



National
Defence

Défense
nationale



ASSISTANT DEPUTY MINISTER (POLICY)

Director General Policy Coordination



DEFENCE ENGAGEMENT PROGRAM

ANNUAL REPORT 2017/2018

Canada 

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Executive Summary

With the launch of Canada's Defence Policy, Strong, Secure, Engaged (SSE) as its backdrop in Fiscal Year (FY) 2017-18, the DEP met its key milestones and enjoyed continually increasing interest from the external expert community and Government of Canada personnel. It also laid down a solid foundation for a revitalized and renewed approach to defence engagement in accordance with the SSE's guidance.

Early in the fiscal year, a new set of Defence priorities have been endorsed by the Defence Team Steering Committee (DTSR) to better reflect the department's priorities.

The Program conducted a single round of Targeted Engagement Grant to allow focused efforts on planning the transition towards a new structure. It received 65 applications requesting a total of over \$1.2 M in funding. After a thorough evaluation, the DEP was able to support a record high 32 applications.

The DEP hosted 11 Expert Briefing Series events in 2017/18. Event attendance averaged 52 attendees per briefing, making this year's events the most well attended since the Program's inception. The DEP was also privileged to partner with other government departments such as the Canadian Security Intelligence Service and Global Affairs Canada as well as academic institutions like the Canadian International Council in inviting and hosting security and defence experts.

In addition to its traditional lines of effort, in FY 2017/2018, the DEP undertook the development of a strategy to fulfill the SSE's objectives.

Indeed, SSE envisaged a new role for the Defence Engagement Program as a vehicle to engage the external expert community in the exploration of defence issues. By investing time and resources in developing critical relationships, Defence aims to bolster its capacity for evidence-based policy-making, drive innovation and nurture the potential of tomorrow's defence experts and decision makers.

Efforts have been directed to the planning of a trial year in FY 2018/2019 to allow the Program to engage the community, test new ideas, and evolve towards a fundamentally new structure to better answer the policy's requirements.

Collaboration with academia and other experts not only strengthens the foundation of evidence-based defence policy-making, but it will also help drive innovation and develop future thought leaders.

- Strong, Secure, Engaged, p.67



Governance

The DEP is mandated to meet two key objectives:

- Supporting a strong Canadian knowledge base in contemporary security and defence issues that is relevant to Canadian defence policy and capable of informing, confirming, and challenging DND/CAF defence policy thinking; and,
- Fostering the next generation of security and defence scholars in the academic community.

The DEP is governed by the Defence Team Steering Committee (DTSC), consisting of representatives from organizations from across the Department of National Defence (DND) and the Canadian Armed Forces (CAF) with a direct interest in defence research and policy development. The DTSC meets on an annual basis to set the annual priorities and take stock of lessons learned. The Directorate of Strategic Coordination and Outreach (DirSCO) is responsible for managing and administering the DEP on a day-to-day basis.

Based on priorities set by the DTSC, the Targeted Engagement Grants and Expert Briefing Series engage external expertise to discuss defence issues facing DND/CAF. In 2017/18, ten priority areas, informed by different regional and thematic concerns, were highlighted by the DTSC:

- | | |
|---|----------------------------------|
| ➤ Canada-US defence relations | ➤ NATO |
| ➤ Asia-Pacific | ➤ Russia |
| ➤ Middle-East North Africa | ➤ Emerging technologies |
| ➤ Diversity and Well-being | ➤ Territorial Defence and Arctic |
| ➤ Peace Operations and the United Nations | ➤ Capabilities |

Through its outreach, the DEP uses these priorities to help inform, confirm, and challenge defence policy thinking in Canada. To support the Defence Policy Review, the DEP enlisted academics and other external experts, both within and outside of Canada, to highlight key defence and security issues. As these issues continue to influence Canadian defence policy making, and as other challenges emerge, the DEP is well positioned to support thinking on key defence issues.

