



ANNUAL REPORT

2014-15



Overview of the Programme

The Oxford Changing Character of War (CCW) Programme is devoted to the interdisciplinary study of war, strategy and the implications of armed conflict. It is a successful, world class research programme enjoying global influence, and connected to scholars of the highest standing at the University of Oxford, throughout the United Kingdom and around the world. The CCW Programme is the catalyst to critical thinking beyond the academy, and has a strong track record of advice to the government of the United Kingdom and its armed forces, as well as many other countries. The excellence of our comparative work and our ability to blend theoretical and applied understanding are particularly highly valued.

The aim of this report is to reflect on the academic year 2014-15, examining our purpose, our research record, our international standing in the conduct of our research and our financial performance. It is also an opportunity to evaluate successes and setbacks and to cast our vision for the future.

The CCW Programme convenes a number of international conferences, symposia and workshops, where personnel from academic, government, international organisations and armed forces are brought together to discuss matters of common interest. Many of these are focused on the problems of making strategy, including for the second year running, in collaboration with the Development Concepts and Doctrine Centre, the ‘Strategy Forum’ (March 2015, July 2015 and October 2015) and a Festschrift in honour of Sir Hew Strachan on ‘Strategy, War and Civil Military Relations’, (22-24 September 2015). We have a proven track record in the delivery of high quality, high impact events. We have a close but critical relationship with many defence institutions internationally and we are valued for our ability to generate original thinking drawn from diverse perspectives.

We have significant experience in producing and editing journal articles and major publications. Some 17 titles have now been published in the CCW series with Oxford University Press, including *The Changing Character of War* (2011). Two books have been published in the series this academic year: *At the End of Military Intervention: Historical, Theoretical and Applied Approaches to Transition, Handover and Withdrawal*, edited by Rob Johnson and Timothy Clack (2014) and *Frontline: Combat and Cohesion in the Twenty-First Century* edited by Anthony King (2015).

Based at Pembroke College and associated with the Department of Politics and International Relations, but connected throughout the departments and centres of the University of Oxford, we conduct research on a range of issues pertaining to the making of strategy and the conduct of war in the modern period and seek to be ‘policy-relevant’ through elucidation, explication and education.

Our research priorities during 2014/2015 have been the challenges of making policy and strategy, and the changing character of war in the present and in the future. We have also focussed on the relationship between war and the state, war in a connected world, non-state actors and international institutions, the history of the laws of warfare and the moral dimensions of war. Our strength is in our ability to convene a number of academic subject specialists, and we suggest that it is through interdisciplinarity that we can offer a more realistic, theoretically sound and nuanced appreciation of the difficulties in the formulation of policy and of strategy.

Our work is conducted through individual scholarship, regular seminar series, and a range of international conferences and forums, all of which bring together academics, those in public service, professionals and practitioners. This year, after a gap of two years, we appointed a new Director of Studies Dr Annette Idler, and she has already made a significant difference to the work that we can do.

We host Visiting Research Fellows (VRFs), from academic, political-diplomatic and military backgrounds, who contribute to our research themes, and we support the participation of individual practitioners by bringing to Oxford representatives of the armed services, of governments and of multinational organisations to engage in our research projects and seminars. To date the CCW programme has hosted 1 Admiral, 3 Commodores, 8 Commanders, 13 Naval Captains and one Naval Lieutenant; 13 Generals, 4 Brigadiers, 4 Colonels, 3 Majors and 17 Captains; 2 Air Commodores, 4 Group Captains, 1 Wing Commander and 1 Squadron Leader; 20 Professors; 31 Associate Professors/Doctors; 1 Barrister; 1 Embassy Attaché; and 2 members of the US Department of State: a total of 130 VRFs in eleven years.

CCW members and our Visiting Research Fellows have produced dozens of articles and peer reviewed papers, as well as volumes of their own, including *Post-Heroic War* (2014) *Blair's Wars and Britain's Generals* (2013); *War From the Ground Up* (2012) and *High Command* (2014). Some former fellows have gone on to some of the most senior positions in the armed forces.

Crucially, while concentrating on the quality of our own research, CCW is outward-facing and we support individuals and organisations in government and the armed forces, in the United Kingdom and internationally, by offering lectures, bespoke advice, committee support and connections to subject specialist academic colleagues around the world. Within the University of Oxford, there is a community of outstanding scholars, an array of related research activity, and frequent engagement with the world's leaders in every field.

Oxford's alumni record is impressive and includes global leaders in the public and private sector. The links of alumni and scholarship mean that Oxford is closely connected to all the leading international institutions, and, within CCW, our members possess strong associations with the world's finest universities.

At Oxford, we possess a number of outstanding venues for the hosting of conferences and seminars, equipped with state of the art systems. Pembroke College completed its construction of new conference facilities in 2013 and can offer the highest standards in facilities and accommodation, as well as excellent dining, as was exemplified in events hosted here this year.

Of course, it is through the generous support of our donors that we are able to function as we do. Without this support, CCW's funding would have disappeared some three years ago. Thanks to their continued investment in our work, we have continued to develop, and all members of the programme are immensely grateful to them.

Moreover, it is due to the support of Pembroke College and its staff that CCW has a home in Oxford. The support is tremendous and often well beyond the call of duty. All CCW members express their admiration for the staff of the College.

In the future we intend to increase the number of research staff employed by or associated with the programme, to generate further research activity and publications, develop our links with other institutions, and generate sufficient funding to support all of our activities. We are a growing organisation and we have a significant contribution yet to make.

Director's Report on the Programme

Our research themes have been dominated again this year by the future character of war, a product perhaps of Western governments and armed forces reconfiguring their positions after the closure of operations in Afghanistan, and the emergence of new threats in the Middle East and Eastern Europe. American colleagues have also expressed greater interest in studying the strengthening of Chinese military capabilities and the threat posed by cyber disruption. Our Chinese scholars have stressed their country's interest in asserting its international profile by avoiding conflict. Those who work in diplomacy, NGOs, and conflict resolution have been eager to study the solutions to all forms of armed conflict.

The CCW programme has been pleased to support the work of the Development Concepts and Doctrine Centre (DCDC) which is based at Shrivenham. Having won a competition to deliver that support, the CCW programme has conducted Strategy Forum events, provided interns and offered bespoke support on preparations for doctrine and concept materials, including Global Strategic Trends, The Future Operating Environment, and other publications.

Our study days have addressed some of these issues with events on 'Psychologies of War', 'the Sunni-Shia conflict' and 'Russian Hybrid Warfare'. A further study day brought together Sir Hew Strachan's selected speakers 'On War'. CCW Team Meetings addressed a number of papers produced by Visiting Fellows, including a lively discussion on the South China Sea, on the French notion of a *Levee en Masse*, on the Norway Campaign of 1940, on Russian military reform, and another on Grand Strategy. Alongside the weekly CCW seminar series, addressing a great range of themes outlined below, there has also been a fortnightly Human Security Seminar Series which sought to explore the realities of a multinational, multiagency environment.

