



March Newsletter

13th Biennial ERGOMAS conference and Other News

Dear friends,

It has been a busy winter! We have received many proposals for the upcoming conference which has resulted in an ambitious and exciting program! The conference program is still being finalized and will be distributed in the near future. However, this newsletter includes important information about logistics to enable you to arrange your travel plans.

The venue

The conference takes place 8 – 12 June 2015 at the Open University of Israel located about 20 km north of Tel Aviv in the city of Ra'anana. The recommended hotels, which are listed in this newsletter, are in Tel Aviv; the Open University will provide a free shuttle bus service for travel between these hotels and the University (in the morning and late afternoon).



Cocktail Reception

The welcome cocktail event is planned on 8 June at 20:30 at the Cinema Hotel, 1 Zamenhoff St, Tel Aviv, so please plan your arrival accordingly.

Trip to Jerusalem and farewell dinner. There will be a trip to Jerusalem on Thurs June 11 from 15:00-19:30. The cost of the trip is free for conference participants. Guests may also join for a fee of €25 The farewell dinner will take place at 20:00 in Jerusalem. Again, the dinner is free for conference participants and guests may join for a fee of €65.

It is important to plan your travel well in advance!

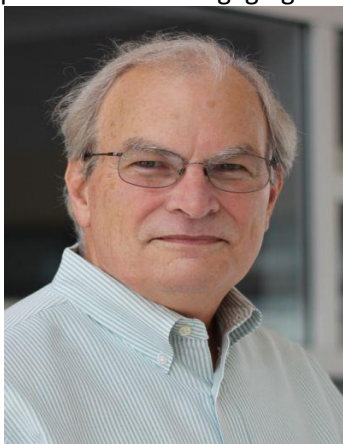
Like every year, Tel Aviv will host the Gay Pride Parade. The date for upcoming Pride Parade is 12 June 2015. This event attracts large crowds from around the world. As such, please take this into account and guarantee your place in the hotel in advance. As flights will be probably booked as well before and after the parade, advance booking is recommended.

Note that the registration deadline for the conference is 17 May 2015. For presenters, to remain in the program, you must register by 17 May 2015. Registration details can be found on the ERGOMAS website at the following link (please copy the link and paste it into your URL):

<http://c3e29bc42dbd.fikket.com/event/ergomas-conference-ra-anana-israel-8-12-june>

Keynote Address by James Burk

James Burk, president and chair of the Inter-University Seminar on Armed Forces and Society, will deliver this year's keynote address! This will be a great way to start off what promises to be a productive and engaging conference.



Much more information about travel and logistics is provided below (including conference hotels, transportation, currency, and tourism).

Other ERGOMAS news and updates are also presented at the end of this newsletter, following the conference details.

We look forward to seeing you in Israel in June!

Irina Goldenberg

ERGOMAS Secretary General

Arrival to Tel Aviv

Ben Gurion International Airport is located about 15 km from Tel Aviv.

<http://www.iaa.gov.il/RASHAT/en-US/Airports/BenGurion>

There are two ways to get to Tel Aviv from the airport:

Taxi: get a formal taxi from the airport. You can either get the meter, or arrange a fixed price ahead of the ride. The usual fixed fare to anywhere in Tel Aviv should be around 150 NIS (about 34 Euros). It could be a little more if it's later in the evening, a Saturday or if you have multiple suitcases.

Train: a cheaper option is taking the train from the airport to Tel Aviv and then taking a local taxi to the hotel. Note that service on Saturday is very limited. If you choose this option, you need to get off at "Tel Aviv – Hashalom". The ride costs 16 NIS (3.6 Euros). Then take a taxi to the hotel (this should cost no more than 50 NIS).

<http://www.rail.co.il/EN/Pages/Homepage.aspx>

As mentioned, the Open University will provide a free shuttle bus service for travel between the recommended hotels and the University (in the morning and late afternoon). It is about a one hour drive. It is really important that you do not miss the ride as it is quite a hustle to get to the campus on your own. NOTE: If you stay in a hotel other than those listed here you will have to arrange for your own transportation to the conference.

Free Internet Access is available at the University. Smoking is allowed outdoors only.

Currency

The local currency is in New Israeli Shekel (NIS) as most establishments accept only NIS. Note that 1 Euro ≈ 4.43 NIS; 1\$≈3.88 NIS

The weather

The weather is hot and humid (29 °C-21°C). The university is air conditioned, but for our excursion we recommend that you take sunscreen and a hat. The final event will take place in Jerusalem. During this period, the weather is cool at night in Jerusalem, so you may wish to bring warmer clothing.

