Partnership for Peace Consortium of Defense Academies and Security Studies Institutes

ANNUAL REPORT 2014

VIRIBUS UNITIS

Study Group Information

SCHUTZ und HILFE

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Annual Report 2014

PfP Consortium of Defense Academies and Security Studies Institutes

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Foreword

Dear Colleagues,

The Partnership for Peace Consortium (PfPC) of Defence Academies and Security Studies Institutes is proud to present its annual report for 2014.

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

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

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

Dr. Raphael Perl
Executive Director

Foreword

Dear Colleagues,

Since 1999, the Austrian National Defence Academy has actively supported the PfP Consortium of Defence Academies and Security Studies Institutes through managing two Study Groups on crisis regions. These Study Groups – one on Regional Stability in South East Europe and the other in the South Caucasus – have positively contributed to improving the understanding the complex regional conflict scenarios among decision makers and experts from diplomacy, the military and academia.

With four Study Group workshops per year and the support given to Serbia and Croatia in the Defence Education Enhancement Programmes, the Republic of Austria is among the chief contributors to this important research and education network in the Euro-Atlantic domain. On the basis of the high academic standards of the PfP Consortium Study Group Information Series and the wide reception of its Policy Recommendations, the Austrian National Defence Academy is again pleased to support the editing and printing of the Fourth Annual Report of the PfP Consortium.

Austria very much looks forward to the year 2015 – which will combine 20 years of Austrian membership in the PfP Programme with the 17th PfPC Annual Conference to be convened in Vienna from 1-3 July 2015.

Erich Csitkovits, LTG
Commandant
Austrian National Defence Academy

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The Partnership for Peace Consortium of Defence Academies and Security Studies Institutes in 2014

Raphael Perl

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

In 2014, PfPC operations staff coordinated and logistically provided support to a total of **86** defense education/defense institution building and policy-relevant events: **28** multinational workshops/conferences and **58** security related curriculum and faculty development events. Over **1700** participants from **41** nations participated, an increase of 23% in events and 21% in the number of participants over the previous year.

Selected Highlights of PfPC 2014 Activities include:

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

➢ Publishing and distributing workshop-based policy recommendations oriented towards more than 800 decision makers in Europe, Eurasia, the United States, international organizations and local governmental

and non-governmental institutions. In addition, workshop proceedings are published with a print run of 1000 copies for global distribution in the PfPC Study Group Information Series supported by the Austrian National Defence Academy.

➢ Publishing – also in Russian – 6 new PfPC policy briefs and background papers on *(1) Technology Innovation and its Impacts; (2) Hybrid Conflicts as an Emerging Security Challenge; (3) The Convergence of Crime, Terror, and Corruption; (4) Addressing Transnational Threats; (5) Sunni Foreign Fighters in Syria, (6) Big Data and Emerging Security Challenges; (7) Regional Stability in South East Europe and (8) Regional Stability in the South Caucasus.*

➢ Integrating a dynamic gender component into NATO/PfP Reference Curricula for Professional Military Education; supporting development of Reference Curriculum for Non-Commissioned Officers and supporting implementation of SSR component of Reference Curriculum for officers.

➢ Convening in Belgrade, Serbia (Apr 14) the 8th annual multi-national teaching methodologies workshop of the Defense Educators Program in which 45 faculty from 11 countries participated. The event presented defense educators with modern learner-centered education methodologies for implementation in their respective PME institutions and served as a launching event for the new Serbian DEEP.

➢ Launching of three new Defense Education Enhancement Programs (DEEPs): Croatia, Serbia, and Uzbekistan as well as sustaining ongoing DEEP activity in ten Partner nations: Afghanistan, Armenia, Azerbaijan, Georgia, Iraq, Kazakhstan, Mauritania, and Moldova, Mongolia and Ukraine.

➢ Launching implementation of the PME Reference Curricula (RC) for NCOs in Georgia, Kazakhstan, Serbia, and Ukraine.

➢ Organizing and preparing for launch two new reference curricula: a counterinsurgency curriculum led by the Conflict Studies working group, and a cyber curriculum led by the Emerging Security Challenges work-

ing group. A computer-delivered version and a traditional classroom version of a cyber curriculum is being developed.

➢ Developing planning and production of an academic Table Top Exercise (TTX) on countering the phenomenon of Foreign Terrorist Fighters (FTF) using a comprehensive, whole-of-government approach.

➢ Convening the 9th Regional Security in the South Caucuses (RSSC) workshop, in Istanbul, Turkey from 20 to 22 March 2014 which brought together representatives from all sides of the contested regions in the South Caucuses. Policy recommendations were produced and widely distributed.

➢ Convening of the 10th RSSC workshop in Reichenau, Austria from 6 to 8 November 2014 on the topic "Towards Europe?! Straddling Fault Lines and Choosing Sides in the South Caucasus". The speakers considered whether the Eurasian Union would one day become an integrative project like the European Union, or whether it was merely the re-creation of the Soviet Union in a new form. Policy recommendations were produced and widely distributed.

➢ Sustaining representation of all sides of the frozen conflicts in the RSSC SG.

➢ Facilitating contact between EUMM monitors and Abkhaz representatives in Istanbul, March 2014.

➢ Continuing engagement to strengthen civil society in Balkans, whole-of-government approach.

➢ Publishing a Special Edition of the PfPC Journal *Connections* featuring submissions by Russian scholars, focusing on Russia's international relations, including the dynamics of the Ukraine-Russia relationship.

➢ Enhancing refinement of the PfPC Journal *Connections* digital presence by improving the means for article discovery on the journal site www.connections-qj.org; and further enhancing the organization's digi-

tal presence by deployment of a new website – www.pfp-consortium.org – which links to the journal website and also features journal content.

➢ Elevating the journal to a peer-review format and status, thereby allowing for inclusion of articles in popular databases used widely by the academic community.

The DEEP program was specifically cited in Article 81 of the NATO Wales Summit Declaration in September 2014 and NATO ACT Adopted an Education Development Working Group (ADL WG) produced NCO PME Reference Curriculum as a formal NATO Document.

In the area of PfPC governance meetings:

The PfPC 16th Annual Conference, hosted by the Ministry of Defense of Romania was held in Bucharest, Romania, 24-26 June 2014. Some 100 speakers and participants from 25 countries attended the event. This year's conference theme was *The Future of Euro-Atlantic Security: Education and Power*. Addressed were issues such as *Building Trust through Transparency: The Power of Soft Power*, *Capacity Building through Defense Education in Turbulent Times*, *Security Implications of New Technologies* and *Political Accountability and Security*.

Two combined SAC/CSC PfPC governance meetings were held in 2014; the first from 7 to 8 January 2014 in Garmisch-Partenkirchen, Germany and the second from 10 to 12 September 2014 in Vienna, Austria.

More specifically and notably, the activities, outcomes, priorities, and future vision of the active working/study groups and those of the PfPC Editorial Board are provided in the 2014 Annual Report text that follows.

Education Development Working Group

Alan Stolberg

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 ten 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 Plans (IPCP), and 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.

The Working Group focuses on two core elements of partner needs in defence education:

1. development of curricula utilized in the education and training of modern armed forces and
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 two programs under the country-specific Defence Education Enhancement Programs (DEEP) for the defence education institutions in each supported country to execute these elements:

1. Defence Educator Workshops to assist faculty development and
2. the crafting of Reference Curricula that can be utilized by any of the defence education institutions.

For each participating country supported by the PfP Consortium (Armenia, Azerbaijan, Croatia, Georgia, Kazakhstan, Moldova, Mongolia, Serbia, Ukraine,

and Uzbekistan), the Working Group has established a Defence Education Enhancement Program (DEEP) composed of US and NATO defence educators.

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

- Guide and mentor reforms in professional and military education, both in individual defence education institutions and in a defence-wide holistic approach to professional military education.
- Promote learner-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 2014

The following list demonstrates the success of the EDWG's efforts. The first six items describe the positive reception by Partners of the EDWG programs, and the growing demand for them. The last three items describe the steps taken, in cooperation with NATO, to maintain coherence and strategic focus for a rapidly expanding activity.