The CCW seminar series in 2014-15 tackled our research themes but also sought to offer a balanced range of subjects. Two seminars examined 'diplomacy and war' as part of our effort to re-establish the context of foreign policy and negotiation in the events preceding and the means to resolve armed conflict. In Michaelmas term, there were seminars on Pakistan's grand strategy, Lanchester's laws of the offensive, Western stabilisation in Afghanistan, the future of political violence, behaviourism in information warfare, cyber power and the Ukrainian conflict. In Hilary term, there were seminars on intelligence 'post-Snowden', cyber-security, peacekeeping in Sudan, Russian strategy, morality in unconventional warfare, the myths of counter-insurgency and the relentless mathematics of air warfare. Two seminars in Trinity term addressed the position of civilians and non-state participants in war, one tackled grand strategy and the problems of the terminology, and another examined the consequences of systemic failure in the decision-making process in Afghanistan. There were more detailed studies of the Israeli operations in Gaza, and the use of drones in recent operations. Additional seminars included a historical perspective the War on Drugs, as well as a joint CCW-OxPeace event on the role of the private sector in war and post-war recovery. One unusual highlight was a seminar on the portrayal of military life by Rosie Kay, a dance choreographer; her dance group performed in Wolfson College, Oxford in May, with a panel discussion in which the Director participated. Full details of the seminar series appear on page 17 and following.

The resonance of this research has been highlighted by the fact that the Programme Director has been called upon to act as a specialist advisor to the British, American and European armed forces and to the Foreign and Commonwealth Office on security, defence and transition. This advice has taken the

form of study days, lectures, and training, both in Oxford and elsewhere, and is in keeping with the Programme's mandate to make research relevant and to inform those charged with making decisions or executing change. In addition, the Director has been called upon to give specific support to the Afghan National Army's officer academy in Qargha, Kabul, and institutions dealing with professional military education in the UK and the United States (including the Royal College of Defence Studies, the Joint Services Command and Staff College, and the Royal Military Academy Sandhurst). More about the Director's work follows on page 8.

In 2014/2015, CCW continued to act as the host for the national Strategy Forum (10 October; 12 March), which itself was part of a move to work more closely with the DCDC (Development Concepts and Doctrine Centre) where our expertise could have the most beneficial effect. CCW had to win a bid against other institutions in order to do so. The Director also assisted in the production of the DCDC Future Operating Environment publication. The Strategy Forum was convened in Oxford and in London this year, covering themes of personnel management and credible deterrence. Further details can be found on page 16.

This was also a year of greater collaboration with other institutions. A visiting delegation from the Turkish Armed Forces Staff College commemorated Gallipoli and the Dardanelles campaign, and concluded a Memorandum of Understanding with CCW. An MoU was also proposed with the Royal Netherlands Armed Forces Defence Academy, and the Norwegian Defence Academy. A joint research proposal was created with the School of Advanced International Studies (SAIS) in May.

We renewed the links with the Royal Military College Canada, and the Director assisted the research team from Canada in their work on Professional Military Education.

These institutional links are the outcome of a far more important feature of the programme's work, namely the hosting of Visiting Research Fellows and Research Associates. In the last twelve months, we have had 17 new and 6 returning Visiting Fellows with CCW. Their work significantly increases the research output of the programme and ranged from grand strategy through to the use of social media in radicalisation. Our Visiting Fellows were drawn from six different nations, including China, the United States, Australia, Lithuania and Switzerland, as well as British military personnel. Seven were military officers and five were hybrid academic serving officers, while seven were visiting academics.

Despite the acute pressure on the small staff we possess, that is, our Steering Committee, Director, Director of Studies and part-time Administrator, CCW managed to stage three large scale public conferences during the year (Strategy Fora, with three further conferences planned for September and December 2015 and April 2016), an Annual Lecture, six study days (with eight next year). In other words, in 2015-2016, we will double the number of conferences and double the number of study days.

There have also been a number of other events, including book launches (December 2014 at the RCDS for *At the End of Military Intervention*) and extraordinary seminars. These included Professor Audrey Kurth Cronin's new work on Islamic State, a historical perspective on the war on drugs, and a joint event with OxPeace on the role of the private sector in war and post-war recovery. Professor John McLaughlin was hosted by the programme as part of the Humanitas Intelligence lectures and bespoke meetings, too numerous to list.

All of these indicate that CCW is a busy and thriving enterprise, fulfilling its remit to be relevant to contemporary issues.

In terms of the fulfilment of the CCW Strategic Plan, our objectives were to secure further funding (achieved), appoint a Director of Studies (achieved), extend our Oxford, national and international links (achieved) and to develop our research activity in line with emerging research interests (achieved). However, funding remains limited and unless further significant funding is acquired, there is a risk that the programme will have to consider its options in 2016-2017. A renewed Strategic Plan would seem appropriate in 2015-2016.

The Director's Research and Advisory Work

It was a busy year in 2014-15 and required a balance between the main tasks of advisory support to key donors, developing links with partners, programme management, and personal research and supervisory work within the university. In broadly chronological terms, the Director's research and advisory activity began, rather appropriately, with visits overseas.

The Director lectured on the 'Future Character of War' at the NATO Defence College in Rome on two occasions this year, to a standard course and to the Generals, Flag Officers and Ambassadors Course. The Director also visited Turkey (18-21 November), lecturing to the Staff College and to TOBB University on the future of international relations. On a separate occasion, the Director visited Ankara to advise on the NATO 'Lessons Learned' review from the conflict in Afghanistan, which inevitably contained lessons for the future, and his notes were incorporated into the final report. In a reciprocal move, he hosted the Turkish delegation to Oxford on 29 April 2015 and gave a paper at the conference on Gallipoli held at Pembroke College.

Dr Johnson also gave a paper at the National Intelligence Committee future trends program event in Arlington, VA on 12 November 2014, and chaired a joint session of CCW, Blavatnik School of Government and the United States' National Intelligence Committee on 3-4 June 2015.

Closer to home, the Director serves on the Advisory Group for the Joint Services Command and Staff College (November 2014) and the Chief of the Air Staff Fellowship Board (for the selection of RAF officers to join academic programmes). In February 2015, the Director lectured at the Higher Command and Staff College (HCSC) on indigenous military forces, and later in the year, he acted as the sole academic advisor on the HCSC course curriculum which will be implemented in 2015-16. In January 2015, the Director also hosted General Perkins, the US Army commander responsible for training and doctrine, where there was a fruitful discussion on the planning assumptions that contribute to a military doctrine. In July 2015, he also attended General H.R. McMaster's Operation Unified Quest assessment of the Changing Character of War where he delivered a paper on the subject. The Director spoke at the launch of the CCW volume *At the End of Military Intervention* on 17 December 2014, focussing on what had been learned from the conflict in Afghanistan and how the United Kingdom will seek to position itself in the near future.

In January 2015, the Director ran the week-long exercise at the Royal College of Defence Studies, giving the final lecture on 'Palestine and the British Mandate, 1920-1948', pointing out the similarities and differences in assumptions about sovereignty and international jurisdiction, local communal violence and the trials of peacekeeping. In 2016, the exercise will be modified to develop strategic thinking further at the RCDS and the Director has worked closely with the Senior Directing Staff to make the required enhancements.

In accordance with his commitment to doctoral supervision, there were sessions with postgraduates throughout the year and assistance to the transfer of status of Frances Brown, working on Afghan governance. Supervisory support was also given the Visiting Research Fellows covering a variety of subjects and areas, including China's aspirations in the South China Sea, operational leadership, and maritime doctrine.

In March-April 2015, the Director completed a research project for NATO and published two reports on *The Future of Terrorism and Countering Strategies* (44,000 words) and *The Future of Urban Operation and*

Strategy (76,000 words). A subsequent summary of each report was incorporated into two essays published for NATO staff.

