

NATO:

Operations, Transformation and Strategic Communications



Colonel Massimo Panizzi,

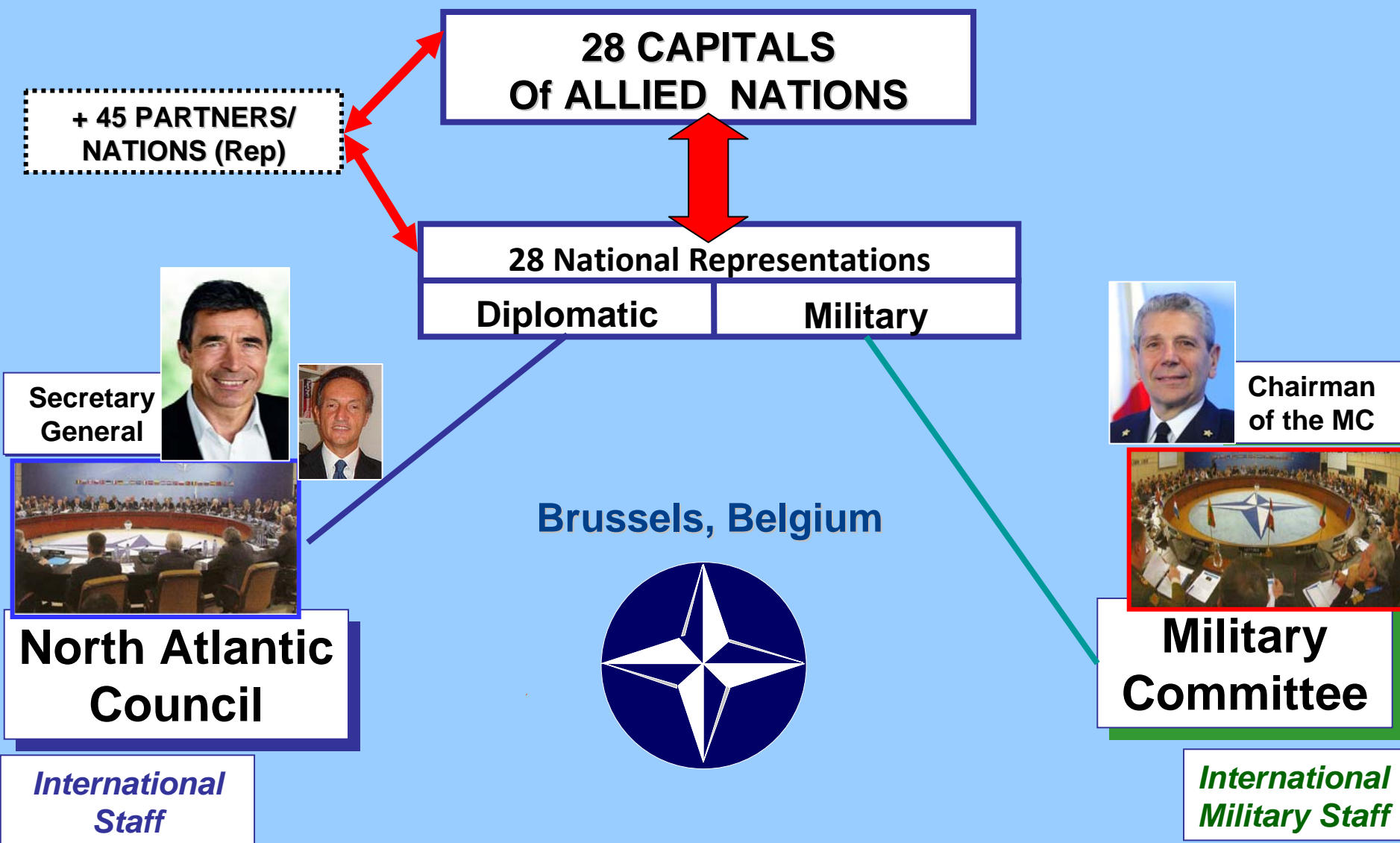
NATO Military Committee – International Military Staff