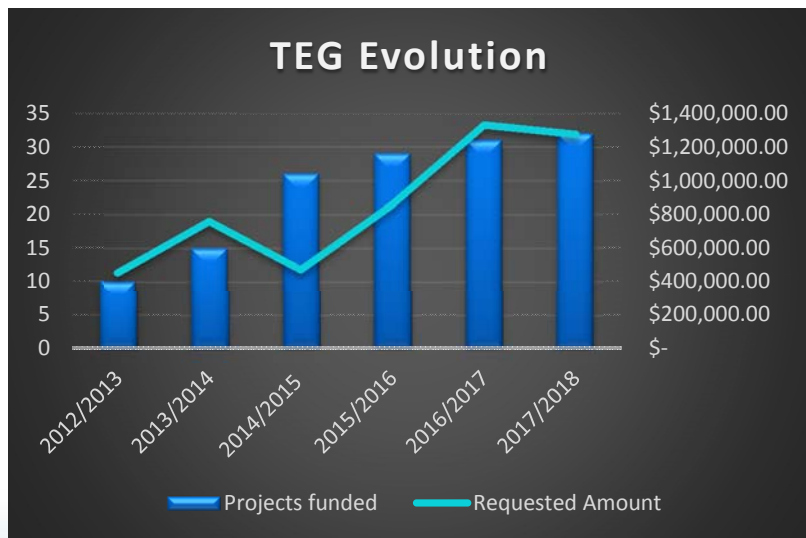


Targeted Engagement Grants

The DEP awarded \$500,000 of funding to successful grant applicants in 2017/18. The Program conducted a single round of grant attribution in order to focus on planning the transition towards a new structure. Despite conducting only one round, the Program nevertheless attracted an impressive number of requests, both in application numbers and in dollar value. These numbers compare favorably with those of past years, confirming high interest within the community for this type of product.

Successful projects were awarded partial or full funding up to a maximum amount of \$25,000. Sponsored projects included, among others, high-level international conferences, researches on defence capabilities and personnel and projects related to the evolving geopolitical environment.

Grant applications are evaluated by DirSCO in consultation with subject matter experts from National Defence. A complete list of funding results is detailed in Annex B, and is available online at <http://www.forces.gc.ca/en/training-paid-education/funding-results.page>.



HIGHLIGHTS
2017/2018

\$1,275,202
REQUESTED

\$500,000
DISBURSED

65
APPLICATIONS

32
RECEIVED
FUNDING

Expert Briefing Series

The DEP Expert Briefing Series hosts defence and security experts external to the Government of Canada. Visiting experts deliver briefings that inform, confirm, and challenge defence policy thinking among Department of National Defence, Canadian Armed Forces, and other government department personnel. Briefings are available to Government of Canada personnel outside the National Capital Region via video teleconference. For those personnel who are unable to attend the briefings in person, the DEP, in conjunction with ADM(PA), issues 5-minutes summary videos available on the Defence Team Video Library. In 2017/18, 42% of speakers were women, significantly more than any previous years. The DEP continues to attract audiences and viewers across the government. The DEP was also privileged to partner with other other government departments such as the Canadian Security Intelligence Service and Global Affairs Canada as well as academic institutions like the Canadian International Council in inviting and hosting security and defence experts.

EXPERTS

Aisha Ahmad

University of Toronto

"Jihadist War Economies and the Politics of Territorial Control"

S  verine Autesserre

Columbia University

"Peaceland: Conflict Resolution and the Everyday Politics of International Intervention"

Lincoln P. Bloomfield, Jr.

Stimson Center

"U.S. National Security: Choices and Tradeoffs: Defence Policy Under the New U.S. Administration"

Rosa Brooks

Georgetown University

"The Changing Role of the Military: 2017 and Beyond"

Michael Byers

University of British Columbia

"China and the Northwest Passage"

Kim Cragin

National Defense University

"External Operations: Directed, Enabled, Inspired Attacks"

Maya Eichler

Mount Saint Vincent University

"Gender and Military-to-Civilian Transition"

Dan Gardner

University of Ottawa

"Focusing the Lens: How organizations can boost forecasting accuracy, improve judgements, and make better decisions"

Daveed Gartenstein-Ross and Jacob Zenn

Valens Global

"Evolving Terror: The Development of Jihadist Operations in Africa Targeting Western Interests"

Stephen Kotkin

Princeton University

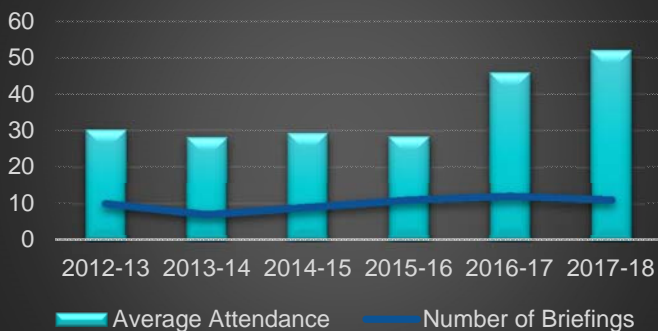
"Russia: Historical trends informing current and future policy"