In April, the Director led a Staff Ride to Ypres with the Rifles regiment, to mark the anniversary of operations there in 1915, and made a brief television appearance. Continuing the theme of the centenary of the 1914-18 war, Dr Johnson gave a paper to mark the opening months of the Great War, and the specific role of the Indian Army, at the Royal Military Academy Sandhurst on 29 November 2014. On the commemorative theme, he also gave a paper at the Waterloo Commemoration conference at Ertegun House on 18 June and represented CCW at the Vice Chancellor's Drinks Reception that evening. To support the theme of public education, he gave a lecture at a Sixth Form Conference on the 'Evolution of Strategy and War' (25 March) in Bristol.

Advisory work took several forms and was balanced across the three UK armed services. On 6 October 2014, the Director served on an expert panel for the Assistant Chief of the Air Staff to consider future air power. On 30 October, the Director ran a study day on integrated action doctrine for the British Army. In June 2015 the Director joined a subgroup to discuss the future of British Maritime Doctrine and naval strategy at All Souls.

The Director lectured on Future Urban Conflict at the Geospatial and Cultural Studies Conference at Shrivensham (2 June 2015). He supported the National Army Museum with filmed interviews on Britain's military and diplomatic relationships with Pakistan and Sudan (14 May 2015).

On 16 May 2015, the Director gave a paper at the China-Japan War Conference, a 'Comparative Study of the Second World War', as part of a joint CCW-China Centre event with the Academy of Military Science of Beijing.

On 20 May, the Director gave a paper on the Future Conflict Environment to the private secretaries of HRH Prince of Wales in order to inform their own work on the connection between environmental issues and future armed conflict.

In the summer of 2015, the arrival of four interns from Yale enabled the Director to assemble hundreds of documents from the National Archives relating to the War Cabinet of November 1917 which would contribute to a large scale simulation exercise lasting a week in January 2016. The RCDS commissioned the Director to find the means and ways to enable its members to learn and apply various tools of strategic analysis in 2012 and two iterations have been delivered each January. The exercise has proved popular and challenging, and the feedback was extremely positive. The RCDS will repeat the exercise and requested that more examples using similar methods are offered by CCW, hence the new exercise set during the First World War. The value of the exercise is that it conveys not only a complex historical problem, but reveals much about contemporary defence and strategic planning issues.

There was an opportunity to attend other academic events this year, and the Director gave papers at Paris (June 2015) and in Sweden (June 2015). The Director examined the doctoral thesis of Christopher Sims (KCL) on the origins of Human terrain teams.

Preparation was carried out for a Strategic Studies course that could be delivered in 2016.

The Director wrote a number of articles and papers during the year, including an article on naval power and its political relevance for *JRUSI*; a paper on the utility of Britain's armed forces for *RUSI*; and a review essay for *The American Interest* on works of strategy. The Director published the edited volume:

The British Indian Army: Virtue and Necessity, Rob Johnson (ed.), (Cambridge Scholars Press, 2014) and published articles or composed chapters, which are detailed on page 28.

The Director of Studies' Work since 20 April 2015

Since taking up her position on 20 April 2015, the Director of Studies gave several talks and presentations. In Oxford she presented on violent non-state groups and civilian security at the CCW Lunchtime Seminar Series as well as at a Workshop on Ethics in Crisis and Fieldwork in Conflict Zones, organised by the School of Social and Cultural Anthropology. She also engaged in a Roundtable Discussion on Armed Conflict at the Department of Politics and International Relations and chaired a Session on War in the Great Lakes Region at the Annual OxPeace Conference.

The Director of Studies further presented her work on the Colombian conflict to the Foreign and Commonwealth Office and gave a paper at a conference in Ghent, Belgium, on the link between war and the illegal drug trade. She organised a panel on the Impact of Armed Groups on Civilians for the Latin American Studies Association Congress in San Juan, Puerto Rico, where she gave a paper on alliances among violent non-state groups and also organised and presented at a workshop on fieldwork in violent settings. In July she will present the work of CCW and her own research to the UN Peacebuilding Commission in New York.

The Director of Studies also engaged in various outreach activities in order to foster or establish partnerships, attract funding for the Programme and contribute with CCW's work to international debates on contemporary and future war and responses to it. She was invited to serve as an expert at an ESRC Funding Scoping Workshop on Conflict and Organised Crime, engaged in discussions with outstanding academic institutions including MIT and Berkeley University in the United States and with various institutions in Germany, including the German Federal Academy for Security Policy.

In July 2015 she will direct a two-day workshop with participants including Ambassadors and high-ranking UN officials in New York on the Global War on Drugs, which will inform an editing volume with top scholars and practitioners as contributors and two chapters written by Dr Annette Idler, as well as a policy report.

Committed to teaching and supervision, the Director of Studies advised two CCW Visiting Fellows, taught an undergraduate course on Global Institutional Design and examined a Masters' thesis in Global Governance and Diplomacy.

The Director of Studies further serves as an expert on international affairs for Oxford Analytica and was appointed as a member of the International Advisory Committee (IAC) of the Programme on Security & Rule of Law in Fragile and Conflict-Affected Settings at the Netherlands Organisation for Scientific Research (NWO).

She has produced several conference papers, journal articles and other pieces since she has taken up her position at CCW, and also put forward a book proposal which has been endorsed by the CCW Steering Committee.

People

Steering Committee

The Steering Committee for 2014-15 has comprised:

Professor Sir Hew Strachan (Chair), then Professor Dominic Johnson
Dr Robert Johnson (Director)
Professor Cecile Fabre
Professor Henry Shue
Dr Annette Idler
Dr Janina Dill
Dr Adrian Gregory
Dr Mark Fricker
Dr Eamonn Malloy
Mike Naworynsky

Professor Strachan stepped down in April 2015 to take up his new post at St Andrews. Professor Shue has retired. Dr Fricker has stepped down as Academic Director at Pembroke. Dr Gregory will take Sabbatical in 2015-16.

CCW Team

Director

Dr Rob Johnson

Director of Studies

Dr Annette Idler

Programme Administrator

Ruth Murray

Research Areas

Strategic Studies: Prof
Dominic Johnson and Dr
Lukas Milevski

**Strategy, Hybridity and
Middle East:** Dr Rob
Johnson

**Violent Non-State Groups
and South America:** Dr
Annette Idler

**International Relations
China and South Asia:**
Jonathan Ward

**Military History and
Cultures of War:** Dr
Adrian Gregory

Ethics of War and Peace:
Prof Cecile Fabre

**Organisational Theory
and Practice:** Dr Eamonn
Molloy

**Religion and the Middle
East:** Dr Alia Brahimi

**Information Age, Cyber
Security and International
Relations:** Graham
Fairclough and Jamie
Collier

Staff

Robert Johnson has continued as Director of the Programme and this year the Programme has benefited from the arrival of our Director of Studies, Dr Annette Idler. The Steering Committee and Academic Visiting Fellows have offered support to the programme and have supported the supervision of professional visiting fellows. Moreover, extending our links to other programmes in Oxford has had a considerable beneficial effect. Ruth Murray has continued in post as the part-time Programme Administrator.

Visiting Fellows

The Visiting Fellowship programme has continued to flourish. Although the past year saw a better balance between academic and military practitioner visitors. We were able to host five PLA officers, funded by Chevening, in Hilary and Trinity Term.

In 2014-15 the Visiting Fellows were:

Major General Christopher Elliott was formerly the Director General of Doctrine and Development, British Army and latterly Director of Doctrine and Strategic Analysis for General Dynamics UK Ltd. He is a Visiting Professor of Cranfield University and while at CCW was pursuing research into higher level decision making in the UK MoD in the decade 2000-2010.

