoped to see discussed in more detail. In 2012, the Working Group plans on addressing this need by organizing its annual workshop on the topic of integrating gender in teaching and content in collaboration with the Education Development Working Group of the PfP Consortium, and in partnership with the NATO School in Oberammergau. In addition to organizing this seminar, the SSR WG will continue to strengthen good governance of the security sector through supporting the incorporation of gender issues into the NATO generic curriculum for professional military education of non-commissioned officers, currently under development. The 2012 Annual Conference will – again – hold a panel on security sector reform, with a focus on the Southern Caucasus, contributing insights into the region’s experience in integrating gender in security.

Priorities for 2012 and Beyond

- Continued focus on questions relating to mainstreaming gender in SSR
- Close collaboration with the Education Development Working Group and the Advanced Distributed Learning Working Group to support exchange on and to document best practices in teaching gender relations
- Provide expert support to ensure that gender issues are incorporated into NATO’s generic curriculum for NCOs

Products and Publications

- DCAF, *Gender and Defence Transformation: Transforming national structures, sustaining international operations,*” Seminar report for the NATO PfP Consortium Working Group on Security Sector Reform (Geneva: DCAF 2011).

Available at <http://www.dcaf.ch/Publications/Gender-and-Defence-Transformation>

Meetings in 2011

- SSR WG annual seminar on “Gender and Defence Transformation”
- Panel discussion at PfP C Annual Conference

Key Institutions Partners in 2011

1. The Geneva Centre for the Democratic Control of Armed Forces (DCAF)
2. Swedish National Defence College
3. Swedish Armed Forces

Regional Stability within the Greater Black Sea Area (RSGBSA) Working Group

Mihail E. Ionescu

Mission and Goals

The Regional Stability within the Greater Black Sea Area Working Group (RSGBSA WG) is chaired by MG(ret.) Dr. Mihail E. Ionescu and Prof. Craig Nation and was launched on February 1, 2006, following the SAC decision of September 2004 (Geneva).

The Group's core missions are:

- to promote cooperation and a shared regional security culture in the Black Sea area through professional fora and activities that will be inclusive and demand driven;
- to give support to the improvement of networks in the field of security policy and help to create a peaceful, stable strategic community in the Greater Black Sea Area;
- to assess the situation in the Greater Black Sea Area through enhanced international research and scientific cooperation;
- to promote a better understanding of issues and developments within the area among the research and policy making communities;
- to promote a new format of policy-oriented dialogue by organizing international conferences on specific subjects of regional interest and seeking to engage the major actors in the region in these activities.

Highlights of 2011

- The SAC meetings held in Berlin (28 October 2010) and Brussels (27 October 2011) determined new guidelines for the RSGBSA Working Group; these were to shift the focus from practical and professional training to strategic research;
- The new strategic research oriented approach will be implemented through organizing international/regional conferences addressing relevant topics for the Black Sea region;
- The outcome of the conferences will be summarized in policy papers/policy recommendations that will be circulated within the professional community, and in other policy-relevant publications;
- The new scientific approach was endorsed by the RSGBSA WG's members during the Group's planning meeting held in Bucharest (10-11 March 2011);
- During the reunion, the participants developed the following documents: *Concept Paper for the Research Plan*, to be implemented in the 2011-2013 timeframe; *Terms of Reference*, and a list of topics to be approached during the forthcoming international conferences

Outcomes and Accomplishments/Achievements 2011

The RSGBSA Working Group planning reunion held in March 10-11, 2011 in Bucharest: the RSGBSA Working Group representatives endorsed the SAC guidance (Berlin, 28th of October 2010) and realigned its original mandate to the new SAC vision. They considered organizing RSGBSA Working Group activities in the coming years in order to transition to a new format of policy-oriented dialogue between practitioners, defense academics, and representatives of civil societies with the goal of pursuing a mutual exchange of ideas in a comprehensive setting and with a focus on the most relevant topics concerning the region.

