

PfPC



2018

# PfP Consortium of Defense Academies and Security Studies Institutes

STUDY GROUP INFORMATION

Raphael Perl (Ed.)



10/2020  
Vienna, June 2020

Copyright, Production, Publisher:  
Republic of Austria / Federal Ministry of Defence  
Rossauer Lände 1  
1090 Vienna, Austria

Edited by:  
National Defence Academy  
Command  
Stiftgasse 2a  
1070 Vienna, Austria

In co-operation with:  
PfP Consortium of Defense Academies and Security Studies Institutes  
Garmisch-Partenkirchen, Germany

Study Group Information

Copyright:  
© Republic of Austria / Federal Ministry of Defence  
All rights reserved

June 2020  
ISBN 978-3-903121-85-0

Printing:  
ReproZ W 20-2702  
Stiftgasse 2a  
1070 Wien

# Contents

---

<b>FOREWORD</b> - Keith W. Dayton	<b>08</b>
-----------------------------------	-----------

---

<b>FOREWORD</b> - Erich Csitkovits	<b>11</b>
------------------------------------	-----------

---

<b>FOREWORD</b> - Raphael Perl	<b>13</b>
--------------------------------	-----------

---

<b>WORK MATRIX</b> - 20 Years PfPC	<b>15</b>
------------------------------------	-----------

---

<b>WORKING GROUPS</b>	
<b>Education Development Working Group</b>	<b>25</b>
ALAN STOLBERG, CHAIR	
<b>Regional Stability in South East Europe Study Group</b>	<b>35</b>
FILIP EJDUS, PREDRAG JUREKOVIC AND SANDRO KNEZOVIC, CO-CHAIRS	
<b>Regional Stability in the South Caucasus Study Group</b>	<b>43</b>
CO-CHAIRS: FREDERIC LABARRE AND GEORGE NICULESCU	
<b>Advanced Distributed Learning / Technical Standards Working Group</b>	<b>55</b>
GRETA KEREMIDCHIEVA, CHAIR	
<b>Security Sector Reform Working Group</b>	<b>61</b>
RICHARD STEYNE, CO-CHAIR	
<b>Euro-Atlantic Conflict Studies Working Group</b>	<b>69</b>
CARMEN SORINA RIJNOVEANU, CHAIR OF CSWG, JAKOB BRINK RASMUSSEN, CO-CHAIR	
<b>Combating Terrorism Working Group</b>	<b>81</b>
DR. PETER FORSTER, CO-CHAIR	
<b>Partnership for Peace Consortium Editorial Board</b>	<b>87</b>
SEAN S. COSTIGAN, EDITOR-IN-CHIEF	
<b>Emerging Security Challenges Working Group</b>	<b>93</b>
CO-CHAIRS: MICHAEL F. GAUL AND DR. JEAN-MARC RICKLI, SENIOR ADVISOR: PROF. SEAN COSTIGAN	

---





## Foreword from the Chairman

Keith W. Dayton  
Director, George C. Marshall Center

---

### DEAR COLLEAGUES,

It gives me great pleasure to provide opening remarks to the 2018 Annual Report commemorating the 20th Anniversary of the Partnership for Peace Consortium.

During his inauguration speech to the Euro-Atlantic Partnership Council meeting on 12 June 1998, United States Secretary of Defense William Cohen proposed establishment of a Partnership for Peace Consortium of Defense Academies and Security Studies Institutes (PfPC) as a contribution “to our enhanced Partnership for Peace and, in particular, as a means of placing greater emphasis on defense and military education and training”. This proposal was well received by the Council Members and respectively approved and endorsed as an “in the spirit of PfP” activity during the April 1999 NATO Summit.

In order to establish the initial internal structures of the PfPC, the George C. Marshall European Center for Security Studies in Garmisch-Partenkirchen, Germany was directed by the United States Department of Defense “to undertake as part of its mission the implementation of the PfP Defense Academy Consortium initiative”. During this pre-operational stage that lasted until 2004, a multination network of defense academies and security studies institutes was built and expanded to satisfy the PfPC mission: “Strengthening defense and military education and research by enhancing cooperation between institutions and nations”. Today, this network consists of over 800 defense academies and security studies institutes across 60 countries.

The Consortium’s initial priorities reflected the 2004 Istanbul NATO Summit decisions with its stakeholders deciding to take a five track approach addressing (1) European Security Issues, (2) Security Sector Reform, (3) Regional Stability, (4) Asymmetric Threats, and (5) Training and Education Enhancement. Towards these ends, the PfPC set up

working and study groups designed to address thematic and regional competencies. After the ends had been defined and the means established, PfPC entered the operational stage in 2005 by changing its focus from network building to project work.

In 2008, the Consortium's mission was expanded by adding two more components: (1) "Promoting Defense Institution Building through defense education enhancement", and (2) "Sustaining Regional Stability through multinational education and research".

Core to PfPC activities are (1) research and publication of policy papers, (2) curriculum and faculty development, (3) policy oriented workshops, and (4) table top exercises. Within this framework, Defense Education Enhancement Programs (DEEP) – sponsored jointly with NATO – serve as a model of demand driven defense education and defense institution building measures. The Consortium also publishes a quarterly peer-reviewed academic journal, Connections.

Since its Senior Advisory Council is made up of stakeholders from both NATO member and non-NATO member nation states, the Consortium is often referred to as a bridge between hard and soft power approaches to security.

In today's turbulent and intensely networked times the relevance of the Consortium and the need for international cooperation and defense institution building is more pressing than ever. With 74 events in calendar year 2018 involving 1350 participants in over 40 nations, the PfPC serves as an effective policy institution to promote national stakeholder agendas and Euro-Atlantic values within the framework of Partnership for Peace.

Sincerely,



Keith W. Dayton  
Director, George C. Marshall Center  
Chairman Senior Advisory Council PfPC

2018  
YRS



## Foreword from the Commandant

Erich Csitkovits, LTG  
Austrian National Defence Academy

---

### DEAR COLLEAGUES,

The PfP Consortium of Defence Academies and Security Studies Institutes is a unique, valuable, and highly productive institution. Its interdisciplinary approaches to promote defence institution building, to contribute to institutional capacity-building measures, to improve and professionalize defence education and to enable academic research are unique within the spectrum of institutions dealing with security policy. As always, and especially in our rapidly developing times, this work and – more importantly – the outcome and results need to be promoted and shared: curricula, policy advice, academic papers from the entire PfP community, modern learning technologies, and many more – they all are designed and provided by a dedicated group of experts and scholars who deserve our praise and gratitude.

The Austrian Ministry of Defence as one of the PfPC's stakeholders as well as the Austrian National Defence Academy have been contributing actively to the success of the PfP Consortium of Defense Academies and Security Studies Institutes since 1999. A strong focus has been put on the improvement of the security environment in still troubled regions of strategic interest to Austria and the Euro-Atlantic community, mainly the Western Balkans and the South Caucasus. Additionally,

Austria is a strong partner of NATO's and the PfP Consortium's Defence Education Enhancement Programme (DEEP), again with a strong focus on the partner countries in South East Europe. Furthermore, we are thankful for our networks within the various working groups and we are also eager to use them. They provide valuable input and allow high-level exchange among experts.

Looking at the results and the successes the PfPC Working Groups have achieved over the past two decades, I am convinced that the stakeholders' investment is paying off. Therefore, as in the past, the Austrian National Defence Academy is pleased to support the editing and printing of this PfP Consortium Annual Report. I already look forward to the third decade of strong contributions and new products from the PfP Consortium community.

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



## Foreword from the Executive Director

Dr. Raphael Perl  
Executive Director

---

### DEAR COLLEAGUES,

The Partnership for Peace Consortium (PfPC) of Defence Academies and Security Studies Institutes is proud to present its annual report for 2018.

This report provides a comprehensive overview of our activities throughout the year. In this report, each of our 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.

In 2018, the CTWG was conducted two TTX events: a Countering Violent Extremism TTX in Bihac, Bosnia Herzegovina, and a Central Asia/Afghanistan regional TTX in our home base, Garmisch-Partenkirchen. The two new reference curricula (Cyber Security and Counterinsurgency) that were supported with EDWG expertise are now being used/requested in 2018 for DEEP programs in Macedonia, Serbia, Tunisia, Ukraine, as well as in Poland. A new reference curriculum (Counterterrorism) is nearing completion and is expected to be published in mid-2019. With an RSCC SG workshop conducted in Minsk, Belarus and a two day SSR Workshop on Military Justice Systems in Kharkiv, Ukraine, the PfPC showed again strength and our ability to put innovative ideas into practice and reality. Equipollent impressive is the number of 72 experts brought

together for two RSSEE workshops on Western Balkans issues in Austria and Greece.

I could go on and mention another two flawless workshops conducted by our ADL Working Group or many other goals we achieved in 2018, but we must turn our focus as well on the challenges ahead of us. The future of our Journal "Connections" is still not secured and we have to readjust our focus on new security challenges. Alongside with Cyber Security Challenges, Irregular Warfare will be a key aspect of upcoming PfPC topics.

As the Executive Director of the PfPC I am optimistic for the future because of all of you. The smart, strategic thinking that can happen inside an institution like this to anticipate what might be a problem in the future—that type of thinking has always gone on in this place and will continue. Therefore let me extend my sincere appreciation to all of you, the many experts and supporters who contributed to the success of our consortium.





# Work Matrix

..... 20 YRS PfP-C .....

## **PFPC VISION**

The Consortium's core vision is to strengthen partner nations' capacity to assess, prevent and address common transnational threats and challenges in the spirit of the Partnership for Peace Program, recognizing that a sustainable strengthening of the security and defense sector effectively contributes to common stability.

## **PFPC MISSION**

The PfPC mission is to serve as a consortium of defense academies and security studies institutes that foster cooperation and integration among the members of PfP and other partners.

## **OBJECTIVES**

- Strengthen defense, military, and security policy education through enhanced national and institutional cooperation.
- Strengthen civilian and military leadership capabilities in national security and strategic-level military planning.
- Enhance multinational education through collaborative approaches linking security and defense practitioners, scholars, researchers, and experts into activity-based networks that facilitate the sharing of knowledge.
- Extend the scope of educational cooperation throughout the Euro-Atlantic region to include not only governmental defense academies and security studies institutes, but also other governmental, non-governmental, and private organizations whether they are institutes, agencies or universities.
- Increase the scope of the multinational research on critical issues confronting partner nations.

## **PFPC-C MANDATE AND AREAS OF ACTIVITY**

The Heads of State and Government endorsed the Partnership for Peace Consortium (PfPC) during the NATO Summit in Washington in April 1999. PfPC has been mandated to promote defense institution building as well as to foster regional stability through multinational education

and research throughout countries. The Consortium is one of the three, in 1999 established, PFP-tools by NATO and fulfills its part in the spirit of the Partnership for Peace (PFP) program of NATO—founded in 1994—to create trust between NATO, member states of the former Soviet Union as well as other European states. Towards these ends, PFP-C has since established a network of over 800 defense academies and security studies institutes across 60 countries.

A Senior Advisory Council (SAC) oversees and guides the activities of the PFP-C; furthermore, it consists of representatives from ten stakeholders: Austria, Bulgaria, Canada, Denmark, Germany, Poland, Sweden, Switzerland, United States, and NATO's International Staff.

The PFP-C Operational Staff (OS) is located at the George C. Marshall Center in Garmisch-Partenkirchen, Germany, and manages day-to-day operations.

Throughout its network, the PFP-C has created working and study groups that are dedicated to specific areas of activity:

- Combating terrorism
- Conflict study
- Defense education
- Emerging security challenges
- Regional security
- Security sector reform

## PFP-C MECHANISMS AND ACTIVITIES

The PFP-C participates in, organizes, and supports events such as:

- Conferences
- Workshops
- Tabletop exercises

With help of the Operational Staff as well as subject matter experts, researchers and trainers belonging to its wide network of defense academies and security studies institutes.

## PFP-C CURRENT WORKING AND STUDY GROUPS

In order to build competencies in above listed fields of activity, PFP-C has created nine dedicated working and study groups. These groups provide models of enhanced educational curricula and learning technologies in addition to policy recommendations based upon research on the following subjects:

- Advanced Distributed Learning Working Group (ADLWG)
- Combating Terrorism Working Group (CTWG)
- Editorial Board of the Journal *Connections* (EB)
- Education Development Working Group (EDWG)
- Conflict Studies Working Group (CSWG)
- Emerging Security Challenges Working Group (ESCWG)
- Regional Stability in South Caucasus Study Group (RSSCSG)
- Regional Stability in South East Europe Study Group (RSSEESG)
- Security Sector Reform Working Group (SSRWG)

## **PFP-C PRODUCTS**

Besides coordinating the activities already described, the PfPC OS in Garmisch-Partenkirchen, Germany, as well as the members of its working and study groups publish several products regularly:

- Defense Education Reference Curricula
- Policy Papers
- Study Group Proceedings
- Connections
- Background papers
- The executive director commentaries



# 2018

CT tabletop exercise contributed to information sharing among law enforcement and social service agencies, building inter-agency trust, and identifying emerging threats.

Cyber Security and Counterinsurgency reference curricula are being used/requested for DEEP programs in Macedonia, Serbia, Tunisia, and Ukraine, as well as in Poland

DEEP NCO Education support program continues to expand with the development of new courses and faculty development in Armenia, Georgia, Moldova, and Ukraine

Partnership building efforts between the ADL Working Group and other ADL communities of practice to combine lines of effort and to share resources

# 2017

Armenia, Georgia, Ukraine, and other partners are implementing robust ADL capabilities

Completion of the Counterinsurgency (COIN) Reference Curriculum

Focus its efforts on the dynamic and multi-dimensional foreign terrorist fighter (FTF) threat, precisely challenges related to returning and relocating FTFs.

Development of a Counterterrorism Reference Curriculum (CTRC).

# 2016

Completion of the Teaching Gender to the Military Handbook

Completion of the Cyber Defense Reference Curriculum

Initiation of a Defense Education Enhancement Program for the Tunisian Staff and War College

Countering Violent Extremism (CVE) Tabletop Exercise

# 2015

Armenia opening National Defense Research University after of seven successful years of DEEP

Moldova, as the first country, formally declared capacity for its DEEP

CVE tabletop exercise including a whole of society role playing approach and subsequent response formulation

17th Annual Pfp-C Conference in Vienna, Austria

# 2014

ADL product development and incorporation into ADL and DEEP programs, as well as into the curricula of security and defense intuitions

Integration of a dynamic gender component into NATO / PFP reference curricula

Launching of three new DEEP activities: Croatia, Serbia and Uzbekistan

16th Annual PFP-C Conference in Bucharest, Romania

# 2013

Publication of the Professional Military Education Reference Curriculum for Non-Commissioned Officers

Publication of the book The Dangerous Landscape: International Perspectives on Twenty-First Century Terrorism

Instituting four new DEEP initiatives in Mongolia, Serbia, Ukraine and Uzbekistan

15th Annual PFP-C Conference in Geneva, Switzerland

# 2012

Continued DEEP defense institution building activities in five partner nations and addressing numerous DEEP related information requests by three more nations

Recommendations list on best practices concerning teaching gender to the military as well as continued work on a related reference curriculum

Development of multinational e-learning / m-learning products via ADL means

14th Annual PFP-C Conference in Tbilisi, Georgia

# 2011

Publication of the Professional Military Education Reference Curriculum for Officers

Official opening of the National Defense Academy in Tbilisi, Georgia and the establishment of a two-year War College distinct from the National Defense University Kazakhstan can be rated as DEEP related successes

Austrian-hosted 22nd RSSEE workshop in Reichenau, Austria focused on the remaining impasses in the Western Balkans

ADL Cooperative Development Team Training, hosted in April by the Maritime Interdiction Operational Training Center (NMIOTC) in Crete, Greece.