Group Captain John Alexander (RAF) (Michaelmas Term) is researching whether British defence strategy should revert to what Liddell Hart called the 'British Way in Warfare' given the diffusion of power in the international system. It draws on his work on the MOD's Future Character of Conflict study and his subsequent Air Power Review article 'The End of Air Power History'. His senior regimental appointment was acting command of the RAF Regiment Force. His less conventional tours include secondment to Oman, Iraqi WMD fact-finding, coalition force planning for Iraq's 2005 elections and Taliban outreach. He has spent two of the last three years in Afghanistan and Pakistan. His RUSI Journal article 'Decomposing' an Insurgency' drew on his time in HQ ISAF and he has recently completed Pakistan's senior military course. He has degrees from Newcastle and Cambridge Universities, the Open University, and the Pakistan National Defence University.

Dr Elizabeth Anderson is a Visiting Fellow from the LIFC.

Lieutenant General Sir David Capewell (Royal Navy) is a Visiting Fellow from the Royal Marines

Weiwei Chu is Head of Oceania and Canada Section in the America and Oceania Bureau, Foreign Affairs Office (FAO), Ministry of National Defence, PR China and is a Chevening Scholar. She is responsible for defence engagement between China and Australia, New Zealand, Canada and South Pacific countries. Her research is looking at "US Rebalancing to the Asia Pacific and How China Should React".

Commander Joseph Gagliano (US Navy) wrote a paper on situation in the South and East China Seas and delivered a first class paper to team colleagues in CCW.

Rear Admiral (rtd) James Goldrick AO, CSC, RANR was a senior officer in the Royal Australian Navy until he retired from full-time service in 2012. He commanded HMA Ships Cessnock and Sydney (twice), the multinational maritime interception force in the Persian Gulf and the Australian Defence Force Academy. He led Australia's Border Protection Command and later commanded the Australian Defence College. He is a Fellow at the Lowy Institute for International Policy. A Visiting Fellow of the Sea Power Centre-Australia, an Adjunct Professor of the University of NSW at ADFA and a Professorial Fellow of ANCORS, his research interests include naval and maritime strategic issues in the Indo-Pacific, as well as the response of navies to changing technologies and operational challenges. His books include: *The King's Ships Were at Sea: The War in the North Sea August 1914-February 1915* and *No Easy Answers: The Development of the Navies of India, Pakistan, Bangladesh and Sri Lanka*, and *Navies of South-East Asia: A Comparative Study*, co-authored with Jack McCaffrie.

Major-General James Hockenull, is a Visiting Fellow from the British Army

Lieutenant General (rtd) Sir John Kiszely KCB MC DL was commissioned into the Scots Guards and served in Great Britain, Northern Ireland, Germany, Cyprus, the Falkland Islands, Bosnia and Iraq. Appointments included command of 1st Armoured Division, Assistant Chief of the Defence Staff, Deputy Commander of Coalition Forces in Iraq, and Director General of the Defence Academy. Since retirement from the Army in 2008, he has served as Deputy Chairman of the Board of Trustees of the Imperial War Museum, National President of the Royal British Legion, and Visiting Professor in War Studies at King's College London. He is currently conducting research for a book on the British campaign in Norway in 1940.

Professor Keith Krause is Professor at the Graduate Institute of International and Development Studies in Geneva, Switzerland, Director of its Centre on Conflict, Development and Peacebuilding (CCDP), and Programme Director of the Small Arms Survey, an internationally-recognised research centre NGO he founded in 2001. Professor Krause's research interests include concepts of security, the changing character of contemporary armed violence, and multilateral security cooperation. He has published *Arms and the State* (Cambridge) and edited or co-edited *Critical Security Studies* (Minnesota), and *Culture and Security*, and authored many journal articles and book chapters. During his sabbatical in Oxford, he is pursuing research on political violence and the state.

Robin McColl is a Visiting Fellow from the LIFC.

Dr Lukas Milevski is conducting postdoctoral research on case studies of grand strategic practice using the unique definitions of grand strategy contemporary to the practice in question to determine how definitions (i.e., how one thinks about and verbalizes concepts) influence how one identifies and investigates practice. This topic stems from his recently defended dissertation *The Modern Evolution of Grand Strategic Thought*. The author of over a dozen articles and recipient of several academic awards and research grants, he was among the youngest first prize winners of RUSI's Trench Gascoigne essay competition in 2010. His wide-ranging research interests encompass the whole of historical and contemporary strategic thought and practice.

Chen Min is a Chevening Scholar from the PLA. He is a lecturer at the Naval Command College Naval Combined Tactics Study and Research Unit where he is currently studying for his doctorate. His specialist area of research is naval combined tactics.

Dr Andrew Monaghan is a Senior Research Fellow in the Russia and Eurasia Programme at Chatham House. Previously, he directed Russia related work at the NATO Defence College and has held

teaching and research positions at the Defence Academy of the UK. His research focuses on Russian strategy making, and his current project explores Russian mobilisation

Group Captain Paul O'Neill (Michaelmas Term) is a serving Royal Air Force Officer. The end of combat operations in Afghanistan ushers in an era of 'contingency', in which the UK's combat edge is increasingly dependent on the quality of its people, but the implications of this are not well understood. Having been responsible for Personnel Strategy and the Defence School of Personnel Administration, his research interest is in the area of human capability. Viewing the issue through an organizational lens, his work will consider how Defence needs to change to become more agile so that it is able to develop and use its human capability to meet the challenges of tomorrow.

Professor Douglas Porch is Distinguished Professor and former Chair of the Department of National Security Affairs at the Naval Postgraduate School in Monterey, California. Professor Porch has served as Professor of Strategy at the Naval War College in Newport, Rhode Island, and has also lectured at the United States Marine Corps University at Quantico, Virginia, the U.S. Army War College in Carlisle, Pennsylvania, and the NATO Defense College in Rome, Italy. Professor Porch has published extensively. His most recent book, *Counterinsurgency: The origins, Development and Myths of the New War of War*, was published by Cambridge University Press in 2013. At present, he is researching a book on French combatants in World War II.

Captain Joseph Robinson, British Army (Michaelmas Term). During his Defence Fellowship in Oxford, Captain Robinson has been researching political philosophy in stabilisation strategy.

Captain Thomas Ross, British Army (Michaelmas Term). During his Defence Fellowship, Captain Ross has been looking at the 2011 UK intervention in Libya.

Adam Thomas is a Visiting Fellow from the LIFC.

Colonel (retd) Dr Randall Wakelam is an Assistant Professor of History and War Studies at the Royal Military College of Canada. As a serving officer he flew helicopters for the Canadian Army, becoming CO of 408 Squadron in 1991. Along the way he held staff appointments in aircraft procurement and language training policy. Since 1993 he has been an educator, first in uniform at the Canadian Forces College in Toronto and now at RMCC. He writes in the fields of air power, leadership, and military education. In 2009 he published *The Science of Bombing: Operational Research in RAF Bomber Command* and in 2010 co-edited *The Report of the Officer Development Board: Maj-Gen Roger Rowley and the Education of the Canadian Forces*. In 2011 he published *Cold War Fighters: Canadian Aircraft Procurement, 1945–54* with UBC Press and currently working on a biography of Air Marshal Wilfred Curtis who was Chief of the Air Staff in the RCAF during that same period. (Michaelmas Term)

Captain Jon White, RN Hudson Fellow (Michaelmas Term). Captain White's research is on maritime security in Sierra Leone.