Jeremy Littlewood

Carleton University

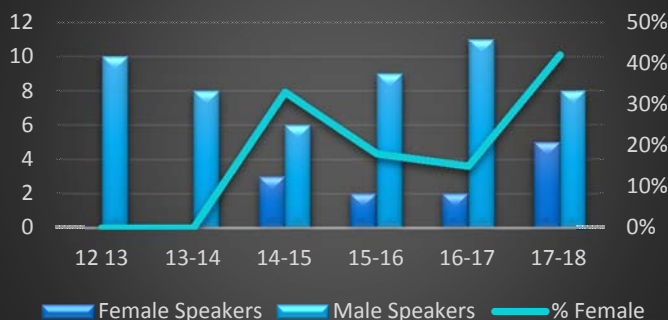
"North Korea's Pursuit of Weapons of Mass Destruction"

Expert Briefing Series 2012-18



Dan Gardner, 13 February 2018

Gender Inclusiveness



Aisha Ahmad, 27 March 2018



New Defence Policy

The Department of National Defence is currently in the process of implementing its defence policy: *Strong, Secure, Engaged* (SSE) which was released in June 2017. The policy aims to bolster the Department's relationship with the academic and expert community to ensure the Defence Team fully benefit from their advice. It allocated \$4.5 million per year to revamp and expand the DEP. The Program's budget will be incrementally increased over the coming years to allow sustainable implementation and growth.

Specifically, SSE calls for an enhanced relationship with the external expert community through the expansion of the existing Expert Briefing Series and Targeted Engagement Grants, as well as the launch of a new scholarship program. It also includes a call for the development of collaborative networks intended to more fully explore departmentally relevant security and defence topics while also supporting the Canadian academic community.

As work on implementing the policy continues, the DEP has undertaken specific steps in FY 2017-2018 to ensure a smooth and efficient transition from the current construct to a new revamped and revitalized program. The DEP conducted consultations across Canada, in addition to the ones already conducted as part of the defence policy review. These discussions helped shape the development of the new program and highlighted the enthusiasm of the expert community to strengthen the cooperation with National Defence.

The Program also laid the ground work to conduct a trial year during FY 2018-2019 which will help evaluate and implement new activities and improve existing ones. To prepare for the trial year, the Program sought a one-time 20% increase of its operational budget. This increase will allow the DEP to, among other things, conduct a trial network to help assess ways to facilitate and exchange of knowledge and expertise between the Department and the external expert community. It will also help us define the best way to reinstitute the scholarship program.

This is an exciting time for the Program and for the future of the relationship between the Department and the expert community.

POLICY HIGHLIGHTS

Increase investment in academic outreach to \$4.5 million per year to bolster expert outreach, including:

- Collaborative networks of experts;
- A new scholarship program for Masters and Post-Doctoral fellows; and
- An expansion of the existing expert briefing series and engagement grant program.

DEP UNDERTAKINGS

Immediate 20% budget increase (\$100K)

Cross-country consultation with key partners

Review all current strands of the Program

Find innovative ways to resume scholarship programs

Prepare the launch of a trial year FY 2018-2019



Conclusion

In 2017/2018 the DEP achieved the objectives set out in its mandate. The Program disbursed \$500,000 in Targeted Engagement Grants to support a strong Canadian knowledge base in contemporary security and defence issues and foster the next generation of scholars.

The DEP sponsored a record high 32 projects to deliver events and participate in activities to inform, confirm, and challenge DND/CAF defence policy thinking. It also significantly increased the level of inclusiveness and diversity of the Expert Briefing Series.

The Program continues to rely upon innovative approaches to increase visibility of the Program and it will continue to seek out wider audiences for its activities.

Additionally, the DEP has taken diligent steps to strengthen its engagement with the expert and academic community as directed by SSE. The coming years will see the rollout of revitalized and modern Program which will aim to reinforce critical links between the Department and the expert community.

