



BALTIC DEFENCE COLLEGE



White Book 2009

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Foreword



Brigadier General Gundars Ābols, Commandant of the Baltic Defence College

Despite the tough economic times that have directly impacted the budgets and armed forces of the Baltic States in 2009, the Baltic Defence College continues to make significant progress as a military educational institution. In 2009 the Baltic Defence College celebrated ten years as an institution and was honoured by a ceremony in Tartu in February by the presence of the presidents of the Baltic States. The presence of national leaders honouring the Baltic Defence College is proof that the College has reached a level of maturity as an institution.

This year the Baltic Defence College wrote a new Long Term Development Plan to cover the years 2010 to 2015. With the Long Term Development Plan as guidance for future progress, combined with regular meetings of the ministers and the Baltic Coordination Group, the College is looking at a

way ahead that will maintain and enhance its position as an important defence institution aligned with NATO and the European Union.

The Baltic Defence College developed a more extensive use of ADL (Advanced Distance Learning) to support and enhance the curriculum. We have greatly improved our IT capabilities and developed better access for the students using a new ILIAS network system. In the last two years the Baltic Defence College has made significant progress in its use of Information Technology in all aspects of the course instruction. The Baltic Defence College has greatly improved the capabilities of the IT system as a tool for student feedback and evaluation. In 2009 we applied a standardised electronic feedback system that will save and process data better, save staff time and is easy for the students to use. This makes our evaluation and feedback system considerably stronger than it was before.

This use of IT brings the Baltic Defence College into line with the best practices of the Western European education system and the Bologna process. Being on the cutting edge of IT and technology use as a course enhancement is a major objective of the Baltic Defence College as it works to have a curriculum and standard that is fully compatible not only with Western military education institutions, but also with higher level Western educational institutions.

In terms of educational support, our IT team has worked with outside contractors to install a new Learning Management System (LMS) an open source system created by a Swiss and German team. The ILIAS system, as this LMS is called has been transferred to our BALTDEFCOL server. This new capability gives us greater capability to provide the students with high quality online presentation and pre-reading packages for our courses. This system also makes the Civil Servants Course's existing online course more effective.

The BALTDEFCOL is moving forward with its own limited capabilities to develop advanced distributed learning (ADL) curriculum. The best use of ADL has been in English language preparatory courses, English Skills for Staff Officers (ESSO) course, which was made available to JCGSC students in 2009. A short self-paced information package that incorporates audio-video on a PowerPoint based presentation has been developed and was used for the first time in the summer of 2009 as a means of preparation for the students arriving at the Baltic Defence College courses.

The Baltic Defence College student assessment and grading system has been revised and reformed and is now based on a system that is similar to the higher education institutions under the Bologna Process. The new assessment system is based on more summative assessment than before with a far more objective basis – papers, presentations, reports etc. – as a basis for grading than subjective evaluation of the faculty. This brings our assessment system much more into line with other NATO staff colleges and with the higher education system under the Bologna process. Our feedback from the courses 2009 shows that the evaluation and feedback revisions, which were major changes—have worked well. Thus, the Baltic Defence College is now much more in line with the best practices in Europe and NATO.

Challenges remain on harmonizing the national officer development programmes in the three Baltic States and the role of the Baltic Defence College in this system. In 2009 we had meetings with the military training branches of the Baltic States on harmonizing standards and systems and progress in that direction is heartening. The three Baltic Ministries of Defence have agreed upon a Common Baltic Officer Development System and also on a Combined Officer Professional Development Programme. The Baltic Defence College is well established in the system of the three Baltic States, but there are several issues that still remain to be resolved, the greatest among them is the place of the Baltic Defence College in intermediate officer education (tactical level—captain level course) and the

means by which the Baltic States will standardize and manage such a course. That such a course is needed is clear. However, it is still not decided which nation of the three states will have the responsibility of running this course in the future. This is an issue that will need further clarification in 2010.

BALTDEFCOL has contributed support to the naval and air staff courses of Latvia and Lithuania and is continuing to provide support to those courses. One aim of the Baltic defence College is to ensure that the Baltic States are well represented in Europe and have close relations with other European institutions. Outreach efforts are essential to maintaining the quality of the course instruction as well as the standing of the college as respected institutions. Central to the ethic of the Baltic Defence College is the aspect of multi-nationality. The Baltic Defence College is based on the European-Atlantic community and also aims to make a major contribution to that community through the education of officers and civilians, joint research projects and other forums for academic and military cooperation.

Some of the international initiatives include the annual NATO Conference of Commandants (COC), and the Conference of Nordic Commandants, also held annually. Both conferences address the regional educational concerns and provide a useful forum to establish special working groups. In 2009 the Baltic Defence College was heavily involved in the NATO Commandants' educational/training working group that dealt with fundamental questions of advanced military training. The NATO commandants' conference and the Nordic commandants' conference provide very useful forums for sharing information and developments in military education and the involvement of Baltic Defence College in both organizations ensures that the College leadership is well-informed of developments in military education. The Central European forum for Military Education, another organization of military staff colleges in which the Baltic Defence college is involved, is strongly involved in the Bologna Process and the "military Erasmus." Outreach with like-minded institutions is essential and should continue.

In 2009 the Baltic Defence College participated in the International Society of Military Sciences (ISMS) as a partner institution. The ISMS is a cover organization for several smaller nation staff colleges including Finland, Norway, Sweden, the Netherlands, the Czech Republic, and Canada. The Baltic Defence College faculty chaired one panel session at the annual conference, and presented two papers at the very successful meeting and annual conference of the ISMS in the Netherlands in 2009. In November 2010 the Baltic Defence College will take over and provide the president of the organization—a signal honour that demonstrates that the Baltic Defence College has 'arrived' as a recognized high quality staff college and institution of higher military education. The forums for international outreach and engagement such as these need to continue as they are an essential means for building cooperation and for exchanging ideas and pooling and sharing resources.

The accreditation of military education is important and, in every case, we must ensure that the standards of the College education correspond with civilian expectations. Recognition of our courses with Vilnius University is already achieved. A major step was made this year in recognition of the Joint Staff course as full university graduate credit by the Latvian Military Academy. The Latvian Military Academy has created a MA in Security Studies programme that is available to Baltic Defence College students on a voluntary basis while they are studying at the Baltic Defence College. The MA programme accepts the Joint Staff Course modules for as a large part of the course credits. The new MA programme has been made available to students and faculty of the Baltic Defence College free of charge. Officers can receive credit for the Joint Staff course and, with other courses taught in English and externally by the Latvian Military Academy, earn a MA in Security Studies AND military Management from the Latvian Military Academy. The MA programme was formally licensed by the Latvian Education Ministry, meets all Bologna standards, and is not in the process

of accreditation by Latvia. Through this programme, available at the Baltic Defence College, students will have expanded opportunities.