Dr Yao Yao is one of the 2015 Chevening Scholars. He is Chief of the Planning Section at the Peacekeeping Affairs Office at the Ministry of National Defense, PR China. He assists the Deputy Director General of PAO to oversee the participation of the Chinese armed forces in UN peacekeeping operations and to prepare standby forces for future missions. In previous postings, Dr Yao Yao served in the UN peacekeeping mission to the D.R. Congo and as Assistant Military Attaché in the Chinese Embassy in Nepal. Dr Yao Yao was also responsible for drafting the ordinance on the Chinese People's Liberation Army's Participation in UN Peacekeeping Operations, which took effect in 2012.

Dr Zhang Ye is Director of the Foreign Military Study Section at the PLA Naval Research Institute where his main responsibility is to analyze and evaluate the maritime environment of China. Prior to his Chevening Scholarship, he had engaged in other international academic exchanges, including a visit to US Army War College as a member of PLA Scholar Delegation and discussions with a delegation of former Australian Prime Minister Kevin Michael Rudd, and visits to the US Naval Analysis Centre and Indian National Maritime Foundation.

Colonel Zheng Jie is a General Planning Officer of the Foreign Affairs Office of Lanzhou Military Theatre Command. Colonel Zheng Jie is in receipt of a Chevening scholarship to conduct research on reform on the Russian Armed Forces.

Activities

Public Lectures

The official Annual Lecture for 2014 took place in the Trinity Term.

Friday 20 June 2014, Oxford Union

General David Petraeus in Conversation with General Sir Nick Parker

In a record turnout for CCW, 450 people crammed into the Union Debating Chamber to hear General Petraeus reflect on his views on command in a twenty-first century campaign.

Professor Sir Hew Strachan gave the Annual Lecture, as part of a three day Festschrift in his honour, to end his time on the CCW Programme on 22 September 2015.

Conferences and Workshops

Robert Johnson has continued to run high level, private study days for the Ministry of Defence generously funded by a private donor. In addition to these academic study days, Rob was also asked to put on workshop on diplomatic writing. Two iterations of this workshop ran in 2014-15.

Strategy Forum

The first full forum was held in Pembroke College on 10 October 2014. A second full forum was held at HMS President in London on 12 March 2015. The final Forum of this academic year will be on 15 July 2015.

In 2009, the CDS's Strategy Forum was convened to debate issues of relevance in Defence, responding to questions on which CDS sought clarification. The Forum consisted of an on-line element and an annual meeting, but both, it was felt, would have benefited from a more critical approach. Today, there is a new willingness to engage with those outside of Defence in order to enhance the quality of strategic thinking and to better inform decision-making. To that end, and applying what has been learned since 2009, the Strategy Forum was re-launched as a series of workshops with CCW at Pembroke College, Oxford.

The aim has been to provide a forum to promote the development, education and training of strategic thinkers across Defence, to include the understanding and use of creative thinking and evidence-based analysis, thereby seizing the opportunity to discuss strategic issues in depth, relevant to the UK's Defence and Security, in order to improve strategic decision-making. Moreover, the forum has been a focus for the study of conflict and wider security issues, in the past, present and future, in order to be better prepared for the challenges that lie ahead.

The attendees reflect the character of CCW – bringing together the policy-makers, civil service, armed forces, academics and those in the private and public sector that have much to teach us about the challenges of making and delivery strategy. This group, drawn from a deliberately broad cross section, of academics, business and industry leaders, policymakers, and think tanks, helped to establish a porous network that compliments those who have passed through professional military education. The diversity is there to assist in enhancing the debate and ideas. Such a network is designed to provide a novel and challenging feedback loop of ideas between military and non-military members of the Forum, which can, ultimately, enhance policy-making across Whitehall.

Seminar Programmes

In 2014-15, the Programme ran two seminar series. The long-running Tuesday lunchtime seminar series ran in all three terms, although drawing on lessons learnt in previous years did not feature events in the final two weeks of Trinity Term. The Human Security Series took place in Michaelmas and Hilary Terms.

Lunchtime Seminars Michaelmas Term

Tuesday 14 October

Dr Christine Fair, Georgetown University Fighting to the End: The Strategic Culture of the Pakistan Army

Tuesday 21 October

Professor Dominic Johnson, Oxford University Fight the Power: Lanchester's Laws of Combat and the Evolutionary Origins of Strategy

Tuesday 28 October

Major Mirjam Grandia, Netherlands Army/University of Leiden Western Stabilisation Efforts in Southern Afghanistan

Tuesday 4 November

Professor Keith Krause, Graduate Institute, Geneva 'The End of 'War'?: The Changing Character of Political Violence in the 21st Century

Tuesday 11 November

Brigadier Alistair Aitken OBE SCOTS Achieving Behavioural Change in Conflict: New Challenges in the Information Era

Tuesday 18 November

Colonel (rtd) Graham Fairclough, Oxford University The Truth is Out There – Intelligence in the Cyber Age

Tuesday 25 November

Dr Deividas Sleky, University of Vilnius The Russian-Ukrainian War: Challenges for Military Policy in the Baltic States

Tuesday 2 December

'Rosie Kay, Artistic Director, Rosie Kay Dance Company, Research Associate, School of Anthropology, University of Oxford '5 SOLDIERS – The Body is The Frontline': Choreographing 21st Century War

Lunchtime Seminars Hilary Term

Tuesday 20 January

Dr Andrew Monaghan (Chatham House/CCW)

Towards Mobilization? The emergence of Russian grand strategy

Tuesday 27 January

James Kidner (FCO)

Diplomacy: First Line of Defence

Tuesday 3 February

Professor Douglas Porch

Counterinsurgency: Exposing the Myths of the New Way of War

Tuesday 10 February

Jon Day (Chairman of the Joint Intelligence Committee)

Intelligence Post-Snowden

Tuesday 17 February

Dr Tom Simpson (Oxford)

The Morality of Unconventional Force

Tuesday 24 February

Professor Niall Mackay (York)

Concentration and Asymmetry in Air Combat: Historical Lessons for the Defensive Employment of Air Power

Tuesday 3 March

Florian Egloff (Oxford)

Cybersecurity and the Age of Privateering: An Historical Analogy

Tuesday 10 March

Dr Klem Ryan (UN)

Peacekeeping in a Crisis: South Sudan 2014

Lunchtime Seminars Trinity Term

Tuesday 28th April

Sir Ivor Roberts (Oxford)

War in the Time of Terror

Tuesday 5th May

Dr Eitan Shamir (Bar Ilan University)

Gaza 2014: Strategic and Military Assessment

Tuesday 12th May

Dr Annette Idler (Oxford)

Arrangements of Convenience Among Violent Non-state Actors

Tuesday 19th May

Professor Paul Schulte & Dr Alexander Leveringhaus

Drones: Human Agency and Uninhabited Systems

Wider Emerging Policy and Strategic Implications

Tuesday 26th May

Dr Lukas Milevski (CCW)

The Evolution of Grand Strategy in Theory and Practice

Tuesday 2nd June

Major-General (rtd) Christopher Elliott (CCW)

British Military Leadership in the Iraq and Afghan Wars: Why was Success so Elusive?

Tuesday 9th June

Professor Neta Crawford

Civilians in War

Human Security Seminars

These were chaired by General Sir Nick Parker KCB, CBE. The series examined how physical security campaigns might be integrated more effectively into the wider components of human security in order to generate sustainable solutions to future security challenges.