Further Information

Website: <http://www.forces.gc.ca/en/training-paid-education/engagement-program.page>

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Assistant Deputy Minister (Policy)
National Defence Headquarters
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Ottawa, Ontario
K1A 0K2
Canada



Annex A

Defence Engagement Program (DEP) Priorities FY 2017/2018

Each year the Defence Engagement Program (DEP) aligns its priorities with the key defence and security issues facing DND/CAF. These areas of interest are then further subdivided into questions to provide guidance to external experts so that their research may inform, confirm, or challenge defence policy thinking in targeted areas that are of importance to the Defence Team. Explicitly stated or not, it is important that each priority directly relate to Canada and/or Canadian defence and security interests.

When addressing the priorities, applicants are encouraged to consider different methodologies and perspectives including a Gender-based Analysis Plus (GBA+) lens, which can be used to examine how various geo-political security themes, peace processes, conflict and technology affect people differently due to various intersecting identity factors. Applicants are also encouraged to reflect the principles of GBA+ by seeking out a diversity of participants and the perspectives of non-traditional partners in their project design.

A Government of Canada tool that can be used to incorporate diverse perspectives (GBA+) can be found at: <http://www.swc-cfc.gc.ca/gba-acs/resources-ressources-en.html>

Canada-US defence relations

- What are the impacts, challenges and ways forward on CAN-US defence and security relations following the change in US administration?
- What could be the evolving role and posture of Canada within the North American security and defence context?
- How should NORAD evolve to meet future challenges?
- What are the limits to 'pooling' of Canadian and American resources for continental defence?

NATO

- How can Canada participate in NATO's strengthened defence and deterrence posture and how does it align with Canadian interests?
- How should NATO balance its defence and deterrence activities with the need to project stability and combat terrorism?
- How can NATO address emerging challenges in the sphere of strategic communications and how can Canada better coordinate with the Alliance on this issue?
- How can Canada prioritise its capabilities to best serve Canadian and NATO interests?
- What are the main challenges threatening NATO's future?



Asia-Pacific

- What are the implications for Canada and its allies of China's military activities and objectives in the South China Sea?
- What are the main factors that will affect the stability of the Korean Peninsula? How could Canada and its allies address them?
- What are the main regional dynamics and threats that will affect Asia-Pacific's stability and security in the future? How should Canada address them?

Russia

- How is Russia projecting its hard and soft power around the globe, and how is it impacting Canada?
- How is Russia using hybrid techniques and strategic communications to achieve its foreign policy and domestic interests? What are the challenges for Canada?
- What will be the main factors affecting Russia's future strategic position?

Middle East and North Africa

- How will the return of foreign fighters to their home country impact the security and stability of North Africa?
- What realistic long-term role could Canada play in addressing regional challenges that include civil-war, violent extremism, civil discontent, and interstate conflict?

Emerging technologies

- What types of capabilities and/or skills will defence planners require in order to maintain a strategic advantage in this domain and what would be the impact of not adapting to this new environment for CAF operations?
- What role should emerging technologies play in Canada's defence posture and what are the potential contributions DND/CAF could make in this area to support its partners?
- How should foreign cyber-attacks and intrusions be addressed by Canadian and allied partners?
- What are the different applications and implications – including ethical considerations – of the use autonomous systems in the domestic and international sphere?
- How could the global security environment change in the long-term as a result of technological development, and what types of new operations and activities could defence planners be expected to undertake ?

Diversity and well-being

- How can Canada improve the support given to CAF members as they transition from military to civilian life?
- How can the CAF best address mental health issues?
- How can the CAF better prevent and address inappropriate sexual behaviour?



- What strategies have proved successful for other large organizations in tackling systemic, long-term challenges to establish and maintain a workplace free from harassment and discrimination? How could they be applied to the CAF?

Capabilities

- How can Canada mitigate tensions arising amongst economic, security and sovereignty concerns in the defence acquisitions processes?
- How should Canada better balance the CAF level of ambition and the available resources?
- In terms of force planning, what demands could the Government place on the CAF to insure they remain prepared for tomorrow's operations?
- What are the key factors for Canada to consider when supporting the efforts of allies to build and improve their military capacity?
- How may the role of the Reserves evolve in the future?

Territorial defence and Arctic

- How can the CAF work with partners to address long-term challenges in the Canadian Arctic, including those posed by climate change?
- How should Canada prepare itself to address geostrategic shifts including military developments and increased international interest in the broader Arctic region?
- How could the CAF optimize its role in protecting and defending Canada in realms such as force projection, domain awareness, sovereignty sustainment, and operational readiness?