The ready availability of a MA course earned partly through the Baltic Defence College Joint Staff Course makes the Baltic Defence College a much more attractive institution for Baltic and foreign officers alike. The programme was established and has been made available at no cost to the Baltic Defence College. As holding a MA degree is seen as a necessary requirements in NATO today (about 80% of officers above the rank of major hold MA degrees) having a high quality programme readily available means that officers from the Baltic States will have educational opportunities and a level of educational quality fully equal to the well-established NATO nations. Furthermore, the availability of Latvia' eternal MA programme (all taught in English) at the Baltic Defence college makes the intuition far more attractive to non-Baltic officers. The programme is voluntary—but more than 20 officer signed up in 2009 to participate in the Latvian Military Academy MA programme. In short, the programme greatly enhances the standing of the college and will help morale and help to attract top officers. Highly qualified officers are likely to avoid coming to the Baltic Defence College unless educational opportunities for professional advancement are readily available.

There are three levels of recognition; institutional, programmatic, and individual. The attribution of the Diploma Supplement (a document from the Bologna Process), allows an individual to present the details of the education received at the BALTDEFCOL to other institutions, including civilian ones. The Baltic Defence College issues a Diploma Supplement, and so far, this is the limit that is achievable autonomously for recognition of our courses. The next step, where we can make the output of the BALTDEFCOL count for our students and for other institutions, is at the programmatic level accreditation. This requires the analysis and benchmarking of some of our courses by outside experts. The Higher Command Studies Course (HCSC) which has received blessing by ACT as a

NATO approved course. The programme of Latvia to accept the Joint staff course programme for graduate credit is a major step forward in formal accreditation of the Baltic Defence College programme in a civilian as well as a military sense.

In 2009 we changed and reformed the course planning document system and brought the Baltic Defence College methods more in line with the practices of the major NATO staff colleges. We now have standardised lesson plans for all instructional events that better describe the modules, study hours and content of the instruction. This not only makes for more efficient teaching, it also can be more useful to outside experts and institution that grant recognition and accreditation of courses.

The *Joint Command and General Staff Course* remains our flagship course. To ensure proper continuity of the course we are working to make faculty development a high priority. We need to develop Baltic officers and our own civilian faculty as some countries are cutting back their commitment to support the Baltic Defence College. As we develop the college we need to maintain it as an attractive workplace where officers can develop their skills while still serving as faculty members. By such means of a good faculty development program we can sustain multi-nationality. Developing faculty skills also ensures we have a proper service mix from the faculty. We also need to ensure that we maintain a proper service mix among the student body in order to keep and enhance the joint nature of the course.

The *Higher Command Studies Course* seeks to prepare officers and civil servants at OF4-OF5 and A4-A5 levels. The aim is to deliver teaching that will enable senior officers and civil servants to initiate, lead and implement transformation. This course uses Visiting Senior Mentors (VSM) and active learning methodology, commonly found in war colleges. Although the VSM approach is a costly one, it has shown its value time and time again to support the Socratic atmosphere of learning, where students who already

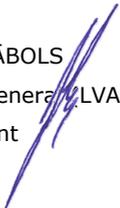
have a lot of experience can teach each other in addition to the new knowledge delivered by the VSM.

The *Civil Servants Course* aims at developing the skills necessary for effective civilian participation in military activities foreseen within a comprehensive approach or “whole of government” approach. In the iteration of the course in 2010, the curriculum will examine the civilian contribution in joint, interagency, multinational, non-governmental and intergovernmental activities and operations. The distance learning portion will also be enhanced with the use of the new ILIAS system.

To maintain the quality of our output, we require the input of friends and partners. Multi-nationality means that the Baltic Defence College maintains a steady campaign to attract the support of other nations and encourage them to send competent and qualified directing staff members. For this to succeed, the BALTDEFCOL and the three Baltic States must make employment and secondment in our institution more attractive, including corollary services for deployed personnel and their families. An atmosphere of trust and welcome must be sustained throughout our dealings with the countries we want to attract, and every effort must be made to synchronise our positions on this matter.

The Baltic Defence College can look forward with optimism. We have weathered what seems to be the worst of the economic crisis with some cutbacks in the budget—but also with success in maintaining the high quality of the programme. When the economic and budget conditions improve the Baltic Defence College will be positioned to progress and continue to provide high quality courses that meet the needs of the Baltic nations.

GUNDARS ĀBOLS
Brigadier General (LVA A)
Commandant



1 Baltic Defence College Staff

1.1 Mission, organisation and manning

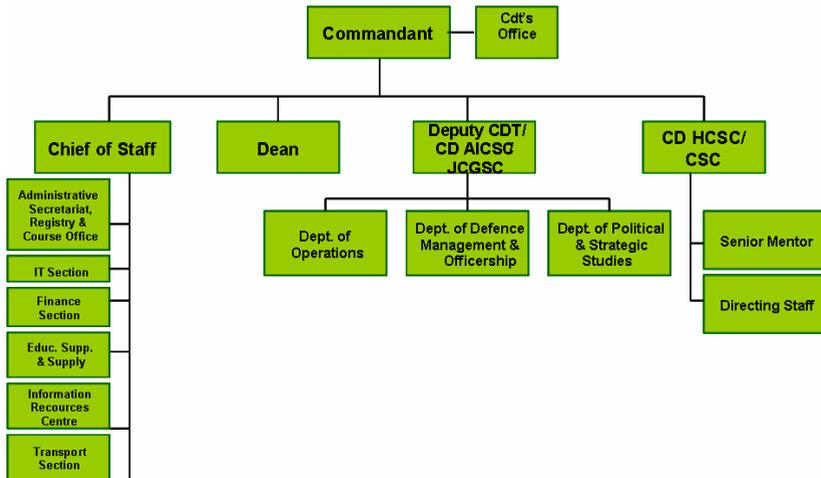
BALTDEFCOL educates and sustains professional development of officers and civil servants through high quality courses with a general focus on joint, interagency and multinational general staff education.

The mission of the College is:

- to educate officers and national security leaders into strategically thinking adaptable experts who are competent in advancing the transformation of national defence
- to guarantee that the students have a multinational educational environment based on NATO doctrines, standards, procedures, Western military culture and values such as communicative and cooperative leadership, freedom of opinion and critical thinking
- to provide for a multinational environment that promotes cooperation and encourages networking
- to contribute, from the point of view of a small state, to the security and defence policy debate in the Baltic Sea and Euro-Atlantic region and beyond, through dialogue, research, publications, seminars and workshops.