The preparatory meeting of the 4th MCT seminar, 17-18 March 2011, Istanbul (Turkey): Participants agreed on a seminar agenda, academic curriculum, and list of participants for a major international conference on new security challenges in the Black Sea area, which will be held in Istanbul in May 2012.

Way Ahead

The RSGBSA Working Group will provide a forum for regional experts and practitioners on subjects of mutual concern as a way of fostering regional stability. Through conferences and seminars, these experts support defense institution building by organizing events that retain regional ownership, as well as their project-oriented, demand-driven, and inclusive approach and aim at creating a wider network of regional security experts.

Priorities for 2012 and Beyond

- In line with the Bucharest decisions of March 2011, the international research conferences to be organized under the aegis of RSGBSA Working Group will cover topics such as: mutual security in the Greater Black Sea Area; old and new security challenges; democratization and good governance; economic development and energy security, etc.
- The first research conference, entitled “New Security Challenges in the GBSA: Towards a Cooperative Agenda,” will be held May 27-30, 2012, in Istanbul (Turkey) in cooperation with Kadir Has University;
- The coordination meeting of the first RSGBSA Working Group research conference was held in Istanbul (Turkey), 8-10 February 2012. The participants agreed on the date of event, conference topic, draft agenda and draft research concept of the conference
- Organization of research conferences in the 2013-2014 timeframe: Ukraine (Yalta) and Russia (Sochi); both countries expressed their willingness to host such events during the RSGBSA Working Group planning meeting in Bucharest.

Armenia also confirmed its readiness to host a RSGBSA Working Group international conference on Stability and Security in South Caucasus: Developing Cooperative Solutions.

List of Meetings in 2011

RSGBSA Working Group planning reunion: 10-11 March 2011, Bucharest Romania. 17 attendees, including Armenia, Austria, Azerbaijan, Bulgaria, Georgia, Republic of Moldova, Romania, Russian Federation, Ukraine, USA, PfP Consortium, GCMC.

Key Institutional Partners in 2011

1. National Defense Academy, Austria
2. Institute for National Security Studies, Armenia
3. Ministry of Foreign Affairs, Armenia
4. NISA – NATO International School of Azerbaijan
5. Ministry of Foreign Affairs, Azerbaijan
6. Rakovsky Defense and Staff College, Bulgaria
7. Minister of European and Euro-Atlantic Integration, Georgia
8. “Alexandru cel Bun” Military Academy, Republic of Moldova
9. Ministry of Defense, Republic of Moldova
10. Diplomatic Academy, Ministry of Foreign Affairs, Russian Federation
11. Institute for Political Studies of Defense and Military History, MoD, Romania
12. Kadir Has Univesity, Turkey
13. Kyiv Military Institute affiliated Shevchenko National University, Ukraine
14. Foreign Policy Research Institute, Ministry of Foreign Affairs, Ukraine
15. US Army War College, Carlisle, United States of America
16. Defense Policy and Planning Division, NATO IS
17. George C. Marshall Center for Security Studies, Garmisch, Germany

Combating Terrorism (CT) Working Group

John J. Le Beau and John R. Schindler

Mission and Goals

The Combating Terrorism Working Group (CTWG) strives to assess the state of international cooperation against terrorism, identify current points of strength and weakness, and consider ways in which the effectiveness and scale of cooperation against radicalization and terrorism might be improved.

These efforts are approached through in-depth working group meetings and international cooperation involving many PfP C partner institutions in the United States, Europe and beyond.

CTWG participants are invited to consider and address the following questions, with an eye toward proposing actionable solutions to identified challenges.

- What is the state of al Qaeda and other international terrorist organizations today?
- Has international cooperation over the last decade seriously eroded the capacity of terrorist organizations, such as al Qaeda, to launch mass casualty attacks? Globally? In the West?
- Where has international collaboration proven most successful: international finance, international conventions and law, intelligence exchanges, law enforcement, counter-radicalization?
- Which of the above areas represent the weakest nodes of international cooperation and joint action and why?