13th Annual PFP-C Conference in Garmisch-Partenkirchen, Germany

# 2010

Expansion of the Partner Training Center (PTC) network to 20 facilities, providing education opportunities to some 13.000 students via 431 courses

Five active DEEP programs (Armenia, Azerbaijan, Georgia, Kazakhstan, Moldova)

12th Annual PfP-C Conference in Warsaw, Poland

# 2009

Senior Advisory Council (SAC) expansion

Three active DEEP programs as well as initiatives in Armenia and Moldova

Successful completion of the CTWG examination project Terrorist Use of the Internet

11th Annual PfP-C Conference in Munich, Germany

# 2008

Completion of the Defense Institution Building Reference Curriculum

Senior Advisory Council (SAC) updates the PfP-C mission statement (see above)

Successful implementation of three DEEP programs (Azerbaijan, Georgia, Kazakhstan)

10th Annual PfP-C Conference in Brussels, Belgium

# 2007

Pursuit of an unclassified effort to improve intelligence cooperation in counterterrorism by CT working group

Implementation of the Defense Education Enhancement Program (DEEP) initiative by the Education Development Working Group (EDWG)

Military History working group's contributions to research and documentation of the parallel history of the Cold War recognized as essential milestone in the process of great power reconciliation

9th Annual PfP-C Conference in Zagreb, Croatia

# 2006

PfP-C SAC decision on focus change from community building to project work

Education and Training for Reform (EfR) Initiative launched as baseline for the Defense Education Enhancement Programs (DEEP)

Introduction of new PfP Information Management System website

Cancellation of the planned annual conference in Zagreb, Croatia

# 2005

PfP-C future priorities outlined in accordance to 2004 Istanbul NATO Summit decisions at 2005 PfP Symposium in Oberammergau, Germany: defense reform, operational capabilities, and counter-terrorism.

Initiation of PfP-C working group operations

Expansion and enhancement of the PfP-C partnerships and institutional network

8th Annual PfP-C Conference in Vienna, Austria

# 2004

PfP-C network expanded to over 350 participating defense academies and security studies institutes

Development of working group structures and procedures

Completion of the PfP-C Standard Operation Procedures for Working Group Activities

7th Annual PfP-C Conference in Bucharest, Romania

# 2003

Reorganization of the PfP-C governance structure as well as the creation of the Senior Advisory Council (SAC), the Consortium Steering Committee (CSC) and an Editorial Board.

PfP-C stakeholders decide on a five track approach: (1) European Security Issues, (2) Security Sector Reform, (3) Regional Stability, (4) Asymmetric Threats, (5) Training and Education Enhancement

Decision on PfP-C working group governance: self-governing and self-determining in relation to composition, organization as well as leadership

6th Annual PfP-C Conference in Berlin, Germany



# 2002

PfP-C internal structures established  
First PfP-C defense academies and security studies institutes network building successes  
5th Annual PfP-C Conference in Paris, France

# 2001

4th Annual PfP-C Conference in Moscow, Russia  
Official establishment of the PfP Consortium (PfP-C) in June 2001 (during 4th Annual Conference)  
Development and deployment of a research register by the research working group  
PfP-C Secretariat initially located at the George C. Marshall Center in Garmisch-Partenkirchen, Germany

# 2000

Consortium status confirmed  
The first six working groups started to conduct practical work  
Additional working groups were established  
Design and development of an ADL prototype  
Categorization of existing curricula across EAPC countries  
3rd Annual PfP-C Conference in Tallinn, Estonia

# 1999

Heads of State and Government endorsed the PfPC at the NATO Summit in Washington, April 1999  
Memorandum for the Consortium of Defense Academies and Security Institutes concerning the ADL initiative  
Drafting of a charter for the Consortium of Defense Academies and Security Institutes  
Proposal for the internal PfPC structure, based upon the initial concept paper  
The first working groups were established to start PfPC initiatives in the fields (1) European Security; (2) Regional Stability; (3) Security Sector; and (4) Training and Education  
2nd Annual PfPC Conference in Sofia, Bulgaria

# 1998

Official initiation 12 June 1998 and subsequent endorsement (October) of the PfP-C initiative  
Member countries agree on a concept for PfP Training Centers  
1st Annual PfP-C Conference in Zurich, Switzerland





---

# Education Development Working Group

---

Alan Stolberg, Chair

**MISSION AND GOALS** — The EDWG 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 Euro-Atlantic standards and values. The EDWG currently supports thirteen nations. The Working Group's efforts are framed within the context of NATO's Partnership Cooperation Plans (Individual Partnership Action Plans (IPAP), Annual National Programs (ANP), Individual Partnership Cooperation Programs (IPCP), the Education and Training for Defence Reform Initiative (EfR) and the U.S. Office of the Secretary of Defence's priorities for Building Partner Capacity and Defense Institution Building.

## **The Working Group focuses on three core 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 Euro- Atlantic defence education and training institutions, as well as a third additional element in some cases.
3. The organization and administration of military education institutions and systems.



The EDWG conducts three programs within the framework of the country-specific Defence Education Enhancement Program (DEEP) for the defence education institutions in each supported country to execute these elements:

1. Defence Educator Workshops to assist faculty development.
2. The crafting of Reference Curricula that can be utilized by any of the defence education institutions.
3. NCO education support specifically designed to assist the implementation of the NCO reference curriculum and other associated NCO professional development activity.

For each participating country currently supported by the PfP Consortium (Afghanistan, Armenia, Azerbaijan, Georgia, Kazakhstan, Macedonia, Mauritania, Moldova, Mongolia, Serbia, Tunisia, Ukraine, and Uzbekistan), the Working Group has established a Defence Education Enhancement Program (DEEP) composed of NATO and Partner nation defence educators. Each DEEP program strives to respond to validated, demand-driven requirements from the partner nation and not on supply-driven availability of subject matter experts. At the same time, the DEEP program will endeavor through dialogue and encouragement to influence supported educators in the direction of the following DEEP objectives:

...the DEEP program will endeavor through dialogue and encouragement...

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-centered education to support critical thinking skills and innovative use of instructional technologies.
- Encourage and enable the use of modern learning methods that promote both depth of learning and ready application through practice and experience.
- Assist in the development of curricula where these methods can be employed in support of partner objectives contained in their Partnership Cooperation Plans with NATO or bilateral arrangements with the U.S.

# Highlights of 2018

The following list demonstrates the success of the EDWG's efforts.

---

The two new reference curricula (Cyber Security and Counterinsurgency) that were supported with EDWG expertise are now being used/requested in 2018 for DEEP programmes in Macedonia, Serbia, Tunisia, and Ukraine, as well as in Poland. A new reference curriculum (Counterterrorism) is nearing completion and is expected to be published in mid-2019.

The Defense Educator faculty development effort remains the most requested component of DEEP; the Master Instructor Program - designed to develop DEEP-partner school pedagogy specialists that will have the ability to train their own incoming faculty with the most modern teaching methodologies - is being developed or has been requested in a number of DEEP countries (Afghanistan, Armenia, Azerbaijan, Georgia, Macedonia, Tunisia, Ukraine).

Partner nation defence education institutions are continuing to request DEEP support for the creation of entire new courses oriented on specific subjects. These multi-hour courses are either being taught for the first time or newly under development in 2018: Strategic Leadership and Strategic and Defense Planning (Afghanistan); Building Integrity, Defense Planning and Management and Strategic Leadership (Armenia); Information Warfare and Cyber Security (Georgia); Civil-Military Relations, Special Operations, Strategic Planning, and Leadership and Ethics (Kazakhstan); Counterinsurgency (Macedonia); Operational Planning (Mauritania); Cyber Security,

Counterterrorism, and Leadership (Serbia); Cyber Security Leadership, and Peacekeeping (Tunisia); Leadership and Logistics (Ukraine); Leadership (Uzbekistan).

The DEEP NCO Education support program continues to expand with the development of new courses and faculty development in Armenia, Georgia, Moldova, and Ukraine.

Additional PME faculty personnel from partner countries (e.g., Georgia, Moldova, and Ukraine) are continuing to serve as DEEP activity providers in greater numbers.

The seventh NATO Defense Education Clearing House was executed in 2018 in Kaunas, Lithuania and the long-term clearing house process remains fully institutionalized.

All DEEP country measures of effectiveness analysis and country Strategic Plans continue to be updated and published on an annual basis.

---

---

## MEASURES OF EFFECTIVENESS: SPECIFIC OUTCOMES AND IMPACT

---

2018

---

**AFGHANISTAN:** A new Civilian Oversight of the Armed Forces Course is now being taught. Strategic Leadership and Strategic and Defense Planning Courses are currently in the process of being developed for the National Defense University. Basic Faculty Development continues to be supported.

**IMPACT:** Supports the transition of the Afghan Armed Forces to a military framed by NATO standards.

**ARMENIA:** Now developing a new Public Administration Course with a significant Building Integrity (BI) component – first BI curriculum program for the DEEP program. Also supporting development of Defense Planning and Management and Strategic Leadership Courses.

**IMPACT:** Supports policy to shift Armenia from a total Russian reliance towards Euro-Atlantic standards and support.

**AZERBAIJAN:** Master Instructor Program was initiated for the Military College of the Armed Forces.

**IMPACT:** Reinforces efforts to align the Azerbaijani Armed Forces with Euro-Atlantic doctrine and processes, to include the concept of critical thinking.

**GEORGIA:** Curriculum development is now being supported for Information Warfare, Cyber Security, and the NCO Senior Courses. Program Review conducted that resulted in next year priorities: Continue to establish faculty development program to support all National Defence Academy (pre-commissioning) elements and review the entire Bachelors Program (military component, IT and Management academic components).

**IMPACT:** New curriculum implementation reinforces efforts to align the Georgian Armed Forces with Euro-Atlantic doctrine and processes.

**KAZAKHSTAN:** New 40 hour plus NDU courses now being taught (Western Operational Art/Logistics/Civil-Military Relations); Special Operations, Strategic Planning, Leadership and Ethics underway). Program for the Army Defense Institute (ADI) completed with creation of a Leadership curriculum.

**IMPACT:** New curriculum supports efforts to align Kazakh Armed Forces with Euro-Atlantic doctrine and processes, reinforces democratic principles, and supports UN peacekeeping mission deployability.

**MACEDONIA:** New DEEP program created allowing full faculty development support and detailed curriculum evaluation of the Staff College,



Company Commander, and Logistics Courses. Basic Faculty Development program complete.

**IMPACT:** Supports beginning professionalization of the Macedonian PME system prior to formal NATO accession.

**MAURITANIA:** Staff College curriculum continues to be revised to emulate the structure of the NATO-published/DEEP supported Generic Officer Reference Curriculum. New Counterterrorism Course now being taught. Support continues for a multi-hour Operational Planning Course using NATO's comprehensive operations planning directive (COPD) as the model.

**IMPACT:** New curriculum supports desire for Mauritanian Armed Forces adherence to NATO standards and greater ability to counter regional insurgent threats.

**MOLDOVA:** A new DEEP comprehensive NCO education program began execution.

**IMPACT:** Continued utilization of transformed curriculum and intent to professionalize the NCO Corps advances Euro-Atlantic standards for the Armed Forces.

**MONGOLIA:** Capacity declared in 2017 for development of a five-week Staff Officer Course and faculty development, to include creation of a Mongolian Active Learning Methods Handbook – intended to prepare Mongolian NDU faculty to emphasize active learning approaches in the classroom.

**IMPACT:** Support Mongolian Armed Forces transition to a military framed by NATO standards.

**SERBIA:** NATO-standard intermediate-level NCO Battle Staff Course being taught. Agreement reached for DEEP support to University of Defence Cyber Security, Counterterrorism, and Leadership Courses.

**IMPACT:** Continued professionalization of the NCO Corps furthers adaptation of Euro-Atlantic

standards in the Serbian Armed Forces.

**TUNISIA:** Peacekeeping Course now being taught twice/year at the Staff College. Cyber Security and Leadership Courses being developed for the War College and a decision has been made to create a Master Instructor Program Course for both the War and Staff Colleges.

**IMPACT:** Will contribute to adaptation of NATO doctrine and procedures for the Tunisian Armed Forces.

**UKRAINE:** Remains the largest of all DEEPs; to varying degrees involves 12 Ukraine PME institutions, possesses strong MOD support, and significant funding from NATO. National Defense University (NDU), Kiev (war college/staff college): Nearly 75% of the faculty now have recent combat experience from the ATO. At a minimum, all have graduated from the course they are currently teaching. New Democratic Control of the Armed Forces and Strategic Communications Courses now being taught. Support for a new Logistics Course initiated. Master Instructor Program (MIP) near complete.

National Air Force Academy, Kharkiv (pre-commissioning): The Master Instructor Program (MIP) is near complete. Land Forces Academy, L'viv (pre-commissioning): New NATO-standard courses on Combat Survivability for first year cadets and Tactical Medicine are now part of the core curriculum. Odessa Military Academy (pre-commissioning): Tactical Logistics course in accordance with NATO standards now being taught. Odessa Naval Academy/Maritime Institute (pre-commissioning): The following significant improvement and optimization of the teaching process was observed: Creation of Masters degrees in Military Equipment & Armament and Maritime Transport; Bachelor's degrees in Military Equipment & Armament, Maritime Transport, Telecommunications & Electronics,



and Combat Service Support. Communication with the Navy Staff Command has been improved. English Language training has been extended to 450 hours and soon will reach 600 hours in a 5-year course with the possibility of an optional additional two (2) hours per week for each student. Zhytomyr Military Institute (pre-commissioning): Development of a Cyber Security course and Basic Faculty Development are ongoing Overall Faculty Development: In 2017, several DEEP teams directly observed classroom instruction at the Odessa Military Academy, Air Force University in Kharkiv and the NDU. In each case, it was apparent that the resident instructors conducted modern classroom instruction, as evidenced by lecturing techniques (not reading from written material), significant effort to question individual students and articulating openness to any questions/comments from the students, catalyzing as many as possible to participate in the lessons, and continuously offering assistance to any students that may not have understood individual issues. NCO Training Center Development: The annual DEEP program NCO review confirmed the

progress made by introduction of a new 4-level NCO education system, a 3-level instructor development and recognition program, further development of the 197 NCO Training Center (TC) and creation of two service NCO centers/schools (202 AIR, 203 NAVY); the 197 NCO TC is conducting basic and intermediate leadership, basic and advanced instructor courses led by Ukrainian instructors with only mentorship from the Canadian and Lithuanian Armed Forces.

**IMPACT:** Will contribute to adaptation of NATO doctrine and procedures for the Ukraine Armed Forces.

**UZBEKISTAN:** Armed Forces Academy (war college/staff college) made a first-time request for DEEP support to develop a multi-hour course (Leadership).

**IMPACT:** The willingness to request Leadership curriculum development support provides the most significant opportunity to date to support reducing reliance on Russian education approaches and expanding Uzbek adaptation of NATO doctrine and procedures.