At its core function BALTDEFCOL provides education and training to officers at levels 3 and 4 of *Combined Officer Professional Development Programme for Estonia, Latvia and Lithuania*.

The BALTDEFCOL structure (below):



The manning plan comprises 66 positions – 44 Directing Staff members including the College Management Group and 22 Support staff members. The main body of the Directing Staff members belongs to one of the three departments – Operations Department (OPD), Department of Defence Management and Officership (DMO), Department of Political and Strategic Studies (DPS).

Manning is subjected to the organizational structure of the BALTDEFCOL. Some observations regarding manning need to be taken into consideration, because at the moment some senior level posts are vacant. The post of Deputy Commandant/CD JCGSC has been vacant since June 2009.

The number of Directing Staff members coming to be dropped to a critically low level. All three Baltic States have promised to replace the Baltic officers leaving before the 2010/2011 JCGSC starts, but the already vacant posts especially in the Department of Operations need to be manned.

In order to ensure the required *quality of education* the Directing Staff needs to consist of officers and civilian academics with various service and academic background. In particular knowledge of NATO operative planning (OPP) as well as experience from peace support operations or other international assignments is essential. In addition the officers and civilian academics assigned to the BALTDEFCOL should meet the requirements of qualified and talented instructors.



Operations Department

In 2009, BALTDEFCOL experienced a large turn over of staff members. In order to give decent time for hand-over and personal preparations, the successors need to be identified early in the process through an active dialogue with the three Baltic States as well as with supporting nations.

Presence of international Directing Staff members at the BALTDEFCOL is essential to sustain the multinationality of the institution and an

appropriate competence level, especially for the JGCSC. Sending nations have to be informed a sufficient period of time prior to the appointment about expected contribution in order to select appropriate candidate. International Directing Staff members have to be utilised in accordance with their level of skills e.g. on operational level teaching, Joint operations and Service specific teaching in Air and Maritime fields of expertise.

Every Directing Staff member in Operations Department (OPD) is a SME (Subject Matter Expert) and instructor at the same time, and has to be fully qualified in the both fields, specific professional knowledge and the skill of delivering in order to sustain an acceptable level of teaching. OPD is short of officers with Joint experience as well as Air force and Navy officers, to overcome this problem, faculty development activities were conducted, BALTDEFCOL hired two retired officers to fill in empty positions and Guest Lecturers were invited. In order to further develop the Navies and Air forces within the three Baltic States as well as to build up the internal competence and to keep the institutional memory, it is strongly recommended to have OPD with Navy and Air force competence from the three Baltic States and International representatives additionally. The JCGSC is a true three-service course and without this being reflected in the actual manning, the impression that BALTDEFCOL is only a Land force institution will be reinforced and might affect the student sending nations' internal selection.

Professional development opportunities for currently available OPD personnel were limited. However, essential activities were conducted in 2009, IOT sustain and reinforce Directing Staff knowledge and the skill in Operational Planning Process (OPP). OPD participated in exercises conducted by Canadian Forces College in February 2009 and executed internal OPD OPP seminar at the BALTDEFCOL, again with support of Canadian Forces College. Some of the OPD members were educated at NATO school at Oberammergau and graduated ADL courses on ACT websites.

The use of Visiting Senior Mentors (VSM) has proved to be very good and beneficial for the JCGSC, especially during exercises. BALTDEFCOL should continue to use the VSM for the exercises and for the ordinary teaching modules, it should be considered very carefully. The use of Visiting Senior Mentors requires funds and we have to expect that the college in the future will have to cover all the expenses related to that. Visiting Senior Mentors should be covered by the BALTDEFCOL ordinary budget.

Despite not being fully manned yet, Maritime and Air Force experienced officers have recently joined the Department and are making significant contributions.

In the year 2009, OPD budget was planned and executed without major constraints. All teaching activities were successfully accomplished, certain amount of professional development activities were executed, but participation in international exercises/conferences was rather limited.

The funds to develop the professional skills require increased budgets. In some cases, supporting nations provide full funding for professional development for their officers assigned to the College. In other cases, the College must fully support these opportunities. Finally in still other cases the College and supporting nation split the costs. Baltic officers must have the same opportunity as others to participate in courses and exercises with the aim of preparing them for their job as a Directing Staff. The budget must to reflect this activity.

Research Activities in Support of OPD in 2009 was very limited, however study trips to Sinimäed, Cesis, More and Saaremaa in order to be prepared for staff rides in the upcoming JCGSC and compile research for battle studies handbooks to support Baltic Defence College teaching in operational art were conducted. This has to be revised and should involve more OPD Directing Staff members for familiarization and contribution to that. In addition, OPD was present during all workshops and conferences

conducted at the BALTDEFCOL. The Department has good capabilities presented by all the officers and they will be exploited in the future to continue active participation in research projects.

In a cooperative project between the Baltic Defence College, the US Marine Corps School of Infantry and the Estonian National Defence College (ENDC), Major Andrew M. Del Gaudio, USMC compiled a 90 page battle staff ride guide for the 1944 battles at Sinimäed (the Blue Hills). This work was done with the assistance of Lieutenant Olavi Punga of ENDC and the Dr. Eric A. Sibul of the Baltic Defence College. The in depth study was published in August 2009.

Department for Defence Management and Officership

The aim of the Department for Defence Management and Officership (DMO) is to develop knowledge and skills necessary for project work and management and to enhance understanding of values and ethics and develop knowledge and skills necessary to be leaders at tactical and operational level.

During the year 2009, the members of DMO had contributed to teaching in AICSC as well as JCGSC. The main focus during the first half of year 2009 was the preparations for JCGSC, particularly due to the new assessment system. Modules already delivered during JCGSC 2009/2010 prove that the preparation and particularly the cooperation with other departments were successful. Additionally DMO had contributed to support the teaching in Navy Intermediate and Command Staff Course (NICSC) in Riga, Latvia. Members of DMO delivered teaching on Ethics, Leadership and Management to NICSC students (all together 1 week long).

In February 2009, a member of DMO participated in the Baltic Defence College's visit to Canadian Staff College, to learn the course development

and teaching process there. This visit proved to be the best faculty development activity available for the BALTDEFCOL Directing Staff members and should be organized at least every second year for key members of Directing Staff from all departments involved.

As a part of faculty development, members of DMO had participated in Defence Planning Course and in Civil Emergency Planning Course in NATO School. This opportunity slightly increased the DMO capacity to execute Learning Area 3 "Defence Planning" teaching in May-June 2010.