- Has the international community effectively confronted the “virtual jihad” and online radicalization?
- Has international cooperation peaked or does it continue to improve? Are governments experiencing “terrorism fatigue”?
- Is the “lone wolf” terrorist the new face of the terrorist challenge?
- Is there an effective, broad strategy to deal with the phenomenon of radicalization and so-called “homegrown terrorism”? Which government entities are appropriate to counter the terrorist narrative and deal with ideological issues?
- In what areas can improved international cooperation be expected to have the best results in combating terrorism? Can results be measured?

Highlights of 2011

During the Zagreb (April) and Garmisch-Partenkirchen (September) conferences of the CTWG, presentations will be solicited from CTWG participants on the inquiries noted above, or related issues. As in past CTWG iterations, the substantive theme will be addressed in two separate meetings in 2012 and subsequently published.

Way Ahead

A critical question for the CTWG is where does counterterrorist and counter-radicalization cooperation stand now and where is it heading?

Priorities for 2012 and Beyond

A book consisting of chapters written by CTWG members on aspects of terrorism that have been addressed, including self-radicalization and terrorist use of the internet, will be edited for publication during this calendar year. It will be suitable as a primer for terrorism roundtables and seminars and appropriate for military academy use.

Milestones for the new year including building on a decade of CTWG growth and expansion by increasing membership and forging a closer relationship with NATO CT PME, as well as continuing the excellent thinking and scholarship the Working Group has long produced.

List of Meetings in 2011

- Reichenau/Rax, Austria; Host: Austrian MoD (April 2011)
- Garmisch-Partenkirchen, Germany; Host: Marshall Center (September 2011)

Key Institutions Partners in 2011

1. U.S. Department of Defense (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 Defense Analyses (USA)
14. Multiple universities in Europe, Central Asia, and the USA

CTWG Chairmanship

It was announced in Garmisch in September 2011 that CTWG Chairmanship was being passed from Dr. Jay LeBeau (GCMC) to Dr. John Schindler (USNWC). The transition has been seamless due to excellent cooperation between LeBeau and Schindler and the excellent support of

GCMC, especially LtCol Ralf Lopau. Dr. Schindler's first official meeting as new CTWG Chair will be in Zagreb (April 2012).

Advanced Distributed Learning (ADL) Working Group

Reto Schillinger

Mission and Goals

The Advanced Distributed Learning (ADL) Working Group's mission is to strengthen defense and security policy education through international and institutional collaboration in the field of e-learning. Its core activities are based on the widely established standard SCORM of the U.S. Advanced Distributed Learning Initiative. Key activities include the creation and sharing of interactive e-learning courseware that meets common education requirements; provision of access to interoperable, open-source e-Learning technologies; and the exchange and dissemination of best practices.

The goals of the ADL Working Group operations are that all interested PfP C countries and institutions know and understand the application scenarios and benefits of ADL as an alternative/complementary approach to education and training; have access to a range of free content supporting defense and security policy education; have access to free open-source tools to support content production and distribution; and collaborate in the fields of content production and tools development in order to lower individual investments.

A special focus of the ADL Working Group's activities is on "ADL capability building" in states and organizations new to ADL. Providing the required infrastructure and expertise is a prerequisite to spreading e-learning content supporting the PfP C's interests.

Highlights of 2011

The first major event in 2011 was the yearly ADL Cooperative Development Team Training, hosted in April by the Maritime Interdiction Operational Training Center (NMIOTC) in Crete. The event was organized as a joint project of NATO SACT, US Joint Forces Command, the Swiss International Relations and Security Network (ISN), and the U.S. DoD ADL Initiative. A total of 48 professionals from 12 countries participated in the three-day workshop. The participants received an introduction to all aspects of producing effective, focused, and cost-efficient e-learning, with referrals to standard instructional design processes, established NATO procedures and the Content Production Process Kit of the PfP C ADL Working Group. Practical work involved the use of the ILIAS SCORM Editor, the current open-source solution available to all ADL Working Group members.