Things to do in the hotels area:

The Beaches

One of the best things about Tel Aviv is its proximity to the Mediterranean Sea, and from May to September the beaches attract thousands from home and abroad who come to enjoy the excellent swimming conditions, surf, beachside gyms, and sports courts. The seafront promenade is also a hive of activity in high season, with caricaturists, magicians and tattoo artists, and plenty of places to grab an ice cream or dine.



The Tel Aviv Port

The Tel Aviv Port is an area of culture, entertainment and leisure activities. A huge wooden deck covers 14,000 sq.m. and acts as a huge promenade running along the seafront. Shops at Namal Tel Aviv include popular Israeli and international fashion brands and smaller boutiques. Restaurants at Tel Aviv Port also range from full service cuisine through to cafés and coffee bars.

Friday Farmers Market is held in the port Around 50 food producers from all over Israel come to sell their wares – from fruit and vegetables, to herbs, cheese, bread and honey, olive oils, halva and tehina – to wines, beers, and flowers.



Sarona Templar colony that became a special attraction. Sarona combines a unique architectural history with a dynamic urban experience. Together they create a center of culture, leisure and shopping in a relaxed and upscale atmosphere. The renewed colony includes an urban park and the accurately restored original 37 buildings of the Templar settlement. These have been transformed into elegant cafes, ritzy restaurants, high-end art galleries and an assortment of specialty shops



HaTachana

Tel-Aviv's historic train station has been renovated and restored to become a trendy shopping center and public gathering place. Located between Tel-Aviv Beach and the Neve Tzedek neighborhood the train station was built in 1892 and was the final stop on the Jerusalem-Jaffa railway line.



Jaffa

Jaffa is located 10 minutes from Tel Aviv and is full of attractions: the old Jaffa port, the Clock Tower, Zodiac Alleys, Mahamoudia Mosque and many more. Old Jaffa has become one of Tel Aviv's most popular tourist attractions, filled with studios, art galleries and artists' quarters. Shops selling archaeology, Jewelry, art, and Judaica line its narrow and pleasant alleys.



Neve Tzedek

Built in 1887, Neve Tzedek was the first Jewish neighborhood outside of the old port city of Jaffa, built as a suburb. Its Oriental architectural style, combined with special, narrow streets with boutiques, make Neve Tzedek, which means Oasis of Justice, quite literally an oasis in the modern city.



Tel Aviv Museum of Art

Tel Aviv Museum of Art is one of Israel's leading artistic and cultural institutions. The museum comprises various departments: The Department of Israeli Art, which holds a comprehensive collection of local art from the beginning of the 20th century to the present; the Department of Modern and Contemporary Art, which encompasses international works from the mid-19th century to the present; the Department of Prints and Drawings; the Department of Photography; the Department of Architecture and Design; and the Old Masters Department, with art from the 16th to the 19th century.

<http://www.tamuseum.org.il/>



General information about entertainment options in Tel Aviv

<http://www.visit-tel-aviv.com/>

<http://timeout.co.il/en>

Requirement of Invitation Letter

In case you'll need an invitation letter from the Open University for visa or other purposes, please send your full name and passport number to Hela Dalal (see contact information below).

Contact information for any arrangements in Israel

Hela Dalal,

helada@openu.ac.il +972-50-3340-146.

Hotels and Reservations

Rates for these hotels are valid until 15 April 2015

Shalom Hotel & Relax Tel Aviv

216 Hayarkon St, Tel Aviv

<http://www.atlas.co.il/shalom-hotel-tel-aviv/>



Shalom Hotel & Relax is a sophisticated hotel styled as a beach house.

Rates:

The rate per single room per night including breakfast: \$204

The rate per double room per night including breakfast: \$227

You have the option to upgrade to a superior room with supplement: \$27

Melody Hotel Tel Aviv

220 Hayarkon St, Tel Aviv

<http://www.atlas.co.il/melody-hotel-tel-aviv/>

“If you want creative people, give them enough time to play,” is the motto behind the Melody Hotel, a unique selection of services and stylish design bring to life our WORK & PLAY philosophy.



The rate per single room per night including breakfast: \$195

The rate per double room per night including breakfast: \$214

You have the option to upgrade to a superior room with supplement: \$27

Cinema Hotel Tel Aviv

1 Zamenhoff St, Tel Aviv

<http://www.atlas.co.il/cinema-hotel-tel-aviv/>

The hotel is located in an original Bauhaus style building - the Esther Cinema, one of the first Movie Theaters in the heart of Tel Aviv, Israel .

