

## **Plenary III: Final Session and Closing of Conference**

### *Overview*

The closing plenary session of the conference wrapped up many of the discussions that took place throughout the conference. Dr. Jaroslaw Skonieczka explained that partnership at the systems level means the integration of nations, institutions, policies, and values; at the state level, it means the transformation of structures within states so that they can be integrated; at the individual level, it means the education of persons, which will facilitate both transformation and integration. Dr. Rose expanded on this discussion and challenged the Partnership for Peace Consortium members to create the kind of intellectual interoperability required for the future leaders of the Euro-Atlantic Partnership Council. Mr. McLane concluded the conference by highlighting the unique and valuable contribution that the Partnership for Peace Consortium members can make when they are all moving forward with a common vision for the future. Finally, General Sundov provided the next step in that vision by formally inviting the Consortium to hold its meeting next year in Croatia.

### **Dr. Jaroslaw Skonieczka, Director, Euro-Atlantic Integration and Partnership Directorate, NATO “Partnership: Learning from the Past, Moving to the Future”**

*Dr. Jaroslaw Skonieczka explained the importance of partnership between professionals in academia and professionals in military and policy organizations, such as NATO headquarters, where he is currently working.*

What is partnership? Partnership at the systemic level is integration—the integration of nations, institutions, policies, and

values. Integration works as the best means of ensuring stability, security, and peace. It worked in Western Europe; it has already worked in Eastern, Central, and parts of South Eastern Europe; and it will work further to the East. There are different levels of integration, but we must give all states the opportunity for some form of integration, because it works.

Why did integration work in Western and Central Europe, and in Poland in particular? It worked because we were integrating democratic states. At the state level, partnership means transforming states so that they can be integrated. States need to *think* about integration, but *work* on transformation. This is what the Istanbul Summit mandated. The refocus-and-reform document from the Istanbul Summit identifies clearly defined objectives, priorities, and mechanisms. The geographic priorities are the nations of the Balkans, the southern Caucasus, and Central Asia.

Within these countries, the priorities are reform—specifically, defense reform—because that is what NATO is best able to influence. For NATO/Partnership for Peace purposes, we have a common Euro-Atlantic definition of defense reform, which consists of ten objectives that forty-six heads of state agreed to pursue or help others to pursue. Reforms must be tailored to specific countries, which is done through partnership action plans, which are detailed bilateral, political frameworks for pursuing agreed reform objectives. Georgia, Azerbaijan, Armenia, Moldova, Kazakhstan, and Uzbekistan are already in this program. If you are doing work for partnership, it should be done in this context of the partnership action plan framework, or the work will be marginalized.

Beyond working with governments, we must also build the interoperability of minds. This is the individual level of our analysis of partnership. At the individual level, partnership is about education. NATO knows how to work with nations, but members of the Partnership for Peace Consortium can provide critical assistance in assisting with the education of individuals. We need to provide targeted education for reform, within the

political framework and mechanisms established within each nation. In exchange, NATO will provide the most sophisticated political framework, education networks for exchanging views, the definition for defense reform, mechanisms for reform, and best-available information about what NATO is doing with each partner nation. NATO will provide policy-relevant information for the education of individuals in each partner nation. By providing the political framework and the best information, NATO provides the offer of policy relevance to the Partnership for Peace Consortium and its institutions.

This education will be focused on nations that need help in reform. For nations that are already reformed, or do not need help with reform, they can pursue specific higher-order capabilities so as to contribute to NATO in specialized ways. This is attractive for countries such as Sweden, Finland, or Austria. We are not forgetting about developed nations while focusing on those that need the most help. Both tracks of partnership complement each other. We are seeking unity through diversity. Successful defense reform will generate interoperability and greater capabilities.

In conclusion, I would reiterate that partnership is about integration at the system level, transformation at the state-level, and education at the individual level. I encourage you all to read the paper “Refocusing and Renewal” from the Istanbul Summit (available at <http://www.nato.int/docu/basicxt/b040623e.htm>). It provides the context for defense reform, and will focus member states and those contributing to partnership on making a difference.