Department of Political and Strategic Studies

In 2009, most of the work of the Department of Political and Strategic Studies (DPS) focused on implementing learning areas 2 and 5 of the Army Intermediate Command and Staff Course (AICSC) 2009 and the Joint Command and General Staff Course (JCGSC) 2009-2010. In particular, the DPS intended to put into practice a concept for the presentation of political and strategic topics that was more integrated with the new conflicts in the era of globalization. This approach has been fully validated judging by the positive feedback received from the students at the end of October 2009. Maintaining an effective link between the modules, making frequent reference to the readings given, focusing syndicate work on measuring more accurately whether the students meet the stated learning objectives and learning levels contributes to increasing the understanding of students of subjects to which they are not familiar. The DPS can be rightly proud of this outcome.

In 2009 Baltic Defence College continued its presence on European Security and Defence College (ESDC) Executive Academic Board (EAB). Representative of the BALTDEFCOL attended the ESDC EAB meetings in Rome, Helsinki and Brussels that way contributing to the further development of ESDC curriculum, improvement of the teaching process,

cooperation with partners, etc. Active involvement of BALTDEFCOL in ESDC activities contributed to ESDC Steering Committee decision to entrust the BALTDEFCOL with organization of ESDC High Level Course Module 2 during the 2010-2011 academic year. BALTDEFCOL and the Baltic States will organize this event together with Joint Services Command and Staff College of UK Defence Academy in Tartu November 7-12, 2010. Preparation for it started early 2009 when BALTDEFCOL organized the co-ordination meeting with Baltic States' MOD and UK Defence Academy representatives and reached principal agreement on crucial to ESDC HLC Module 2 issues: timing, budgeting, distribution of responsibilities and provisional program.

1.2 Cooperation with other defence colleges

In 2009 BALTDEFCOL established formal cooperation agreements with several other staff colleges. The cooperation agreements were based on establishing a system to allow short term exchanges, to allow instructors from partner institutions to teach, visit and exchange curricula. Partner institutions agreed to work together on research projects, cooperate on hosting workshops and to support the other institution's graduate programmes. In 2009 BALTDEFCOL established a memorandum of understanding with the Austrian National Defence Academy to cooperate on research, joint scholarship and faculty exchanges. The Austrian National Defence Academy also provides an opportunity for BALTDEFCOL faculty and students to publish articles and theses on security issues as the Austrians publish some major journals in English.

The Canadian Forces Joint Staff College in Toronto has agreed to continue to support the BALTDEFCOL by sending instructors and teams to BALTDEFCOL for short term periods to support parts of the Joint course and other course curricula. The Canadians have also agreed to participation BDCOL exercises. In addition to teaching specialist support to BALTDEFCOL

the Canadian Forces Staff College has made its first rate course curriculum available to the Baltic Defence College.



The UK Joint Services Staff College at Shrivenham UK signed a Memorandum of Understanding with the Baltic Defence College in November 2009. This memorandum of understanding facilitates faculty exchanges, sharing of curricula, joint research projects between the institutions, advice and support in the MA in Security Studies programme offered at the Baltic Defence College.

The US Foreign Military Studies Office of the US Army, located at Fort Leavenworth, Kansas, agreed to establish a relationship with the Baltic Defence College in which top course papers and MA theses written by Baltic Defence College students can be selected by a team of the Baltic Defence College faculty and published as special papers or collections by the U.S. Army. This arrangement, which costs the Baltic Defence College nothing,

will make it possible for the best scholarship on security issues that comes out of the Baltic Defence College to be broadly disseminated in print form.

The US Army Command and General Staff College at Ft. Leavenworth USA had also agreed to cooperate with the Baltic Defence College and allow the College to use its educational materials free of charge. A formal MOU is drafted for implementation in 2010.

BALTDEFCOL also met with the French Staff College and has an invitation to cooperate with that institution as to faculty exchanges, sharing course work and distance learning and fostering faculty research,

The Baltic Defence College also met with the top leadership of the Polish National Defence University in Warsaw and the Poles have agreed to not only send a faculty member to the Baltic Defence College and act as a supporting institution, but have also offered to provide subject matter experts to support the curriculum as needed. The Polish National Defence University is large institution with a wide variety of courses and it has the capability of teaching in English.

The Polish national Defence University also has a new, state of the art simulations Centre. This Centre is ideal for the conduct of operational level exercises, and the Baltic Defence College and Polish National Defence University are considering how the BALTDEFCOL might take part in large scale multinational exercises in the future.

The Baltic Defence College is very active in the Central European Forum for Military Education—CEFME. This is an organization constituted from a group of national staff colleges and the Baltic Defence College. The CEFME includes the Czech, Polish, Romanian, Slovakian military staff colleges. The CEFME provides a forum for exchanging ideas, curricula, and ADL information and for jointly examining such projects as the Military Erasmus programme.

At the core of the BALTDEFCOL cooperation with foreign staff colleges is the College's institutional membership of the International Society for Military Science formed in late 2008 by a group of staff colleges from small nations. Baltic Defence College, Austria, Canada, Czech Republic Denmark, Sweden, Finland, Netherlands,

Baltic Defence College faculty have been invited as guest lecturers to the Lithuanian and Latvian military courses and further and closer cooperation is developing between all the Baltic military institutions. For its part, the Baltic Defence College is ready and willing to provide special lecturers and subject matter experts to help in presenting teaching at all the Baltic military institutions.

1.3 Cooperation with the universities

A high priority for the Baltic Defence College is to establish closer relationships with academic institutions throughout the whole of the Baltic States.

In 2009 the Baltic Coordination Groups voted to open some modules of the civil Service course and Higher Officer's course to students from Tartu and other universities in the Baltic States.

In addition, the Baltic Coordination Groups in 2009 authorized the Baltic States to nominate academics with a specialty in areas related to security to study tuition free at the Baltic Defence College and to take the entire course. We hope in the future to have 1-2 professional faculty members from the Baltic States universities to join our courses.

The Baltic Defence College maintains a close relationship with Tartu University and Academic from Tartu are often invited to be guest lecturers.

The University of Latvia in Riga has agreed to serve as the guarantee institution for the Latvian Military Academy MA programme taught as an external course at the Baltic Defence College. Some faculty of the University of Latvia have agreed to support the programme and serve as graduate student thesis advisors. Faculty from the Baltic Defence College (the Dean) have been invited to lecture to the Politics Faculty at the University of Latvia in 2010.

In short, the Baltic Defence College remains very active as an institution of higher education in the region and is growing in prestige and acceptance as a sound programme of security studies education.

1.4 Faculty development and external activities

In 2009 the Baltic Defence College established new regulation setting specific standards for the civilian faculty academic work and publications. The Baltic Defence college regulations in this regard are modelled on the major NATO staff colleges and their normal practices.