The hotel's unique design, complemented by some of the original projectors and movie posters, preserves the legacy of the building



The rate per single room per night including breakfast: \$178

The rate per double room per night including breakfast: \$190

Center Chic Hotel Tel Aviv

2 Zamenhoff St, Tel Aviv

<http://www.atlas.co.il/center-hotel-tel-aviv/>

The recently renovated Center Chic Hotel was designed to celebrate the culture, architecture, art and spirit of the century old cityTel Aviv.



The rate per single room per night including breakfast: \$178

The rate per double room per night including breakfast: \$190

In all hotels you can enjoy the following:

- Free WIFI throughout the hotel
- Complimentary newspaper available (in English, Russian or Hebrew)
- Happy Hour; complimentary beverages & snacks available every week day from 17:00h – 19:00h
- Every guestroom comes equipped with coffee corner & mini-fridge
- Free personal safe
- In-room welcome refreshments

For reservation to all above hotels, please fill the enclosed form and send Ayelet Giat directly - ayelet@atlashotels.co.il

Extension after 12th June will cost an extra \$27.



ATLAS
HOTELS
מלונות אטלס

287 Hayarkon St, Tel Aviv 63504 Israel Tel: 972-3-5425560, Fax: 972-3-7608920 E-mail : ayelet@atlashotels.co.il

DATE: February 24, 2015 **REF:** 21507

ATTENTION: Reservations – Ayelet Giat

Open University in June 2015

Conference Ergomas

HOTEL:	
Room type: <i>Single:</i> <i>Double:</i>	
Guest name :	
Arrival date: <i>Check-in 14:00:</i>	
Departure date <i>Check-out 12:00</i>	
Credit card details for the guarantee:	№:
	Expiration date: ____ / ____
Card holder's name <i>(if different than guest name)</i>	
Passport number of card holder:	
Contact information (tel / email) :	

Please note, Israeli passport holders need to add VAT to the rate

Ayelet Giat, Business Dep. Sales Manager, Atlas Hotels www.atlas.co.il

Leonardo Basel Tel Aviv Hotel

156 Hayarkon Street Tel Aviv

<http://www.fattal-hotels.com/tel-aviv-hotels/leonardo-basel-tel-aviv>

The hotel has a fabulous location in Central Tel Aviv on the sea shore and is close to the beach, shops, business centers and tourist attractions

Comfort Room :

Single (USD)-\$155

Double (USD) - \$175

- Rates are on Bed &Breakfast basis.
- Free WIFI in rooms & public areas

For reservation Leonardo Basel Tel Aviv Hotel please send Hela Dalal helada@openu.ac.il dates when you'll be in the hotel and the number of people.

Update on Partnership with

Res Militaris: The European Journal for Military Studies

Res Militaris is a peer-reviewed, bilingual (English, French), on-line social science journal dedicated to the study of military and security-related issues. Interdisciplinary in character, it carries material conceived from the perspectives of sociology, political science, anthropology, psychology, geography, history, economics, law and management. It adopts a broad definition of the term “military”, to include all aspects of the nature, roles, organization, actual or potential use of armed force, and its internal or external consequences.

A partnership between ERGOMAS and *Res Militaris* was formed in Spring 2014, and entails the publication of Special Issues of *Res Militaris* based on the work of ERGOMAS Working Groups. We hope that this partnership will provide ERGOMAS members with an excellent avenue for publication and collaboration. Since the partnership formation in 2014, three ERGOMAS Special Issues of *Res Militaris* have been initiated and are currently in preparation. These include two thematic special issues from the Gender and the Military Working Group and a special issue from the Violence and the Military Working Group. We look forward to the publication of these over the coming year!

<http://resmilitaris.net/>

Creation of a ‘Defence Series’ through Springer Publishing

In the summer of 2014 your ERGOMAS board of directors, in partnership with the ISA RCO1 Research Committee on Armed Forces and Conflict Resolution, approved the creation of a Defence Series under Springer Publishing. Of note, initially our titles will be published within an existing series: Lecture Notes in Social Networks. Once ERGOMAS and RC01 can together demonstrate that they can publish a minimum number of 4 books per year (e.g. monographs or edited works), the formulation of our own series dedicated specifically to defence and security will follow. Note that it is up to us ERGOMAS and RC01 members to make this initiative successful – as such, we hope that you will strongly consider Springer as a publication venue for your upcoming work!