---

# The Way Ahead

---

**As with previous years,** the DEEP concept is continuing to mature and expand its appeal throughout Europe and Eurasia, and beyond into additional parts of North Africa. Modernization compatible with Euro-Atlantic defence education standards remains a goal worth working for. The management and orchestration of thirteen different DEEPs must be conducted very carefully to ensure that strategic objectives combined with analysis of measures of effectiveness will continue to drive the direction of each program of cooperation as it matures. As the number of DEEPs increases, so too does the administrative burden. 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

Measures of Effectiveness for the Defence Education Enhancement Program (DEEP) for 2013, 2014, 2015, 2016, 2017, and 2018 • Strategic Plans for Thirteen DEEP Countries (Afghanistan, Armenia, Azerbaijan, Georgia, Kazakhstan, Macedonia, Mauritania, Moldova, Mongolia, Serbia, Tunisia, Ukraine, and Uzbekistan)

### LIST OF MEETINGS

Annual Meeting of the Education Development Working Group, June 28

### KEY U.S. AND NATO DEFENCE EDUCATION INSTITUTIONS THAT SERVE AS PROVIDERS FOR THE EDWG

1. Austrian National Defence Academy, Vienna, Austria 2. Bulgarian Rakovski Defence and Staff College, Sofia, Bulgaria 3. Bulgarian Nikola Y. Vaptsarov Naval Academy, Varna, Bulgaria 4. Canadian Defence Academy, Kingston, Ontario, Canada 5. Croatian Defence Academy, Zagreb, Croatia 6. Czech Republic University of Defence, Brno, Czech Republic 7. French National Staff College, Saumur, France 8. George C. Marshall European Center for Security Studies, Garmisch Partenkirchen, Germany 9. German General Staff Academy, Hamburg, Germany 10. Italian Military Center for Strategic Studies, Rome, Italy 11. NATO Defence College, Rome, Italy 12. NATO School, Oberammergau, Germany 13. Polish National Defence University, Warsaw, Poland 14. Polish Naval Academy, Gdynia, Poland 15. Romanian Centre for Defence and Security Strategic Studies, National Defence University "Carol I," Bucharest, Romania 16. Slovakian National Academy of Defence, Bratislava, Slovakia 17. Spanish Centre for National Defence Studies, Madrid, Spain 18. U.S. Army Command and General Staff College, Leavenworth, Kansas, USA 19. U.S. Army Sergeants Major Academy, El Paso, Texas, USA 20. U.S. Army War College, Carlisle, Pennsylvania, USA 21. U.S. Joint Forces Staff College, Norfolk, Virginia, USA 22. U.S. Joint Special Operations University, Tampa, Florida, USA 23. U.S. Military Academy, West Point, New York, USA 24. U.S. National Defence University, Washington, USA 25. U.S. Naval Academy, Annapolis, Maryland, USA 26. U.S. Naval War College, Newport, Rhode Island, USA

### KEY PARTNER DEFENCE EDUCATION INSTITUTIONS

1. Marshal Fahim National Defence University, Kabul, Afghanistan 2. Armenak Khanperyants Military Aviation University, Yerevan, Armenia 3. V. Sargsyan Military Institute, Yerevan, Armenia 4. National Defense (Research) University, Yerevan, Armenia 5. Military College of the Armed Forces, Baku, Azerbaijan 6. National Defence Academy, Gori, Georgia 7. NCO Training Center, Kojori, Georgia 8. Army Defence Institute, Almaty, Kazakhstan 9. National Defence University, Astana, Kazakhstan 10. NCO Academy, Schuchinsk, Kazakhstan 11. Partnership Training and Education Center, Almaty, Kazakhstan 12. Macedonian Military Academy, Skopje, Macedonia 13. National Staff College, Nouakchott, Mauritania 14. Moldovan Military Academy, Chisinau, Moldova 15. National Defence University of Mongolia, Ulaan Battar, Mongolia 16. NCO Academy, Pancevo, Serbia 17. University of Defence, Belgrade, Serbia 18. Tunisian War College, Tunis, Tunisia 19. Tunisian Staff College, Tunis, Tunisia 20. Air Forces University, Kharkiv, Ukraine 21. Army Academy, Odessa, Ukraine 22. Ground Forces Academy, Lviv, Ukraine 23. Military Institute of the National Law University, Kharkiv, Ukraine 24. Military Institute of the National University of Ukraine, Kyiv, Ukraine 25. Naval Academy, Odessa, Ukraine 26. NCO Academies, Lviv – Yavoriv, and Desna, Ukraine 27. Telecommunications Military Institute, Zhytomyr, Ukraine 28. Armed Forces Academy, Tashkent, Uzbekistan





---

# Regional Stability in South East Europe Study Group

---

Filip Ejodus, Predrag Jurekovic and Sandro Knezovic, Co-Chairs

**MISSION AND GOALS** — In December 1999, Austria initiated the establishment of the Working Group Crisis Management in South East Europe during the second annual conference of the Partnership for Peace Consortium of Defence Academies and Security Studies Institutes held in Sofia. The study group, conceptually conceived within the Austrian National Defence Academy, was co-sponsored by the Austrian Ministry of Defence with the aim to create a confidence building platform that will facilitate the exchange of different views in a sensitive post-conflict environment. While in the first two years the study group was in the process of soul searching, it acquired its current name and shape in 2002. The change reflected wider developments in the region and the birth of a nascent security community in the Western Balkans. The term ‘crisis management’ was replaced with ‘regional stability’ because the risk of military crises was minimized if not entirely overcome.

## Participants, Partner Institutions and Topics

Since 2000, the Study Group organised 37 workshops, two per year, one of which traditionally takes place in Reichenau/Rax in Austria and one in the region. Over the years, the study group gathered more than 500 scholars, policy makers from state institutions, EU, NATO, OSCE and UN representatives, media professionals and civil society activists. The Study Group has three co-chairs, one from Austria and two from the region, Serbia and Croatia, thus increasing the sense of regional ownership.

**Core partner institutions that contribute permanently and/or act as co-organizers of workshops are:**

CORE PARTNERS

Institute for Development and International Relations (*Zagreb, Croatian co-chair*)  
Faculty of Political Sciences/University of Belgrade (*Belgrade, Serbian co-chair*)  
Austrian National Defence Academy (*Vienna, Austrian co-chair*)  
Albanian Institute for International Studies (*Tirana*)  
Centre for Security Studies (*Sarajevo*)  
Belgrade Centre for Security Policy  
Institute for Security and International Studies (*Sofia*)  
Kosovar Institute for Policy Research and Development (*Pristina*)  
Institute for Development Policy (*Pristina*)  
NGO Aktiv (*Kosovska Mitrovica*)  
Progres Institute for Social Democracy (*Skopje*)  
Analytica (*Skopje*)  
Atlantic Council of Montenegro (*Podgorica*)  
Bahcesehir University (*Istanbul*)

Topics of the workshops cover the widest scope of issues relevant for security community building including democratization, multi-ethnicity, institution building (defence sector and others), state weakness, regional co-operation, conflict transformation and peace-building, organized crime, economic security, reconciliation, international presence, transformation of armed forces, human trafficking, security sector reform, NATO and EU accession, post-conflict reconstruction, best practices & lessons learnt (intra-regional processes and international support), security challenges and threats, open political issues that have a security dimension, geopolitical influences, frozen conflicts, transitional justice mechanisms and many others. Over the years, the focus of discussions within the study group gradually switched from NATO intervention

to EU accession. Geographically, the interest narrowed down from wider South-East Europe to the Western Balkan region, tied by security-political interdependence related to the unresolved issues of Bosnia and Herzegovina, Kosovo and the Former Yugoslav Republic of Macedonia (FYR Macedonia). As Romania, Bulgaria and Croatia joined NATO and the EU, the only remaining part of the Balkan Peninsula which has not been completely integrated into the Euro-Atlantic security community is the Western Balkans (Albania and Montenegro joined NATO).

---

## OUTCOME

---

The study group produces two types of publications: longer conference proceedings and shorter policy papers with recommendations consensually reached at during the workshops. The Austrian Ministry of Defence publishes all the conference proceedings and conclusions within its Study Group Information series. The aim of publications is to diffuse the ideas produced within the study group and influence policy-making.

Workshops are attended by approximately 35 to 45 people, out of whom at least around one third is always new to the Consortium and the study group. Approximately one third of the participants are state or international organisation officials, one third are scholars and one third work for CSOs. Each meeting ends with the drafting of policy recommendations that are being published shortly afterwards. Workshops are held under the Chatham House Rule and are structured in a similar way with keynote lectures at the beginning followed by panel discussions and ending with inter-active debate about policy recommendations.

---

## ADDED VALUE, INDICATORS OF SUCCESS

---

The Study Group makes a unique added value to regional stability in a number of important ways. To begin with, it provides the Euro-Atlantic defence and security policy community with a continuous source of expert insight into the region of strategic importance through regular meetings, reports, policy papers, publications and personal contact. The Study Group is a forum in which high ranking international representatives of missions from the Western Balkans get a valuable feedback from the region. The study group's publications also attract attention of different state and non-state actors in the region and are informing policy-making process in NATO, EU and US.

Second, the Study Group has proved as an invaluable confidence-building forum. For example, the former advisor of Kosovo's president Ibrahim Rugova, Edita Tahiri, met for the first time after the war participants from Serbia in the Château Reichenau in early 2001. A few years later, despite tense relations between Pristina and Belgrade after Pristina's 2008 declaration of independence, high ranking representatives from both sides met in Reichenau to discuss the new political situation.

Third, the Study Group has served as a very flexible and inclusive two track diplomacy mechanism. For example, at the margins of the study group's meeting held in Pristina in 2011, decision makers agreed to involve the OSCE in the organization of Serbia's parliamentary and presidential elections on the territory of Kosovo in 2012. This helped to defuse tensions between Serbia and Kosovo, prevented potential escalation and cleared the ground for political negotiations ultimately leading to the historic Brussels Agreement signed in April 2013. As part of the deal's implementation, the OSCE remained involved as the facilitator of the first municipal elections in the North Kosovo conducted according to the Kosovo laws in November 2013.

Fourth, the Study Group has also served as an instrument of promotion of young and coming decision makers, activists and academics from the region sharing the liberal values and security policy views. The most recent example is Dane Taleski, a longstanding core partner of the Study Group from the FYR Macedonia, who has been appointed the foreign policy advisor of Prime Minister Zaev in spring 2017.



# Highlights of 2018

In February 2018, the European Commission in its Communication to the European Parliament, the Council and other EU institutions reaffirmed “a credible enlargement perspective for an enhanced EU engagement with the Western Balkans”. A realistic membership perspective for 2025 was promised to Montenegro and Serbia. In consideration of their progress in implementing reforms and fulfilling conditions the other Western Balkan countries should follow. In this Communication, the conditions for EU membership are also reaffirmed, being i.a. good neighbourly relations and regional cooperation. From the current perspective the intraregional and partly intra-state relations in the Western Balkans seem to be in an unsatisfying state.

---

This environment led to the guiding questions of the Study Group’s 36th workshop, convened from 3 to 6 May 2018 in Château Rothschild in Reichenau/Rax, Austria:

Why have the consolidation of intra-state and neighbourhood relations suffered setbacks or remain trapped in stagnation in some parts of South East Europe in the recent past?

- Which steps have to be taken by regional and international actors to support overcoming of blockade policies and improve both intra-state and neighbourhood relations in South East Europe?
- To what extent can the EU’s reaffirmed enlargement strategy for the Western Balkans be used to consolidate intra-regional relations in a more intensive way?

This workshop brought together 38 experts from the region and the international community to discuss and draft policy recommendations on the topic “Overcoming Blockades and Improving Intra-State/Neighbourhood Relations in South East Europe”.

South East Europe and especially the post-war Western Balkans seem to be at a crossroads once again. This will either lead to the substantial

improvement of intra-state and regional relations among future EU members or will prolong nationalistic, anti-democratic and exclusive policies, thereby harming also EU integration as the core consolidation tool in the Western Balkans. The opportunities to support the cooperative scenario were discussed in this workshop. The recommendations formulated by the participants addressed among others the following players:

- Belgrade and Prishtina/Priština: Strengthen the lacking confidence by implementing signed agreements.
- Government of Montenegro: Enable unimpeded investigative journalism.
- EU and Western Balkan Six: Include the regional reconciliation initiative RECOM as an important element in the EU integration process.
- EU and US: Give more support to the High Representative (HR) as the “last political resort” in Bosnia and Herzegovina.
- EU and NATO: Open EU membership negotiations with the FYR Macedonia and invite it to become NATO member.

The 37th RSSEE Workshop on “Greece and

Its Western Balkan Neighbours – Common Challenges in a Changing Europe” was convened from 20 to 23 September 2018 in Heraklion/Crete, Greece. The geographical position in the Balkan Peninsula and shared history with its neighbours continue to shape Greece’s interests as well as the challenges it faces. The geographical proximity in conjunction to the multi-ethnic nature of some neighboring states enforces security concerns that determine Greek foreign policy. Accordingly, it is very important for Greece to maintain good neighborly relations with the bordering states of Albania, FYR Macedonia, Bulgaria and Turkey.

Furthermore, Greece took advantage of the existing favourable political conditions in the FYR Macedonia to resolve the long-standing name dispute. After intense negotiations facilitated by UN mediation, the parties signed the “Final Agreement for the Settlement of the Differences” in Prespa, on 17 June 2018. The Agreement settles the constitutional name of Greece’s northern neighbour to “Republic of North Macedonia” thus, terminating the interim accord of 13 September 1995 that imposed the use of the provisional name “FYR of Macedonia” in the country’s external relations. Although the EU and NATO enthusiastically welcomed the Agreement, both countries have to overcome domestic hurdles before its ratification.

Aside from the fluctuating bilateral relations, Greece and Western Balkan states face challenges that can only be collectively confronted, e.g. the irregular migration crisis that began in 2015 and threatened the internal coherence of the EU by testing its relations with non-EU Western Balkan states.

Following this topical outline, the 34 workshop

participants drafted concrete recommendations to regional and international decision makers, e.g.:

- Governments of Albania and Greece: Repeal outdated conflicting legislations regarding bilateral relations.
- European Union (EU) and the governments of the FYR Macedonia and Greece: Highlight the advantages of the Prespa Agreement.
- South East European (SEE) countries: Refrain from implementing “pushback” policies towards migrants.
- EU: Prevent SEE becoming a depository for “unwelcome” migrants.
- EU and SEE countries: Establish certification agencies in the region to make regional export firms more competitive in the EU market.
- SEE countries: Implement policies that increase net migration.
- SEE countries: Rely on the Energy Community Treaty and the International Energy Charter in regard to energy relations.

.....

---

## OUTCOMES AND ACCOMPLISHMENTS/ACHIEVEMENTS

2018

---

Two *expert workshops* bringing together 72 experts on Western Balkans issues in Austria and Greece.

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 64 and 66 of the PfP Consortium “Study Group Information Series” with a print run of 500 copies each and global distribution.

---

## The Way Ahead

---

**In 2019**, the RSSEE SG will focus its policy and research orientation on “Competing External Influences in South East Europe – A Challenge for EU and NATO?” in its 38th Austrian-based workshop from 16 to 19 May 2019 in Reichenau/Rax.

At the 39th RSSEE regional workshop from 26 to 29 September 2019 in Hvar, Croatia, the Study Group will focus on “Croatia’s Upcoming EU Presidency and its Regional Implications”, partnering with the Institute for Development and International Relations, Zagreb.









---

# Regional Stability in the South Caucasus Study Group

---

Frederic Labarre and George Niculescu, Co-Chairs

**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 almost twenty seven years ago. The PfP Consortium, through the activities of the Austrian Ministry of Defence, has set its aim at positively influencing security decision-making in the South Caucasus by meeting the following goals:

1. Multinational participation in the RSSC Study Group, building on experts from all dimensions of the security-political spectrum of the three core countries Armenia, Azerbaijan and Georgia. This is 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. Development of an identity of the South Caucasus as a self-contained and “integrated” strategic region able to make policy decisions cooperatively, drawing away from external, esp. Russian influence.
3. Enable (ulterior) policy action taken by high-level decision-makers.

4. Establishment of a core group of experts able to work together on cooperative projects.
5. Development of trust among workshops' participants, as well as in sponsors and moderators.