The new regulations establish a formal system in which section chiefs and academic supervisors provide mentoring and professional development counselling for their subordinates on the teaching staff. Departments also have funds to send faculty members to conferences and short courses to develop their skills, present papers, listen to lectures in their specialty fields and to meet their professional colleagues and share information. BALTDEFCOL is working to establish short exchanges with other staff colleges that will enable BALTDEFCOL faculty to meet their counterparts and see how their specialty subjects are taught elsewhere. This programme is important in developing the professional skills of the teaching faculty – both military and civilian-- and ensuring their own personal educational development. As part of this programme in December two faculty members

went to a conference at the UK Joint Staff College and had the opportunity to meet their counterparts.

Although funds are limited, other staff colleges are helpful in keeping costs of such development down by providing low cost quarters. BALTDEFCOL expects to expand its faculty development activities in 2010.

One important aspect of faculty development is a “train the trainers’ programme which consists of some classes in the best methods of adult education offered during the preparation week in August – before the start of the Joint course and Higher Officer course. In this next year BALTDEFCOL hopes to bring in a training specialist from the UK to run a special short course for the teaching faculty, especially the new teaching faculty.

Service on the faculty at the Baltic Defence college ought not to be a dead end for officers assigned to the faculty, but a premier opportunity to develop ones own skills and deepen ones’ understanding of his profession.

It is a priority of the Baltic Defence College to continue to improve the training and ongoing development of the faculty and staff.

1.5 Summary of the Baltic Defence College events in 2009

26-27 January	Visit of MG Pertti Salminen, the Rector of the National Defence University of Finland (FNDU)
27 January	Visit of the Commander Kip Lane Henderson, the Defence and Naval Attaché of the US to Estonia
27 February	Ten year anniversary of the BALTDEFCOL



The ten year anniversary celebrations of the Baltic Defence College was honoured by the presence of Estonian President H.E. Mr Toomas-Hendrik Ilves, Latvian President H.E. Mr Valdis Zatlers, Estonian Defence Minister H.E. Mr Jaak Aaviksoo and Lithuanian Minister of National Defence H.E. Mrs Rasa Juknevičienė who was also representing Lithuanian President H.E. Mr Valdas Adamkus. Mayor of Tartu Mr Urmas Kruuse also was present.

4 March Visit of BG Christopher Owens, Chief of Staff Naval Striking and Support Forces NATO accompanied by Dr James Henry Bergeron, Political Advisor of Striking Force NATO

12-13 March Visit of the Commandant of the BALTDEF COL BG Gundars Ābols and Dean Dr James Corum to the Polish National Defence University in Warsaw as well the meeting with the Chief of the Polish Armed Forces Defence Staff, General Franciszek Gągor

- 16 March Meeting on the possibilities of implementation of the cooperation agreement between the University of Tartu and the BALTDEFCOL with the delegation of the University of Tartu consisting of Vice Rector for Academic Affairs Ms Birute Klaas, Senior Specialist for International Studies Ms Ülle Tensing, Dean of faculty of Social Sciences Mr Eiki Berg
- 20-21 April Visit of the Commandant of the BALTDEFCOL BG Gundars Ābols and Dean Dr James Corum to the Finnish National Defence University (FNDU)
- 19-30 April "Swedex 2009" – Combined Joint Staff Exercise in Enköping with participation of the students and Directing Staff members of the BDCOL in order to enhance the understanding of students on how to plan and conduct a Brigade level Peace Support Operation in the Land Component Command (LCC) framework
- 4 May RAdm (ret) Richard D. Jaskot, Visiting Senior Mentor was awarded the BALTDEFCOL Medal of Merit
- 9 June Academic workshop "Russian Security Policy, Present and Future" at the BALTDEFCOL
- 11 August Video Teleconference on "NATO Transformation" to the audience of the Higher Command and General Staff Course delivered by General James N. Mathis, NATO's Supreme Allied Commander Transformation and Commander of US Joint Forces Command

- 17 August Visit of Kenneth O. Preston, Sergeant Major of USX Army, accompanied by CSGM Darius ZaGara, Command Sergeant Major of Joint Military Training Center to the BALTDEFCOL on leadership and NCOs role
- 8-10 September Academic seminar on the subject of Cyber Terrorism and Information Warfare at the BALTDEFCOL
- 8 September Visit of the delegation of the Centro Alti Studi per la Difesa led by Admiral Marcantonio Trevisani, the President of the Spanish military educational institution
- 14-16 September Visit of the Commandant of the BALTDEFCOL BG Gundars Ābols and Dean Dr James Corum to the Austrian Defence Academy (Landesverteidigungsakademie) in Vienna
- 18 September Col (Ret.) Stephen B. Appleton, Visiting Senior Mentor was awarded the BALTDEFCOL Medal of Merit
- 23 September Visit of Mr Mart Laar, member of Estonian Parliament and the former Prime Minister of Estonia to the BALTDEFCOL and delivery of the workshop on "Russia-Georgia Conflict" to the students of HCSC
- 23 September Visit of Major General Juris Maklakovs, the Commander of National Armed Forces of Latvia and delivery of lecture as a part of Module « XXI Century Armed Conflict and Operations" to the students of HCSC

24 September	Video Teleconference (VTC) on "Allied Operations in Afghanistan" to the audience of the Higher Command and General Staff Course delivered by General Egon Ramms Commander of Joint Force Command Brunssum
5-9 October	OPP Seminar at the BALTDEFCOL with supervision by a delegation from Canadian Forces College
15 October	Visit of the Minister of Defence of Latvia Mr Imants Lieģis to the Baltic Defence College
15 October	Professor Žaneta Ozoliņa, Visiting Senior Mentor, was awarded the BALTDEFCOL Medal of Merit
15-16 October	Workshop on New NATO Strategic Concept at the BALTDEFCOL welcomed by the Minister of Defence of Latvia Mr Imants Lieģis
16 October	BALTDEFCOL students' gift to the local community in organising Christmas charity for children with mobility impairments, fundraising was initiated to help Lastefond (Children's Fund) buy a bed-side monitor for the Tartu Children Clinic as well assistance at the Tammistu Family Centre was provided
20-21 October	Participation of the Commandant and Dean of the BALTDEFCOL in the third Central European Forum on Military Education (CEFME) at the National Defence University of Poland
3-4 November	Workshop on Baltic regional Military History

- 3-5 November Participation of the Commandant of the BALTDEFCOL BG Gundars Ābols in the annual Nordic Commandants' Conference in Helsinki
- 12 November BALTDEFCOL Directing Staff members awarded with Romanian Emblem of Merit "Partner for Defence", Second Class by Romanian Senior National Representative LTC Carol – Teodor Peterfi on behalf the Chief of Romanian General Staff Admiral, Ph.D. Gheorghe Marin
- 16-17 November Meeting with representatives of the Georgian Armed Forces National Defence Academy, Joint Forces Staff College, the US National Defence University at the BALTDEFCOL in order to provide support for the development of a Georgian Joint Command and General Staff Course (JCGSC)
- 18 November Visit of the delegation of the French Joint Staff College led by Major General Vincent Desportes, the Director of the French military educational institution, who delivered a lecture on "Acting with uncertainty" to the students and Directing Staff members
- 26 November Visit of the Georgian Ambassador H.E. Mr. Ruslan Abashidze to the BALTDEFCOL
- 14 December Defence Industry Day at the BALTDEFCOL with participation of representatives of Estonian Defence Industry Union and students from the Tartu University
- 15 December Visit of the Ambassador of the United States to Latvia H.E. Ms Judith G. Garber to the BALTDEFCOL, who

delivered two lectures to the current courses on “US interest in the Baltic region” and “NATO Defence Spending in the XXI Century”.