Wednesday 29 October

Professor Monica Toft, Sir Nick Parker, Jo Ford

Setting the Scene

Wednesday 12 November

Sir Graeme Lamb

Intelligence and Special Forces

Wednesday 26 November

Caroline Wyatt and Deborah Haynes

The place of the Media

Wednesday 21 January

Lt Gen Sir David Capewell KCB OBE

The Utility of UK Military Capability in the Contemporary Security Environment

Wednesday 4 February

Professor Mthuli Ncube (Oxford)

The Impact of the Economy on Human Security

Wednesday 18 February

Professor Dame Anne Johnson (UCL Institute of Epidemiology and Health Care) *The Impact of Health Stresses on Human Security*

Wednesday 4 March

General Sir Nick Carter KCB CBE DSO ADC Gen

Reflections on how military capability should adapt to the changing security scene

Collaborations

CCW has built on its existing partnerships and forged new links with other academic departments and institutions. The following list illustrates the ones that exemplify the most significant developments in 2014-15. These links and the nurturing of our relationships with academics at Oxford, nationally and around the world, are crucial to facilitate our programme of study days and conferences.

Oxford War and Peace Studies

CCW is now part of a confederation of research groups at Oxford engaged in the study of war and its implications. Dr Rob Johnson and Dr Annette Idler are two of the Co-Directors, along with Dr Kalypso Nicolaidis and Dr Julia Amos. The list of Research Groups concerned with strategic studies spans five University Departments and demonstrates the unique interdisciplinary approach that Oxford University brings to the study of war as well as the range of colleagues from a variety of disciplines whom CCW would be able to engage in delivering the DCDC Strategy Portfolio. The affiliated research groups include:

The Oxford Institute for Ethics, Law and Armed Conflict (ELAC) – an interdisciplinary research programme that aims to strengthen law, norms and institutions to restrain, regulate and prevent armed conflict.

Centre for International Studies (CIS) – serves as the focal point for International Relations research in Oxford, convening seminars and conferences, hosting visiting scholars and organising externally funded research projects.

Centre for the Resolution of Intractable Conflict (CRIC) – recently established by Lord Alderdice at Harris Manchester College.

Blavatnik School of Government – aims to educate global leaders and to conduct research which is challenge-focused and practice-based. Researchers take historical, comparative, multidisciplinary and collaborative approaches to identifying and developing practical strategies for dealing with the challenges facing policy makers. In particular, CCW works closely with Professors Ivan Arreguin-Toft and Monica Duffy-Toft.

Oxford Network of Peace Studies ('Oxpeace') – a multi-disciplinary initiative to promote the academic study of peace, peacemaking, peacebuilding and peacekeeping at the University of Oxford.

The Global Cyber Security Capacity Centre (Oxford Martins School) –has a “world leading” reputation in the area of cyber security across all aspects of the problem set from policy and strategy formulation to education and training and from all disciplines, including Strategic Studies.

The Centre for Doctoral Training in Cyber Security within the Computer Science Department – has close links with the MOD and with the Intelligence Agencies, particularly GCHQ, who fund number of specific scholarships.

Global Directions is a research group in Merton College working on pressing contemporary international challenges.

Scars of War Foundation is based at The Queen's College. The project uses brain science to determine how the traumas of war affect the brain, then seeks to coordinate other disciplines to provide solutions.

Oxford Intelligence Group, Nuffield College – convenes seminars on 'intelligence', as part of academic 'intelligence studies' and their connections with political science, international relations, and modern history. The main focus is understanding the place of intelligence in the modern world, in the UK and overseas.

Oxford Centre for Global History – a research centre in the History Faculty which seeks to encourage cooperation between historians of different periods, as well as places, in the study of themes of global significance.

The Oxford Department of International Development (ODID) at Queen Elizabeth House is the focus for postgraduate teaching and applied research on international development issues at the University of Oxford. ODID is known for its frontier research on economic growth and instability, trade and investment, poverty and inequality, insecurity and conflict, migration and refugees, global governance and environment, children and human development and the history of social and political change. The 70 academic and research staff in the department, and six externally funded groups, represent most social science disciplines and world regions.

International Collaboration

Paul H. Nitze School of Advanced International Studies (SAIS), The Johns Hopkins University

We have firm links with SAIS via a Memorandum of Understanding which covers staff and student exchanges, joint research activity, joint funding efforts and shared teaching.

The Philip Merrill Center for Strategic Studies operates as a foundation for strategic thought, teacher development, and education at SAIS. It explores the relationship between politics and the many kinds of military power—from the use of terror by small, non-state groups to the threatened use of nuclear weapons—aiming to promote dialogue and innovative research on pressing national security issues. Since its founding in July 2004, following a generous gift from The Merrill Family Foundation, The Philip Merrill Center for Strategic Studies has been a primary resource to improve the quality of teaching in strategic studies and promote dialogue on major issues of the United States national security agenda.

Through its 'Strategic Dialogue' programme, like CCW, the Merrill Center sponsors conferences, seminars, and other gatherings on contemporary security issues. It works both independently and with other local, national and international organizations to bring together scholars, policymakers and practitioners in small seminars or in large open forums in which the SAIS community and the public at large can participate.

SAIS also runs the Hertog Summer Study programme. The result of a generous gift from New York philanthropist Roger Hertog, the summer study explores an important dimension of one of the broad

challenges that we face today and will face in the future. This year's summer study focused on the Asian Security Environment and China as a strategic actor from 10 – 20 August 2014.

Professor Eliot Cohen, the Director of the Merrill Center, has assisted in CCW becoming a permanent partner at the heart of Washington DC. Following Dr Johnson's participation in the SAIS Basin Harbor class for those teaching strategic studies in the United States and Canada, plans have been discussed to run a joint summer school, establish more studentships, and exchange more staff. There have so far been exchanges where Dr Andrea Baumann, and doctoral students Jacob Stoil and Todd Greentree, from CCW to SAIS.

Through SAIS, the CCW programme has links with the SAIS offices in Washington DC, Bologna, and Nanjing. The Merrill Center also organizes three lecture series for the SAIS Community: The Alvin H. Bernstein Annual Lecture; the You Were There lecture series, and the Merrill Center lecture series. Additionally, the Merrill Center organizes staff rides for military officers or civilian groups. In common with all staff rides, they focus on the nature of command, the impact of changing technologies, and the adaptation of military organizations to new environments. An active form of learning, they rely on role play and participation.

The US Army War College: Center for Strategic Leadership and Strategic Studies Institute

The US Army has sent a number of students to Oxford since 2004 and they take up courses offered by CCW staff, are supervised by them, and they attend CCW events. In addition, Professor Antulio Echevarria of the The United States Army War College is a long standing associate of the programme and provides the link with strategic studies at Carlisle, PA. In 2015, the CCW will establish a visiting fellowship for the US Army along the lines of the US Navy's fellowship scheme.

The Army War College provides graduate level instruction to senior military officers and civilians to prepare them for senior leadership assignments and responsibilities. Each year, a number of Army colonels and lieutenant colonels are considered by a board for admission. Approximately 800 students attend at any one time, half in a two-year-long distance learning program, and the other half in an on-campus full-time resident program lasting ten months. Upon completion, the college grants its graduates a master's degree in Strategic Studies.