## Participants, Partner Institutions and Topics

Since 2001, and again since its reactivation in 2012, the Study Group organised 18 workshops, two per year, one of which traditionally takes place in Reichenau/Rax in Austria and one in or close to the region. Over the years, the study group gathered some 200 scholars, policy makers from state institutions, EU, NATO, OSCE and UN representatives, media professionals and civil society activists. The Study Group has two co-chairs from Canada and Romania. Core partner institutions that contribute permanently and/or act as co-organizers of workshops are:

### CORE PARTNERS

Analytical Centre on Globalisation and Regional Cooperation, Yerevan  
Azerbaijani Community of Naghorno-Karabakh, Baku  
Carnegie Moscow Center  
Caucasus Institute, Yerevan  
Caucasus Policy Analysis Centre, Baku  
Central European University, Budapest  
Centre for International and Regional Policy, St. Petersburg  
Centre for Strategic Studies "Ashkar", Stepanakert/Khankendi  
Centre for Strategic Studies under the President of Azerbaijan, Baku  
Chatham House, London  
Dialogue of Civilizations Research Institute, Berlin  
Energy Charter Secretariat, Brussels, Belgium  
European Geopolitical Forum, Brussels, Belgium  
Foreign Policy Association, Chisinau, Republic of Moldova  
Geneva Centre for the Democratic Control of the Armed Forces  
Georgian Institute of Public Administration, Tbilisi  
Ilia State University, Tbilisi

Independent Center for National and International Studies, Baku  
 Institute for National Strategic Studies, Armenian Ministry of Defense, Yerevan  
 Matej Bel University, Banska Bistrica  
 Middle East Technical University, Ankara  
 NATO Liaison Office Georgia, Tbilisi  
 Oxford University  
 Political Science Association of Armenia, Yerevan  
 Reconnecting Eurasia, Geneva  
 Regional Studies Center (RSC), Yerevan  
 "Region" International Analytical Centre, Baku  
 Russian International Affairs Council (RIAC), Moscow  
 Third View, Baku  
 University of Leicester

Past workshops held since 2012 have demonstrated that the Study Group had established a broad academic basis and cohesion necessary to under-take more ambitious cooperative projects. In addition, as it has already proved in the recent past, the RSSC SG is an ideal "track-two diplomacy" tool that may enable an academic examination of original, and sometimes controversial, ideas which might inspire future political action.

The topics of these workshops so far provided the opportunity for experts to present and develop creative ideas across the spectrum of regional stability, including peace building and confidence building measures in (post-) conflict areas, such as: developing a sample media narrative and campaign that could prepare public opinion for the difficult decisions that South Caucasus political elite have to make regarding status and cooperation; explore a particular and strategic aspect of business in the South Caucasus, such as the role of energy in bringing about cooperation in the region; develop cooperatively a embryonic regional organization to manage and re-solve issues related to energy politics and security as well as a workable model of institutional cooperation to mitigate and manage issues related to regional energy security; the changing role of Defence Institution Building in reshaping the current South Caucasus strategic context.



DOC

**Issue: Leveraging Political Change in a Context of Strategic Volatility**

18<sup>th</sup> Workshop of the  
PIP Consortium Study Group  
"Regional Stability in the South Caucasus"

8-11 November 2018, Reichenau/Rax, Austria

POGHOSTAN

---

## OUTCOME

---

...the region  
finds itself  
at the intersection of powerful  
geopolitical  
contenders...

Based on the model successfully employed with the Regional Stability in South East Europe Study Group (RSSEE), the RSSC SG operates on a two-meeting schedule per year. The RSSC SG brings together twice yearly some 35 participants per workshop from South Caucasus countries, from neighbouring Russia, and Turkey, from interested EU and NATO countries as well as from International Organisations. Representatives of the civil society from Abkhazia, South Ossetia and Nagorno Karabakh have also participated in most cases. Workshops have taken place in Reichenau/Rax, Austria, in Tbilisi, Istanbul, Kyiv, Chisinau, Varna and Minsk.

At these workshops, the participants draft policy recommendations that are being published shortly afterwards in concise, four-page documents addressing regional and international decision makers. Workshops are strictly held under Chatham House Rules. Additionally, the study group produces two volumes as conference proceedings, publishing the expert's presentations during the meetings. Thus, the Study Group advertises its immediate results and produces constructive, less controversial and compromise-oriented materials for the South Caucasus region as well as the PfP community and the PfPC stakeholders.

---

## ADDED VALUE, INDICATORS OF SUCCESS

---

The Regional Stability in the South Caucasus Study Group's activities are strategically relevant because the region finds itself at the intersection of powerful geopolitical contenders; the European Union, Russia and Turkey. More and more, Iran plays an increasing role. The United States also has powerful interests at stake in the region, not least energy-related, but also geopolitically, as it struggles to maintain its dwindling credibility as an honest broker and credible deterrent against Russian and Turkish pretensions in the region.

The activities of the RSSC SG are linked to statements of interests as expressed by repeated NATO Summit communiqués, particularly regarding NATO's Open Door

policy. The RSSC SG is also linked to the EU through the External Action Service's policy on the South Caucasus. Finally, the RSSC SG maintains linkage with United States policy documentation pertaining in particular to institutional capacity building (formerly defence institution building).

The audience of the RSSC SG are decision-makers in the South Caucasus primarily, followed by NATO, EU and OSCE headquarters. In parallel, the production of the RSSC SG reaches the bureaucracies and academic circles of the South Caucasus through diligent and rapid publication of the Study Group Information booklets after each workshop, as well as of policy recommendations.



The short term goals were to establish a comprehensive and inclusive net-work of experts from the region that could collaborate on common projects. This objective was met by 2015, when representation from other regions of the South Caucasus (partly-recognized political groupings and regions) became recurring participants. The intermediate goal is to collaboratively produce a Reference Curriculum and other seminal academic sources for use in South Caucasus academia. The long-term goal is to bring the conflicting parties together to establish the South Caucasus as a *sui generis* strategic counterpart. The anticipated utility of this outcome would be to enable all PfP Consortium stakeholders to conduct business with a larger integrated market and bring more predictability to policy, as well as more coherence by having established a comprehensive network responsive to their needs.

As a result of the model of track-two diplomacy proposed by the RSSC SG workshops, second and third order successes were achieved over the years. In September 2015, for instance, the George C. Marshall Center was asked by Assistant Deputy Secretary of Defense Evelyn Farkas to host an in camera meeting of deputy ministers of defence from the South Caucasus after having been privied to the results of the November 2014 RSSC SG work-shop. The attractiveness of the RSSC SG model is also demonstrated by the fact that the defection rate (meaning last minute cancellations of participants to events) is practically nil since 2014. A low defection rate indicates that participants have established trust among them and also respect the processes of the RSSC SG. It also means that the growing network is gaining cohesion. From a group of 15, the network of the RSSC SG now carries 210 members from throughout the South Caucasus and elsewhere. Participants and organizational partners are keen to provide further contacts to increase this network, and to provide certain services to facilitate the work of the RSSC

SG. Lately, the attractiveness of the RSSC SG has increased the prospect of self-sustainability by recruiting the Dialogue of Civilization's Research Institute in Berlin to provide funds for workshops.

In 2017, RSSC SG participants resolved to develop a Reference Curriculum pertaining to Media Literacy, in the wake of the very successful 16th RSSC SG workshop "Between Fact and Fakery". The hosting of these work-shops should take place in 2019. This demonstrates the level of trust and commitment of participants of the RSSC SG irrespective of origin.

The impact of the work of the RSSC SG continues to be felt. In October 2018, word reached the co-chairs that a "crisis hotline" had been established between Armenia and Azerbaijan in order to manage emergencies on the line of contact between their respective armies in Nagorno-Karabakh. Independent confirmation by two RSSC SG workshop participants close to the Armenian and Azeri leadership seem to confirm the fact that RSSC SG policy recommendations may have inspired the two belligerents in establishing this new communication channel. This represents a significant change in policy and a major step towards conflict resolution in the region.

Simultaneously, however, the RSSC SG has been the target of sharp criticism by one of the participating countries, owing to the presence of certain individuals. The co-chairs together with some stakeholders have managed these occurrences collaboratively, and welcome this attention as a sign of deep interest by the participating countries in the methods used by the RSSC SG, and thus, its potential value for them.



# Highlights of 2018

The 17th RSSC SG workshop considered strategically and geo-politically the outline of an agreement on regional power sharing, that would cooperatively shape and regulate the European security environment: a “new deal” so to speak, to enable Europe and the East-West relations move forward. The South Caucasus, as part of the bridge between Russia and Europe, needs to find its place within this discussion. South Caucasus experts – as part of their local ownership – need to define this role cooperatively.

This workshop was convened in Minsk, Belarus, from 18 to 21 April 2018 to the topic of *“What a ‘New European Security Deal’ Could Mean for the South Caucasus”*. The co-chairs have uploaded the electronic version of the Study Group Information booklet and it has been consulted on average 160 times between October 2018 (release date) and January 2019.

The promise of a “peace dividend” at the end of the Cold War has unfortunately not materialized over the medium and longer term. For regions such as the South Caucasus, the influence of this or that pole of attraction – whether it be NATO/EU or Russia – increasingly becomes difficult to resist. International organizations, and states alike seek to bring some order to the incomprehensible chaos that has become the post-Cold War security environment, in the 2010’s. The current security environment is characterized by an international legal regime which is somehow in tatters.

The participants’ presentations focused on topics like: What would it take to resolve the ongoing conflicts in Ukraine, Moldova and the South Caucasus while taking into account the legitimate interests of all parties (local players and regional powers)? What role could regional economic integration play in facilitating power sharing in conflict resolution? Is a “New Deal” on European security necessary today? How could it look like? What would be the potential bene-

fits, costs and risks of such a “New Deal” for the South Caucasus?

## THE RECOMMENDATIONS PRODUCED BY THE PARTICIPANTS INCLUDED:

- Strengthen the agencies and other bodies of the OSCE as a preferred vehicle for inter-state dialogue on European security issues.
- Stem the “escalation of distrust”, stimulate confidence building and greater reliance on international institutions on the basis of comprehensive de-escalation mechanisms (which may include neutral peacekeeping missions).
- Mitigate propaganda, demonization, and negative narratives, create a special group of the civil society in the South Caucasus to analyse attempts at vitiating international media communications.

After tackling this rather broad approach, the 18th RSSC Workshop returned to the current political situation in the South Caucasus itself, convening 37 experts from 8 to 11 November 2018 in Chateau Rothschild in Reichenau/Rax, Austria on the topic *“South Caucasus: Leveraging Political Change in a Context of Strategic Volatility”*.

The year 2018 has been a ferment of activity for the South Caucasus. By the middle of the year,

Georgia had been seen approaching Abkhazia and South Ossetia with a new peace proposal, the first since the Russia-Georgia war of 2008. This is a significant change in Tbilisi's attitude in light of the stalemated Minsk process. The Armenian "Velvet Revolution" had many of the features of an event that should be alarming to Moscow, yet, the reaction has been tame. Of equal importance was the restraint shown by Azerbaijan. Usually, domestic upheaval invites external intervention, but this does not seem to have happened in the case of Armenia. Tbilisi was the scene of mass demonstrations in the late spring in protest against police heavy-handedness. Similarly, demonstrations were also recorded in Nagorno-Karabakh. It remains to be seen whether the victorious "Velvet Revolution" will also resonate on the Nagorno-Karabakh conflict resolution process.

- To de-link problematic issues and establish strong Confidence and Security-Building Measures (CSBMs) as a prelude to reciprocity in conflict resolution.
  - To redouble Georgia's efforts at cultural and public diplomacy aimed at the region.
- 

#### RECOMMENDATIONS AGREED ON BY THE PARTICIPANTS WERE I.A.:

- To refresh the mediation process for the Nagorno-Karabakh conflict, which has reached a dead end.
- To set up an "OSCE Minsk Group Plus (+)" framework for "track-two" discussions and recommendations, from within which academics, civil society, and media experts might support to change the mainstream belligerent narratives regarding the conflict, and prepare the public for a comprehensive, compromise-based solution.
- As in the opinion of most local speakers Russia seemed the independent variable in conflict resolution in the region, to involve Moscow in any effective attempt at breaking the deadlocks, while considering its legitimate regional interests.

---

## OUTCOMES AND ACCOMPLISHMENTS/ACHIEVEMENTS

2018

---

Two expert workshops bringing together 70 experts on the South Caucasus both in Belarus and in Austria.

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 two of the PfP Consortium “Study Group Information Series” to the 17th and 18th RSSC Workshop with a print run of 400 copies each and global distribution.

---

# The Way Ahead

---

**In 2019** RSSC will focus its policy and research orientation on two workshops:

- The 19th RSSC workshop to the title “*The Role of External Actors in South Caucasus Stability*” (with a focus on the impact of the Ukraine conflict) will take place in Berlin, Germany, from 11 to 14 April 2019.
- The 20th RSSC Workshop from 7 to 10 November 2019 in Reichenau/Rax, Austria, will focus on. “*New Plans for Infrastructure Corridors Across the South Caucasus: Opportunities and Challenges for Regional Stability*”.









---

# Advanced Distributed Learning / Technical Standards Working Group

---

Greta Keremidchieva, Co-Chair

**MISSION AND GOALS** — The Advanced Distributed Learning (ADL)/ Technical Standards Working Group’s mission, as defined in the Strategic Vision for Further Development of the PfP Consortium, is to leverage education technologies as a tool to support and promote a collaborative network of defense academies and to facilitate defense education interoperability. The Group has been working to accomplish its specific tasks: implement partner nation use of technology and communication capabilities in the area of education and training; support and develop national Advanced Distributed Learning capabilities and skills; and investigate and support use of modern classroom training including virtual classrooms and blended solutions.

In terms of goals, the ADL/ Technical Standards Working Group seeks to ensure that all interested PfPC 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 free content that focuses on defense 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/ Technical Standards Working Group are specifically focused on “ADL capability building” in countries and organizations for whom this area of knowledge is new. 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 2018

The PfPC Advanced Distributed Learning (ADL)/ Technical Standards Working Group conducted two workshops in 2018 to facilitate networking, the exchange of best practices, and engagement on agreed community projects. Each workshop attracted approximately 40 participants representing organizations from 18 countries. Experts in ADL from various security and defense institutions across Europe, Eurasia and North America teamed up to review state-of-the-art learning technologies as part of an ongoing effort to assist partner nations in their ADL implementation. E-learning has transformed the traditional learning environment by utilizing blended teaching and learning methodologies.

Organized under the framework of the PfPC ADL Working Group, the workshops occurred from 23-25 April 2018 in Rome, Italy, hosted by the National Defense College, and 13-15 November 2018 hosted by the National Defense University in Kyiv, Ukraine. The Deputy Commandants of the two respective institutions opened the workshops and expressed their appreciation for the ADL Working Group's significant work highlighting e-learning technology's enabling effect.

The PfPC ADL/ Technical Standards Working Group also supports a 10-day Advanced Distributed Learning "Design, Develop, Deploy" course hosted at the NATO School, Oberammergau, Germany. NATO School Oberammergau offered the ADL Working Group-instructed course twice in 2018 and hosted 24 students per iteration. The course will continue with constant review and improvements based on student and SME feedback. The course covers all aspects of ADL generation from initial review meetings to loading onto a server for deployment. The course is offered to all NATO Allies and Partner nations and cooperates with the NATO Defense Education Enhancement Programme (DEEP).

In the spring of 2018, the ADL WG collaborated with the US DoD ADL Initiative, the Jefferson

Institute, and other ADL entities in pre-testing courses before the multinational exercise VIKING '18.