2 Courses at the Baltic Defence College 2009

Based on the decision by the Ministerial Committee and the study slots requirement list from the three Baltic States, the College will from 2010 again conduct the Joint Command and General Staff Course (JCGSC) on an annual basis. The Civil Servants Course (CSC) will therefore also be conducted annually and planned as a parallel activity to, and partly integrated with, the JCSGC.

2.1 Army Intermediate Command and Staff Course (AICSC)

The AICSC provides land force tactical education for Captains and Majors focusing on the Brigade Level with an introduction to Division level operations. Latvia and Lithuania have established intermediate level courses for the Maritime (the Baltic Naval Intermediate Command and Staff Course) and Air Forces (The Air Force Command and Staff Course) respectively. Through coordination of the three curricula, the graduates of these courses, once they obtain the appropriate field experience, are fully ready to enter the Joint Command and General Staff Course (JCGSC). The other officers who join the Joint Course from outside the Baltic States are given an opportunity to refresh their service specific knowledge during the Joint Command and General Staff Course's service specific teaching presented in the second month of the Course. Otherwise, they are expected to enter the Joint Course ready to take on the challenges of that level of military education. The Operations Department provides available teaching staff as needed to both the Maritime and Air Forces intermediate courses and these Courses are all synchronized through the regularly held Curriculum Coordination Group Meeting. Graduates of the AICSC and the other intermediate courses who go on the JCGSC have clear advantages over less well prepared student officers.



Army Intermediate Command and Staff Course 2009

2.2 Joint Command and General Staff Course (JCGSC)

Conducting a truly Joint Course has always been a challenge for the College given the land force centric nature of Baltic military forces, availability of talented Directing Staff, and the two year cycle of the providing the 11 month Joint Course once in a 24 month period. Starting with JCGSC 2009-2010, several of those challenges have been mitigated or eliminated. The Course will now be conducted once a year enabling staff to maintain their proficiency on a continuous basis. Additional staff obtained including two Estonian Navy officers, a contracted retired experienced logistics officer, and a contracted retired experienced air power instructor have gone far to provide the required Joint and service level experienced staff to the College. Providing qualified students from the Maritime and Air Forces for the Joint Course remains a constant challenge for the Baltic States. A consequence of conducting the Joint Course once per academic year is that the AICSC will no longer be conducted at the College. This may lead to an

erosion of the quality and readiness for land force Baltic officers entering the Joint Course.



Joint Command and General Staff Course 2009 / 2010

2.3 Higher Command Studies Course

The Higher Command Studies Course (HCSC) will continue as an annual autumn course. In recognition of its importance for NATO the Course is accredited by NATO Allied Command Transformation and included into the NATO Course Catalogue.

The HCSC as a NATO course was conducted between 10 August and 18 December 2009. The overall course length is 25 weeks: six weeks are allocated (during May - June) for dispersed preparation and the accomplishment of required reading prior to arrival for the residential part of the course; and 19 weeks for the residential part itself (August - December). During the main residential period, from Monday to Thursday

each working day in principle comprises five academic hours, and Friday three hours, for classroom activities, plus at least four further hours per day for self-study and preparatory reading.



Higher Command Studies Course 2009

The HCSC uses the usual war college learning methodology, emphasising active learning and the full participation and contribution of all students in an open and positive environment. The Baltic Defence College does not seek to provide conclusive answers, but to inspire mature and capable people to open their minds to the difficulties and complexities of defence transformation and to develop their own approaches to the problems of adaptation to a new strategic environment. Thus, much reliance is placed on an individual and group study. Students are expected to share their knowledge, experience and learning with others. Students are encouraged to think critically and analytically and required to research and present material on all aspects of the curriculum, which is critiqued by guest lecturers and the College Directing Staff.

Because of the strategic nature of the course, and the intention to deliver the curriculum at an appropriate level of expertise, knowledge and credibility, the main source material for the HCSC is an extensive programme of lectures from a range of distinguished guest lecturers. To ensure freedom of discussion, unless otherwise stated, the College teaching takes place strictly under the Chatham House Rule. The course also has a very high requirement for individual preparatory reading and studies. The students are required to write one short essay and one individual research paper. During the residential part of the course five senior mentors up to sixty speakers visited the College to provide the teaching for the HCSC 2009.

A two week Force Planning Exercise was also conducted with the assistance and support of a team of the UK MoD analysts. The aim was to provide the students with an opportunity to use force planning tools and techniques. During the exercise, the students evaluated the existing security and defence policies of the three Baltic states and applied force planning tools and techniques in order to recommend appropriate improvements to the force structures of the three Baltic states.

Two field study trips complemented the classroom activities and allowed the students to gain additional insights and first-hand information on issues relevant to the course objectives and curriculum.

The first study trip to strategic level NATO/EU HQs was combined with a visit to Kiev where the course met with the representatives from the NATO Liaison Office, the Ministry of Defence, the General Staff, the Ministry of Foreign Affairs, and the Security and Defence Council. In Brussels and Mons, the students were able to analyse transformation programmes and discuss major policy issues with representatives from NATO IS and IMS, SHAPE, EUMS, the Office of EU High representative for Common Foreign and Security Policy, the three Baltic states' Permanent and Military Representatives to NATO and the EU and the Belgium MoD. During the

other trip to Riga, Vilnius and Tallinn, the students were addressed by representatives from the Parliaments, Ministries of Foreign Affairs and Defence, Defence Staffs and academics and were able to gather the facts necessary to support the Force Planning Exercise.



The HCSC has developed a robust Course evaluation and assessment system. In January 2010, the HCSC Directing Staff formally assessed the feedback from the students, the guest lecturers and the staff in order to develop lessons identified and recommendations for the future development of the course.

HCSC 2009 experience shows once again that the course focus on the leadership of transformation and the targeting of medium and small Eastern European states is relevant. This approach was praised not only by the students, but also by a number of visiting lecturers and mentors.