Among the centres of greatest relevance to CCW are (1) the Center for Strategic Leadership (the Collins Center) which develops and conducts strategic level political-military simulations; supports Army staff exercises, analysis and research; supports Joint Staff and Combatant/ Army Component Commander exercise and engagement programmes; conducts interagency education, training, and development; hosts governmental/ military research and analysis and management activities; and supports the Army leadership's strategic communications programme. The other is (2) the Strategic Studies Institute which engages in research in support of Army, Joint, and OSD senior leaders; publishes books, monographs and special reports on U.S. national security, Army and Joint issues; sponsors conferences to define and debate critical national security, Army and Joint issues; directs analysis for the Army Staff and Joint Staff, and engages in academic conferences linking the Army War College to the intellectual activity of leading universities and research institutes.

The Strategic Studies Institute also publishes SSI studies. These are distributed to key strategic leaders in the Army and Department of Defense, the military educational system, Congress, the media, other

think tanks and defense institutes, and major colleges and universities. SSI studies use history and current political, economic, and military factors to develop strategic recommendations. Regarding books, SSI publishes about 3-5 volumes per year consisting of authored works or edited compilations. It also produces monographs – namely policy oriented reports that provide recommendations. They are usually 25-90 pages in length. There are also the Carlisle Papers which highlight the very best of student papers from the Army War College. There are also the Letort Papers which are essays, retrospectives or speeches of interest to the defence academic community. Finally there are Colloquium Reports based on larger conference proceedings, while Colloquium Briefs are two to four page briefs are produced after the colloquia with which we have hosted or helped fund.

This approach to publications is the model for CCW going forward and the US Army War College has close links for CCW to harness and develop further.

The US Navy

Every year, the US Navy sends a senior officer to St Antony's's College, Oxford to work alongside the Royal Navy's Hudson Fellow. The officers are also Research Fellows of the CCW Programme, and contribute with papers, team seminars and discussions. CCW members also have strong links with the US Navy through the Naval Postgraduate School in Monterey and the Naval Academy at Annapolis, through research and as lecturers.

The Naval Postgraduate School is a fully accredited research university operated by the United States Navy. It grants master's degrees, engineer's degrees and doctoral degrees. The school also offers research fellowship opportunities at the postdoctoral level through the National Research Council research associateship programme.

Among its many research centres, several have direct relevant and linkage to CCW including the centres for Asymmetric Warfare, Defense Management Reform, Contemporary Conflict, Terrorism and Irregular Warfare, Information Operations for Research, Undersea Warfare and Littoral Operations.

Leading American Universities

Oxford University and the CCW Programme in particular have good links with leading American universities, particularly through colleagues at Harvard (Steve Rosen at Harvard's Weatherhead Center), Yale (Paul Kennedy at International Security Studies) and Stanford (Hoover Institute, Paul Berkowitz and Gary Roughead). These institutions regularly send students and a number of them are supervised by CCW members during the course of their studies. The Ohio State University's Mershon Center for International Security Studies is similar in inter-disciplinary format to CCW and Pete Mansoor (former executive officer to Petraeus) is the military history professor in the Mershon Center with whom we have contact. The MIT Security Studies Program will also be developing links in 2015. Tom Marks at the National Defense University is another partner, with strong links to the US defence and security sector.

The Australian Army

Since the Chichele Professor of the History of War was formerly held by R.J. O'Neill, links with Australia have remained alive. The Australian Army has sent Visiting Research Fellows and supported generously the CCW conference on Post-Heroic Warfare (2011).

The Royal Military College of Canada

A number of VRFs have been drawn from the RMCC and thanks to the efforts of Col. Dr Andrew Godefrey, a Memorandum of Understanding was drawn up to enable further exchanges and shared research activity. As a result, Canadian scholars have been able to attend CCW conferences, Dr Randall Wakelem became a VRF in 2013-14 and the Canadian Defence Attaché was invited to address the CCW seminar series and participate in the symposium of September 2014 on civil-military relations in the making of strategy.

The Royal Military College of Canada is a degree-granting university creating military officers and it is the only federal institution in Canada with these powers. RMC was established in 1876 and The Royal Military College of Canada Degrees Act, 1959 empowers the college to confer degrees in arts, science, and engineering. Programmes are available at the undergraduate and graduate levels on site through traditional studies and by distance learning through the Division of Continuing Studies.

New Zealand

Professor Hew Strachan was the Sir Howard Kippenberger Professor in Strategic Studies in 2009, Victoria University, Wellington and lectures there regularly. In order to develop CCW links with New Zealand the Defence Attaché was invited to participate in the symposium of September 2014 on civil-military relations in the making of strategy.

The TAF, Turkish Army Staff College

Following the visits of a number of VRFs from the Turkish Army since 2004, a Memorandum of Understanding has been established between CCW and TAF. This MOU enables officers and academics in the Turkish defence establishment to take part in exchanges with CCW and a delegation of Turkish officers visited CCW in May 2015.

The Academy of Military Science, Beijing and National Defense University, Beijing

Through Chevening Scholarships organised by the British Council and the Foreign Office, it has been possible to have between two and four officer-academics of the PLA visit CCW as VRFs. These exchanges resulted in an invitation for CCW to address the AMS during its conference on Sun Tzu (2014) and Chinese academics attended a conference on the China-Japan War in Oxford in April 2015.

Scandinavian Institutions

Through individual members of CCW, there are good links with PRIO, the Norwegian air force academy, and the Ax:Johnson Foundation, while Uppsala and Helsinki universities are in the process of developing further connections, particularly through Peter Wallenstein at Uppsala, as Director of War and Peace Studies there. Dr Rob Johnson assisted in the organisation of the Engelsberg International Conference on War (June 2015) which was held in Sweden.

The USAF War College and USMC University

These already enjoy some links with individual members of CCW, but exchanges and joint working are being developed further.

Paris I: Institut de Guerre

The 'Globalising and Localising the Great War' research project, partly funded by CCW, staged an international conference in January 2014. We have hosted French VRFs in the past, including Professor Raphaele Branche from Paris I. The Institut de Guerre at Paris I now has a Memorandum of Understanding with CCW through Pembroke.

Research Activity and Publications

Robert Johnson, Programme Director

Ongoing and Future Projects

In the future, Dr Rob Johnson intends to build on the themes which have characterised some of the CCW research to date, specifically the changing character and enduring nature of war, unconventional and proxy warfare, and strategies of security, intelligence and defence. The intention is to advance these themes, and two new ones, namely future war and the civilians in war, through three routes.

1. 2014-2016 The Middle East in the First World War: A Strategic Study

This research, which commenced in 2012, will result in a major publication designed to highlight, on the anniversary of the Arab Revolt, the connection between strategy and operations for the British Empire, France and Ottoman Turkey, and the consequences of interaction, ‘friction’ and insurrection between 1914 and 1923. It is an archival-based research project, and one which makes use of fresh Turkish materials alongside better known British and Commonwealth sources. It is planned to stage a major conference in conjunction with the Royal Military Academy Sandhurst on the Middle East at War (a comparison of the First World War and contemporary concerns) in 2016 and preparations got underway in 2015. The theme will offer the opportunity to reflect not only on the First World War, but also more broadly on the drivers and consequences of conflict in the Middle East in the present.

2. 2014-2020 Future War Planning and Unconventional Warfare

This work extends recent research and has attracted the attention already of the United Kingdom and United States armed forces. Utilising past examples of planning for future war, and conceptions of the future, the research highlights the assumptions and consequences of war planning, and the extent to which unconventional thinking and practice were considered, utilised and assessed. It is intended that this work will become the platform to bid for new funding and to develop the CCW programme over the next five years. Several lectures and workshops on the subject are now lined up, and the United States Strategic Studies journal, *Parameters*, and the Australian Army have commissioned articles on its findings to date.