- For the first time DEEP support is being provided to a NATO member – Croatia.
- The EDWG has published a detailed measure of effectiveness assessment for all ongoing DEEP programs; to be updated on an annual basis.
- Strategic planning documents have now been published for all ongoing DEEP programs.
- The NCO Reference Curriculum, published at the end of 2013 and a companion effort to the 2011 publication of a Reference Curriculum for

Officer Professional Military Education, has been the subject of multiple requests from a number of Partner states (Georgia, Kazakhstan, Serbia, and Ukraine). The result has been a dramatically expanded level of EDWG support to NCO education.

- The Defence Educator Faculty group that conducts faculty development has significantly expanded and will be conducting 17th workshops in ten countries in 2015; this represents nearly a doubling in output.
- The development of two new reference curricula is being supported with EDWG professional academic expertise: Cyber Defence and Counterinsurgency (COIN).
- For the first time, host nation defence education institutions are requesting DEEP support for the creation of entire new courses oriented on specific subjects (e.g., Western Operational Art, Western Logistics, NATO Staff Officer, and Legal Aspects of Peace Support Operations).
- Host nation PME faculty personnel from partner countries (e.g., Georgia, Moldova, Kazakhstan, and Ukraine) are beginning to serve as DEEP activity providers in greater numbers.
- Due to a lack of human resources, the NATO-led DEEP in Uzbekistan ended its support for the "PfP Training Center", and did not begin a DEEP in Kyrgyzstan. The U.S.-led DEEP in support of the Armed Forces Academy continues in Uzbekistan.
- The NATO Defence Education Clearing House process continues to increase the cooperation and synergy of member and partner defence education institutions throughout the region.

Outcomes and Achievements 2014

- Armenia: New senior officer Command and Staff Course (COSC) seriously examining the possibility of developing an entire Western Operational Art course. Expanded coordination within the DEEP program with the Armenian NDU (Research).
- Azerbaijan: New Commandant of the Military College of the Armed Forces (MCAF) is extremely supportive of DEEP – "NATO and European integration" is the MCAF goal. Introduction of the new Senior Officer (Operational Strategic) Course specifically delayed in order to provide a greater Western orientation for it.

- Croatia: New DEEP initiated for the Croatian Defence Academy (CDA) – contains pre-commissioning, advanced course, staff college, war college, and a new research center. PfPC support will be for faculty development; the annual multinational educator faculty workshop will be hosted by the CDA in Zagreb – likely in July 15 – and will take place concurrent with a focused national faculty development workshop for the CDA only.
- Georgia: Improved management of the Bachelor's Degree program continues. Expanded faculty development emphasis on the ability to evaluate and assess students via a series of DEEP workshops. Support for NCO education began with support for incorporation of the NATO NCO Reference Curriculum. To demonstrate significance to the Georgian armed forces, the Georgian CHOD personally met with the DEEP NCO team. A Georgian Senior NCO who was on the original NCO Reference Curriculum drafting team also served on the team as a provider – he did the same for Kazakhstan.
- Kazakhstan: Development of a 45 hour Western Operational Course for the NDU is complete – to be taught for the first time on 2015. Work begun on development of a 45 hour Western Logistics Course for the NDU – to be complete in fall 2015. Development of a NATO Staff Officer Course is complete and nearing completion for a Legal Aspects of Peace Support Operations Course – both for the Peacekeeping Training and Education Center (KAZCENT) and both to be taught in 2015. Kazakh NDU personnel also supporting potential development of a Western Operational Art Course in Armenia. A new program to support NCO education was initiated in 2014; exceptional Kazakh support was demonstrated by the CHOD's direct participation in meetings with the DEEP NCO team.
- Moldova: Emphasis is now on sustainment of reforms for the Basic Course (4-year pre-commissioning) and Senior Course (command and staff) from prior years. DEEP is also assisting in development of a new PhD program in Military Science and a new Senior Executive interagency course in national security.
- Mongolia: DEEP program began in 2013. Clear senior Mongolian leadership support expressed by First Deputy Minister of Defense (DMOD) Battur (a civilian). Initial DEEP events have been focused on faculty development and curriculum development for the Defence Uni-

versity of Mongolia (DUM) and the various schools under its umbrella. Highlights were two faculty development events and the foundations for a framework curriculum on International Security, a Mongolian Staff Officer Course and a NATO Operational Planning Course.

- Serbia: DEEP program began in 2013. Strong support from the MOD. Initial DEEP events oriented on faculty development and NCO education support for creation of a Battle Staff course for mid-grade staff NCOs. The 2014 program focused on niches identified in 2013. Serbia will sign Memoranda of Understanding with three equivalent institutions involved in DEEP. Serbia also proposed four experts to assist in other national DEEPs.

- Ukraine: DEEP program began in 2013 – largest in the world – in support of 10 PME institutions (war college/staff college, pre-commissioning school, and NCO academy levels). Very significant support from the most senior levels of government, to include the President and the MOD for widespread modern curriculum and faculty development. An initial DEEP NCO visit was made to three separate NCO Academies in Ukraine – with the potential intent of developing a long term program of support.

- Uzbekistan: DEEP program began in 2013. Initial DEEP events focused on curriculum and faculty development. While the NATO program with the Partnership Training Center was ended in 2014, the U.S. DEEP with the Armed Forces Academy continues. There is very little other significant security cooperation with Uzbekistan.

The Way Ahead

As with previous years, the DEEP concept is continuing to mature and expand its appeal throughout Europe and Eurasia. Modernization compatible with Euro-Atlantic defence education standards remains a goal worth working for. The management and orchestration of ten 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 both 2013 and 2014
- Strategic Plans for Ten DEEP Countries (Armenia, Azerbaijan, Croatia, Georgia, Kazakhstan, Moldova, Mongolia, Serbia, Ukraine, and Uzbekistan)

List of Meetings

- Annual Meeting of the Education Development Working Group, June 14
- Eighth Annual Educators Faculty Development Program, April 14

Key U.S. and NATO Defence Education Institutions for the EDWG

1. Austrian National Defence Academy, Vienna, Austria
2. Canadian Defence Academy, Kingston, Ontario, Canada
3. Czech Republic University of Defence, Brno, Czech Republic
4. George C. Marshall European Center for Security Studies, Garmisch-Partenkirchen, Germany
5. German General Staff Academy, Hamburg, Germany
6. Italian Military Center for Strategic Studies, Rome, Italy
7. NATO Defence College, Rome, Italy
8. NATO School, Oberammergau, Germany
9. Poland National Defence University, Warsaw, Poland
10. Romanian National Defence University, Bucharest, Romania
11. Slovakian National Academy of Defence, Bratislava, Slovakia
12. U.S. Army Command and General Staff College, Leavenworth, Kansas, USA
13. U.S. Army Sergeants Major Academy, El Paso, Texas, USA
14. U.S. Army War College, Carlisle, Pennsylvania, USA

15. U.S. Joint Forces Staff College, Norfolk, Virginia, USA
16. U.S. National Defence University, Washington, USA
17. U.S. Naval War College, Newport, Rhode Island, USA

Key Partner Institutions

1. V. Sargsyan Military Institute, Yerevan, Armenia
2. National Defense (Research) University, Yerevan, Armenia
3. Military College of the Armed Forces, Baku, Azerbaijan
4. Croatian Defence Academy, Zagreb, Croatia
5. National Defence Academy, Gori, Georgia
6. NCO Training Center, Kojori, Georgia
7. National Defence University, Astana, Kazakhstan
8. NCO Academy, Schuchinsk, Kazakhstan
9. Partnership Training and Education Center, Almaty, Kazakhstan
10. Military Academy, Chisinau, Moldova
11. Defence University of Mongolia, Ulaan Battar, Mongolia
12. NCO Academy, Pancevo, Serbia
13. University of Defence, Belgrade, Serbia
14. Air Forces University, Kharkiv, Ukraine
15. Army Academy, Odessa, Ukraine
16. Ground Forces Academy, Lviv, Ukraine
17. Military Institute of the National Law University, Kharkiv, Ukraine
18. Military Institute of the National University of Ukraine, Kiev, Ukraine
19. National Defence University, Kiev, Ukraine
20. Naval Academy, Odessa, Ukraine
21. NCO Academies, Lviv – Yavoriv, and Desna, Ukraine
22. Telecommunications Military Institute, Zhytomyr, Ukraine
23. Armed Forces Academy, Tashkent, Uzbekistan

Regional Stability in South East Europe Study Group

Ernst M. Felberbauer

Mission and Goals

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

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

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

For the more than 265 partner institutions involved in RSSEE, regional stability in the Western Balkans means to strive for comprehensive and cooperative political, economic, cultural, and civil/military relations in areas that have passed through wars, where the political and interethnic relations are still partly characterized by conflict, or that are afflicted with security problems due to differing geo-strategic interests of regional or global actors.