For the success and sustained quality of the course, the right balance of high-quality students and participating nations is important. The possibly best representation of nations should be 30% for the Baltic States, 25% for the Central European states, 25% for the Western nations and 20% for outreach countries. It would make 6 Baltic-, 5 Central European-, 5 Western- and 4 outreach students in a class of 20. Presence of civil students has utmost significance and the ideal proportion of civil servants should be 1/4 out of the total number.

The extensive use of external speakers should be continued as we should maintain focus on enlarging and enhancing the network of potential contributors.

The modular approach to building the curriculum should be continued with adjustments made as necessary based on lessons identified and feedback received from the staff and graduates.

3 Baltic Defence College Research in 2009

3.1 Research activities

The Research programme of the school and the faculty is also geared to support the need of the Baltic States for good research and thinking on a host of security issues. By supporting research activities, the Baltic Defence College remains at the centre of academic thinking on all aspects of military and security policy in the Baltic States. We also hope that the research papers by students and faculty and the products of the special studies and workshops can be of direct practical use by the Ministries of Defence and the Military staffs of the Baltic States.

Faculty Research Activities: At the Baltic Defence College we believe that it is important for the faculty to carry out research and to publish on security issues. This is partly for professional development,—to ensure that the faculty member stays current in his/her field of specialization—and also to ensure that the faculty member can bring current knowledge gained from research into the courses and teaching.

As a matter of fact, the Baltic Defence College academic staff continued developing their individual research, Dr. Eric A. Sibul was formally awarded PhD from the University of York July 2009, dissertation title: "Forging Iron Horse and Iron Men: Railway Transport in the Korean War and the Influence of the US Army Transportation Corps on the Development of the Korean National Railroad."

We begin with an overview of the major research activities/publications of the Baltic Defence College faculty. The full list of publications, research, and conference papers presented by BALTDEFCOL personnel is available upon request.

3.1.1 Academic articles / publications

Academic articles by *Dr. James Corum, Dean of the Baltic Defence College:*
"Future Battlespace and the U.S. Response," in *Baltic Security and Defence Review*, Vol. 11, Nr. 2 2009 pp. 21-39

"Special Feature: Historical document: Operations Order for the German Navy for the Invasion of Saaremaa, September 1917," in *Baltic Security and Defence Review* Vol. 11, Issue 2, pp. 146-155

"Devil's Bargain: How Germany Conspired with Russia 1919-1933," in *World War II*, February – March 2009. pp. 50-57

"Chaco War: Battle in the Barrens" *Military History Quarterly*, 2009, pp. 52-64.

Book chapters by *Dr. James Corum:* "Development of modern counterinsurgency theory and doctrine ," in *Ashgate Research Companion to Modern Warfare*, ed. George Kassimeris John Buckley (Ashgate: UK, 2009) and "Airpower in Small Wars: 1913 to the Present," in *A History of Air Warfare*. Ed John Andreas Olsen, (Washington DC: Potomac books, 2010).

Academic article by *Dr. Asta Maskaliūnaite:*

"Dirty War or how Democracies can lose in the fight against terrorism", in Van Baarda, Verweij eds. *Moral Dimension of Asymmetric Warfare. Counter-terrorism, Democratic Values and Military Ethics*, in *Martinus Nijhoff Publishers*, 2009.

Academic articles by *Dr. Arunas Molis:*

"Baltic military cooperation: past, present and the future", in *Lithuanian Foreign Policy Review*, Foreign Policy Research Center, Vilnius, 2009

"Assessing US-Lithuanian relations", CEPA Working Paper, Center for European Policy Analysis, Washington, DC, 2009

"NATO or the ESDP? "Choice dilemma" for the Baltic States", *Zahranličná politika*, Centre for Security Studies, Bratislava, 2009

Dr. Eric A. Sibul had a publication: "Kariniu pajegu rusiu atskyrimas," (in English: "Separation of Military Services") *Kardas*. (May 2009): 42 – 49

Academic articles by *Mr. Frederic Labarre*:

"Sustainable Armoured Capability for Small Powers: The Case of the Russia-Georgia War of August 2008", in *Baltic Security and Defence Review*, Tartu, December 2009

"The Sources of Russian Neo-Mercantilism" in J. Larry Black and Michael Johns, eds., *From Putin to Medvedev: Continuity or Change?* Manotick: Penumbra Press, August 2009

3.1.2 Conferences

Dr. James S. Corum had participated in the following conferences in the US, Germany, Netherlands, Austria in which delivered papers on:

"The U.S. Air Force Confronts Counterinsurgency: Sixty Years of Conflict between Official and Unofficial Doctrine," Society for Military History Conference, Murfreesboro TN,

"Winning the War- Not Just the Battle", in "Building, Training 3rd World Counterinsurgency Forces", *Revising Counterinsurgency Doctrine for Future Operations*, International Society for Military Sciences annual Conference, "Neue Amerikanische Doktrin fuer Aufstandsbekämpfung," Vorlesung Serie, Österreichisches National Verteidigungs Akademie, Vienna

Dr. Asta Maskaliunaite had participated in four conferences in London, Bristol, Dublin and Jordanstown (Northern Ireland) in which delivered papers on the role of discourse in perpetuation of political violence, on usage of historical references in constructing violence in the Spanish Basque Country and on Nationalism and peacekeeping discourse, examining the reasons of small states engagement in the missions abroad.

Dr. Eric A. Sibul presented conference papers on:

"Logistical Aspects of the Estonian War of Independence," "Estonian Amphibious Operations in 1919," in the Workshop on Baltic Regional Military History in November, organized by the Baltic Defence College and "Military History in Professional Military Education to prepare for a Complex and Dangerous World" in Amsterdam in the First Annual Conference of the International Society for Military Sciences.

Mr. Frederic Labarre edited proceedings on Workshop on "NATO's New Strategic Concept", published in *Baltic Security Defence Review* in December and presented a paper "An Understanding and Security Mutual" on the reconciliation of national defence priorities and NATO missions in the Conference "Towards a New Transatlantic Strategy for the Greater Black Sea Region" in Sofia.

In addition to academic articles and participation in conferences *Dr. Arunas Molis* developed and implemented the following courses outside the BALTDEFCOL:

"EU foreign and security policy", Eurouniversity, Faculty of Internal Relations, Tallinn

"Contemporary issues in the EU-Russia relations", Eurocollege, Tartu University, "Energy in international politics", Hochschule Bremen, University of Applied Sciences, Bremen

Dr. Eric A. Sibul developed case studies for elective courses at the US Marine Corps University, Dickinson University and the US Army War College "Strategy for Small States," the Soviet attempt to take over Estonia in 1924, the Memel Crisis of 1923, the Russo-Finnish Winter War of 1939-1940, the Congo Crisis of 1964, the Irish "Troubles" of 1969, the "Cod War" of 1975 as well "Case Study: Utria Landing – Retaking of Narva January 1919" within BALTDEFCOL Joint Command and General Staff Course in August.