Public Affairs & Stratcom Advisor



- **Introduction**
- **NATO main events since Sept. '09**
- **Operations:**
 - KFOR (Kosovo)
 - Operation Active Endeavour - Response to Terrorism
 - Operation Ocean Shield – Counter Piracy
 - Support to the African Union
 - NATO Training Mission Iraq
- **Transformation**
- **Strategic Communications**

NATO HQ - Brussels





International Military Staff (IMS)

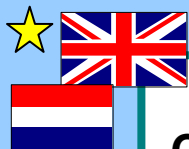


CMC

DCMC



DIMS



**Executive
Coordinator**

**NHQ
C3 STAFF**



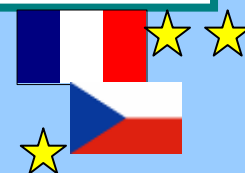
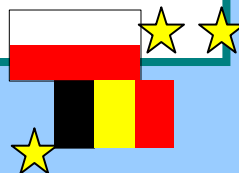
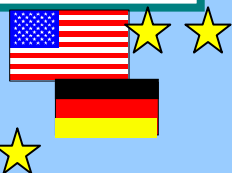
INT

OPS

**LOG &
RESOURCE**

**PLANS &
POLICY**

**COOP &
REG. SEC.**



450
Posts

NATO Main Events since Sept 2009



- **New Strategic Concept experts meet at NATO HQ (4 Sept.)**
- **New Commander of Allied Command Transformation appointed (9 Sept.)**
- **Secretary General proposes a new beginning in NATO-Russia relations (18 Sept.)**
- **NATO Military Committee meets in Portugal (20 Sept.)**
- **Secretary General meets Russian Foreign Minister Lavrov (24 Sept)**
- **Climate change, piracy and cyber defense addressed by Secretary General at Lloyd's conference (1 Oct.)**
- **1st Strategic Concept Seminar in Luxembourg (16 Oct.)**
- **Chiefs of Defense discuss Afghanistan (17 Oct.)**
- **Bratislava Defense Ministerial (23 Oct.)**

NATO Main Events since Sept 2009



- NATO Ministers address defense transformation and missile defence (22 Oct.)
- NATO – UAE Conference in Abu Dhabi (30 Oct.)
- 2nd Seminar on new Strategic Concept (Brdo, Slovenia, 13 Nov.)
- Elections in Kosovo (15 Nov.)
- Inauguration of President Karzai (19 Nov.)
- NATO Training Mission for Afghanistan is activated in Kabul (21 Nov.)
- Obama's Announcement on Afghanistan (2 Dec.)
- Ministers of Foreign Affairs to discuss Afghanistan and NATO's Open Door Policy (3 Dec.)
- NATO Ministers invite Montenegro to join MAP and encourage Bosnia and Herzegovina to step up reforms (4 Dec.)

NATO Main Events since Sept 2009



- NATO and Russia agree to move partnership forward (4 Dec.)
- Force Generation Conference on ISAF (7 Dec.)
- Secretary General debates climate change security threats in Copenhagen (15 Dec.)
- Secretary General's talks with Russian leaders (16 Dec.)
- 3rd Strategic Concept Seminar (Oslo, Norway, 14 Jan.)
- London Conference on Afghanistan (28 Jan.)
- Meeting of NATO and Partners CHODS in Brussels (26-27 Oct.)
- Agreement reached on NATO-Russia military cooperation (26 Oct.)

NATO Main Events since Sept 2009



- New Senior Civilian Rep. in Afghanistan appointed (26 Jan.)
- Defense Ministers focus on operations and transformation in Istanbul (4-5 Feb.)
- NATO Defense Ministers take stock of NATO's engagement in Kosovo (5 Feb.)
- Munich Security Conference (6-8 Feb.)
- NATO's new Strategic Concept discussed in Moscow (11 Feb.)
- NATO deepens cooperation with Pakistan (16 Feb.)
- African Union discusses practical cooperation with NATO (18 Feb.)
- 4th Strategic Concept Seminar (Washington, 23 Feb)
- NATO Str. Concept Seminar in Helsinki on compr. approach (4 March)

NATO Main Events since Sept 2009



CHODS Meeting 27 Jan.