Highlights of 2014

In its 14th year of existence, the well-established tradition of workshop series in building trust and reconciliation was continued by convening the 28th RSSEE Workshop from 22 to 24 May 2014 at the traditional meeting place of the RSSEE Working Group, the chateau of Reichenau/Rax. Bringing together more than 40 experts from the region and the international community discussed and drafted policy recommendations to the topic of *"Political Parties in South East Europe: Supporting Intra-State, Regional and European Consolidation?"*

The legacies of the past authoritarian systems and wars, the partly unfinished consolidation of multiethnic states (Bosnia and Herzegovina, Kosovo, Macedonia) as well as the bad economic situation and still strong nationalistic attitudes represent heavy challenges in the process of defining a new cooperative and constructive role for the regional political parties. As the recent experiences of countries outside the Western Balkans like e.g. Greece and other neighbours have shown, extremist political forces can shake the political system to the very foundations even within the EU. Once social and economic parameters are declining, the electorate is rapidly losing confidence in mainstream political parties.

The workshop focused on the role of political parties in South East Europe in democratizing and reforming their countries as well as contributing to regional cooperation and consolidation. How credible and viable are the concepts and agendas of the main political parties? In which characteristic way do they interact with other social actors in their countries? How big is the gap between the "formal" and "informal" sphere in the context of policy-making? In how far do regional and international networks and relations influence the political transition in individual countries? Do nationalism and/or other radical ideologies represent a risk for political and social consolidation in South East Europe and can they endanger the process of Euro-Atlantic integration? How harmful are authoritarian tendencies for democratic institution-building in some of the Balkan states? Is there a pro-active role of the young generation as the potential driving factor for democratic reforms and regional consolidation or do conformation and/or resignation dominate in this age group?

The 29th RSSEE workshop on *"Bosnia-Herzegovina and Beyond: The Role of Civil Society in Supporting Democratization and Euro-Atlantic Integration in South East Europe"*

was convened from 25 to 27 September 2014 in Sarajevo in partnership with the Center for Security Studies (CSS).

A vital Civil Society usually is seen as an important attribute of developed democratic states. In South East Europe, intellectuals and international stakeholders have pinned their hopes on Civil Society Organisations (CSOs) as driving factors for positive societal and political changes and beneficial correctives to the return of authoritarian practices.

CSOs, however, have proven not resolute enough due to a widely spread social and economic pessimism, which has characterized South East European societies. The demonstrations in Bosnia and Herzegovina in the spring of 2014, which were caused by the tremendous social and political frustration of the citizens, have given hope for some positive political changes in this country as well as in the neighbourhood.

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

Outcomes and Accomplishments/Achievements 2014

- Two *expert workshops* bringing together more than 80 experts on Western Balkans issues in Austria and Bosnia-Herzegovina.
- 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 49 and 50 of the PfP Consortium *"Study Group Information Series"* with a print run of 500 copies each and global distribution.
- Additonally, a comprehensive overview to the history and development of South East Europe on its path towards the European Union was published under the title of *"SEEing European Security Architecture"* as volume 51 of the PfP Consortium *"Study Group Information Series"*.

The Way Ahead

In 2015, RSSEE will focus its policy and research orientation on *"A Region in Limbo: South East Europe in the Light of Strained Western-Russian Relations"* in its 30th workshop from 23 to 25 April 2015, Reichenau/Rax. This will be preceded by a Vienna-held Symposion to the same framework title on 22 April 2015.

At the 31st RSSEE regional workshop from 28 to 30 September 2015 in Belgrade, Serbia the Study Group will focus on measures of regional rapprochement among the Western Balkan countries, most prominently Serbia, on their way towards EU Membership. The workshop will precede the 5th Belgrade Security Forum *"Can Europe Redefine Itself?".*

Appendices

List of Meetings 2014

28th RSSEE Workshop
"Political Parties in South East Europe: Supporting Intra-State, Regional and European Consolidation?"
22 to 24 May 2014
Reichenau/Rax, Austria

29th RSSEE Workshop
"Bosnia-Herzegovina and Beyond: The Role of Civil Society in Supporting Democratization and Euro-Atlantic Integration in South East Europe"
25 to 27 September 2014
Sarajevo, Bosnia and Herzegovina

Key Institutions Partnered with in 2014

In addition to the NATO, the European Union and OSCE representations and offices in South East Europe, RSSEE has more than 265 academic and institutional partners in the region. In 2014, among the main contributors were:

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

- Bahcesehir University, Istanbul, Turkey
- Bucharest State University, Bucharest, Romania
- Centre for Security Studies, Sarajevo, Bosnia and Herzegovina
- Cranfield University, Faringdon, United Kingdom
- Faculty of Political Sciences, University of Belgrade, Serbia
- Helsinki Committee for Human Rights in Serbia, Belgrade, Serbia
- Humanitarian Law Centre, The Hague, Netherlands
- Institute for Department and International Relations, Zagreb, Croatia
- Institute for Security and International Studies, Sofia, Bulgaria
- Institute for Development Policy, Pristina, Kosovo
- Institute for Political Science, Bucharest, Romania
- Kosovar Institute for Policy Research and Development, Pristina, Kosovo
- Progres – Institute for Social Democracy, Skopje, Macedonia
- School for Conflict Analysis and Resolution (S-CAR), George Mason University, Washington, USA

Regional Stability in the South Caucasus Study Group

Ernst M. Felberbauer

Mission and Goals

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

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

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

The on-going crisis in Ukraine simultaneously distracts and colours perceptions about recent events in the South Caucasus. The international community devotes as much attention on the Ukraine crisis as it has failed to devote on the conflicts in the South Caucasus. While the Ukraine crisis reminds experts of how regional tensions led to full-blown war twenty years ago, Western leaders seem to be oblivious of the fact that yet another frozen conflict is being concocted at Russia's periphery, between the European Union and the Eurasian landmass. This also means that the West is no closer to a clearer understanding of the tensions in the South Caucasus, as the sources of those tensions recede ever further into the past, making resolution more difficult.

More to the point, Abkhazia suffered a minor revolution in the Spring of 2014, which led to the removal of Aleksandr Ankvab as democratically elected president of the self-proclaimed "Republic of Abkhazia". These events are reminiscent of those that saw Ukraine's president Yanukovich seek exile in Russia, with the exception that it didn't trigger accusations of third party (read Western or Georgian) involvement. Following the elections of 24 August 2014, predictably repudiated by Georgia and the West, Abkhazia has largely recovered its former stability.

In Georgia, president-elect Bidzina Ivanishvili has, as promised upon his election in 2013, relieved himself of office and left it open to incoming president Irakli Garibashvili. The brief passage of Ivanishvili at the helm of the Georgian state has left its mark. Among the major accomplishments of his leadership, the relative rapprochement with Russia through the reopening of some aspects of trade merits mention. However, Georgian politics have suffered from a deep polarization during that period, beginning with attempts at prosecuting outgoing president Mikheil Saakashvili (since 2013 in exile in the U.S.), and continuing with accusations of corruption against defence minister Davit Alasanya, which led to his departure from the ruling coalition in October 2014, and was followed by the resignation of key cabinet ministers, among which foreign minister Maja Panjikidze.