The second major event was the yearly ADL Working Group meeting, held in November in Tbilisi, which was kindly hosted by the Georgian MoD. The event, organized by the ISN in close cooperation with the Georgian MoD, was attended by 40 participants from 26 organizations in 16 countries. The first (optional) day offered three hands-on workshops by the ISN covering the latest version of the ILIAS SCORM Editor, the new ISN “Multimedia Slideshow Editor,” and how to work with learning objectives and test items. The two main conference days focused on the exchange of experiences and best practices, as well as latest technical trends and developments. A special work session supported the relaunch of the “Introduction to NATO” course as a joint project of several members. In addition, a brainstorming session was held in support of the “Cultural Awareness” project run as a NATO task by the NDU Warsaw.

For several years, the ADL Working Group meetings have been preferably held in countries not yet widely using ADL. In so doing, ADL automatically becomes a topic raised at higher levels. To further support this approach, a special event is held right after conferences. In Tbilisi, this “National ADL Day” brought together selected ADL Working Group

members with 10 representatives of civilian educational institutes and several representatives of military education in Georgia.

Besides the above key events, the ADL Working Group was represented by the chairman and selected members at two meetings of the NATO Training Group's Task Group on Individual Training and Education Development, at the Norwegian Armed Forces' ADL Conference, at the NATO ADL Forum in Norfolk, and at the Pfp Consortium annual conference in Garmisch-Partenkirchen.

Outcomes and Accomplishments/Achievements 2011

The user base of the Pfp C learning platform (located at <http://pfp.ethz.ch>) grew again by approximately 6,000 users, reaching 42,000 users by December 2011. The majority of these users are from schools and institutes such as the NATO School in Oberammergau, the NATO Defence College in Rome, the Inter-American Defense College, the Portuguese Atlantic Committee, the Geneva Centre for Security Policy (GCSP) and the Geneva Centre for the Democratic Control of Armed Forces (DCAF). In 2011, special directories were also established for the Ministry of Defense of the Republic of Croatia and the George C. Marshall European Center for Security Studies.

Important: The above statistics do not include users taking ADL Working Group courses on other Learning Management Systems (e.g. NATO ACT, Joint Knowledge Online, NDU Warsaw, Carol I Defense University, and Swiss Armed Forces).

The content base grew again with additional courses, including:

- TEPSO Mine Awareness (revised version by ISN/NATO)
- Common Security and Defense Policy (re-launch of the former ESDP course by ISN/CSS)
- NATO RRT – Expert Training (NATO School)
- NATO Peace Support Operations (NATO School)

A total of 85 courses, available at no cost to all, represents more than 700 hours of learning, with an estimated value of \$10M USD if created from scratch.

With the final version of the Multimedia Slideshow Editor and the ILIAS SCORM Editor 4.2, all members of the ADL Working Group have access to a proven open-source production infrastructure. The infrastructure can either be used on the servers of ISN or installed in-house, with no licensing costs arising. In the report year, the following organizations acquired their own working directory for the SCORM Editor on the server of ISN:

- National Defense University of Poland
- COE-DAT (Centre of Excellence Defense Against Terrorism)
- DRESMARA (Regional Department of Defense Resources Management Studies, Brasov, Romania)
- JWC (Joint Warfare Center)
- Swedish Armed Forces School of Logistics
- JCBRN Defense COE

The ILIAS Learning Management System, used by many organizations in NATO and PfP countries with no licensing costs, represents an estimated core investment of more than 10 M USD (the core investment being made by non-PfP C parties).

Based on the National ADL Day held in Georgia, the NDU in Georgia will soon have its own ADL infrastructure, as well. More countries and organizations are to follow.

Way ahead

In response to new technological trends, the ADL Working Group will increasingly cover advanced forms of ADL, including mobile learning, serious gaming, and simulations. In support of this goal, a special mobile learning interest group was formed in order to support collaboration of members in related research, tools development, or content production activities. One strategic goal might be to add mobile learning functional-

ity to ILIAS. Another strategic goal is increased collaboration with the ED Working Group.