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.

---

## OUTCOMES AND ACCOMPLISHMENTS/ ACHIEVEMENTS

2018

---

The mission of the ADL/ Technical Standards Working Group is to assist partner nations to incorporate modern technologies and ways of delivering education. It is encouraging to see the progress that Armenia, Georgia, Moldova, Ukraine and other partners continue to make in implementing such technologies. Online learning technologies are becoming cost effective to the point where defense education institutes can readily adapt technologies into their classrooms and transform their entire approach to defense education. Some of the participating nations have developed robust ADL capabilities, established their own ADL centers and are now assisting new ADL nations.

At the annual e-Learning Forum organized by NATO Allied Command Transformation (ACT) in Norfolk in September, the Armenian ADL team, with the use of their advanced software, won First Prize at the Showcase competition.

The overlapping lines of effort pursued by ADL communities of practice have become more visible and strengthened over the course of 2018. Cooperation with NATO Training Group for Individual Training & Education Development (NTG IT & ED) is maturing based on common goals, common projects and synergy for the benefit of both parties. One such project is, for example, the ADL Handbook.

The PfPC ADL WG has fully moved into the existing GlobalNet. With the sup-

port of the US-led team and the adoption of the LMS Ilias into GlobalNet, it fits the purpose and supports both the ADL WG and other PfPC groups. This is a step forward since the US expressed a desire to see the entire PfP Consortium use the DSCA GlobalNet web platform more effectively.

Cooperation with the NATO Defense Education Enhancement Programme continues to grow. PfPC ADL WG experts are involved as tutors in NATO DEEP ADL-related workshops with Partner nations. So far this year, two events have been conducted in Krakow, Poland with trainees from Azerbaijan and Armenia, respectively. Feedback from the attendees praised the fruitful discussions, professionalism of the ADL experts, and the friendly atmosphere during the workshops.



---

# The Way Ahead

---

**The PfPC ADL Working Group** was established in 1999 and will continue to work with NATO and Partner nations to discuss best practices, pedagogical standards, and current thinking; to integrate Learning Management Systems, new education and training technology; and to discuss international standards for delivery of ADL.

A strategic goal for 2019 will be to get more integrated into DEEP and expand the outreach program with new nations; to integrate interested members and Partner nations into the ADL community of practice and help them develop and expand their own national e-learning capabilities.

The PfPC ADL WG is part of a five-year Roadmap for implementing and improving blended learning across a series of multinational exercises – Maturing ADL Exercises FY 19-22.

The PfPC ADL/ Technical Standards Working Group will celebrate its 20th anniversary next year. The Jubilee event will take place 4-8 November 2019 in NATO School, Oberammergau, Germany, where senior PfP Consortium leaders, former ADL WG Chairs and members will get together to celebrate the successful stories of this community.

PfPC ADL WG makes nations interoperable with NATO and US ADL efforts and provides strategic outreach to newer developing nations in Europe, Asia and Africa. The ADL WG will continue to coordinate and standardize training and promote innovation.

The ADL WG is chaired by Ms. Greta Keremidchieva (Rakovski National Defense College, Bulgaria) and Mr. Paul Thurkettle (NATO ACT).

## **Priorities for 2019 and Beyond**

1. Continued ADL security and defense product output in collaboration with NATO and Partner countries.
2. Support to the DEEP Program with ADL expertise.
3. Support two CDT-Training courses and organize two ADL/ Technical Standards Working Group workshops per year.
4. Involvement in multinational exercises within the five-year Roadmap for implementing blended learning.
7. Continue ADL capability building efforts in more countries and organizations.
8. Collaboration with other PfPC Working Groups.

## APPENDICES

### KEY INSTITUTIONS PARTNERED WITH IN 2018

Armenia Ministry of Defense • Bulgaria Rakovski National Defense College • Estonian Defense Forces • Estonia National Defense College • Georgia National Defense Academy • DIB School, Tbilisi, Georgia • George C. Marshall European Center for Security Studies • Latvian National Defense Academy • Moldova Military Academy of the Armed Forces • Romania “Carol I” National Defense University • Sweden Military Academy • Ukraine National Defense University • Allied Command Transformation • NATO School Oberammergau





---

# Security Sector Reform Working Group

---

Richard Steyne, Co-Chair

**MISSION, GOALS AND MAIN ACHIEVEMENTS** — 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 Eastern Europe, the Southern Caucasus, Central Asia, and 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 collaboration among 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, and managed by the Geneva-based Democratic Centre for the Control of Armed Forces (DCAF).

# Highlights of 2018

The following list demonstrates the success of the SSR WG's efforts.

---

Members of the Security Sector Reform Working Group (SSR WG) facilitated a two-day Workshop on Military Justice Systems in Transition in Kharkiv, Ukraine, hosted by the Yaroslav Mudryi National Law University. The event provided a platform for the official launch of two SSR WG knowledge products on Military Justice—a short guidance paper on Military Justice in Ukraine, and a more expansive practice note on Military Justice.

The SSR WG Defence Institution Building (DIB) Sub-Working Group held two back-to-back workshops in partnership with the Georgian Ministry of Defence and the Civil Council on Defence and Security (CCDS). The events explored the role of the Parliament in creating and overseeing defence budgets, and the interface between the Ministry of Defence and the Media, respectively. During both events, status reports on the said topics were presented, and recommendations passed on to concerned offices and individuals.

---

Members of the SSR WG facilitated a two-day Workshop on Intelligence and State Security Service Reform at the Yaroslav Mudryi National Law University.

---





---

## OUTCOMES AND ACCOMPLISHMENTS/ ACHIEVEMENTS

### 2018

---

Activities in the year 2018 saw a consolidation of the four 'platforms' launched by the SSR WG in 2017: Military Justice, Intelligence Reform, Integrity in International Military Missions, and Defence Institution Building (DIB). This reorientation reflected an understanding that while gender remains - and will continue to be, a key component of SSR, current reform priorities and challenges are diverse, and thus require a holistic response.

Commencing with back-to-back workshops on Military Justice, and Intelligence and State Security Service Reform, respectively, 2018 witnessed a total of four events by the SSR WG, as well as numerous meetings by the

Defence Institution Building Sub-Working Group for the implementation of their advisory programme to the Georgian Defence Ministry in Tbilisi.

Hosted by the Yaroslav Mudryi National Law University in May in Kharkiv, Ukraine, the workshop on Military Justice provided a platform for the launch of two SSR WG papers on military justice reform. A study on military justice transition in the Former Soviet Union, commissioned in late 2017, was also discussed and reviewed.

A subsequent workshop on Intelligence and State Security Service Reform, attended by subject matter experts and officers from the Reform Centre of the

Ukrainian State Security Service (SSU), was also held at the Yaroslav Mudryi National Law University. The event was used to discuss and review a survey on the transformation of state security services in Central Eastern Europe and the Former Soviet Union.

Further, in 2018, the Integrity in Military Missions SSR WG platform contributed to research commissioned by Transparency International (a partner within the working group) on the Integrity of Military Missions.

Finally, in December in Tbilisi, two workshops were held in partnership with the Georgian Ministry of Defence and the Civil Council on Defence and Security (CCDS). In support of a more affirmative role of the parliamentary committee in the creation and oversight of

the defence budget, a status report was presented and further consolidated during the event. Recommendations from the report and seminar were passed on to both the defence ministry and the parliamentary committee. Similarly, a status report on the MoD-Media interface was produced and presented at the subsequent workshop, with recommendations passed on to concerned offices and individuals.

<sup>1</sup> For more information on the NATO framework, see the SSR Working Group Factsheet, available from: [https://www.files.ethz.ch/isn/179054/NATO\\_gender\\_factsheet\\_Feb\\_14.pdf](https://www.files.ethz.ch/isn/179054/NATO_gender_factsheet_Feb_14.pdf) • For more details on the Security Council Resolutions on Women, Peace and Security, see the PeaceWomen Security Council Monitor site: <http://www.peacewomen.org/security-council>

---

# Way ahead

---

**From 2019 onwards,** the SSR WG will continue supporting security sector reform and good governance programming in NATO Partner states by setting a particular focus on strengthening the capacities of formal and informal oversight actors, including parliaments, independent oversight bodies, and civil society organizations to hold national security sector institutions and respective line ministries to account. To this end, the SSR WG will convene a plenary workshop in mid-2019 for civil society organisations operating in Eastern Europe, Central Asia, and the South Caucasus. The workshop will act to map the needs, constraints and priorities of civil society organisations working on SSR-related topics, thereby ensuring that future support or cooperation provided under the auspices of the SSR WG is aligned with national reform priorities, compliments -or builds on existing needs and identified entry points and is founded on the principle of local ownership. In 2019, the SSR WG will also engage members and staff of parliamentary defence and security committees from NATO Partner states in regional parliamentary dialogue on matters related to Security sector governance and accountability. The exchange will focus on the transfer of international norms, standards and good practices in parliamentary security sector oversight and address topics of particular relevance for invited parliaments.

In 2020 and beyond, the SSR WG will operationalize its mandate in a flexible and agile manner, with the areas of Intelligence Governance, Parliamentary Oversight, and Defence Institution Building (DIB) underpinning its activities. In the spirit of the PfPC, the SSR WG will continue to consolidate its community of practice, build networks, foster regional dialogue, and build institutional and societal resilience, thereby contributing to the preservation of peace and stability in the Eastern Neighbourhood.



## APPENDICES

### PRODUCTS AND PUBLICATIONS

Understanding Military Justice: A Practice Note • Military Justice in Ukraine: A Guidance Note

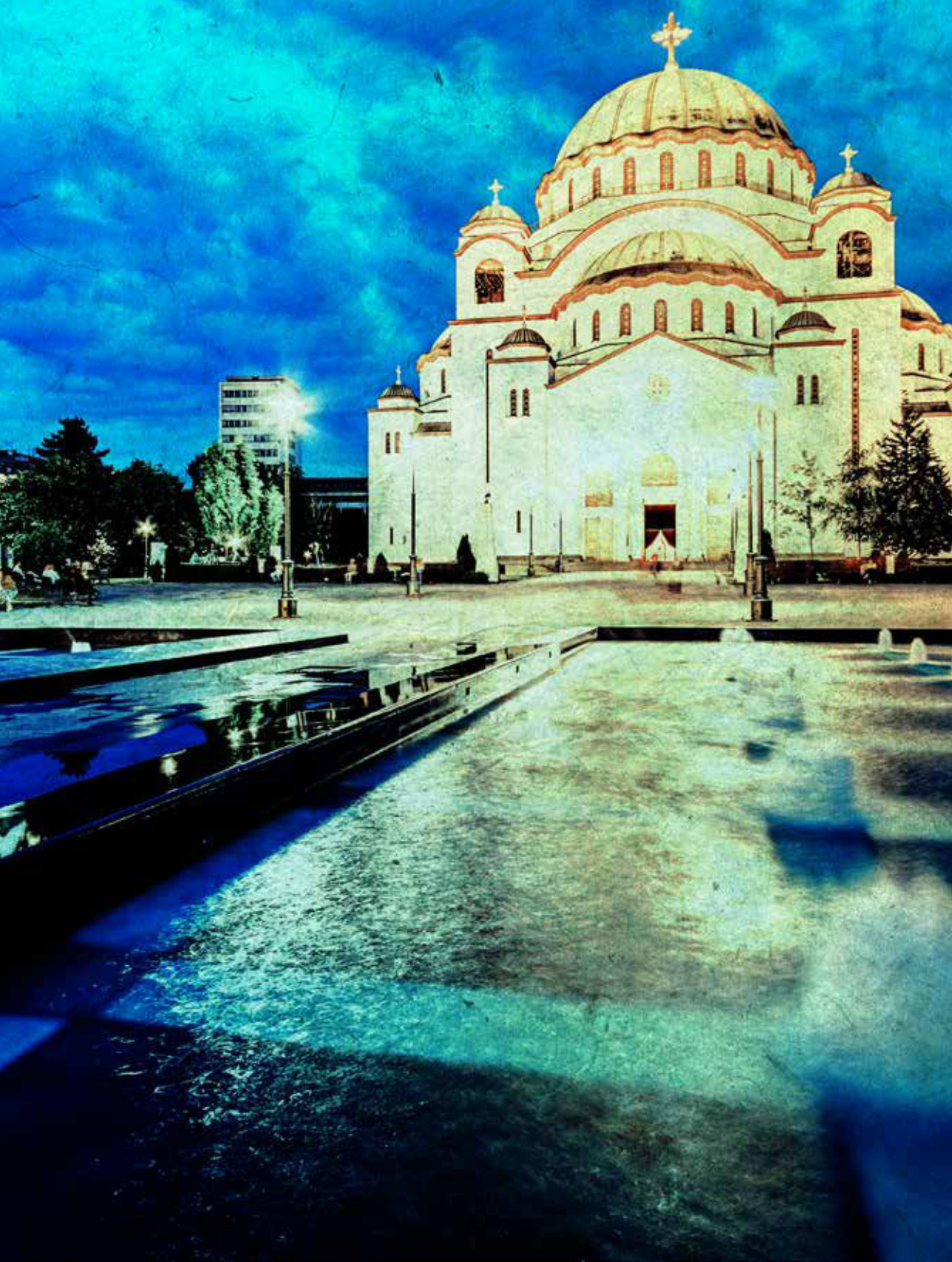
### MEETINGS IN 2018

PfPC SSR WG Workshop on Military Justice Reform in May in Kharkiv, Ukraine • PfPC SSR WG Workshop on Intelligence and State Security Service Reform in May in Kharkiv, Ukraine • PfPC SSR WG DIB Sub-Working Group workshop on MoD – Media Interface in December in Tbilisi, Georgia • PfPC SSR WG DIB Sub-Working Group workshop on the role of Parliament in creating and overseeing defence Budgets in December in Tbilisi, Georgia • CSC Meeting in February in Gdynia, Poland • SAC Meeting in June in Brussels, Belgium • CSC/SAC Meeting in October in Bucharest, Romania

### KEY INSTITUTIONS PARTNERED WITH IN 2018

Centre for Civil-Military Relations (CCMR), Department of Defense (DoD) • Civil Council on Defence and Security (CCDS) • Transparency International • Yaroslav Mudryi National Law University (YMU)





---

# Euro-Atlantic Conflict Studies Working Group

---

Carmen Sorina Rijnoveanu, Jakob Brink Rasmussen, Co-Chairs

**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 and defense 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.

Additionally, the CSWG improves and strengthens defense and military education and research, by enhancing cooperation between institutions and nations. It helps create a community and network of experts in the fields of military history, defense and security studies by providing historical background to common issues and practices from an official history perspective. Furthermore, the CSWG helps produce academic curricula aiming at supporting professional military education and increase greater intellectual and professional interoperability within and between NATO members and partner countries.

Military historians, as well as experts on foreign affairs from participating nations, come together to share ideas concerning important events and to gain an appreciation of differences in national perspectives with respect to these events. This open sharing of opinion and historical research assists the different nations in building trust and moving away from confrontation and toward a lasting peace and stability.

As a representative from Central Europe wrote in 2003, this working group has played “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 of 2018

The CSWG successfully held its 18th annual conference in Belgrade, Serbia, April 16 –20, 2018. This conference, organized jointly by the Serbian Strategic Research Institute of the Ministry of Defense and the Austrian Military Museum and Institute, focused on “Alliance planning and coalition warfare: historical and contemporary approaches.”

The conference brought together 44 participants including military historians, experts, specialists on international relations- from 21 countries: Austria, Bulgaria, Czech Republic, Denmark, France, FYROM, Georgia, Germany, Greece, Hungary, Israel, Netherlands, Poland, Romania, Russian Federation, Serbia, Slovakia, Slovenia, Sweden, Turkey, United States of America.