This has thrown the Georgian government in disarray in particular with regards to its ambitions of integration into Western institutions. While this crisis is likely to be resolved through new parliamentary elections, it has cast a shadow on the 2012-2013 success of the first peaceful, free and fair government transition in Georgia since its independence. Because of this, all eyes will be turned on the

quality of the Georgian electoral process, bearing in mind Russia's interest in keeping NATO out of that country.

In the case of Armenia and Azerbaijan, the respective election results of 2012 and 2013 have predictably perpetuated the stalemate over Nagorno-Karabakh. It remains to be seen how the localised arms race that has characterised the relations between the two countries since around 2007 will affect Armenia's entry into the Eurasian Union, and Azerbaijan's continued reliance on oil exports in a context of plummeting prices. Experts have predicted that Azerbaijani oil reserves would peak in 2014, and that production would inevitably drop thereafter. This means that the rate of its defence spending would also be expected to diminish. These factors may give the impression to Azerbaijan that it may lose the initiative. After outspending Armenia's entire government budget, the Russo-Armenian alliance may be too much to withstand if its oil revenues drop. Ergo, Azerbaijan may be tempted to initiate action through militarily force.

Highlights of 2014

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

The Turkish think tank TASAM in Istanbul hoested the 9th RSSC Workshop on the topic *"From Self-Defence to Regional Disarmament: Reducing Tensions and Stabilising the South Caucasus"* in Istanbul, Turkey from 20 to 22 March 2014.

The countries of the South Caucasus find themselves at the fault line, and here again, Russia's recent involvement in Ukraine provided food for thought as to whether Azerbaijan could one day hope to strike a deal on Nagorno-Karabakh owing to Armenia's choice of engaging with the Eurasian Union.

Furthermore, it was argued that NATO membership would be the only way to avoid nations being "torn" by that choice, or other strategic and resource rich nations be "grabbed" by Russia. On the other hand, a powerful argument was made that this was not only a contest of nations or civilizations, but of personalities, and that these clashes had played out to the detriment of stability not only in the South Caucasus, but in other regions as well.

There was widespread agreement that insofar as large powers were concerned, arms control, disarmament and de-militarization methods based on the Conventional Forces in Europe protocols were null and void. The CFE had been signed before the collapse of the USSR, and therefore, the geopolitical changes that the collapse had created already hobbled the CFE regime. Rather, it was argued that the Vienna Documents were a more promising avenue to generate confidence between competing powers. In fact, the very principle of verification, especially in the form of the EU Monitoring Mission (EUMM) which came forward in the wake of the 2008 Russian-Georgian war, has shown a dramatic increase in the level of security in Georgia, especially along the de facto border between the breakaway regions and Georgia proper over the last five years.

It was also argued that the EU should take a more proactive and cooperative approach in seeking a viable solution to the conflicts in the South Caucasus, preferably in strategic cooperation with Russia and Turkey.

In the 10th RSSC Workshop on *"Towards Europe?! Straddling Fault Lines and Choosing Sides in the South Caucasus"*, convened from 6 to 8 November 2014 in Reichenau, Austria, 35 experts attented from the region as well as from international organisations, Russia, the United States, the European Union and NATO.

They discussed whether the Eurasian Union would one day become an integrative project like the European Union, or whether it was merely the re-creation of the Soviet Union in a new form. Panellists argued that the defining difference between the two institutions was the presence of checks and balances, which mitigates the disproportionate weight of France and Germany in the EU, which seems (as yet) absent in the Eurasian Union, where Russia is the dominating actor.

At the "operational level", the difference between the EU and the Eurasian Union is their degree of centralization, with the former being a "soft", decentralized federal economic project. The Eurasian Union, it was argued, lacks the institutional framework to accommodate the interests of smaller players, which could lead to an overbearing centralization. Panellists agreed that the Eurasian Union – void of ideological context – was a return to Soviet days. However, this does not mean that there is no cleavage between the EU and the Eurasian Union. In fact, the people of Ukraine, for one, put the issue of individual rights before that of personal comfort, whereas the people of Russia seem (pri-

ma facie evidence seems to support this claim) willing to submit to strong directive rule in exchange for greater material comfort. Whether the Eurasian Union will produce this standard of living has yet to be seen. In this sense the choice between one and the other integrative project represents a civilizational choice. Beyond the ideological content and the common the desire to foster trade and economic relations, could the two projects be reconciled so that countries and nations caught between East and West can better form their policies?

Because the two integrative projects are perceived as "civilizational" incarnations of their respective "blocs", they also constitute competing geopolitical projects. Some aspects of the EU cannot satisfy the security requirements of participants to the Eurasian Union. Armenia's choice for the Eurasian Union, ratified by the Constitutional Court on 15 November 2013, is motivated through the need for additional security guarantees. This is something the EU cannot hope ever to match. The EU has also been accused of being inconsistent (a reflexion of the number of decision-making centres there) in its policies, especially pertaining to enlargement. This means that the issue of "attractiveness" becomes mitigated by hard security considerations. Ukraine's choice is clearly a loss for Russia because it means that a potentially hostile military adversary will manifest itself on its doorstep. This is something that Russia does not want, and it has been a central tenet of its foreign, defence and security policy for the last twenty years. How Ukraine's return to the "Russian fold" will alleviate this sentiment of vulnerability is not clear. Still, the principle of "strategic patience" should be applied all around to allow simmering tensions to cool down and let leaders engage rationally.

The problem is that the South Caucasus will remain isolated by the geopolitical competition. This isolation will continue, regardless of whether a particular country chooses this or that economic integrative project. The solution to reconciling the two projects, and therefore breaking the isolation of the South Caucasus would be to establish therein a free economic zone, commercially accessible to either blocs, liberating the participants from the painful consequences of their dilemma. It could induce both sides to engage in the South Caucasus in a way to eliminate inter- and intra-regional dividing lines.

Outcomes and Accomplishments/Achievements 2014

- Two *expert workshops* bringing together more than 75 experts on the South Caucasus both in Istanbul 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-govern-mental institutions.
- Supported by the Austrian National Defence Academy in Vienna, RSSC published two of the PfP Consortium *"Study Group Information Series"* to the 9th and 10th RSSC Workshop with a print run of 500 copies each and global distribution.

The Way Ahead

In 2015 RSSC will focus its policy and research orientation on two workshops:

- The 11th RSSC workshop to the title *"Apprehending Shifts in Status over Time: The Quest for Strategic Patience in the South Caucasus"* will take place in Kiev, Ukraine from 26 to 28 March 2015.
- The 12th RSSC Workshop from 12 to 14 November 2015 in Reichenau, Austria

Appendices

List of Meetings 2014

9th RSSC Workshop
„From Self-Defence to Regional Disarmament: Reducing Tensions and Stabilising the South Caucasus"
Istanbul, Turkey
20 to 22 March 2014

10th RSSC Workshop
"Towards Europe?! Straddling Fault Lines and Choosing Sides in the South Caucasus"
Reichenau, Austria
6 to 8 November 2014

Key Institutions Partnered with in 2014

In addition to the NATO, the European Union and OSCE representations and offices in the South Caucasus, among the main contributors in 2014 were:

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

Security Sector Reform Working Group

Anja H. Ebnöther and Aiko Holvikivi

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

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

Highlights of 2014

- SSR WG convened a panel discussion on the topic of "Political Accountability and Security" at the Consortium's Annual Conference in Bucharest, Romania on 26 June 2014.
- "Gender-Responsive Evaluation in Military Education – Fourth Workshop on Teaching Gender to the Military", the 19th workshop of the SSR-WG, and 4th workshop in collaboration with EDWG in Geneva, Switzerland, 21 to 24 July.

- Close and repeated collaboration with the Education Development and ADL Working Groups, centred around the "Teaching Gender to the Military" workshop series and subsequent publication project.
- "Authors' Workshop: Teaching Gender to the Military Manual", the 20th workshop of the SSR-WG, and 5th workshop in collaboration with the EDWG, in partnership with the Nordic Centre for Gender in Military Education and the Swedish Armed Forces, in Stockholm, Sweden, 17 to 19 December.