- KFOR non NATO Troop Contributing Nations
- NATO operations, other than ISAF
- EAP/MC – NRF
- MD/MC – Maritime Security
- UKR Commission
- Informal with SecGen
- NRC-MR
- Strategic Concept
- Dr. Madeleine Albright
- ISAF non NATO Troop Contributing Nations
 - Gen. McChrystal – COM ISAF
 - Gen. Kayani – PAK Chief of Army Staff



NATO-Russia Council - MR

29 CHODS agreed on « NRC-MR Framework for NATO-Russia Military-To-Military Cooperation »

KOSOVO



- Maintain the Safe and Secure Environment (SASE) and Freedom of Movement (FOM)
- Unilateral declaration of independence 17 Feb 08
- Socio-econ conditions.
- International Court of Justice
- Patrimonial Sites
- Deterrent Presence



MNTF (N)



MNTF (W)

2109



MNTF (S)

2779



HQ KFOR

471

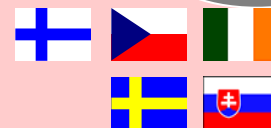
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PRISTINA

MNTF (C)

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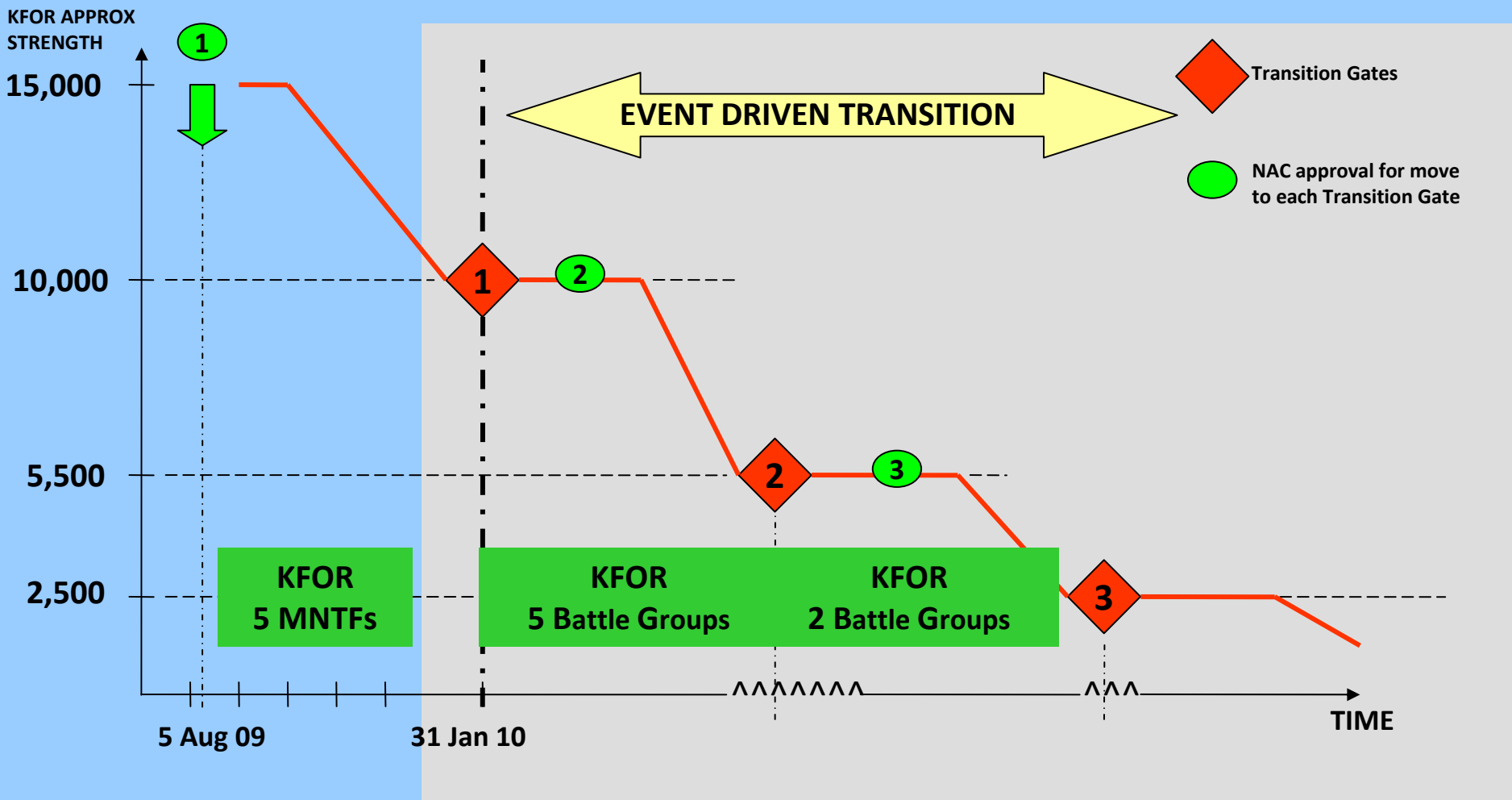