Peace Operations and the United Nations

- How do we reconcile or coordinate multi-faceted peace support operations that may also require counter-radicalization and counter-terrorism efforts to ensure their success?
- How can the mandates and scope of peace operations be expanded to address conflicts that often extend beyond national boundaries and/or are heavily influenced by regional dynamics?
- What can be done to improve exit and transition strategies for peace operations?
- How can the CAF contribute to early warning and conflict prevention?
- What could Canada do to help ensure the UN is advancing peacekeeping reform?



Annex B

Targeted Engagement Grants 2017/2018: Successful Applications

Canadian Forces Communications and Electronics Association

Cyber, Government, Academia and Industry: Our Collective Challenge and Opportunity

26 October 2017 - Ontario, Canada

\$5,000

This symposium will examine challenges and opportunities that exist within the cyber domain including national cyber capability development within government, academia and industry, as well as oversight and accountability in the area such.

Canadian Global Affairs Institute

Unpacking Canada's New Defence Policy: The Path to Strong, Secure, Engaged

4 October 2017 - Ontario, Canada

\$10,000

This conference will examine Canada's new defence policy and address its implications on the defence relationship in North America, on personnel, capability and financial issues, and on innovation.

Carleton University

12th Defence and Security Economics Workshop

2-3 November 2017 - Ontario, Canada

\$4,050

This workshop will bring together economists in the fields of defence and security economics to discuss issues such as the expected cost of the current shipbuilding Program, the cost of replacement aircraft, the implications of Canada's commitment to a larger defence budget, and other issues related to the current Canadian defence policy.

Carleton University, Norman Paterson School of International Affairs

Ottawa Workshop on Strategic Foresight: Charting the Future of Technology and National Security and Defence Priorities

9-10 November 2017 - Ontario, Canada

\$16,500

This workshop will assess how to leverage strategic foresight and anticipatory intelligence techniques, approaches, and methodologies in planning and preparing for future and emerging security and defence threats, challenges, and opportunities as a result of technological innovation.



Carleton University, Norman Paterson School of International Affairs

The Year Ahead

7 December 2017 - Ontario, Canada

\$20,825

This workshop will consider the defence and foreign policy priorities facing Canada in the near future and address threats to Canada and its allies for 2018, Canada's ongoing and new missions, Canada and US defence relations, and the cyber and space realms.

Chatham House, the Royal Institute of International Affairs

Red-Teaming NATO

Fall 2017 - United Kingdom

\$25,000

This project will use scenarios based around three possible futures – one in which NATO members have re-affirmed their commitment to the alliance; one in which NATO still exists but member states are not fully engaged; and one in which NATO has been supplanted by an alternate European security architecture – to examine the outcome of a near-future security incident in worlds where NATO thrives, stagnates or disappears.

Conference of Defence Associations Institute

20th Annual Graduate Student Symposium

12-13 October 2017 - Ontario, Canada

\$2,787.64

This conference will provide approximately 20 graduate students and emerging security and defence experts with the opportunity to present their research on Canada's security and defence interests.

Craig Stephens Productions Inc.

Long Ride Home

Summer-Fall 2017 - Ontario, Canada

\$10,000

This research project will collect and analyse qualitative data on therapeutic innovations that are helping current and former Canadian service members recover from visible and non-visible injuries.

École nationale d'administration publique

Le processus d'intégration des Autochtones dans les Forces armées canadiennes: entre apport stratégique et équité



6 December 2017 - Québec, Canada
\$22,921

This conference will explore the factors driving Aboriginal retention in the military, namely what motivates Aboriginal people to enlist and what motivates them to remain in the military. It will also take stock of the strategic contribution of Aboriginal people in Canadian defense policy.

École nationale d'administration publique, Centre interuniversitaire de recherche sur les relations internationales du Canada et du Québec

La politique étrangère et de défense du gouvernement Trudeau à mi-mandat – Évaluations et projections
4 December 2017 - Québec, Canada
\$15,000

This conference will discuss the Trudeau Government's foreign and defence policy at mid-term and explore the political, technological, diplomatic or strategic impacts of the increase in Canada's defense budget, the public's perception of the government's approach to security and defence, the Arctic's defence, NATO, and peace operations.

Montana Hunter

(in)Security: Connecting Defence and Foreign Affairs Professionals
August-October 2017 - British Columbia, Canada and via an online platform
\$1,000

This project will develop defence networking and discussion group. It will host lectures and discussions with Security experts from British Columbia in Canada.