Outcomes and Accomplishments/Achievements 2014

Since 2010, the SSR WG has focused efforts on addressing integration of a gender perspective in the defence sector, pursuant to United Nations Security Council Resolution 1325 and related resolutions on women, peace and security, as well as NATO's policy and operational framework on integrating gender perspectives in military institutions and operations.[1] Workshops in 2010 and 2011 on, respectively, gender and SSR, and gender and defence transformation, highlighted military training and education as a key area in addressing existing challenges in the integration of a gender perspective in the defence sector. In 2012, the SSR WG partnered with the Education Development Working Group (EDWG) to hold a workshop titled "Teaching Gender to the Military: In the Classroom and Through ADL". Building on their fruitful collaboration and the demand for capacity building on the topic, the two working groups developed a series of workshops on the topic, addressing varied topics related to teaching gender, including lesson planning, principles of transformative learning, and integration of gender in the curriculum.

The year 2014 witnessed the conclusion of the SSR WG-EDWG workshop series "Teaching Gender to the Military" with a fourth workshop focusing on gender-responsive evaluation in military education held in Geneva, Switzerland, in July. The event gathered 30 participants, representing over 20 organizations from 16 Allied and Partner Countries. The workshop drew upon the

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[1] For more information on the NATO framework, see the SSR Working Group Factsheet http://dcaf.ch/Publications/Factsheet-on-NATO-Documents-and-Initiatives-on-Gender-and-Security. For more details on the Security Council Resolutions on Women, Peace and Security, see the PeaceWomen Security Council Monitor site: http://peacewomen.org/security_council_monitor/.

NATO/PfPC Generic Reference Curriculum for the Professional Military Education of Non-Commissioned Officers for practical exercises, and included a focus on coaching and mentoring, with a keynote address on the Swedish Gender Coach Programme. The workshop series comprised of four workshops held over two years, attended by a total of 66 participants from 23 NATO and Partner countries, and engaging numerous NATO and affiliated organisations, such as the NATO Committee on Gender Perspectives; gender advisors from the International Military Staff, Allied Command Transformation and Allied Command Operations; NATO School Oberammergau, the CIMIC Centre for Excellence, and the Nordic Centre for Gender in Military Operations.

The two working groups decided to follow up their successful workshop series with the production of a practical manual documenting the knowledge outcomes of the "Teaching Gender to the Military" workshop series. An editorial board, comprising representatives from the two working groups, the Swedish Armed Forces, the Nordic Centre for Gender in Military Operations, NATO School Oberammergau, and UNDP-SEESAC was formed in October, and an authors' workshop to launch the publication project was held in Stockholm in December. The authors comprise a group of experts on gender and military education, and the workshop counted 17 participants from 14 NATO and partner countries.

The SSR WG further contributed to discussions in a broader Consortium context as it convened a panel Political Accountability and Security at the PfPC Annual Conference in Bucharest, 24 to 26 June 2014. The panel covered different aspects related to political accountability including oversight by civil society in general and parliaments in particular with presentations by experts from Azerbaijan and Georgia, and themes and contemporary questions related to gender responsiveness of ombuds institutions – by a DCAF expert and current developments in Ukraine.

The Way Ahead

The conclusion of the "Teaching Gender to the Military" workshop series underscored the demand in NATO institutions, Allied and Partner Countries for practical resources to, on the one hand, enable educators to integrate gender in their instruction and, on the other hand, facilitate the delivery of educational content by gender experts. Accordingly, the SSR WG will, in collaboration with

the EDWG and partner institutions, coordinate the process of compiling a practical manual addressing the what and how of teaching gender to the military. The manual will be drafted and peer-reviewed during 2015, and is expected to be published by the end of the year.

Priorities for the coming year 2015 and beyond

- Support mainstreaming of gender in SSR processes through creation of a practical manual to support the integration of gender in military education.
- Maintain close collaboration with the EDWG and the ADL Working Group to support exchange on and document best practices in integrating gender in military education curricula.
- Foster the community of practice of military gender and education experts from NATO institutions, Allied and Partner countries created through the workshop series on "Teaching Gender to the Military".

Appendices

- Products and publications:
  - DCAF, *Gender-Responsive Evaluation in Military Education – Fourth Workshop on Teaching Gender to the Military*, Workshop After Action Report for the NATO PfP Consortium Working Group on Security Sector Reform (Geneva: DCAF 2014). Available at http://dcaf.ch/Event/Gender-Responsive-Evaluation-in-Military-Education-4th-Workshop-on-Teaching-Gender-to-the-Military
  - DCAF, *Factsheet on NATO Documents and Initiatives on Gender and Security* (Geneva: DCAF 2014). Available at http://dcaf.ch/Publications/Factsheet-on-NATO-Documents-and-Initiatives-on-Gender-and-Security
- Meetings in 2014
  - Strategic planning meeting with EDWG in April in Belgrade, Serbia
  - SSR WG Workshop on "Gender-Responsive Evaluation in Military Education" in collaboration with EDWG in July in

Geneva, Switzerland

- o Strategic planning meeting with EDWG in October at the George C. Marshall Center in Garmisch-Partenkirchen, Germany
- o SSR WG "Authors' Workshop: Teaching Gender to the Military Manual" in collaboration with the EDWG and the Swedish Armed Forces and Nordic Centre for Gender in Military Operations in Stockholm, Sweden

Key institutions partnered with in 2014

- The Geneva Centre for the Democratic Control of Armed Forces (DCAF)
- The Nordic Centre for Gender in Military Operations (NCGM)
- The Swedish Armed Forces
- The NATO Committee on gender perspectives (NCGP)

Combating Terrorism Working Group

Richard Prosen, Peter Forster and Sajjan Gohel

Contemporary terrorism, its threats to national and international security, and its evolution remain the focus of the Counter-terrorism Working Group (CTWG). The CTWG's mission is to provide an open forum in which terrorism specialists share knowledge to enhance the understanding of terrorists' threats, mapping probable future security threats, and providing recommendations of interest to decision-makers to promote effective counter-terrorism strategies, tactics, and policies.

In 2014, the CTWG welcomed the appointments of Dr. Peter Forster (Associate Dean, The Pennsylvania State University) as CTWG Co-chair and Dr. Sajjan Gohel (Director for International Security, Asia-Pacific Foundation) as CTWG Senior Advisor. In April, the CTWG held a full membership meeting in Brussels, Belgium to provide context for understanding current foreign terrorist fighter (FTF) challenges and on-going insurgencies' threats, analyze the impact on Euro-Atlantic and Eurasian security, and identify the CTWG's potential value-added contributions. At the CTWG meeting, NATO Assistant Secretary General for Emerging Security Challenges Sorin Ducaru provided a keynote, strategic landscape presentation. The main outcome from the meeting was that confronting the threat components of the FTF process (i.e., methods of radicalization to violent extremism in home countries, travel and participating in foreign jihads, and returning to their country of origin) emerged as the most pressing issue.

Other recommendations included:

- Engage NGOs, the private sector, and at-risk communities regarding countering violent extremism best practices and addressing the returning/rehabilitating fighter phenomenon.
- Help improve international cooperation among states in sharing information on potential threatening individuals and in the criminalization for attending terrorist camps, participating in foreign fights and insurgencies, deception of government officials, and the recruitment of foreign fighters in efforts to detect and stop traveling and countering facilitation.

The Brussels meeting also helped identify a need to better communicate and understand the challenges of confronting the FTF threat within the Euro-Atlantic and Eurasian security community, including public and private sectors. This observation led the CTWG leadership to reshape the focus the CTWG's near-term objectives. A subgroup was convened in September 2014 at the George C. Marshall Center for European Security Studies to brainstorm additional working group activities that would complement the specialists' perspectives and debate. The resulting decision was that the CTWG would develop a table-top training exercise (TTX) to be used to educate PfPC members on the foreign terrorist fighter threat components and phenomena. The TTX is designed as an analytic exercise providing participants opportunities to assess information, prioritize needs, and intervene during all process stages with the goal of reducing the threat and developing and sharing good international practice in addressing the FTF challenge.