3.2 Conferences, Seminars and Workshops at the College

In 2009 the Baltic Defence College initiated a policy of having several workshops every year, in which a small group of 20-30 academics, officers or defence officials would meet and present papers and hold academic discussions on vital security issues. This is part of an ongoing initiative to establish the Baltic Defence College as a true centre for security studies discussion and scholarship in the region.

Although funds are limited, and this rules out large and elaborate conferences, it is still possible to hold very high quality smaller events and do them more often. The Baltic Defence College invites members of the universities in the region, defence ministry personnel and military personnel to the conferences and workshops.



3.3 Publications

The main publication of the Baltic Defence College is the *Baltic Security and Defence Review*. In 2009 the *Review* made its transition to a professional academic peer reviewed journal and established an editorial board with an outstanding and internationally-known group of scholars to ensure content quality.

The *Baltic Security and Defence Review* had expanded into a biannual journal and may print special issues as well as part of the support for the International Society for Military sciences.

The journal has been improved and expanded without requiring a larger budget. The quality of the journal has improved and the main means of dissemination is via electronic copies.

In addition the Baltic Defence College published a staff ride guide to the Blue Hills and Narva battles in August 2009. This is a model for future studies that can be published.

3.4 A. P. Møller Defence Research Library and Information Resources Centre

The library suffered from some budget cuts in 2009 and in 2010 will face the loss of Netherlands military support as the Netherlands has been ordered to reduce its budget. However, with a large donation of 700 books on security issues and military history, as well as a careful programme of acquisitions, the BDCOL library holdings continued to expand. The Library holds approximately 14,000 volumes and subscribes to several key databases on security policy so that students have access to information. In addition, BDCOL students and faculty have full access to the Tartu University Library with over four million volumes.

Although the next two years are likely to be lean in terms of budgets, the Library continues to be a high quality institution and to effectively meet the needs of the Baltic Defence College students. The library personnel are highly trained and experienced and the student reviews always give glowing marks to the support coming from the library.

4 Baltic Defence College Development

Proposed changes to the BALTDEFCOL structure need to be approved in the BALTDEFCOL development Plan 2010 – 2016 and requires Subject Matter Experts to be brought in from outside through possible bilateral agreements with BALTDEFCOL supporting countries. The manning of such a structure needs to be filled to 100%.

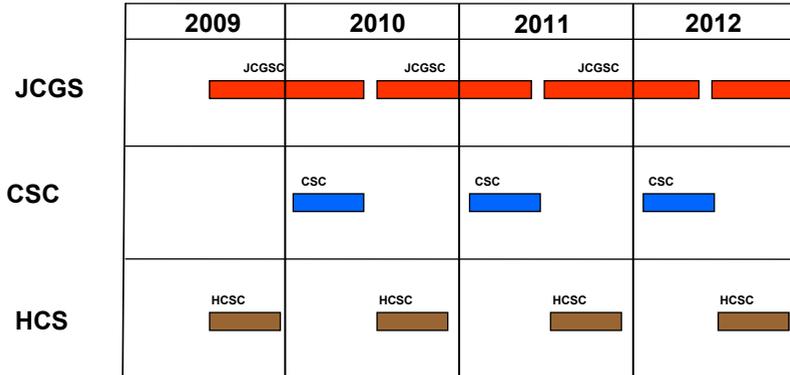
4.1 Courses 2009 – 2012

The following courses will be conducted during 2010:

- Joint Command and General Staff Course (JCGSC) 2009/2010; August 2009 – June 2010 with 51 students.
- Civil Servant Course (CSC) 2010; January – June 2010 with 9 students.
- Joint Command and General Staff Course (JCGSC) 2010/2011; August 2010 – June 2011 with 52 students.
- Higher Command Studies Course (HCSC) 2010; August - December 2010 with max 20 students.

In addition the BALTDEFCOL is preparing to support Georgia in the eventual development of a Georgian Joint Command and General Staff Course. This effort is a part of a wider undertaking, where the leading role belongs to NATO International Staff as well to the US National Defence University. The BALTDEFCOL is open to have a Georgian teacher as a part of Directing Staff starting from the School year 2010/2011, and the same time to provide identified support for Georgian JCGSC with our capabilities. The initial meeting of all sides involved took place in November in Tartu, where the Georgian Armed Forces National Defence Academy, Joint Forces Staff College, the US National Defence University and the Directing Staff members of the Baltic Defence College were present in order to provide

support for the development of a Georgian Joint Command and General Staff Course.



Course structure 2009 - 2012

4.2 Joint Command and General Staff Course JCGSC 2009/2010

JCGSC 2009/2010		
Course duration: 10 Aug 2009 – 18 Jun 2010		Number of students: 51
Nation	Total	Remarks
Estonia	10	1 Air Force officer
Latvia	11	1 Navy and 1 Air Force officer
Lithuania	10	1 Navy and 1 Air Force officer
Sponsored	14	From AICSC. Sponsored by EST (2), LVA (3), LTU (3), DEN (3), CH (2), NLD(1)
Other nations	6	2 Air Force Officers
Total	51	

Service background (Army, Navy, Air Force) to be decided by the Baltic States prior to invitation. A minimum of 6 Navy and 6 Air Force students are required to create a real joint environment within the six syndicates. The total number of students ought to be at minimum 50 in order to organize the course into two planning groups during Learning Area 1, Joint Combined Operations.

4.3 Higher Command Studies Course HCSC 2009

HCSC 2009		
Course duration: 9 Aug 2009 – 18 Dec 2009		Number of students: 14
Nation	Total	Remarks
Estonia	2	1 mil and 1 civ student
Latvia	2	1 mil and 1 civ student
Lithuania	2	2 mil
Sponsored/outreach	3	Sponsored by , LVA, LTU, DEN, EST
Other nations	8	GEO, UKR, CZE, POL, ALB, CRO, FRA, ROM
Total	14	

In order to reach a cost effective number of students it is needed to study the possibility to have students from Nordic countries.

5. Summary

The White Book of the Baltic Defence College continues to be an open source document in order to provide an annual update about one of the most successful Baltic States' cooperation projects on security and defence. All information included in the White Book refers to the Directing and Support staff members of the College. The Baltic Defence College strives to be a dynamic and adaptable learning institution to produce leaders to meet the security and defence challenges for Baltic countries in an uncertain future.

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