Queen's University, Centre for International and Defence Policy

Gender, Women, and International Security
4-6 October 2017 - Ontario, Canada
\$25,000

This workshop will focus on gender, women, and international security and discuss the value of gendered approaches to security.

Romeo Dallaire Child Soldiers Initiative

Canada's re-engagement with Peace Operations in Africa: Challenges & Opportunities
23-24 October 2017 - Nova Scotia, Canada
\$25,000



This conference will examine the scope and nature of the current security threats and challenges with peace operations on the African continent, and explore the ways these issues challenge African states' capacities to anticipate, prevent, and respond to such security threats

Simon Fraser University

Canada's Civil-Military Gap: Strategic Communication Strategy to address the Lack of Awareness of Defence Policy and the CAF among Canadian University Students
Fall 2017 - British Columbia, Canada
\$2,787.65

This research project research project aimed at developing an effective strategic communication policy for increasing awareness of the Canadian Armed Forces and NATO among university students.

St. Francis Xavier University

Northern Defence Policy and Operations
Publications to be released in fall 2017, winter 2018 and spring 2018
\$9,300

This project initiates or accelerates the production three research platforms or publication series develops research into open access e-books, and disseminates print copies. These platforms are the Northern Maritime Security Series; the Canadian Forces Northern Operational History Series; and the Documents on Canadian Arctic Sovereignty and Security.

St. Jerome's University in the University of Waterloo

Russia's Arctic Interests: Implications for Canadian Defence, Security, and Foreign Policy
January, February and May 2018 - Alberta and Yukon, Canada
\$19,530

This workshop will discuss Canada's Arctic interests, Russia's Arctic interests, Canada's defence relationship with the United States and the implications of Russia's Arctic strategies for NATO and Canada's allies in the European Arctic.

Stockholm International Peace Research Institute

Conference on Article 36 Reviews and Emerging Technologies
20-21 September 2017 - Stockholm, Sweden
\$25,000

This conference will identify, discuss and prepare relevant practitioners for the spectrum of challenges associated with the reviews of weapons, means and methods of warfare building on three emerging fields of technology: cyber-weapons, artificial intelligence and robotics, and human enhancement technologies.



The International Institute for Strategic Studies

Current and emerging military capability developments in Russia

11-12 December 2017 - United Kingdom

\$24,447

This workshop will explore Russia's military services and equipment capabilities and analyse organisations, platforms and systems, as well as Russia's defence industries and defence funding. It will focus on specific military capabilities, organisations and noteworthy equipment developments.

Université du Québec à Montréal

Stratégies des puissances moyennes dans un monde multipolaire

21-22 September 2017 - Québec, Canada

\$10,075

This seminar will examine the consequences of the political and strategic transformations resulting from the emergence of a multipolar world for the middle powers, including Canada. It will also discuss the strategies considered and implemented by other middle powers.

Université du Québec à Montréal, Chaire Raoul-Dandurand

Forum St-Laurent sur la sécurité internationale, 4e édition

10-11 May 2018 - Québec, Canada

\$25,000

This forum will explore Canada's role in the changing international environment and address the world after the incoming G7 in Charlevoix, the challenges posed by humanitarian issues in contemporary conflicts, business and international security, Canada and US relationship, peace operations, terrorism, NATO, security issues for 2018-19.

Université du Québec à Montréal, Chaire Raoul-Dandurand

Comparer les conflits armés et les interventions - Enjeux politiques

13 October 2017 - Québec, Canada

\$22,364

This workshop will explore the theoretical, methodological and political issues that surface when comparing of armed conflicts.

Université Laval, Hautes Études Internationales

Partenariat en leadership civil-militaire : l'avenir des forces de réserve?

2 December 2017 - Québec, Canada

\$18,200



This conference will discuss the relationship between civil society – including the business community and educational institutions – and the Reserve forces and also take stock of the British and American models.

University of Alberta, China Institute

5th East Asia Maritime Security Forum: Maritime Security and Cooperation in Asia Pacific and the Arctic

25-27 October 2017 - Alberta, Canada

\$2,787.64

This workshop will explore the challenges linked to maritime security in the Arctic and in Asia-Pacific including those linked to recent developments, navigation, environment protection, dispute management and maritime cooperation.