Since September, the CTWG's leadership (Mr. Prosen, Dr. Forster, and Dr. Gohel) and its core membership have been developing and building the TTX. A fictitious country with a potential extremist problem has been developed. Additionally, progress is being made on writing representative case studies, based on ground truth, of foreign terrorist fighters and homegrown extremists' activities and establishing the roles for government, non-government, and community-based groups who will be asked to identify, respond to, and mitigate the effects of violent extremism. The TTX will be piloted at the CTWG's Spring 2015 meeting in London. This event will include updates and discussion on the current state of the threat with the goal of providing additional recommendations and developing a final report (including an Executive Summary for senior leadership). The CTWG plans to further refine and develop the FTF TTX in the 2015-2016 timeframe and disseminate good practice and training materials to interested customers (including NATO, the OSCE, and other international bodies on a case-by-case basis) once the TTX has been vetted and thoroughly tested.

Advanced Distributed Learning Working Group

Greta Keremidchieva

Mission and Goals

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

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

Highlights of 2014

At a meeting in June 2014, the Senior Advisory Council made a decision to continue the ADL WG on the offer of NATO ACT to host and maintain the LMS server. The group will function as a facilitator of ADL courses and tools to ef-

fectively use synergies and to avoid duplication of efforts in the field of distance learning.

The PfPC Advanced Distributed Learning (ADL) Working Group 2014 Annual Workshop & Meeting took place at Rakovski National Defense College – Sofia, Bulgaria, 4 to 6 November. The workshop attracted 40 participants representing 31 organizations from 15 countries. Experts in ADL from various security and defense institutions across Europe, Eurasia and North America teamed up to work on enhancing e-learning and m-learning capabilities for NATO and Partner/PfP countries. E-learning has transformed the traditional learning environment and enhanced the increasingly blended learning teaching methodologies of the 21st century.

The program included three workshop days with national and institutional presentations, and four syndicate tracks:

1. How to establish, manage and enhance ADL capabilities;
2. ADL courses: raising the bar;
3. LMS and technology innovations;
4. CDT future: How to create a peer to peer CDT environment, course sharing and work sharing.

The ADL WG forum was attended by 9 (nine) participants representing defense education institutions in Ukraine and their participation was fully funded by NATO. They were all selected with regard to their involvement in establishing and enhancing ADL capabilities in their organizations as part of the DEEP Program.

The Annual ADL Working Group Meeting in Sofia marked the fifteenth anniversary of the PfPC Advanced Distributed Learning Working Group.

2014 marked a new level for Advanced Distributed Training. From the old 4-day Cooperative Development Team training course which has run for five years, 2014 launched a new 10-day Advanced Distributed Learning Design, Develop, Deploy course hosted at the NATO School Oberammergau Germany. This course offered twice a year, hosts 24 students per iteration and is instructed by delegates from the ADL Working Group, NATO and academic leaders in the ADL arena. The course piloted in 2014 will continue into 2015 with con-

stant 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 and partner nations as well as to special programmes like the NATO DEEP which sponsored five students in 2014.

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 2014

2014 was a milestone in the development of the Working Group. Significant changes occurred as a result of which the group is working with a new burst of life and organization: the group is under a new management; the LMS with courseware has been transferred, maintained and hosted by ACT.

2014 was very special also because it marked the 15th anniversary of the ADL WG. The fifteenth anniversary offered a chance to highlight past successes and the continued potential of cross collaboration between nations and institutions in the field of e-learning. With the support of the open source solutions for the production and delivery of e-learning content and a freely accessible learning platform, the ADL WG has grown into a network of ADL specialists with considerable output.

The user base of the PfPC learning platform has grown both in terms of users and number of courses. A total of over 100 courses are available at no cost to all that represent more than 800 hours of instruction.

The Way Ahead

The PfPC ADL Working Group was established in 1999 and will continue to promote development and execution of successful ADL strategies, to combine efforts in the development of ADL course content, and to foster training transformation, interoperability and education for defense reform through e-learning, m-learning and blended learning methodologies. A strategic goal for 2015 will be to deepen collaboration with the Education Development Working Group; to get more involved into the DEEP Program; to integrate interested member and

Partner nations into the ADL community of practice and help them develop and expand their own national e-learning capabilities.

The ADL WG will coordinate and standardize training and promote innovation.

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

Priorities for 2015 and Beyond

- Continued ADL security and defense product output in collaboration with NATO and Partner countries
- Support two CDT-Training courses and organize two ADL Working Group meetings per year
- Strategic value of NATO DEEP Program – future collaboration in DEEP Projects and support to the DEEP Program with the production of ADL courses and national development
- Multinational project work (course content)
- Discussion on language training issues and possible ELTEC enhancement as an effective tool for training of officers going to work in multinational setting
- Support mobile learning research
- Continue ADL capability building efforts in more countries and organizations
- Collaborate with Education Development Working Group

Appendix

Key institutions partnered with in 2014

1. Armenia Ministry of Defense, Yerevan, Armenia
2. Bulgaria Rakovski National Defense College, Sofia, Bugaria
3. Estonian Defence Forces, Tallinn, Estonia
4. Estonia National Defence College, Tartu, Estonia
5. Georgia National Defense Academy, Gori, Georgia
6. George C. Marshall European Center for Security Studies, Garmisch-Partenkirchen, Germany

7. Moldova Military Academy of the Armed Forces, Chisinau, Moldova
8. Poland National Defense University, Warsaw, Poland
9. Romania "Carol I" National Defense University, Bucharest, Romania
10. Sweden Military Academy, Solna, Sweden
11. Ukraine National Defense University, Kiev, Ukraine
12. Allied Command Transformation, Norfolk, Virginia, USA
13. NATO School Oberammergau, Oberammergau, Germany

Emerging Security Challenges Working Group

Detlef Puhl and Gustav Lindstrom

Mission and Goals

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

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

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

Highlights of 2014

Consistent with the Working Group's plans, ESCWG engaged in the following activities in 2014:

1. Holding its Fourth Workshop at the Rakovski National Defence Col-

lege in Sofia (April 8-11, 2014). Participants analyzed and discussed two topics: "Big Data" and demographics and their impact on security policy. In particular, big data challenges were associated with creation, capture, storage, distribution, and analysis of complex and large data sets, including data of and for the security sector, and what impact these multiple challenges will have on security policy. Shift in demographics, also, impact on security policy, as population size has always been perceived as the basis of power. Fears of population decline in some countries (coupled with concerns about sufficient manning of forces) and fears of growing migration movements tend to create uncertainty about unforeseen effects on security in the long term.

The Working Group also discussed a presentation by Dr. David Emelifeonwu (Royal Canadian Defence Academy) from EDWG – suggesting ways to develop a reference curriculum on emerging security challenges. Consequently, the ESCWG decided to establish a Curriculum Development Project Team, chaired by its Senior Advisor Sean Costigan and Mike Hennessy from the Royal Military College of Canada representing EDWG.

2. Soliciting support from DEEP experts at their 3rd Clearing House meeting in Bucharest (June 24, 2014) for our own CD Project Team, to be constituted in August 2014.

3. Chairing a panel on "Security Implications of New Technologies" at the 16th Annual Conference of PfPC in Bucharest (June 25-26, 2014). Presentations and discussions included issues of cyber security, "exploitable vulnerabilities" of countries and societies for the purpose of terrorism, and the use of ADL methods using new technologies in defense education.

4. Convening the ESCWG CD Project Team for its first planning meeting in Garmisch (August 21-22, 2014). In combination with EDWG, experts established a work plan to create a module on cyber security as the first and most urgent element of a more comprehensive reference curriculum on emerging security challenges.

5. Holding its Fifth Workshop at the Mediterranean Diplomatic Academy

of the University of Malta (October 29-31, 2014). Participants discussed ideas and characteristics of Hybrid Conflicts and Challenges, as experienced in the Mediterranean (Libya) and in Eastern Europe (Ukraine), which has led to NATO's Military Authorities being tasked to develop appropriate responses. Also, related priorities from the policy making world were presented and discussed.