3. Civil-Military Relations in the Making of Strategy

The CCW Programme acts as the host for a number of events to address strategic thought, including the Chief of Defence Staff’s ‘Strategy Forum’, and, in September 2015, a Festschrift Conference that included civil-military relations in the making of strategy as a central theme. Developing our understanding of these areas would be of great benefit to every military and civil component in defence, from equipment procurement departments in Whitehall to military interventions.

Publications

Completed in Academic Year 2014-15

‘Command of the Army, Charles Gwynn and *Imperial Policing: The British Doctrinal Approach to Internal Security in Palestine 1919-29*’, *Journal of Imperial and Commonwealth History*, Special Edition, 2015 [forthcoming]

‘Transformation of War: The Collision of States and Sub-State Polities’, publication title to be confirmed (USA: CUNY/Florida [forthcoming: due 2015])

‘The Taliban’ in Beatrice Heuser (ed.), *National Styles in Insurgencies and Counterinsurgencies?* (Oxford: Oxford University Press, forthcoming 2015)

‘Countering Insurgency in the Second Anglo–Afghan War, 1878-1880’, in Bruce Collins and Marie-Cecile Thorat (eds), *Colonial Counterinsurgency: Theory and Practice in the Nineteenth and Twentieth Century* (Basingstoke and New York: Palgrave, 2014)

‘Out of Arabia: The Fate of Omani Local Forces Allied with the British, 1967–76’, *International History Review*, Special Edition (forthcoming 2016)

‘Predicting Future War’, *Parameters* (Spring 2014): 65–76

with Timothy Clack (eds), *At the End of Military Intervention: Historical, Theoretical and Applied Approaches to Transition, Handover and Withdrawal* (Oxford: Oxford University Press, 2014)

‘Upstream Engagement and Downstream Entanglement: the Assumptions, Opportunities and Threats of Partnering Indigenous Forces’, *Small Wars and Insurgencies* (Special Edition) 25, 3 (2014)

‘The Indian Army and the Mesopotamia Campaign, 1914-1918’ in Peter Liddle, (ed), *The Widening War* (London: Pen and Sword, forthcoming 2015)

‘The Mesopotamia Campaign, 1914-1918’ in Peter Wilson, (ed), *British Army Campaign Guide to the Forgotten Fronts of The First World War* (forthcoming 2015)

‘Modernity and War’ in Alexander Linklater (ed), *War* (forthcoming, Stockholm: Ax:Johnson, 2016).

Annette Idler, Director of Studies

Ongoing and Future Projects

Dr Annette Idler’s research focuses on the role of violent non-state groups in armed conflict and on how particular environments, especially marginalized spaces such as borderlands, but also urban spaces, shape the world’s contemporary security landscape. She is also working on a project on the Global War on Drugs.

Violent Non-state Groups in Borderlands

Dr Annette Idler is currently working on a book manuscript on the interactions among multiple violent non-state groups and their impact on civilian security in Colombia's borderlands. This is based on one year of extensive fieldwork in and on Colombia's war-torn borderlands including 433 interviews. She builds on that research to explore to what extent the findings from the Andean case are relevant to other war-torn borderland regions. The cases planned to be explored are the Afghan-Pakistani borderlands, the Kenyan-Somali borderlands, the African Great Lakes border region as well as the Golden Triangle. Dr Annette Idler is also working together with colleagues at LSE and the University of Western Ontario, Canada, to coordinate a special journal issue on Violence in War-torn Borderlands.

Government and International Organisations' Responses to Violent Non-state Groups

As a second, related research theme Dr Annette Idler examines the effect that the policies of international organisations and of governments have on these security dynamics in fragile border regions. Starting with the Colombian government's ongoing negotiations with the rebel group FARC, this theme will be expanded to examine other groups such as Al-Shabaab, ISIS and Hezbollah. It will lead to the publication of journal articles as well as policy reports.

Local Communities and Armed Groups

This research is carried out together with a Global South partner, FLACSO University in Ecuador, and examines how communities in the midst of war succeed in or fail to negotiate rules of behavior with and for armed groups including rebel and paramilitary groups as well as state forces. It draws on fieldwork that Annette Idler and the project partners carried out in such war-torn communities.

The War on Drugs: A Perspective from the Global South

Dr Annette Idler directs a project (budget: > 53,000 USD) on the global war on drugs, co-sponsored by the One Earth Foundation, The Social Science Research Council and the Ralph Bunche Institute, in partnership with the academic journal *Global Governance*. She is the c-editor of a volume that looks at the security and human rights impacts of the War on drugs in countries from the Global South and puts forward policy proposals on how to change the international drug control regime. The project includes ten top scholars and practitioners as contributors.

Publications

Completed in Academic Year 2014-15

“When Peace Implies Engaging the “Terrorist”: Peacebuilding in Colombia through Transforming Political Violence and Terrorism”, in Yannis Tellidis and Harmonie Toros, eds., *The Nexus between Terrorism Studies and Peace and Conflict Studies*, Routledge, 2015 (with Paladini Adell, B.).

“Behavioral Patterns among (Violent) Non-State Actors: A Study of Complementary Governance”, *Stability*, 2015, 4(1):2, DOI: <http://dx.doi.org/10.5334/sta.er>. (with Forest J.)

“Peace Territories in Colombia: Comparing Civil Resistance in Two War-Torn Communities”, *Journal of Peacebuilding and Development*, forthcoming. (with Mouly, C. and Garrido, B.)

“Zones of Peace in Colombia’s Borderlands”, *The International Journal of Peace Studies*, forthcoming (with Mouly C. and Garrido B.)

“Power Unpacked: Domination, Empowerment and Participation in Local Guatemalan Peace Forums”, *Journal of Peace, Conflict and Development*, Issue 21, 2015. (with Miranda L. and Mouly C.)

“Violent Non-State Actors and Complementary Governance: What ISIS, Hizballah and FARC Have in Common”, Centre for Security Governance, June 2015. Available under: <http://www.ssrresourcecentre.org/2015/06/24/violent-non-state-actors-and-complementary-governance-what-isis-hizballah-and-farc-have-in-common/>

“From The Field: Intuitive Trust Matters: Researching Conflict and Crime across Borders”, *Border Criminologies*, June 2015. Available under: <http://bordercriminologies.law.ox.ac.uk/intuitive-trust-matters/>

“Narco-brokers and Financiers: the Key Elements in the Cocaine Business”, EU Cocaine Route Programme: Combatting Transnational Organised Crime, March 2015. Available under: <http://www.cocaineroute.eu/flows/narco-brokers-financiers-key-elements-cocaine-business/>

“Narco-brokers y Financieros: Piezas Claves del Narco tráfico”, *Razón Pública*, August 2014. Available under: <http://www.razonpublica.com/index.php/conflicto-drogas-y-paz-temas-30/7792-%E2%80%9Cnarco-br%C3%B3kers%E2%80%9D-y-financieros-piezas-claves-del-narcotr%C3%A1fico.html>

Financial Summary 2014-15

Income (£)	
Donations Clore Duffield	90784
Donations DCDC	51663
Visiting Fellowship Fees	61694
History Faculty Contribution	0
TOTAL INCOME	204140
Expenditure (£)	
Staff costs	85284
Other costs*	136429
TOTAL EXPENDITURE	221713
Cash in hand (£)	
Reserves	129053
Balance at Year End (£)	-17573
	112140

**Note: Pembroke College will increase its charges for space, equipment and services in 2015-16.*

The Programme begins the academic year 2015-16 with sufficient reserves for a further one year's activity.