Priorities for 2012 and Beyond

- Multinational project work (2012: “Introduction to NATO”)
- One CDT-Training (spring) and one ADL Working Group meeting (autumn) per year
- Increased consideration of latest technologies/trends (mobile learning, serious gaming, simulations)
- Continuation of ADL capability building in more countries and organizations.

Partnership for Peace Consortium Editorial Board (EB)

Sean S. Costigan

Mission and Goals

The mission of the PFP Consortium Editorial Board (EB) is to produce high quality scholarly and policy relevant publications that represent and inform members of the PFP Consortium and its partner nations. The EB's goal is to publish the best from and for the Consortium; in order to do so, the EB produces a quarterly journal, *Connections*, as well as occasional longer monographs called *Athena Papers*.

Each print run of *Connections* produces 844 copies of the journal, which in turn are sent to 814 institutions in 58 countries. *Connections* is the most widely circulated physical product of the Consortium. *Connections* is also available on the PFP Consortium website; in digital form, the journal reaches over 161 countries.

After taking out data from the two cities, Garmisch-Partenkirchen and Sofia, Bulgaria, where much of our work is done, analysis of our website visits demonstrates that we are meeting our goals and are reaching the right audience: (in order of usage) Washington, Bucharest, Moscow, Chisinau, Kyiv, Pristina, and Tbilisi.

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

1. Sean S. Costigan – New School University, New York, Executive Editor
2. Jean Callaghan – George C. Marshall Center, Garmisch, Managing Editor
3. Enrico Muller – George C. Marshall Center, Garmisch, Publications Coordinator

4. Leila Alieva – Center for National and International Studies, Baku
5. Gediminas Dubauskas – Lithuanian Military Academy, Vilnius
6. Peter Foot – Geneva Centre for Security Policy, Geneva
7. Piotr Gawliczek – National Defence University, Warsaw
8. Hans-Joachim Giessmann – Berghof Conflict Research Centre, Berlin
9. Elena Kovalova – National Defense University, Washington, D.C.
10. Fred Labarre – Royal Military College of Canada, Kingston
11. David Mussington – National Security Council, Washington, D.C.
12. Michael Schmitt – U.S. Naval War College, Newport
13. Todor Tagarev – Bulgarian Academy of Sciences, Sofia

Highlights of 2011

- Four issues of *Connections* were published in 2011
- The Athena Award for best PfP Consortium publication went to Ms. Irena Dimitrova, Second Secretary of the NATO Department, Security Policy Directorate, Ministry of Foreign Affairs Sofia, Bulgaria for her article: “EU-Russia Energy Diplomacy: 2010 and Beyond?”
- In terms of the Web, unique readership increased dramatically from readers in Eastern and Southern Europe, now topping usage from North America where there are many more people online.
- The time users spend on PfP Consortium.org averages 2 minutes, with over 3 pages a visit, which is a clear indication of reading.
- Importantly, our readers are loyal: over a quarter of web readers are return visitors.
- The editorial board collaborated extensively with the webpage developers to deliver design specifications for the new PfP Consortium website.

Outcomes and Accomplishments/Achievements 2011

The PfP Consortium Editorial Board met immediately after the 2011 PfP Consortium annual conference. During that meeting, we set plans to publish in Russian once again and selected themes for the 2012 publication year.

Way Ahead

For 2012, we have begun publishing articles on the following highly topical, SAC-approved themes:

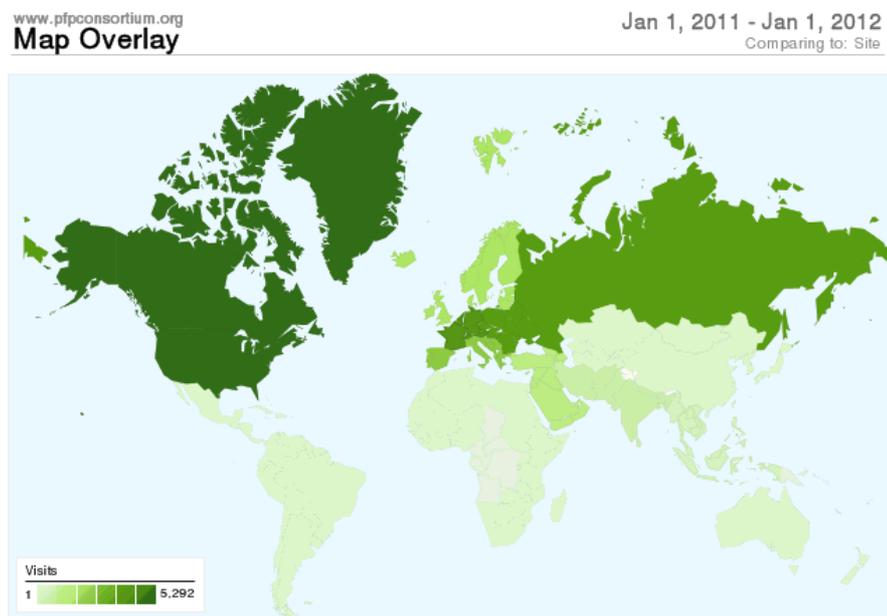
- Arctic Security
- Building Integrity and Reducing Corruption
- Comprehensive Approach to Emergency Management
- Cyber Security
- Defense Education
- Future of Multilateral Security Partnerships
- Human Security and the Role of Armed Forces
- Impact of Non-State Groups
- Pooling Resources and Sharing Capabilities
- Responding to Revolutions
- Recruitment and Conscription Challenges

As a part of the GlobalNet initiative, the Consortium's web presence was migrated to a new site, but with significant growing pains. It is our hope that the bulk of the remaining challenges will be overcome in 2012.

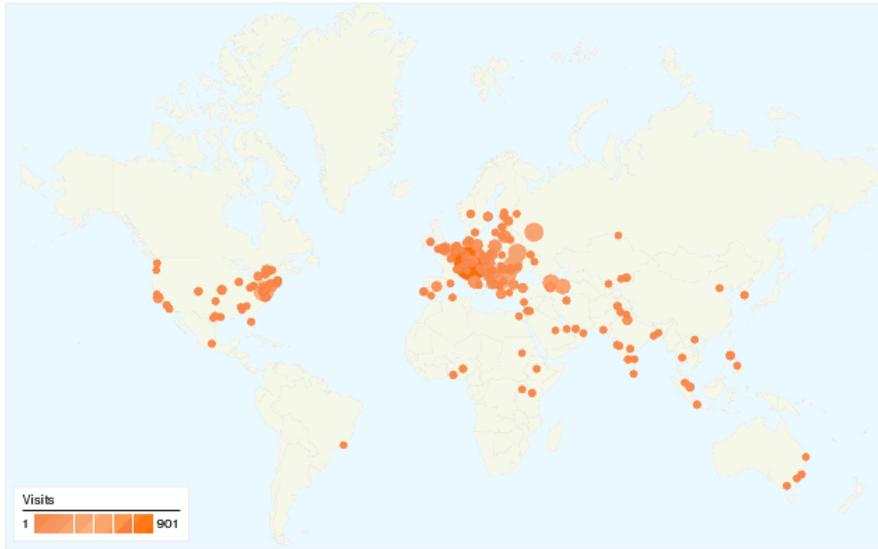
According to information gained through website analysis of visits, Russian is the second most widely reported language on PfP Consortiumon-sortium.org. In recognition of that fact, *Connections* will be published in English and Russian going forward.

Priorities for 2012 Include

- Growing our family of publications to once again include longer monographs under the name of Athena Papers
- Expanding our expertise in the use of online metrics in order to better tailor our products to our customers' needs
- Extending the reach of the Editorial Board and adding new members
- Pursuing syndication relationships for PfP Consortium Publications



21,661 visits came from 22 sub continent regions



21,661 visits came from 3,056 cities



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