6. Convening the CD Project Team in Garmisch (November 18-20, 2014) for continued work on a straw man reference curriculum, representing a first module on cyber security.

Outcomes and Accomplishments of 2014

During its second year of existence, the working group has consolidated itself in roughly the same format as it was formed: about 10-15 permanent participants and about 10 experts as particular speakers or contributors from different strands of political or academic life. Participants in activities of the working in 2014 came from Austria, Bulgaria, Canada, Georgia, Germany, India, Malta, Moldova, Netherlands, Poland, Sweden, Switzerland, Turkey, the UK, the US. We continued our search to include participants from partner countries. Participants in our CD Project Team came from Bulgaria, Canada, Czech Republic, Germany, Moldova, Poland, Romania, the UK, and the US.

The group also issued 2 additional publications: a PfP-C Background Paper on "Big Data and Emerging Security Challenges: Issues Facing Decision Makers" (June 19, 2014), followed by a PfP-C Background Paper on "Technology Innovation and Its Impact: Policy Considerations for International Security" (July 18, 2014).

The Way Ahead

The ESCWG will convene its next workshop on April 29-30, 2015 at the Armed Forces Military Academy "Alexandru cel Bun" in Chisinau, Moldova. It will address the issues of Advances in 3D-Printing and Biosciences. This workshop will take place back to back with the third meeting of our CD Project Team which will discuss its first Curriculum Module on cyber security.

Priorities for 2015 and Beyond

- ESCWG Workshop No. 6, location tbd, in early fall of 2015 (September)
- First element of ESC Ref Curriculum, cyber module
- PfP-C Annual Conference in Vienna, July, 2015
- FY 2016: one planning meeting, two workshops, contribution to other events
- Continue multinational collaboration between NATO and partner nations
- Continue collaboration with EDWG on further curriculum development
- Continue producing policy briefs summarizing workshop results
- Produce a special edition of "Connections" (2016)
- Produce an ESC Manual
- Engage in social media network discussions

Appendices

List of meetings 2014

- ESC WS 4: Big Data and Demographics: Rakovski National Defence Academy (Sofia), 8-11 April 2014
- ESC PT 1: Planning Meeting: Garmisch, 20-21 August 2014
- ESC WS 5: Preparing Institutions for Hybrid Conflicts and Challenges: Mediterranean Diplomatic Academy University of Malta (La Valetta), 29-31 October 2014
- ESC PT 2: Meeting: Garmisch, 18-20 November 2014

Key institutions partnered with in 2014

1. NATO, Brussels, Belgium
2. Geneva Centre for Security Policy, Geneva, Switzerland
3. US Department of Defense, Arlington Country, Virginia, USA
4. German MoD, Bonn, Germany
5. Austrian MoD, Vienna, Austria

6. Bulgarian MoD, Sofia, Bulgaria
7. Bulgarian National Defence Academy, Sofia, Bulgaria
8. Polish National Defence University, Warsaw, Poland
9. University of Warsaw, Warsaw, Poland
10. International Security Center Clingendael, Tha Hague, Netherlands
11. International Security Centre New Delhi, India
12. MEDAC Malta, Msida, Malta
13. Cyber Security Center Moldova, Chisinau, Moldova
14. George C. Marshall Center, Garmisch-Partenkirchen, Germany
15. PfP-C EDWG
16. Several other academic institutions in the US, UK, Canada

Conflict Studies Working Group

André Rakoto and Christian Ortner

Mission and Goals

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

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

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

As a Central Europe representative wrote in 2003, this working group "plays a pioneering role of driving the Central Europeans back to a multilateral forum, facing their own controversial military and political history. I think that if this working group does not do it, nobody will do it".

Highlights, Outcomes and Accomplishments/Achievements in 2014

The CSWG successfully held its 14th annual conference in Bratislava, Slovakia, April 7 to 11, 2014. The theme was "Doctrinal Change: Using the Past to face the Present".

The conference was organized jointly by the Slovak Institute of Military History and the Royal Danish Defence College. After a selection process initiated at the 13th CSWG conference in Sofia, Bulgaria, participating institutes agreed to study

how in the course of armed conflicts history past experience has influenced the development of military doctrines, training, education and other spheres of military thinking. The aim of this 14th conference of the Euro-Atlantic Conflict Studies Working Group was to examine closer how nations learned from past experience and what role this played in the development of strategic reflection and the definition of doctrine.

The conference explored the following key thematic areas:

- Studying the past: the use of history in military training and Education;
- Understanding military failure through history… a doctrinal myth?
- Military leadership and the need/or absence of need for military history;
- The impact of recent conflicts on doctrinal orientations;
- Local armed conflicts – understanding the historical aspects to improve resolution;
- Military organization, leadership, and transition in the late 20th and early 21st Centuries;
- The Development, Exchange and Use of Tactics, Techniques and Procedures in the last two centuries;
- The impact of military history in national military doctrines;
- Post-war transformation of Defence Establishments;
- Counter-insurgency – developments and termination;
- Military contingents in the process of maintaining and restoring peace in international environment;
- Allied and coalition military interventions and their effects;
- Improved interoperability in operations;
- Mass armies doctrine – the origins, developments, and termination;
- Historians and lessons learned, partners or competitors?

The conference's opening addresses were given by H. E. Miloš KOTEREC, State Secretary, Ministry of Defence of the Slovak Republic, Christian RUNE, Deputy Commander of the Royal Danish Defence College, and by André RAKOTO, Chief of Staff, French Ministry of Defense History Office.

Twenty-two papers in total were presented:

- Per IKO (Sewden): Not neutral, rather close to war: Sweden in the 19th Century
- Niels BO POULSEN (Royal Danish Defence College Copenhagen, Denmark): Drawing Lessons from War: the Danish-Austrian-Prussian War of 1864
- Erwin A. SCHMIDL (Austrian National Defence Academy Vienna, Austria): Austria-Hungary and the Study of Overseas Wars, 1899-1914
- Efpraxia S. PASCHALIDOU (Hellenic Army General Staff/Army History Directorate Athens, Greece): Leadership and Conflict Resolution; the Case of the Balkan Wars
- Peter CHORVÁT – Miloslav ČAPLOVIČ (Institute of Military History Bratislava, Slovakia): Slovak Soldiers on the Frontlines in World War I
- Fredrik ERIKSSON (Swedish National Defence College Stockholm, Sweden): Lessons from the First World War; Swedish Doctrine in the Interwar Period
- Dalibor DENDA (Institute for Strategic Research Belgrade, Serbia): Institutional Development of Military History Research in Serbia from 1876 to the Present
- Matej MEDVECKÝ (Institute of Military History Bratislava, Slovakia): From Axis Countries to Allied Forces; Changes in Intelligence of Post-War Czechoslovakia
- Éva TULIPÁN (Military History Institute and Museum Budapest, Hungary): Hungary in 1948; Using the Past to Build the People's Army
- Dariusz KOZERAWSKI (National Defence University Warsaw, Poland): Polish Military Contingents' Participation in UN Peace Operations during the Cold War Time; Using the Past to Keep Peace in the Present
- Janusz ZUZIAK (National Defence University Warsaw, Poland): Poles in the Neutral Nations Supervisory Commission in Korea; 1953-2014
- Søren NØRBY (Royal Danish Defence College Copenhagen, Denmark): The Danish Navy 1989–2012; From the Baltic to the High Seas
- Eduard STEHLÍK (Ministry of Defence of the Czech Republic, Prague, Czech Republic): The Experiences of the Shanghai Municipal Police and Assassination of Reinhard Heydrich in 1942