Inquiries can be sent to Irina Goldenberg (Irina.Goldenberg@forces.gc.ca).

Upcoming Conferences

The International Applied Military Psychology Symposium

18-22 May in Lisbon, Portugal

<http://iamps.org/>

International Military Testing Association Conference

21-25 September in Stockholm, Sweden

http://www.imta.info/Conference/Conference_Home.aspx

Inter-University Seminar on Armed Forces and Society

30 October-1 November 2015 in Chicago, United States

<http://www.iusafs.org/>

Research Committee 1: Armed Forces and Conflict Resolution Interim Conference (RC01 of the International Sociological Association)

Theme: Transformations of the Military Profession

25-28 September 2016 in Rio de Janeiro, Brazil

(more information coming soon!)

<http://www.isa-sociology.org/rc01.htm>

Announcements

Retirement of Christopher Dandeker

Christopher Dandeker will be retiring after 25 years at King's College! Christopher has had a long and successful career with numerous significant contributions in diverse areas related to military and society. Much of Christopher's work has resulted in high profile publications and important policy impact. King's College recognizes Christopher for his roles as Head of the Department of War Studies, as well as Head of the School of Social Science and Public Policy, for his many influential publications, and for his selflessness as a mentor to colleagues and champion of doctoral and early career researchers. He is also recognized as an immensely popular teacher. In short, Kings' notes that "Christopher epitomises the culture and "magic" of War Studies - namely, world class scholarship, dedicated teaching, and good humoured collegiality." We were lucky to have Christopher deliver the thought-provoking key note address at the 2013 Biennial ERGOMAS Conference (entitled "Armed Forces in an Age of Austerity: Strategic Force Design Issues after Afghanistan") and we look forward to Christopher's continued participation!

Dr. Patricia Shields Receives the Marcia P. Crowley Award for Outstanding Service to the Section on Women in Public Administration!

The American Society of Public Administration has announced that Dr. Patricia Shields, Editor of *Armed Forces & Society*, will receive the 2015 Marcia P. Crowley Award for Outstanding Service to the Section on Women in Public Administration. Patricia has a long and distinguished record of service to Texas State University and several professional organizations, including the Inter-University Seminar on Armed Forces and Society (IUS) and the American Society for Public Administration (ASPA). We congratulate ERGOMAS member Patricia Shields on this prestigious and well-deserved award!

Updates from ERGOMAS Working Groups

Civilian Control of the Military Working Group

Workshop on Reforming Defense and Military Policy-Making in New Democracies: Obstacles, Opportunities and Outcomes

Ensuring effective civilian control over the institutions and processes of defense and military policy-making is a core step in the process of institutionalizing, deepening and consolidating democratic governance in newly democratized nations. While a certain degree of organizational autonomy and the provision of military expertise to civilian decision makers is functional, perhaps necessary, for the armed forces to fulfill their missions, the reform of defense policy-making procedures has been among the most problematic and protracted political endeavors in many nations of the so called “Third Wave of democratization”. Even countries that today are considered successful cases of democratic consolidation have struggled with—and are still struggling with—stalled, unsuccessful, incomplete or inconsistent attempts at reforming national defense and military policy. This not only has possibly serious consequences for the aspect of democratic control and accountability of policy-making in this crucial area of state activity. It also raises the question if and how these reforms for greater civilian authority and oversight (or their lack) affect the effectiveness of defense policy and the ability of new democracies to defend themselves against external threats.

In order to address these issues, Dr David Kuehn of the ERGOMAS WG on “Civilian Control of the Military” and Prof Dr Aurel Croissant hosted a workshop at the Institute of Political Science, Heidelberg University, Germany on 13-14 February 2015. The workshop brought together experts from Latin America, the U.S., Europe and Asia to very cordial and lively discussions on two sets of questions: (1) How did the institutions, actors and processes of defense policy-making develop after the transition to democracy in “Third Wave” democracies, especially in the light of a strengthening of civilian decision-making authority and oversight? How can these developments be explained from the perspective of the political institutions, processes and actors? (2) How did these reforms, or their lack, affect the effectiveness of defense policy and the functionality of national defense apparatuses in these countries?

A summary of these discussions will be presented by David Kuehn at the 2015 Biennial ERGOMAS Conference in Israel. The workshop papers will form the core of an edited volume to be published in 2016.