PEC

PRIZREN

**KFOR TROOP
10.200**

The move to Deterrent Presence



Unfixing of Patrimonial Sites



- NAC approved unfixing of first of nine Properties with Designated Special Status (17 Jan.)
- KFOR prepares to execute transition
- Gazimestan Monument



EULEX



Headquarters: Pristina

Head of Mission: Gen. Yves De Kermabon

Mission Strength: 1650 int. – 1050 loc. staff

Budget: 265 million €

Contributing States: Most EU Member States, Norway, Switzerland, Turkey, Croatia, Canada, USA.

Mandate: UNSCR 1244 framework



Objectives:

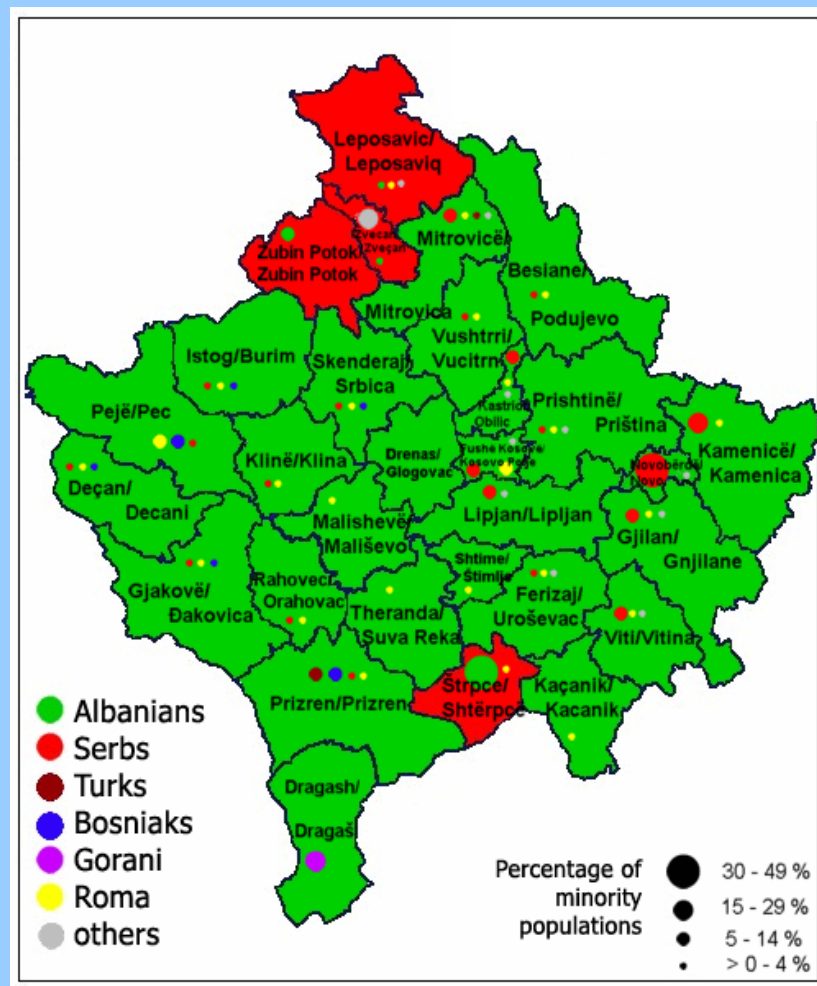
- **Support of KOS Authorities in all areas related to the rule of law (police, judiciary, customs, correctional)**
- **Development/strengthening of independent multi-ethnic justice/police/customs service**
- **Executive power to investigate and prosecute serious and sensitive crimes (war / financial crimes)**