- Prokop TOMEK (Institute of Military History, Prague, Czech Republic): From Anti-Nazi Resistance Movement to Resistance against Communist Rule
- Jindřich JOCH (General Staff of the Armed Forces of the Slovak Republic): Participation of the Armed Forces of the Slovak Republic in Military Operations
- Dominique GUILLEMIN (French MoD History Office, Vincennes, France): The French Navy and the Lessons Learned from the First Gulf War; 1990-1991
- Blaž TORKAR – Zvezdan MARKOVIĆ (Military Museum of the Slovenian Armed Forces Maribor, Slovenia): Lessons Learned from Military Conflicts in the Slovenian War of 1991; Armed Conflict near Trzin and Mevedjek
- Vladimir PREBILIČ – Damijan GUŠTIN (University of Ljubljana, Institute of Contemporary History Ljubljana, Slovenia): Doctrinal Transformation in Post-Communist States; The Case of Slovenia
- Tamás NAGY (Military History Institute and Museum Budapest, Hungary): Hungarian Participation in the International Commission of Control and Supervision in Vietnam 1973-1975
- Niels KRARUP-HANSEN (Danish Defence Acquisition and Logistics Organization Copenhagen, Denmark): Military Equipment; Economic Observations and Lessons Learned
- Milan ŠUPLATA (Central European Policy Institute Bratislava, Slovakia): The Visegrad EU Battlegroup and Future Forms of Joint Regional Units
- Dimitrios N. CHRISTODOULOU (Hellenic Commission on Military History Athens, Greece): War is a Violent Teacher; The Study and Impact of Military History in the Greek Air Force Academy

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

The Way Ahead

1. The 15th CSWG annual conference

The CSWG will hold its 15th Annual Conference, April 27 to 30, 2015, in Athens, Greece. This conference, organized by the Hellenic Army General Staff/ Army History and the Austrian Museum of Military History, will focus on "The Warrior's Ethos, the National Psyche and Soldiery."

Nations can be defined in many ways, but their military models tell a lot about their true nature. During the American Revolution, Baron Von Steuben, who trained the Continental Army, discovered that unlike their Prussians counterparts, American soldiers only obeyed orders if they understood why they were given.

How does a nation turn a civilian into a warrior? What are the parts of culture, heritage, history and collective memory in the building of the warrior's ethos? How do they impact military leadership and morale? Is there a constructed military psyche? And, from another angle, how does the warrior's ethos influence society and civilian leadership in times of war and peace?

This 15th Conference of the Euro-Atlantic Conflict Studies Working Group will examine closely the relations between the building of the warrior's ethos, the national psyche and soldiery throughout history.

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

- The consequence of recent conflicts on military perception
- Relying on memory: interpreting the past in military training and education
- The transmission, exchange and use of tactics, techniques and procedures among nations
- The impact of military culture on society
- Post-war transformation of leadership
- Mass armies doctrine – the origins, developments, and termination
- Occupying powers and their influence on the military of post-occupied nations

- Between myth and reality; creating heroes and traitors
- Emblematic battles across time, where national psyche is revealed
- The impact of the national morale on politics and diplomacy in preventing war

2. The COIN curriculum project

In 2015, the CSWG will coordinate the work of a specific Counterinsurgency Working Group (COIN WG), tasked with drafting a Counterinsurgency curriculum. The curriculum will be mainly used by PfPC in the Defense Education Enhancement Program (DEEP).

The COIN WG will organize three workshops in 2015 in order to draft and edit the curriculum.

Comprehensive Approach Working Group

Klaus Huettker

The proposal is to a certain extend based on the already existing "CAMPO-Training" (The Comprehensive Approach in Multi-Dimensional Peace Operations) which was developed by the German Armed Forces Command and Staff College (Hamburg) und the Center for International Peace Missions (Berlin) and reflects most of the inputs provided by the former working group members. For the next step of work the working group will invite additional partners in order to consolidate the proposal.

The intention is now to have a first pilot course in 2015 (September, tbc) at the Baltic Defense College (Tartu, Estonia) in order to evaluate the concept.

The aim of the course is to foster the mutual understanding of the challenges encountered in devising a comprehensive approach in international peace support operations. It will expose the participants to applied approaches by different sectors and the inevitable complementarity of efforts in conflict resolution. Available resources, information sharing, communication and pragmatic interaction, just to name a few, will be aspects considered in preparing the three main mission phases of a multi-functional peace support operation: conflict analysis, planning on operational level and implementation.

Learning Objectives

The course shall enhance the knowledge and understanding of the comprehensive approaches; ease the willingness to collaborate and co-ordinate and foster coherence of efforts by different actors in the field, namely: military, police, civilian, humanitarian and development aid actors.

In order to encourage an open discussion and exchange of ideas, opinions and concerns, the course will refer to a realistic (but fictional) crisis scenario that requires all participants to get involved and "put hands on". It will help to meet the practical challenges of co-operation in multi-functional peace support operations.

Partnership for Peace Consortium Editorial Board

Sean S. Costigan

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, as well as in occasional longer monographs, Athena Papers.

Each print run of Connections produces 1,600 copies of the journal (1,200 in English, 400 in Russian), which in turn are sent to 811 institutions in 58 countries. Connections is the most widely circulated physical product of the Consortium. Additionally, Connections is also available on the PfPC website in digital form. New site visitors average over 1,000 people per month from over 100 countries. Online Connections readers spend over 2 minutes on average each site visit, strongly suggestive of reading and research.

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

Sean S. Costigan	New York, Executive Editor
Jean Callaghan	George C. Marshall Center, Garmisch-Partenkirchen, Managing Editor
Brian Huether	George C. Marshall Center, Garmisch-Partenkirchen, Publications Coordinator
Aida Alymbaeva	Institute for Analysis and Initiatives Development, Bishkek
Ernst M Felberbauer	Austrian National Defence Academy, Vienna
Peter Foot	United Kingdom
Piotr Gawliczek	National Defence University, Warsaw
Hans-Joachim Giessmann	Berghof Conflict Research Centre, Berlin
Graeme Herd	George C. Marshall Center, Garmisch-Partenkirchen

Highlights of 2014

- Four issues of Connections were published in 2014, one of which was a special edition on Ukraine and Russia.
- The Editorial Board continued to refine the journal's digital presence: www.connections-qj.org; the website creates opportunities for easier discovery of Connections for the global security community, which is to be extended through the use of a new taxonomy.
- The journal's digital presence was further enhanced as the PfPC deployed a new website – www.pfp-consortium.org – which links to the journal website. This effort was made possible by the PfPC's hiring of a Strategic Communication manager who is, among other things, responsible for PfPC's web site development and for publications management.
- The journal has moved to a peer-review format, allowing for inclusion in databases that track citations and impacts.

Outcomes and Accomplishments/Achievements 2014

The PfPC Editorial Board met in August 2014 in Garmisch-Partenkirchen for its annual planning and coordination workshop. We published four issues of Connections and have seen increased numbers of authors coming to us to publish their work.

The Way Ahead

For 2015, we have started publishing articles on the following highly topical themes:

- Women, Peace and Security
- Contemporary Challenges in Defense Education and Training
- Civil Society, Human Rights and Security
- Geopolitical Shifts and Changing Conflict Paradigms
- Radicalization, Political Extremism and Terrorism
- Automated Warfare
- Cyber Defense
- Energy Security and Resource Conflicts
- Lessons Identified from 21st Century Conflicts
- Transnational Threats and Cross Border Security
- Maritime Security

The Spring 2015 and Summer 2015 editions are special editions focusing on the South Caucasus, and Women, Peace and Security, respectively.

Priorities for 2015 include:

1. Gaining wider acceptance in the academic and policy community for our articles and publications
2. Increasing knowledge about our customers through improved site metrics and the tracking of scholarly citations
3. Pursuing global outreach efforts through SCOPUS and other relevant academic impact databases
4. Increasing the number of publications produced by the PfPC working and study groups
5. Entering into syndication relationships for PfPC Publications through Open Access databases

Table 1: Top Cities by Session Usage after excluding Sofia, New York and Garmisch

1	Vienna
2	London
3	Moscow
4	New Delhi
5	Washington
6	Warsaw
7	Tbilisi
8	Kyiv
9	Sydney
10	Islamabad
11	Bucharest
12	Hong Kong
13	Singapore
14	Iasi
15	Istanbul

Table 2: Map of Cities with Most Usage by Sessions, 2014

www.bundesheer.at

SCHUTZ und HILFE