University of Manitoba

NORAD at 60: Canada's Past, Present and Future Role

2 May 2018 - Ontario, Canada

\$25,000

This conference will analyse and reflect upon the last three decades of NORAD and explore the views of former Deputy-Commanders of NORAD, the impacts of 9/11 and other shocks, and the future of the Alliance.

University of Manitoba, JW Dafoe Foundation

Terrorism and Beyond: Defence and Security in a New Age

24-26 January 2018 - Manitoba, Canada

\$2,787.64

This conference will analyse terrorism and the defence of Canada beginning with a look at the scope of the problem, the unintended consequences, and the possible solutions.

University of Ottawa

Canadian Defence Policy in Theory and Practice Workshop

8 December 2017 - Ontario, Canada

\$18,696

This workshop will bring together the contributors to a forthcoming edited volume on the practice and theory of Canada's defence policy and explore the fundamentals, thematic or theoretical as well as emerging defence policy issues.

University of Ottawa, Centre for International Policy Studies



Canada in a Changing International Security Environment: Opportunities and Challenges –
7-8 December 2017 - Ontario, Canada
\$24,670

This conference will investigate the implications of the changing international security environment. It will address the US security policies under President Trump, NATO, the changes and challenges in the Asia-Pacific, the development and security of fragile states, the security in the Arctic region and UN peace operations in the 21st century.

University of Pennsylvania, Center for Ethics and the Rule of Law

Securing Space: Ethical Governance for Outer Space Security
20-21 April 2018 – Philadelphia, USA
\$25,000

This roundtable conference will address the ethical, legal, and policy questions, and seek possible solutions and recommendations on issues that lie at the intersection of rule of law/ethics on the one hand and international security/armed conflict on the other.

University of Prince Edward Island

5th Palmer Conference on Public Sector Leadership: “Canada and the United States: a Changing Relationship in a Changing World
29-31 August 2017 - Prince Edward Island, Canada
\$10,000

This conference will explore Canada’s defence strategy in the wake of the 2016 US presidential election, the defence of Canada’s borders and the current security threats to Canada.

University of Winnipeg

Climate Impact Assessment and Monitoring in Northern Canada: Assessing Opportunities for CAF-Indigenous Collaboration
September-October 2017 - Manitoba, Canada
\$2,787.65

This research project will assess current opportunities for advancing adaptive governance systems involving the Canadian Armed Forces, First Nations, Metis, and Inuit as an integral component of developing strategic plans for territorial defense, environmental security, and monitoring of northern Canada.

Valens Global

Mapping Jihadist Operational Tactics, Techniques and Procedures
September-November 2017 - United States



\$24,983

This research project will examine the targeting preferences of salafi jihadist groups operating across Africa, and assess the risks that these organizations pose to Canadian and Western interests and personnel on the continent.

Wilfrid Laurier University, Laurier Centre for Military Strategic and Disarmament Studies

Mobilizing Knowledge through the Past and Present: A Forum on Veterans and Military Families

The podcast will be available in fall 2017 and summer 2018 - Ontario, Canada

\$23,500

This project will consist of a forum and a multi-episode podcast series discussing the individual challenges facing active CAF members, veterans and their families including the healing environments, the transition from military to civilian life, and other international approaches.



Annex C

Expert Briefing Series 2017/2018

Ambassador Lincoln P. Bloomfield, Jr.

25 April 2017

“U.S. National Security: Choices and Tradeoffs: Defence Policy Under the New U.S. Administration”

Mr. Bloomfield delivered a 45-minute briefing on issues of US defence policy under the new US administration. His presentation addressed questions surrounding potential strategies of the new administration and projections of how US power might be exercised. Key themes addressed included:

- The interplay between key supporters and senior professionals in the administration;
- Debates over whether the administration will downplay alliances or support them;
- How autocratic governments abroad might influence US domestic and foreign policy; and,
- How US defence and foreign policy will be managed by the top level of the administration.

Dr. Maya Eichler

16 May 2017

“Gender and Military-to-Civilian Transition”

Dr. Eichler delivered a 45-minute briefing in which she argued the importance of considering gender in research and programming on military-to-civilian transition. She recommended that the Government of Canada integrate a gender lens into military-to-civilian transition research, and programs and services for veterans.

Rosa Brooks

13 June 2017

“The Changing Role of the Military: 2017 and Beyond”

Ms. Brooks delivered a 30-minute briefing in which she discussed changing perceptions of war, as well as the US military, by Americans since 9/11. She suggested that the dichotomy between what is considered to be the state of war and peace has become blurred, and that by being tasked with roles traditionally outside of its remit, the US military is stretching itself too thin. Ms. Brooks suggested that by studying the American case, Canada could avoid similar pitfalls.