Kosovo Security Force



- The KSF is very lightly armed to respond to humanitarian crisis, conduct explosive ordnance disposal and civil protection tasks.
- Initial Operational Capability: 15 Sept 09
- Full Operational Capability: 2-5 years
- Full strenght:
 - 2500 active members
 - 800 reserve members

Kosovo – The Northern Part



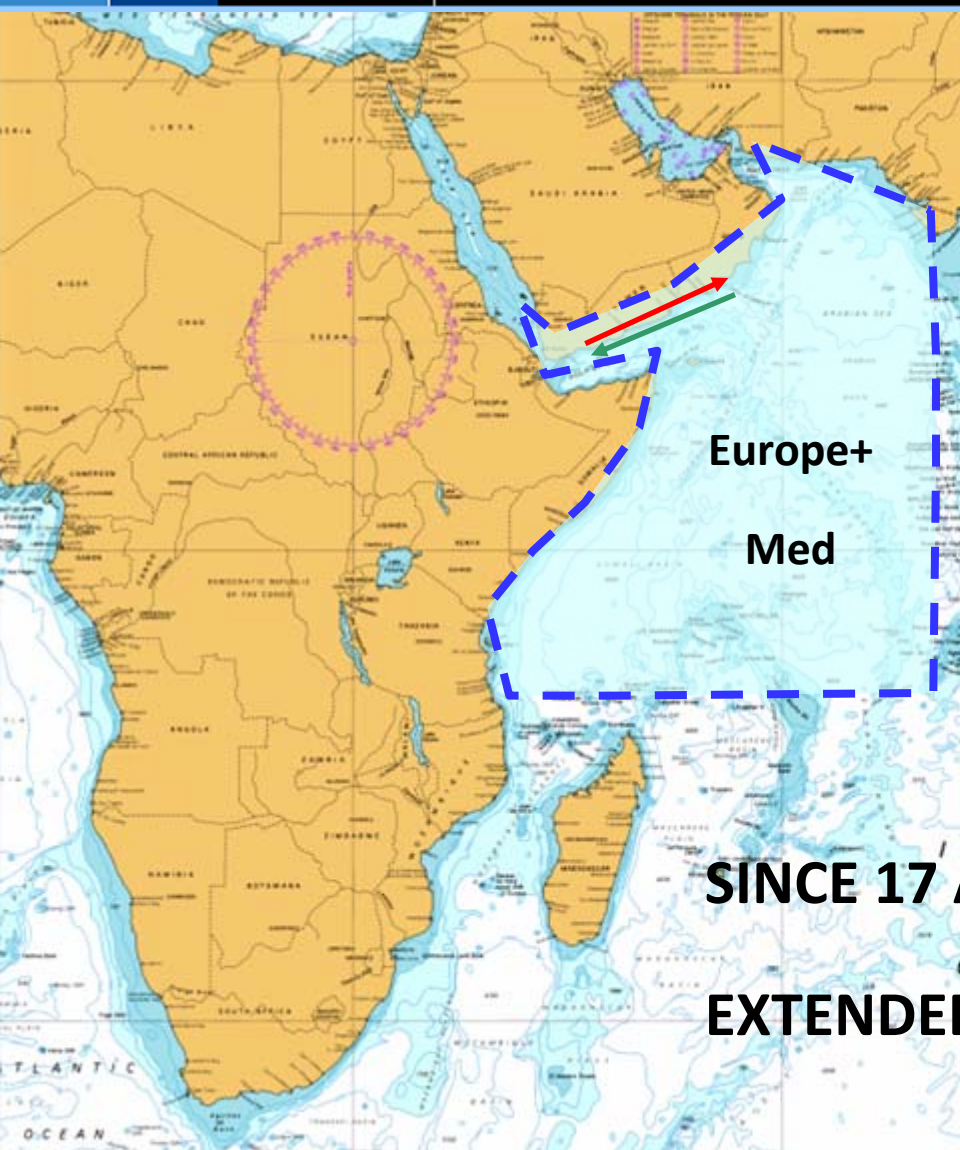
Operation Active Endeavour



Mission: conduct maritime operations in the OAE AOO to demonstrate NATO's resolve to help deter, defend, disrupt and protect against terrorism.