Morale, Cohesion, and Leadership WG

CALL FOR PAPERS – 2015 ERGOMAS PUBLICATION

PROPOSED TITLE: Morale, cohesion and leadership in a military context

AIM AND SCOPE: The ERGOMAS Working Group “Morale, Cohesion and Leadership” organized by Leadership and Communication Studies, MILAK at ETH Zurich, Switzerland will publish a book of international perspectives on issues of concern to military organizations. Chapter submissions will address key issues of leadership, morale and cohesion to conduct

cross-national studies of social and organisational aspects of leadership in a military context. Chapter submissions will be coordinated to ensure that a variety of issues are included in the final publication. Chapter submissions can approach these topics from theoretical, doctrinal, or practical points of view.

RELEVANCE: Armed forces personnel deployed are frequently exposed to intense combat and potential mitigating effects which can affect the military performance in terms of cohesion, morale and leadership. Issues such as why people act as they do in stressful and extreme situations or what constitutes the nexus between leadership/followership, organisations, and culture etc., are addressed.

OUTLINE: Chapter 1: Leadership and communication
Chapter 2: Morale and cohesion
Chapter 3: Crisis leadership/ leadership in extreme situations

RESPONSIBILITIES: Papers presented at the conference will be considered for publication (peer review process). The co-editors of this volume will be: Prof. Dr. Franz Kernic, Dr. Michael Holenweger and M.A. Michael Jager from the Military Academy at ETH Zurich. They will be responsible for collating, compiling and publishing the book. Chapter authors will be responsible for submitting an outline of their contribution and for submitting publication-quality chapters in accordance with the schedule and guideline below.

TIMELINES: The following deadlines will ensure that the publication release coincides with the 2016 ERGOMAS conference.

- a. Submission of contribution outline: 31. March 2015 (one page max);**
- b. Selection decisions will be communicated to presenting authors before 30. April 2015;
- c. Submission of completed manuscript (max. 54'000 characters/ 30 A4 pages) to Dr. Michael Holenweger, E-Mail: michael.holenweger@vtg.admin.ch no later than 31. August 2015;**

The deadlines in bold are key dates for contributors. Submit your contributions as early as you can to provide more time for editing, which will result in a better publication.

GUIDE TO CONTRIBUTORS

1. Springer: <https://www.springer.com/gp/authors-editors/book-authors-editors/manuscript-preparation/5636>
2. Provide a 4-5 line biography for each author.

Points of contact:

Dr. Michael Holenweger
Leadership and Communication Studies
Military Academy at ETH Zürich
E-Mail: michael.holenweger@vtg.admin.ch

M.A. Michael Jager
Leadership and Communication Studies
Military Academy at ETH Zürich
E-Mail: michael.jager@vtg.admin.ch

The Military Profession WG

Update on the Interim Conference – Torino (Italy) 5-8 February 2015

The Military Profession WG has carried out its planned interim meeting from 5 to 8 February in the impressive setting of the "School of Management and Economics" of the University of Turin. 22 scholars attended the meeting, coming from 9 different countries; They, in addition to the presentation of their papers, have ventured into extensive discussions on the topics of the meeting. It is worth emphasizing that participation in the meeting was not limited to members of the WG who have had the opportunity to come to Turin, but was enlarged to scholars not belonging to ERGOMAS but invited because of their specific expertise. The Coordinator of WG in fact thereby intended to broaden the horizons of the WG looking for the collaboration of colleagues never met before, but selected for their expertise in the issues of the interim-meeting. The result was a much wider debate to which the new invitees brought a useful contribution of thought and experience. Also this was a chance for them to become in touch, know and appreciate the existence of ERGOMAS and of its way of promoting research. During the meeting, a workshop was held to make the point on the research "Officer and Commander" that this WG has in progress, and that resulted in an advanced state of completion.

Conference Program

“Armed Forces and Operations in Asymmetric Warfare Environment”

Thursday, February 5th 2015

ARRIVAL DAY

Participants are invited to a Welcome Reception with Registration:

6.00pm – 8.00pm University of Torino
School of Management and Economics
Corso Unione Sovietica 218bis
Aula Azzurra (Blue Room)

Friday, February 6th 2015

9.00am-10.15am Opening Session (Plenary)

PRESENTATION OF THE VOLUME “SOLDIERS WITHOUT FRONTIERS”

Chair: Giuseppe Caforio (WG Coordinator)

10.15am-10.30am Coffee break

10.30am-12.30am - Session 1- LEADERSHIP AND MILITARY BEHAVIOR IN ASYMMETRIC ENVIRONMENTS. EXPERIENCES FROM THE FIELD

Chair: René Moelker (Royal Military Academy, Breda)