Dr. Jeremy Littlewood

27 September 2017

“North Korea’s Pursuit of Weapons of Mass Destruction”

Dr. Littlewood delivered a 45-minute briefing on issues related to North Korea’s pursuit of weapons of mass destruction. His key findings included:

- North Korea (DPRK) has both nuclear and chemical weapons capability;
- Biological weapons capability is highly speculative – there is no information in the public domain;
- North Korea is unlikely to negotiate an end to their WMD program anytime soon; and,



- Although not a direct threat to Canada, a nuclearized DPRK poses a threat to Canadian interests, Canadian allies, and - by way of proximity to the U.S - Canadian territory.

Kim Cragin

18 October 2017

“External Operations: Directed, Enabled, Inspired Attacks”

Dr. Cragin delivered a 25-minute briefing in which she discussed foreign terrorist fighters (FTF) and the external operations (EXOPs) carried out by the Islamic State (IS).¹ Her presentation addressed questions pertaining to the scale of the FTF phenomenon, the changing tactics used by FTFs in conducting external operations, and effective counterterrorism strategies adopted globally.

Michael Byers

31 October 2017

“China and the Northwest Passage”

Dr. Byers delivered a 35-minute briefing in which he explored the legal and geopolitical dynamics of China’s interest in the Arctic, especially in regard to shipping in Canada’s Arctic. He closed his brief by examining the shared interests between the two countries which could lead to a mutually agreeable diplomatic result.

Séverine Autesserre

20 November 2017

“Peaceland: Conflict Resolution and the Everyday Politics of International Intervention”

Dr. Autesserre delivered a 45-minute briefing in which she discussed her research on why international peace interventions fail, and suggested tools to improve the overall effectiveness of peacebuilding. Key findings included:

- The everyday dimensions of international peacebuilding initiatives (i.e. expatriates’ social habits and standard security procedures) strongly impact the effectiveness of intervention efforts;
- In the recruitment of interveners, thematic and operational experience is valued more highly than local expertise, which negatively impacts peacebuilding efforts; and,
- There are three elements most influential in constructing boundaries between interveners and local stakeholders: a shared objective of ‘helping,’ a similar experience in conflict zones, and the constructed identity of interveners; local people also share responsibility for this separation.

Dr. Stephen Kotkin

9 January 2018

“Russia: Historical trends informing current and future policy”

Professor Kotkin, a world-leading expert on Russian political history, delivered a 45-minute briefing followed by a question and answer period. His discussion focused on the grand narratives of



Russian political culture that remain relevant and resonate today. He offered insights into contemporary events and future trends.

Dr. Daveed Gartenstein-Ross and Mr. Jacob Zenn

29 January, 2018

“Evolving Terror: The Development of Jihadist Operations in Africa Targeting Western Interests”

Dr. Gartenstein-Ross and Mr. Zenn of Valens Global -- a firm that specializes in the study of counter-terrorism and violent non-state actors -- delivered a 45-minute briefing, wherein they discussed their research on the increasing operational capability of terrorist groups in North Africa. Key findings included:

- The willingness and ability to incorporate organizational learning is a key difference between a terrorist organization that poses major strategic challenges to Western countries, and one that does not.
- It is now easier than ever for violent non-state actors to learn and share knowledge. Advances in communications technology as well as end-to-end encryption, have permitted the flow of information between groups with minimal knowledge or interference from authorities.
- Africa is being used as a testing ground by terrorist groups for organizational learning, and it is only a matter of time before similar developments are seen beyond the continent.

Dan Gardner

13 February, 2018

“Focusing the Lens: How organizations can boost forecasting accuracy, improve judgements, and make better decisions”

Mr. Gardner delivered a 90-minute briefing, wherein he explored key lessons from multiple studies on forecasting, teamwork, and the ways in which organisations such as DND/CAF can approach decision-making amid complex operating environments.

Dr. Aisha Ahmad

27 March 2018

“Jihadist War Economies and the Politics of Territorial Control”

Dr. Ahmad delivered a 90-minute briefing, including a question and answer period, wherein she explored the links between business interests and jihadist insurgencies, including the impact of international interventions, in Afghanistan and Somalia. She applied her analyses to the Malian context.