---

This 18th conference of the Euro-Atlantic Conflict Studies Working Group sought: (1) to analyze and decipher some of the key factors and dynamics which shape the role of the coalitions and alliances under war and peacetime conditions; (2) to examine some of the coalition’s warfare challenges, the role and dynamics of joint planning and coordination efforts within an alliance in the event of war, how alliances operate in fighting wars and in preserving peace, the rationales motivating the alignment strategic choices, in which way the alliances shape the patterns of interactions among states and other related aspects.

The dynamics within the alliances and coalitions’ warfare, the role of diplomacy in alliance making, the role of public opinion on the states’ behaviour within alliances, strategic culture, historical mindset and impact on shaping coalitions, the impact of (non)membership in Alliances on national doctrine development were also major themes of this conference.

The conference program included 21 papers that addressed national experiences and perspectives regarding the alliance policy based on specific and relevant case-studies.

The main question is what we can understand from past and present coalition warfare that can inform soldiers and policymakers for future multinational military operations.

What are the main features which define the national strategic options? How do the states form alliances? What factors are important in motivating states to determine a specific strategic choice, and, by this logic, how the alliance option impact upon the national security concepts and doctrinal approaches? Why do countries look for the alliances/allies and why do they engage in coalition warfare?

These are some of the key research questions which have shaped the scientific concept of the conference and guided the overall discussion and debates among the participating experts and military historians.

## SUB-THEMES INCLUDED THE FOLLOWING AND OTHER CONNECTED TOPICS:

- Alliance making: Historical and comprehensive approaches
- Why do countries look for the alliances/

allies and why do they engage in coalition warfare?

- Shifting allies, enemies and interests: the dynamic of coalition warfare
- Changing nature of war and its impact on shaping alliance planning, strategy, and doctrinaire approach
- The role of diplomacy in alliance making
- Alliances vs. coalitions of the willing: understanding new patterns of conduct
- Multinational/joint operations as evolving typology of coalition warfare
- Unity of multinational commands in coalition warfare
- Interoperability issues in coalition warfare
- The impact of (non) membership in alliances on national doctrine development
- The paradox of collective action: burden-sharing, unity of purposes, and synergy of action
- The role of public opinion on state behaviour within alliances
- Strategic culture, historical mindset and impact on shaping coalitions
- Coalition warfare in collective memories

## TWENTY-ONE PAPERS IN TOTAL WERE PRESENTED:

**Dr. Jan Hoffenaar** (Netherlands): *Challenges in coalition warfare. The case of the Netherlands*

**Dr. Blaž Torkar. Maj mag. Zvezdan Marković**

(Slovenia): *The Holy Alliance and the Congress of Ljubljana 1821*

**Dr. Daniela Siscanu** (Romania): *Romania and the Entente: the Uncertainties of an Alliance*

**Mikkel Kikkerbaek** (Denmark): *Scandinavian military alliance and Volunteers in the Baltic states 1919*

**Dr. Fredrik Eriksson** (Sweden) : *Defending the Åland Islands – Swedish-Finnish Joint Operational Planning in the late 1930s*

**Maj Dr. Viktor Andaházi Szeghy** (Hungary): *Logistical problems of joint operations from the point of view of an ally, in historical perspectives*

**Maj. Dr. Ivan Cadeau** (France): *De Lattre de Tassigny, a French general under American command: between French policy needs and Allied military imperatives 1943 - 1945*

**Dr. Stancho Stanchev, Dr. Dimitre Minchev** (Bulgaria): *Interaction between the Bulgarian and The Yugoslav Armies during the WWII*

**Dr. Dēmētrios N. Christodoulou** (Greece): *Close Allies: the Greek-British cooperation and the creation of the first Greek Motorized Division in the 2nd World War*

**Dr. Tatjana Milošević** (Serbia): *Balkan pact 1953/54 as an example of coalition planning*

**Dr. Jordan Baev** (Bulgaria): *The Organization of Multilateral Warsaw Pact Military Intelligence Coordination (1964-1990)*

**Lt Col Dr. Veljko Blagojević** (Serbia): *The impact of non membership in alliance on National Doctrine Development*

**Dr. Orit Miller-Katav** (Israel): *The role of diplomacy in alliance making*



**Dr. Petr Janoušek** (Czech Republic): *Czechoslovakia in the Gulf War Coalition 1990–1991 (Diplomatic and Military Aspects)*

**Major Dr. Stefan Maximilian Brenner** (Germany): *NATO and the second conflict on Cyprus (1964): The (failed) plan to establish a NATO peacekeeping force*

**Col Dr. Miloslav Čaplovič, Dr. Matej Medvecký** (Slovakia): *From Triple Alliance to NATO. Slovakia in Alliances throughout 20th Century*

**Dr. Damijan Guštin, Dr. Vladimir Prebilič** (Slovenia): *Slovenia in NATO: a defence alliance between the political elite and the people*

**Lt. Col. Dr. John W. Hall** (USA): *Common Defense, Common Sense: Violent Extremism and the Transformation of Coalition Campaigning*

**Dr. Dariusz Kozerański** (Poland): *The Polish Military Forces in NATO multinational operations – strategic threats and chances*

**Dr. Vladlena Tikhova** (Russia): *NATO and Russia: problems and prospects for the cooperation*

**Dr. Jovanka Šaranović, Dr. Brankica Potkonjak-Lukić** (Serbia): *Engagement in coalitions for fighting global security treaty's as an option for a military neutral state*

**Lana Mamphoria** (Georgia): *Coalition Warfare: Georgian Armed Forces in International Missions*

*The papers presented at the conference will be published in a collective volume under the aegis of the two co-organizing institutions/countries in 2019.*

## FINANCIAL REPORT

As a self-financed group, the overall costs of the 18th annual conference of the CSWG were covered by the participants/sending institutions (international transportation and accommodation) and the co-organizing countries. Especially important was the financial support provided by the Austrian Military Museum and Institute worth 5000 EUR.

According to the existing procedures within the CSWG, each participant paid a 100 EUR registration fee, amount which has been used to cover additional conference costs.

## DEVELOPING SYNERGY WITH OTHER PFPC' WORKING GROUPS

In 2018, Dr. Carmen Sorina Rijnoveanu, chair of the CSWG, attended two international conferences organized by the Emerging Security Challenges Working Group. The first conference was focused on "Innovation in the Age of Accelerations: Global Resilience and Cyber Knowledge Networking" (Washington D.C., 26-27 April 2018). The second conference addressed the issue of "Stabilizing effects of Euro Atlantic Integration; Working Together Against Hybrid Threats" (Skopje, FYROM, 12-13 September 2018). Both conferences provided opportunities to discuss the potential contribution of CSWG to the ECS's ongoing project to develop a Hybrid Warfare Reference Curriculum.

Dr. Carmen Sorina Rijnoveanu was also invited and participated in the 18th workshop of Regional Stability in the South Caucasus Study Group, having as the main topic: "South Caucasus: Leveraging Political Change in a Context of Strategic Volatility" (Reichenau, Austria, 08-10 November 2018).





---

## OUTCOMES AND ACCOMPLISHMENTS/ ACHIEVEMENTS

---

2018

---

The proceedings of the 17th annual conference of the CSWG: Carmen Sorina Rijnoveanu, Jakob Brink Rasmussen (eds), *The Use of Military Forces in Domestic Affairs: Lessons from the Past, Current Issues and Future Developments*, Bucharest, Military Publishing House, 2018. The volume includes the papers presented during the 17th annual conference of the CSWG that was held in Bucharest, on May 29-June 2, 2017;

Counterinsurgency (COIN) Reference Curriculum has been finalized and is available on both the PfPC and NATO websites, with planned translation into Russian, French and Arabic.

The Curriculum can be accessed at <https://www.pfp-consortium.org/index.php/pfpc-products/education-curricula/item/324-counterinsurgency-coin-reference-curriculum> and [https://www.nato.int/nato\\_static\\_fl2014/assets/pdf/pdf\\_2017\\_09/20170904\\_1709-counterinsurgency-rc.pdf](https://www.nato.int/nato_static_fl2014/assets/pdf/pdf_2017_09/20170904_1709-counterinsurgency-rc.pdf)

The 2019 annual conference is scheduled to be held May 27-31, and is entitled *The Role of Territorial Defense Forces in Peace and War*. About 40 participants from 20 countries are expected to attend the conference.

---

## MEASURES OF EFFECTIVENESS: RELEVANCE, RESULTS AND IMPACT

---

2018

---

**RELEVANCE:** The aim of CSWG is twofold: first, to bring together military historians and specialists on security studies and encourage institutional and professional dialogue among NATO and partner countries; second, to bring into discussion and addressed issues which are currently relevant at a time when international associations and other alliance structures such as the European Union and NATO are themselves undergoing a period of strain and transformation.

Support for enhancing regional cooperation and strengthening the trans-Atlantic unity/solidarity. The group's activities help strengthening the cooperation with partner countries, building regional trust, and creating grounds for deepening mutual understanding and transparency, generating common perspectives, and overcoming historical apprehensions.

Support for enhancing regional confidence. The CSWG helps building a broad network of military and academic institutions and experts among NATO and partner countries. It allows the emergence of a military research-related community and the development of a broad regional dialogue concerning important, even controversial, events/topics. It also forges regional cooperation as driver of building regional

transparency and confidence among NATO and partner countries.

The target audience includes representatives of both NATO and partner countries. It has the unique ability to connect broad groups of countries from the Euro-Atlantic area: Western Europe- Northern Europe-Central Europe-Balkan region- Eastern Europe and USA. A number of 21 countries are formally members of the CSWG. The participants are representatives of governmental institutions (MoD, MFA, General Staff, NDU, Police Academies, etc.), NGOs, academia, security studies institutes. The main nucleus of the group is made up of the institutes of military history affiliated to the Ministries of Defense, General Staff, or NDU. Initially focused on the countries that were members of both NATO and Warsaw Pact, the group extended its geographical area to integrate also countries from Eastern Europe and the former Soviet space.

**RESULTS:** The proceedings of the annual conferences are published in a collective volume and circulated among the military research institutions and specialized agencies. Each volume addresses a specific topic by integrating various national views and perspectives and providing a platform of knowledge and information. This is an important dimension in fostering transatlantic research/scientific dialogue and provide a forum of open discussions and exchange of views on specific issues of strategic relevance (nature of war, the role of alliances, typology of states' behavior and ways on conduct, impact of shifting ideologies, crisis management, etc.).

The group extended its area of engagement with the PfPC by supporting professional military education through helping develop academic curriculum. In 2017, the COIN Curriculum has been finalized. Another important project of the CSWG is to collaborate with the Emerging Security Challenges

Working Group (ESC WG) to develop a hybrid warfare reference curriculum.

Working with other working groups. The CSWG remains interested to cooperate with other WGs of the PfPC on developing common projects/events. Members of the CSWG can contribute with expertise to other WG's conferences/events. The cooperation with Education Development Working Group (EDWG DEEP) in implementing the COIN Curriculum and with the ESC WG to advance a Hybrid Curriculum are important cooperative achievements.

Increased capacity of self-sustainability. The CSWG is a self-funded group. The overall costs of the participation at the group's activities are covered by both the participants and their sending institutions and the co-partner countries that are responsible of organizing the annual conferences. The fact that each year participants from over 20 countries are willing to pay in order to attend and contribute to the CSWG's conferences is an important indicator of the increasing relevance of the group and of the commitment of the participating countries to remain engaged in supporting this platform of regional scientific dialogue.

**IMPACT:** Provide expertise to help decision making-process. We are witnessing the emergence of developments which, until recently, were considered a thing of the past: nationalism, extremism, populism, radicalism. At the same time, the systemic changes are accelerating against the background of shifting hegemonic agendas and geopolitical alignments. The topics approached as general themes of the annual conferences -from both historical and current perspectives- help decipher trends /patterns of behavior shaping the current security dynamics and provide relevant analysis/insights on the strategic conduct of the main states/actors.

Contribution to meeting partner requirements/ goals. Contribution to Professional Military Education through developing academic curriculum on strategic relevant areas. The adoption of COIN Curriculum into existing course curricula developed by individual partner PME institutions is an objective to be further completed in line with NATO/PfP military education needs and goals.

The CSWG has gained increased relevance as one of the most representative and long-standing formats of regional cooperation and dialogue in place for 20 years. Its broad and diverse participation and geographical representation make it unique as a tool of advancing trust and confidence and bringing people together to discuss military history and address strategic relevant issues. The CSWG offers a venue to discuss historical controversial topics in an open and cooperative framework, to overcome past grievances and strengthen the bonds between individuals and institutions.

In addition to its annual flagship conference, the CSWG's member institutions regularly engage in smaller formats of cooperation- at bilateral or multilateral levels- and work to further extend the existing group's networking by convening high-profile events (bilateral seminars, conferences, workshops, working meetings, etc.). From this perspective, the CSWG provides opportunities for all NATO and partner countries to get access to a large network of specialists and to engage in intensive debates on common issues of interest.



---

# The Way Ahead

---

**CSWG 2019 Annual conference;** The 19th CSWG annual conference will take place on 27-31 May 2019, in Budapest, Hungary. The theme of the conference is: *The Role of the Territorial Defense Forces in Peace and War*.

**Draft concept:** This 19th CSWG annual conference will focus on examining and deciphering the roles and missions of the territorial defense forces ranging from particular national doctrinal approaches and defense concepts to weapons systems, strategies and methods of military organization. Historical experiences can provide relevant examples and lessons that may help to better adapt the national defense systems to cope with current and future challenges.

**The key thematic areas to be addressed will include the following and other connected topics**

- The change of territorial defense posture in peace and war: main characteristics, international political and strategic conditions, domestic political forces, organizational structures, typology of actions
- The Great Wars of the 20th century and their impact on shaping the national defense systems and the role and functions of territorial defense forces- analysis, experiences and lessons learned
- Post-war transformation of defense establishments
- Civil defense and concepts of total defense
- The role of alliance/non-alliance policy in shaping the national defense doctrines
- Weapons systems, defense industry, strategies and methods of military organization in 20th and 21st centuries
- The role of territorial defense forces in building/maintaining societal cohesion and their contribution to a national war effort
- How the territorial forces contribute to security and societal resilience in peacetime and in crises?
- What kind of role the defense forces are likely to play in future conflicts (hybrid war, cyber warfare, internal disturbances)?
- Territorial defense forces as a bridge between the main battle forces and the civil defence system
- The evolving character of national defense system: engagement on overseas missions vs territorial defense

### **Co-organizing institutions/countries**

- Swedish Defense University, Sweden
- National University of Public Service, Hungary
- Education, Science and Cultural Affairs Department, Hungarian Ministry of Defense

### **Financial arrangements**

- The overall costs of the conference will be covered by Sweden, as co-organizing country, while Hungary will coordinate the administrative/logistical arrangements of the conference.
- As with the previous conferences, there will be also a registration fee worth 100 EUR to be paid by all participants. This will be used to cover additional conference costs.
- The costs of international transportation and accommodation will be covered by the participants/sending institutions.
- For participants from partner countries, support will be provided on a case-by-case basis.

### **Counterinsurgency (COIN) Reference Curriculum**

The group will continue to assist with the curriculum implementation and work with interested parties (individuals and institutions) that are willing to integrate it in their academic curriculum as a way to develop and/or supplement their professional military education (PME).

The CSWG considers the possibility to work with the ESC WG to help developing a *Hybrid warfare reference curriculum*. Its main contribution will be focused on providing historical case studies/background connected to hybrid warfare concept and its historical dynamic.