**Dr. John P. Rose, Chairman, PFP Consortium Senior Advisory Council**  
**“Vision on the PFP Consortium of Defense Academies and Security Studies Institutes”**

*Dr. Rose explained that the Partnership for Peace Consortium is entering its 8<sup>th</sup> year, and this conference—the strength of the agenda, the important debates, and the quality of the participants—are testaments to the Consortium’s contribution to peace, stability, and security.*

The Consortium is stronger, more vibrant, and more productive than at any time in our history, with outstanding working group meetings, excellent publications, and significant advances in distributed learning and curriculum development.

The Partnership for Peace Consortium was established with the goal of enhancing the education of current and future leaders in the fields of defense and security, through the collaborative efforts of educators, researchers, policy makers, and practitioners throughout the Euro-Atlantic Partnership Council. The Consortium has provided a useful and essential service to the Euro-Atlantic Partnership Council defense and security community by creating a formal network of experts focused on education. This year, that network expanded to Northern Africa and to the NATO/Mediterranean dialogue countries.

As we look to the future and what we can become, we can agree that tomorrow’s leaders will be confronted by numerous and increasingly complex challenges. The quality and content of the education provided to future leaders will directly affect their ability to reach common understanding of key issues, to develop successful approaches to problems, and to work together to confront the challenges they will face.

While we have been highly successful in building and nurturing a network of experts, we have yet to optimize our impact on teaching by virtual means, whether it be in the classroom, in our homes, or in our offices. There are many

initiatives and organizations that intersect through the medium of the Euro-Atlantic Partnership Council, but we lack the common vision and habits of cooperation necessary to create synergies among our organizations and institutions, so that the sum of our collective efforts can become greater than the parts.

I want to challenge the Consortium to take the steps forward to create the kind of intellectual interoperability we seek to achieve for the future leaders of the Euro-Atlantic Partnership Council. These steps would first include identifying an Alliance-endorsed compendium of core educational elements that describe what it is that future leaders need to learn and understand. The second step is to organize teams that bring together technical capabilities to share this with other partners throughout the Alliance and with other partners, such as the Mediterranean Dialogue nations, Central Asian nations, and even nations of the Greater Middle East initiative. Third, we would need to establish a process to review the work and ensure its quality. Finally, we would recruit organizations and institutes to take ownership of elements within that compendium of core elements to develop courses or e-learning modules to facilitate effective instruction.

These organizations in institutions under the rubric of the Euro-Atlantic Partnership Council could form teams of experts to do the work, which would then be made available to the entire community, adapted for particular audiences, and reviewed and maintained by volunteer institutions. The Partnership for Peace Consortium's experts, working groups, resources, and capabilities would be immensely valuable in this regard.

**Major-General Mirko Sundov, Commandant, Joint Education and Training Command, Republic of Croatia  
“Invitation to Annual Conference 2006”**

I would like to call attention to the contribution of this conference in discussing crucial topics, including the stabilization and security of South Eastern Europe. This includes NATO and European Union efforts at strengthening democratic processes in the countries of the region in order to minimize the probability of new conflicts. The Republic of Croatia supports these efforts and wider interests, including the protection and development of democracy, the rule of law, economic prosperity, and social justice. The government’s program includes the goal of gaining full membership in NATO and several additional defense reforms, and is fully involved in the Membership Action Plan (MAP) process.

In conclusion, I invite the Partnership for Peace consortium to hold its annual conference in the Republic of Croatia in 2006.

**Mr. Bruce McLane, Executive Director, Partnership for Peace Consortium**

I would like to thank all of the participants of the conference, particularly for the stimulating discussions, honest and open debate, and sharing of powerful ideas about where we are going in the future. The theme of the conference was “Expanding and Enhancing Partnerships: Further Steps after Istanbul.” The Partnership for Peace Consortium is most concerned with expanding and enhancing the minds of current and future leaders in the defense and security field in the Euro-Atlantic Partnership Council and beyond. We are about creating intellectual interoperability, so that those who face complex defense and security challenges can do so more effectively. We can accomplish this mission through forms of collaboration and

cooperation that no other organization can bring to bear. We bring together educators, operators, policy makers, and other experts. We have utility to both educators and the policy community. Our impact is large, and it will be larger still. As we leave here, we will continue to work with each other to enhance our success in contributing to our common vision of where we have to go. Thank you again for your participation.