1. Eyal Ben-Ari (Kinneret College on the Sea of Galilee, Zemach), The Dynamics of Emerging (Tactical) Leadership: Israeli Forces in the Second Lebanon War
2. Chiranjibi Bhandari (Tribhuvan University of Nepal), Rise and Fall of Military Leadership with Reference to People's Liberation Army in Nepal
3. Fatima Farina (University of Urbino Carlo Bo), The few, The operatives...Italian Military Women from the Afghan Front.
4. Eraldo Olivetta (University of Torino), Factors Influencing Unit's Morale: Suggestions for Leadership from the Case Study on Italian Units in Afghanistan
5. Giovanni Ingrosso (Italy), Theoretical and Practical Aspects of Military Leadership

12.30pm-2.00pm Lunch

2.30pm-4.30pm- Session 2 - ASYMMETRIC ENVIRONMENTS: INNOVATION IN TRAINING AND BEHAVIORS

Chair: Arthur Gibb III (U.S. Naval Academy, Annapolis)

1. Uzi Ben-Shalom (Ariel University, Israel) , Changes in Training for the Military Profession in Israel. The Case Study of Tactical Command College (TCC)
2. Rosalie Arcala Hall (University of the Philippines Visayas), The Military's functional or dysfunctional Role in the International Humanitarian Intervention and State-building
3. David Walker (University of Birmingham), Asymmetric Warfare: Implications for the Character of the British Soldier
4. Leslie V. Advincula-Lopez (Ateneo de Manila University), The Ethos of Obedience among the Members of the Philippine Marines
5. Emanuela C. Del Re (Niccolò Cusano University, Rome), Female Combatants: the complex case of the role of women in the Syrian conflict and in the Islamic State
6. Giovanni Ingrosso (Italy), Aspects and Problems of Death in Action

4.30pm-4.50pm Coffee Break

4.50pm-6.50pm – Session 3 - CULTURAL FACTORS AFFECTING MILITARY STRATEGY AND PRACTICAL BEHAVIOR IN ASYMMETRIC OPERATIONS. DOES SOCIAL SCIENCE APPROACH MATTER?

Chair: Marina Nuciari (University of Torino)

1. Charles Kirke (Cranfield University, Defence Academy of the United Kingdom, Shrivenham), Four Services in Harmony?
2. Paul Joseph (Tufts University), Human Terrain Teams and US Military Strategy in Iraq and Afghanistan.
3. Marenne M. Jansen (Royal Netherlands Military Academy, Breda), The Social Construction of Military Leaders
4. Blaise Nkfunkoh Ndamnsah (Ljubljana University), Diversity and Cultural Issues in Multinational Operations: Case of the Italian-Slovenian-Hungarian Multinational Land Force (MLF) "Battle group" with Headquarters in Udine-Italy.

5. Duraid Jalili (Defence Studies Department of King's College, London), Bridging the Gap between Theory and Practice in Intercultural Professional Military Education (PME)
6. Laila Bushra (Lahore University of Management Sciences - LUMS, Pakistan), East and West as Careers: the Pakistan Army in Informal Theatres of War.

8.30pm SOCIAL DINNER

Saturday, February 7th 2015

9.00am-10.15am– WORKSHOP of WG “The Military Profession” for the research project “OFFICER AND COMMANDER”

Chair: Giuseppe Caforio (WG Coordinator)

10.15-10.30 Coffee Break

10.30am-11.45am – Session 4 - CIVIC-MILITARY RELATIONSHIPS IN ASYMMETRIC THEATRES: ACTORS, VALUES AND PRACTICES

Chair: Eraldo Olivetta (University of Torino)

1. Meytal Eran-Jona (IDF BSC Behavioral Sciences Center, Israel) & Eyal Ben-Ari (Hebrew University of Jerusalem), Military Relations with local Civilians: Multiple Logics and Organizational Transitions
2. Kenneth Holland (Ball State University Muncie, Indiana, USA) , Provincial Reconstruction Teams as an Instrument of War: the Cases of Afghanistan and Iraq
3. Arthur Gibb III (U.S. Naval Academy, Annapolis), Military-led Development in Afghanistan: Successes and Failures of American Provincial Reconstruction Teams.
4. Aide Esu (University of Cagliari), *Breaking the Silence* in the Israeli Public Sphere. A Call for New People's Army?

11.45am - Meeting Closure and coming appointments

Chairs: Giuseppe Caforio and Marina Nuciari