## APPENDICES

### EVENTS

The 18th CSWG annual conference on "Alliance planning and coalition warfare: historical and contemporary approaches". The event was organized in partnership by the Serbian Strategic Research Institute of the Ministry of Defense and Austrian Military Museum and Institute. It was held in Belgrade, Serbia, April 16-20, 2018.

### KEY INSTITUTIONS PARTNERED WITH IN 2018

Museum & Institute of Military History, Vienna, Austria • Strategic Research Institute, Ministry of Defense, Serbia • “G.S. Rakovski” National Defense Academy, Bulgaria • Military History Institute, Prague, Czech Republic • Institute of Military History, Culture and War Studies, Royal Defence College, Denmark • Defense Historical Service, Ministry of Defense, France • Museum of Peace, Security and Military Studies, FYROM • Defense Policy and Development Department, Ministry of Defense, Georgia • Centre of Military History and Social Sciences, Potsdam, Germany • Historical Archives Service, Army General Staff, Greece • Hellenic Naval Academy, Greece • Defense Force Augmentation and Training Command, General Staff, Hungary • Military History Institute and Museum, Ministry of Defense, Hungary • Bar Ilan University, Israel • Institute of Military History, Ministry of Defense, Netherlands • Police Academy, Poland • Institute for Political Studies of Defense and Military History, Ministry of National Defense, Romania • Diplomatic Academy, Ministry of Foreign Affairs, Russian Federation • Military History Institute, Slovakia • University of Ljubljana, Slovenia • Institute of Contemporary History, Slovenia • Military Museum Maribor, Ministry of Defense, Slovenia • Swedish Defense University, Sweden • Baskent University, Turkey • U.S. European Command, United States of America







---

# Combating Terrorism Working Group

---

Dr. Peter Forster, Co-Chair

**MISSION AND GOALS** — The Combating Terrorism Working Group (CTWG) focuses on developing policies and programs to build capacity in partner countries and offer suggested directions for countering terrorist threats. As terrorism is dynamic, the CTWG demonstrates agility in addressing contemporary trends through a combination of targeted exercises and specific policy papers. In 2018, the CTWG continued to emphasize the foreign terrorist fighter (FTF) threat, specifically the blowback effects on Europe and Central Asia. The CTWG also examined the Islamic State group and the impact a collapsing caliphate would have on NATO, its partners, and adjacent regions, particularly as it relates to homegrown terrorism.

In addition to targeted exercises, the CTWG established a reference curriculum with a focus on counterterrorism (CT). Our defense education curricula are available to any institute wishing to implement Western style defense education teaching methodologies. Such practices foster the intellectual interoperability among partner nations. Additionally, our downloadable defense education curricula functions as a model/template and starting point for training/educational program development of defense education curricula on any given topic.

# Highlights of 2018

## TTX Events in Bihac and Garmisch

In 2018, the CTWG was involved in two TTX events. In March, Dr. Peter Forster, CTWG co-chair, served as an adviser/observer at an OSCE Countering Violent Extremism TTX in Bihac, BiH. Focused on the country and Canton-level, this TTX contributed to information sharing among law enforcement and social service agencies, building inter-agency trust, and identifying emerging threats. Dr. Forster was interviewed by the press about the importance of developing a workable counterterrorism strategy, the importance of inter-agency cooperation, and the need for government-civil society coordination.

---

From July 24-26, 2018, the Partnership for Peace Consortium's (PfPC) Combating Terrorism Working Group (CTWG) hosted a Central Asia/Afghanistan regional tabletop exercise (TTX) entitled "Foreign Terrorist Fighter Networks: Threats, Challenges, and Responses" in Garmisch-Partenkirchen, Germany. Over 70 participants from government, civil society, the private sector, and multilateral bodies addressed challenges related to foreign terrorist fighter (FTF) networks, responses and promoted professional defense education and training. Keynote presentations about the challenges of returning and relocating FTFs, as well as the security situation in Afghanistan, were given by representatives of the United States Department of State, the Asia Pacific Foundation, France's Institute of Political Sciences, and Afghanistan's National Directorate of Security. To help develop a set of constructive responses to the challenges posed by FTFs, the viewpoints from government, military, and intelligence professionals were represented by international organizations including NATO, the UN and the OSCE. Additionally, private sector, academic, civil society and youth, representatives also were present. Participants then broke into three task forces for interactive, scenario-based, facilitated discussions. As the scenario progressed through the prevention, intervention,

and mitigation sessions, participants were asked to consider CT-relevant challenges and develop policy responses for leaders at the local, national, and international level, and identify themes and measures for future consideration and collaboration.

Mr. Richard Prosen, U.S. Department of State Foreign Affairs Officer and CTWG Co-Chair, opened the event by pointing out the advances that were made to counteract FTFs' strategies of recruitment and communications, and henceforth limiting their spread. Dr. Sajjan Gohel, International Security Director of the Asia Pacific Foundation and CTWG Senior Advisor, presented specific characteristics of returning FTFs, their travel patterns and tactics to avoid drawing attention to themselves, and how they are distinct from, locally radicalized lone actors. The need to form on-field security authorities to these new methods was highlighted in the conclusion. Mr. Amrullah Saleh, Former Head of Afghanistan's National Directorate of Security, assimilated the geopolitical situation of Central Asia with terrorism in the region, calling attention to a common drive for the Taliban, Al-Qaeda and Da'esh, all prominent at different times. Mr. Saleh ended by saying one new terrorist group always comes and replaces or perpetuates what

a previous group did, therefore superpowers tackling terrorism need to take in consideration every defense method that has already been applied in the past, and collaborate and share information. Finally, Dr. Shahrbanou Tadjbakhsh, Researcher; Lecturer on Radicalization; Human Security Specialist at the Institute of Political Sciences (Paris, France); and a longtime Consultant on Counterterrorism in Central Asia with the United Nations, concentrated on the experiences leading up to radicalization to violent extremism and terrorism, such as marginalization and socioeconomic exclusion. He also examined the circumstances and tools facilitating this radicalization; for instance, the possibility family financial support and the easy access to internet. Dr. Tadjbakhsh evoked her work with radicalized terrorists' families to support her presentation.

Overall, outcomes included policies such as improvement of migrant welfare and youth empowerment through public education and the encouragement of regional dialog, information sharing, and regional security cooperation.

Programs' suggestions pointed to the need for cultural assimilation through festive events for instance, modeled after the Tajikistan's annual culture festival, and mechanisms, such as hotlines or family centers, to create a safe space for family to report on suspected FTF activity or accompany former FTFs in rehabilitation.

Communication strategies proposed to government include conceiving an alternative narrative for citizens, especially the young generation, awareness building on different solutions to fight the socioeconomic drivers leading up to radicalization, integration into the national community and the possibility of collaborating with former FTFs in order to spot and stop radicalized individuals in time.

Monitoring & Evaluation touched upon data sharing but through local law enforcement, prison management, and other CT entities to prevent terrorist clusters within prisons, street gangs and other supposedly supervised environments. Population surveys were recommended as research vehicles to measure citizens' trust in government authorities.

In regards to future projects, the CTWG will continue to work on the development of NATO's Combating Terrorism Reference Curriculum (CTRC), with peer reviews tentatively planned for completion by April 2019 and final publication planned for January 2020. The aim of the CTRC is to develop national capabilities and capacity to understand, recognize, and combat terrorism; and increase international CT cooperation through common understanding of best practices. It is both a comprehensive overview of terrorism and CT strategies and a modular approach to address specific training and education needs in partner countries.

---

---

## OUTCOMES AND ACCOMPLISHMENTS/ ACHIEVEMENTS

2018

---

The CTWG has embraced a multi-faceted approach to TTXs based upon educating, training, and advising. This means that the CTWG engages a partner (or partners), ensures sufficient buy-in and ownership, conducts a TTX, and then shares the TTX concept and approach. Subsequently the CTWG continues to engage with the partner as an adviser/observer in support of the partner's own TTX endeavors, and ultimately remains, as a resource to be called upon if the partner so desires. The TTXs develop robust analytical and practical insights into efforts that address national, regional and international security threats related to counterterrorism. These engagements provided a platform to disseminate international best practices in an effort to promote high-quality professional military education and training, and support overall Defense Institution Building initiatives. A detailed summary of the event's recommendations and a PfPC-CTWG Policy Paper "The Challenges of Foreign Terrorist Fighters: A Regional Perspective" can be found online at <https://pfp-consortium.org/>.

The 2018 events offered an example of how this process continues to evolve. The Bihac TTX demonstrated the validity of the concept by continuing the process with local direction and the Garmisch TTX introduced the concept to another regional environment.

In particular, the TTX event in Garmisch, addressing FTF threats, challenges, and responses, developed actionable and practical insights through policies, programs, communi-

cations strategies and monitoring and evaluation recommendations.

More generally, six themes encompass the policies:

1. Encourage youth engagement and critical thinking skills;
2. Address socio-economic drivers of radicalization to violence;
3. Counter the use of digital media for terrorist recruitment, financing, and plotting;
4. Prevent prison radicalization and promote societal reintegration upon release;
5. Leverage and contribute to international FTF databases; and
6. Apply multinational pressure to end state-sponsored terrorism.

Overall, the CTWG has developed a series of TTXs for use in defense curricula as scenario-based case studies to help participants share best practice, compare different courses of action, and formulate policy recommendations. The points that will be taken into account from the CTWG's TTX initiative will subsequently be included in the NATO Combating Terrorism Reference Curriculum, mentioned in the future plans above and currently under development. Finally, the TTX is an iterative process that encourages local capacity building through an engagement partnership.



## APPENDICES

### REFERENCES

PfPC-CTWG “Strengthening Democracies through Knowledge, Central Asia/Afghanistan Regional Tabletop Exercise”, July 24-26, Draft Report (available upon request)

### CTWG POINTS OF CONTACT

Richard Prosen, CTWG Co-Chair, U.S. Department of State, ProsenRL@state.gov • Peter Forster, CTWG Co-Chair, Pennsylvania State University, pkf1@psu.edu • Sajjan Gohel, CTWG Senior Advisor, Asia-Pacific Foundation, sm@apfoundation.org • Tyler Zurisko, CTWG Deputy Senior Advisor, U.S. Department of State, ZuriskoTJ@state.gov • Maria Donnelly, PfPC Operations Staff, maria.donnelly@marshallcenter.org



---

# Partnership for Peace Consortium Editorial Board

---

Sean S. Costigan, Editor-in-Chief

**MISSION AND GOALS** — The mission of the PfPC Editorial Board (EB) is to produce high quality scholarly, policy-relevant publications that represent and inform members of the PfPC 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*.

*Connections* is the most widely circulated physical product of the Consortium. Additionally, *Connections* is also available in digital form via <https://Connections-qj.org> and other online presences. Usage of the journal's website has increased. Returning site visitors hail from over 130 countries. The Russian edition of the journal is downloaded at roughly half the rate of the English version, which is an excellent indication of how well the EB and the PfPC are reaching key target audiences. Online has increased in China, which now has the second largest national readership of *Connections*. India has also seen a marked increase in its readership.

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 over 800 institutions in 58 countries.

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

BOARD MEMBERS

Sean S. Costigan, Executive Editor, United States  
Denis Alexeev, Saratov State University, Russian Federation  
Aida Alymbaeva, Institute for Analysis and Initiatives Development  
Peter Foot, United Kingdom  
Piotr Gawliczek, National Defence University, Poland  
Hans-Joachim Giessmann, Berghof Conflict Research Centre, Germany  
Graeme Herd, George C. Marshall European Center for Security Studies, Germany  
Dinos Kerigan-Kyrou, United Kingdom  
Elena Kovalova, National Defense University, United States  
David Mussington, Institute for Defense Analyses, United States  
Chris Pallaris, Director and Principal Consultant of i-intelligence, Zurich  
Tamara Pataraia, Caucasian Institute for Peace, Democracy and Development  
John Reppert, United States  
Philippe Sommaire, France  
Todor Tagarev, IT for Security Department, with Center for Security and Defense Management, Bulgarian Academy of Sciences, Sofia

*Ms. Jean Callaghan (Managing Editor, GCMC) and Ernst M. Felderbauer (National Defence Academy, Austria) resigned from their positions. The Partnership for Peace Consortium is grateful for the voluntary work both members devoted to the Journal and we wish all the best for the future.*





# Highlights of 2018

The following list demonstrates the success of the Editorial Board's efforts.

---

Although US EUCOM MISO Branch could not find a solution to gain momentum on the time-consuming approval process, we could finally archive to publish again.

*Connections* has been accepted in the Research Database SCOPUS. It is an essential key step for the future of the Journal

The Editorial Board further refined the journal's digital presence at [www.connections-qj.org](http://www.connections-qj.org). Articles can now be submitted directly on our website.

---

---

## OUTCOMES AND ACCOMPLISHMENTS/ACHIEVEMENTS

2018

---

The efforts of the editorial Board to enhance presence on Wikipedia and social Networks have a noticeable effect

The PfPC Editorial Board met in August 2018 in Garmisch Partenkirchen for its annual planning and coordination workshop.

---

# The Way Ahead

---

**In 2019** Two additional editions are planned for the FY 19

- Special Edition on National Cybersecurity and Cyberdefense Policy (with contributions by cybersecurity chiefs of Germany, Austria, Switzerland, Estonia Israel, United Kingdom and the United States.
- A regular Edition with principal theme “Balkans” under the auspices of Austria.

### **Priorities for 2019 include:**

- Make up time with the ongoing delay in publishing quarterly.
- Higher focus on online publications, E-Book versions and appearance of the website.
- Entering into more syndication relationships for PfPC Publications through DOAJ, ProQuest, and JSTOR.
- Promote the increased use of the journal for teaching purposes.







---

# Emerging Security Challenges Working Group

---

Michael F. Gaul and Dr. Jean-Marc Rickli, Co-Chairs, Prof. Sean Costigan, Senior Advisor

**MISSION AND GOALS** — The mission of the Emerging Security Challenges Working Group (ESC WG) is to provide a collective professional framework to assess new and complex developments that may impact the security environment. A key objective is to enhance the capacity of decision-makers and policy shapers to identify and respond to emerging security challenges.

**In terms of goals, the ESC Working Group pursues:**

**Awareness Raising:** Enhancing the awareness and understanding of the character of “emerging security challenges” among NATO nations and partner countries so that commonly perceived threats can be jointly addressed.

**Networking:** 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.

**Outreach:** Developing products such as policy papers and modules for curricula of education of military and civilian leadership.

---

## OUTCOMES AND ACHIEVEMENTS

2018

---

The ESC Working Group had a very productive year in 2018 and engaged in the following activities:

### CONFERENCE

*"Innovation in the age of accelerations: global resilience and cyber knowledge networking"*

April 2019, Manassas Virginia, USA

The PfP Consortium Emerging Security Challenges Working Group in partnership with NATO Allied Command for Transformation, and the United Nations Institute for Training and Research organised a two-day conference at George Mason University Science and Technology Campus, Manassas Virginia, on April 26-27 2018. The topic of the conference was "Innovation in the age of accelerations: global resilience and cyber knowledge networking". The first day was composed of a series of panel discussions where experts shared their knowledge on the following topics:

- Emerging security challenges
- Exploring Resilience through Training Readiness– What's new? What to provide? What to expect?
- Education and training to design resilience

In addition, Thomas Friedman, Pulitzer Prize Winner and author of "Thank You for Being Late: An Optimist's Guide to Thriving in the Age of Accelerations" gave a recorded keynote address.

Day Two was a design-thinking workshop on the topic of: "Towards resilience readiness, Educating, Training,

Networking. From this workshop, it was identified that Disruptive change will be driven by three interlocking factors that will likely transform our professional framework:

- Atomization
- Automation
- Augmentation

Within a new culture of globalization, we cannot teach for the future with the ways of the past, as we are in danger of alienating millions of young people who don't see education as the route to a good job. Innovation needs to get hammered out beginning in kindergarten and continuing in schools and professional education and training. With view to cyber, we need training through a Multi-domain Effects-Based Lens. Consequently, the future of work and learning will focus on scalable learning with agility.

The two-day workshop attracted around 100 participants. The participants walked away with an analytical framework that answered the following question:

*"How might we leverage the expertise, networks and energies of the Cyber Knowledge Networking Workshop into a sustainable community able to grow organically in support of 21st Global Knowledge Networking."*

The design technique allowed the group to analyze the impact and the feasibility of each part. The seven parts, listed from the most impactful to the least impactful, include: community,

purpose, resources, partnership, communication, structure of organization, and social campaign.



### WORKING LUNCH

*Senior Advisory Council (SAC) of the PfPC*

#### NATO Headquarters

A working Lunch of the SAC on 21 June 2018 at the New NATO Headquarters, Brussels, was arranged by Co-Chairman Michael Gaul, hosted by the German Ambassador to NATO, Dr. Hans-Dieter Lucas and opened by NATO's Deputy Secretary General, The Honorable Rose E. Gottemoeller.

The event brought the SAC members together with Allied and Partner nations Ambassadors and representatives of the PfPC's stakeholder nations as well as members of NATO's International Staff. It coincided with the 20th anniversary of former U.S. Secretary of Defense William Cohen's proposal to found the PfPC which he made during the NATO

Defense Ministerial of June 12, 1998.

The participants agreed that vision regarding the creation of the PfPC to strengthen defense and military education through enhanced national, institutional cooperation maybe today even more important than ever before. Even if the international security landscape has changed dramatically, the organizing principles of the PfPC have not – collective defense and projecting stability. A great advantage of the Consortium is that it is a highly networked and flexible entity in the NATO toolkit for projecting stability, available for members of the Alliance and partners alike.

Furthermore, Participants underscored the potential of the PfPC to efficiently further the Alliance's partnership activities as it depends on capable and reliable institutions to efficiently implement many elements of NATO's defence capacity building packages with partner countries.

All participants agreed during the exchanges of views that the PfPC with its eight working groups with regional or functional topics and its broad institutional and expert network covers areas which are highly placed on the Alliance's agenda. There was also agreement that the thematic areas such as regional stability, security sector reform, counter terrorism, emerging security challenges, conflict studies and the cooperation with NATO's Defence Education Enhancement Programme Program supplement NATO's Agenda in an efficient and cost effective way and that there would be potential to make the PfPC more visible at the Alliance.

Overall during the discussion, a consen-

sus emerged that as a next step the PfPC should brief the Alliance at strategic level – ideally the North Atlantic Council – about its activities and discuss options to use the potential of the Consortium in a more targeted way in 2019, the 20th anniversary of its creation.

## CONFERENCE

---

*“Stabilizing effects of Euro Atlantic Integration - Working Together Against Hybrid Threats”*

12-13 September 2018, Skopje

The PfPC Emerging Security Challenges Working Group and the Ministry of Foreign Affairs of the Republic of Macedonia Institute for Geostrategic Research and Foreign Policy co-organized a conference entitled, “Stabilizing Effects of Euro Atlantic Integration: Working Together Against Hybrid Threats.”

The opening session featured remarks by the Vice Prime Minister/Minister of Defense of the Republic of Macedonia, Her Excellency Radmila Sekerinska. She explained that crises do not occur because of a single threat but due to several types of threats and that the current and general atmosphere is difficult for civilians to make a difference between real and fake news.

The country was at that time facing one of the biggest challenges in its history – the referendum. The conference was very timely and targeted to support the country’s way on the road to full-fledged NATO membership and accelerated EU integration.

In particular hybrid threats are used to destabilize countries, governments, and institutions, requiring structures to contend with these threats through

partnership, coordination, and dialogue. The event clearly contributed to this goal and fostered the approach to deter hybrid threats requires through close cooperation with allies, partners, and international institutions and highlighted the spectrum of tools that partnerships can offer, as well as new ways of thinking.

His Excellency Ambassador Antonio Missiroli, NATO Assistant Secretary General, Emerging Security Challenges Division, described how emerging hybrid threats can be the result of synergizing new technologies to bring desirable benefits, but they also open avenues to unintended dangers and that therefore countering hybrid threats is a team sport that requires the cooperation of states as an important factor for success.

Discussion panels provided detailed analysis of current and prospective hybrid threats across different regions and domains, provided a fundamental analysis that in emerging hybrid threats, the best way to defend is to be aware, alert, and to anticipate. However, no one can build a wall around - instead an active resilience is the basis to effectively counter future hybrid threats.

The two-day conference brought together 130 government officials and security experts from 17 countries to examine the evolution of hybrid threats by using a comparative approach, as well as to underscore the importance of a multinational and whole-of-government response to such threats.

## WORKSHOPS

---

*ESC WG DEEP Cybersecurity Reference Curriculum and Education Workshops*



Over the course of 2018 the ESC WG supported proactively cybersecurity course development in Ukraine and Tunisia.

### UKRAINE

In September 2018 the SME team on cybersecurity visited at the request of Korolyov Military Technical Institute in Zhytomir, Ukraine, (ZMI) to assist with the adaptation of the NATO Reference Curriculum on Cyber Security for detailed course development. The SME team was comprised of Assoc. Prof. Piotr Gawliczek (Poland), Mr. Marcin Józwiak (Poland), Dr Dinos Kerigan-Kyrou (Ireland), Dr Scott Knight (Canada).

- This event supported the further development and use of the Generic Reference Curriculum on Cybersecurity.
- An e-learning/ADL course development workshop was run for five Ukrainian personnel, who developed viable ADL micro-course product as an outcome of their course work.
- ZMI faculty were provided detailed working examples of existing cybersecurity education in a military institute context (Canadian and Irish military academies) that has been facilitated via adaptation of the Generic Reference Curriculum on Cybersecurity.
- Working level faculty involved with Cybersecurity course development were the main participants. The proceedings of the visit were opened and closed by Col Ihor Sashchuk, Deputy Chief of Academic Research at the ZMI.

### WAY AHEAD

The next step is to create a course in Ukraine at ZMI in cyber security awareness; This course would be a tangible cybersecurity product and would also provide a hand-on introduction to e-learning/ADL course development for the staff of ZMI. Decisions to move in this direction would have to be made by the commanding officer at ZMI.

A planned 40-hour course is also underway, to be outlined by the faculty at ZMI with guidance from the cyber SME team.

### TUNISIA

In July 2018 a SME team on cybersecurity visited Tunis at the request of the Tunisian War College to assist with the initial planning for the first cyber course at the War College. The work began with the adaptation of the NATO Reference Curriculum on Cyber Security for detailed course development. The SME team was comprised of Prof. Sean Costigan (USA), Mr. Michael Gaul (Germany) Prof. Michael Hennessy and Prof. Sylvain Leblanc (Canada), Prof. Dinos Kerigan (Ireland).

The TN War College was represented by the following Officers: - Captain (N) Hmida GUEDDICHE: Chief of naval department; Responsible for DEEP folder: - Colonel Hosni SAADAOU: Chief of the Joint education department; - Colonel Imed BOUSBIH: Deputy Chief of Air Force department; - Major Thamina HADIAOUI: Representative of the Intelligence and Security of Defense Agency.

After thorough discussions on Cybersecurity education, both parties agreed on the relevance of the topic for senior officers who will be leaders

of military units after graduation from the War College. Within this framework and according to the specific TN request, parties agreed on the opportunity to organize a two-day seminar on the subject of “Cybersecurity” which is recently integrated into the joint operational education program in the War College.

Parties agreed, in principle, on the first draft of the Cybersecurity Seminar.

A further workshop was planned to develop at 14-hour course on cybersecurity.

#### **WAY AHEAD**

It was agreed, in principle, that the activity should be developed through a process of four phases:

**Phase 1:** The ongoing experts meeting for the conception of a course/seminar on Cybersecurity (Tunis, 09 - 13 July 2018)

**Phase 2:** DEEP SME's will join the Tunisian War College to conduct the first Cybersecurity seminar during the 2018 - 2019 academic year. The activity should be conducted upon invitation by the TN War College once dates for the conduct of the seminar will be officially defined.

**Phase 3:** DEEP SME's will join the Tunisian War College during the academic year 2019-2020 (The date will be defined subsequently) to either conduct the cybersecurity seminar or to observe, mentor or assist Tunisian teachers conducting it depending on Tunisian capacity. An official invitation will be communicated to the DEEP Senior Programme Manager in this context.

**Phase 4:** Over the next few years, Tunisia will continue capacity building

through train the trainers and by sending Tunisian War College Representatives to join Cybersecurity courses held in Euro-Atlantic high education institutions to acquire the necessary knowledge and experience to teach this course and further develop the curriculum. Continued DEEP support in cybersecurity will be requested as needed.

**Phase 5:** A two-day meeting should be held in the TN War College November 2018 to select and assign readings, review learning objectives and define teaching points. The participation of a Tunisian SME will be welcomed. b. It was agreed that the following points of contact should be established in order to facilitate communication during the entire process

Subsequently in November 2018 a SME team on cybersecurity visited Tunis at the request of the Tunisian War College to assist with the adaptation of the NATO Reference Curriculum on Cyber Security for detailed course development. The SME team was comprised of Prof. Sean Costigan (USA), Prof. Michael Hennessy and Prof. Sylvain Leblanc (Canada).

At the end of the meeting both sides agreed:

- To maintain the lectures and their learning objectives defined in the first meeting.
- DEEP SMEs will take part in the cybersecurity seminar that will be held in the TWC during the 18th and 19th of March 2019 (DEEP 2019). They will observe how the seminar is conducted and provide some lectures to the students. An official invitation will be communicated to the DEEP

Senior Programme Manager in this context.

- To assign the responsibility of teaching the lectures to DEEP SMEs and TN SMEs as follows:

**LECTURE 1:** DEEP SME

**LECTURE 2:** Tunisian SME

**LECTURE 3:** Tunisian SME

**LECTURE 4:** DEEP SMEs (Points 1-3) and TN SME (Point 2)

**LECTURE 5:** DEEP SME

At the end of discussions, both sides agreed on the following points:

- DEEP SMEs will prepare readings on the different lectures in French or in English.
- Before starting the seminar, DEEP SMEs will send to the TWC the PPT presentations and the lectures in a hard and electronic copy. The readings will be provided to the students for a pre-seminar preparation by the end of February 2019.
- DEEP SMEs suggested to include in the lecture 5 (Introduction to cybersecurity in joint operations) questions and thinking points in order to prepare the students for the conduct of the final operational exercise "Hannibal".

Over the next few years, Tunisia will continue capacity building through training the trainers and by sending Tunisian War College representatives to join Cybersecurity courses held in Euro-Atlantic high education institutions to acquire the necessary knowledge and experience to teach this entire course and further develop the curriculum. Continued DEEP support in cybersecurity will be requested as needed and will

be highly appreciated and welcomed.

Additional institutions have requested SME cyber support including Armenia, Macedonia, Morocco, among others.

#### DEEP CONTRIBUTIONS

Jean-Marc Rickli participated in two DEEP visits (September and December) to Tunisia to advise the Ecole Supérieure de Guerre (ESG) on their curriculum on strategy and geopolitics. The first visit was devoted to review and improve their curriculum while the second visit was to assess some of the lectures given in the curriculum. A possible third visit in April 2019 to give lectures on artificial intelligence and on the future of warfare is in discussion with the ESG and the NATO DEEP program officers.

#### HYBRID WARFARE CURRICULUM

In line with the guidance received by the CSC in early 2018 and pending final approval by the SAC the ESC Working Group has been actively undertaking preparatory work for the creation of a hybrid threat curriculum. The events held in 2018 have been used to further the knowledge of the group and to build a network of experts in this area.

---

## MEASURES OF EFFECTIVENESS

2018

---

As noted by the PfP Consortium Steering Committee and senior stakeholders, there is wide understanding that full-spectrum hybrid warfare is currently underway, with clear negative effects for the security fabric of Europe, NATO Allies and NATO partner nations. These full-spectrum challenges run the gamut of security risks, with particular effects felt through technologies and the exposure of systemic insecurity in democracies. With the ESC Working Group's enhanced focus on hybrid warfare, resilience and cyber security, it is positioned to address the most relevant issues on NATO's agenda and the challenge of the expanding impacts stemming from the mix of conventional and unconventional challenges.

All events were co-organized with major stakeholders and achieved multiplier effects with regard to outcomes, outreach, visibility and the pooling of resources.

As perhaps the only fully free and comprehensive cybersecurity curriculum, the ESC Working Group's Generic Reference Curriculum on Cybersecurity gained wide exposure. In addition, at least eight countries are integrating a module or more into their respective national cyber training.

2018 was the first year for co-Chair Dr. Jean-Marc Rickli from the Geneva Centre for Security Policy and in charge of Global Risk and Resilience. He integrated himself in an outstanding and very proactive way in the work of the WG and both chairmen developed immediately an excellent relationship.



---

# The Way Ahead

---

The ESC WG is planning to continue to hold events in 2019 on hybrid warfare, cyber defence and resilience with a focus on Ukraine.

Likewise, train-the-trainer workshops on cyber defence are being planned for Ukraine and Tunisia. With assistance from the cybersecurity education team, Tunisia has made significant progress in offering a 14-hour course in cybersecurity – their first -- at the Tunisian War College.

Furthermore - based on guidance received by the CSC and pending final approval by the SAC the ESC Working Group is actively undertaking preparatory work for the creation of a hybrid threat curriculum.

## KEY INSTITUTIONS ENGAGED WITH IN 2018

NATO, Brussels, Belgium • Stakeholder Delegations and Missions to NATO • German Federal Ministry of Defence, Bonn, Germany • Austrian Ministry of Defence, Vienna, Austria • Bulgarian Ministry of Defence, Sofia, Bulgaria • US Department of Defense, Washington, DC, United States • Dartmouth Strategic Studies Group, UK • Führungsakademie der Bundeswehr, Hamburg, Germany • Geneva Centre for Security Policy, Geneva, Switzerland • George C. Marshall Center, Garmisch-Partenkirchen, Germany • I-Intelligence, Zurich, Switzerland • Kings College, London, United Kingdom • National Security Council, Kiev, Ukraine • National Defence Academy, Vienna, Austria • National Defense University, Washington D.C., United States • NATO Cooperative Cyber Defence Centre of Excellence, Tallinn, Estonia • PfP-C Education Development Working Group • PfP-C Combating Terrorism Working Group • Polish National Defence University, Warsaw, Poland • Royal Military College, Kingston, Ontario, Canada • Small Arms Survey, Geneva, Switzerland • The George Washington University, Washington D.C., United States • The Trench, Ferney Voltaire, France • University of Cardiff, Cardiff, UK • University of Lodz, Lodz, Poland • University of Warsaw, Warsaw, Poland • Ministry of Defence Skopje • Skopje Military Academy “General Mihajlo Apostolski” • Centre for Military Studies, Copenhagen • Digital Ethics Lab Oxford • Joint Training, Simulation and Analysis Centre, Sofia • Rand Cooperation • Assembly of the Republic of Macedonia • Verkhovna Rada Committee on National Security and Defence, Kiev • Institute for Defence Studies and Analyses, New Delhi • Public Policy Faculty at the Rochester Institute of Technology, Kosovo • Centre of Excellence for countering Hybrid Threats, Helsinki • ATA Skopje • George Mason University, Manassas, USA • Institute for Geostrategic Research, Skopje



ISBN: 978-3-903121-85-0