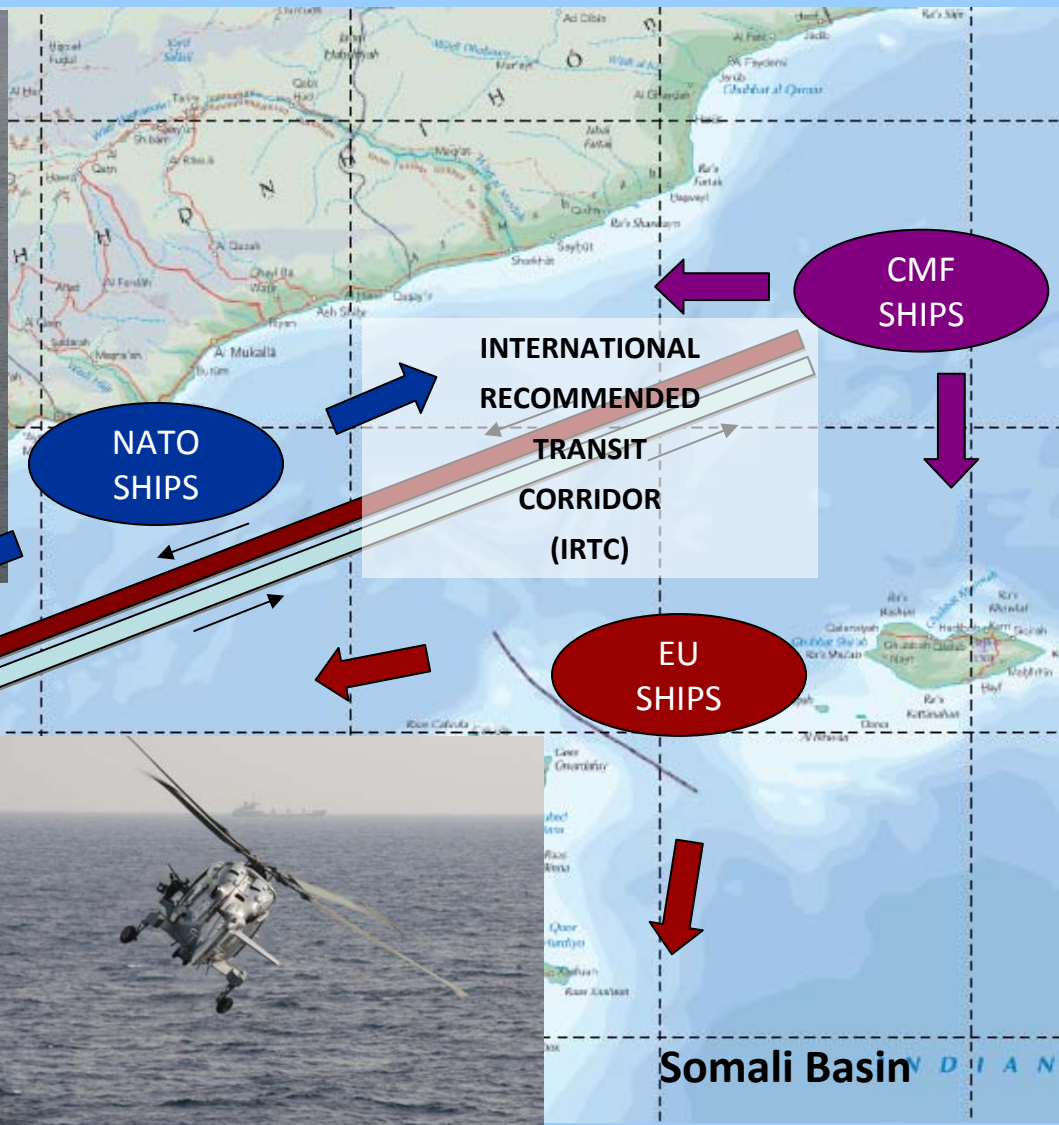
Operation OCEAN SHIELD



SINCE 17 AUG 2009

EXTENDED UNTIL END 2012

Coordination

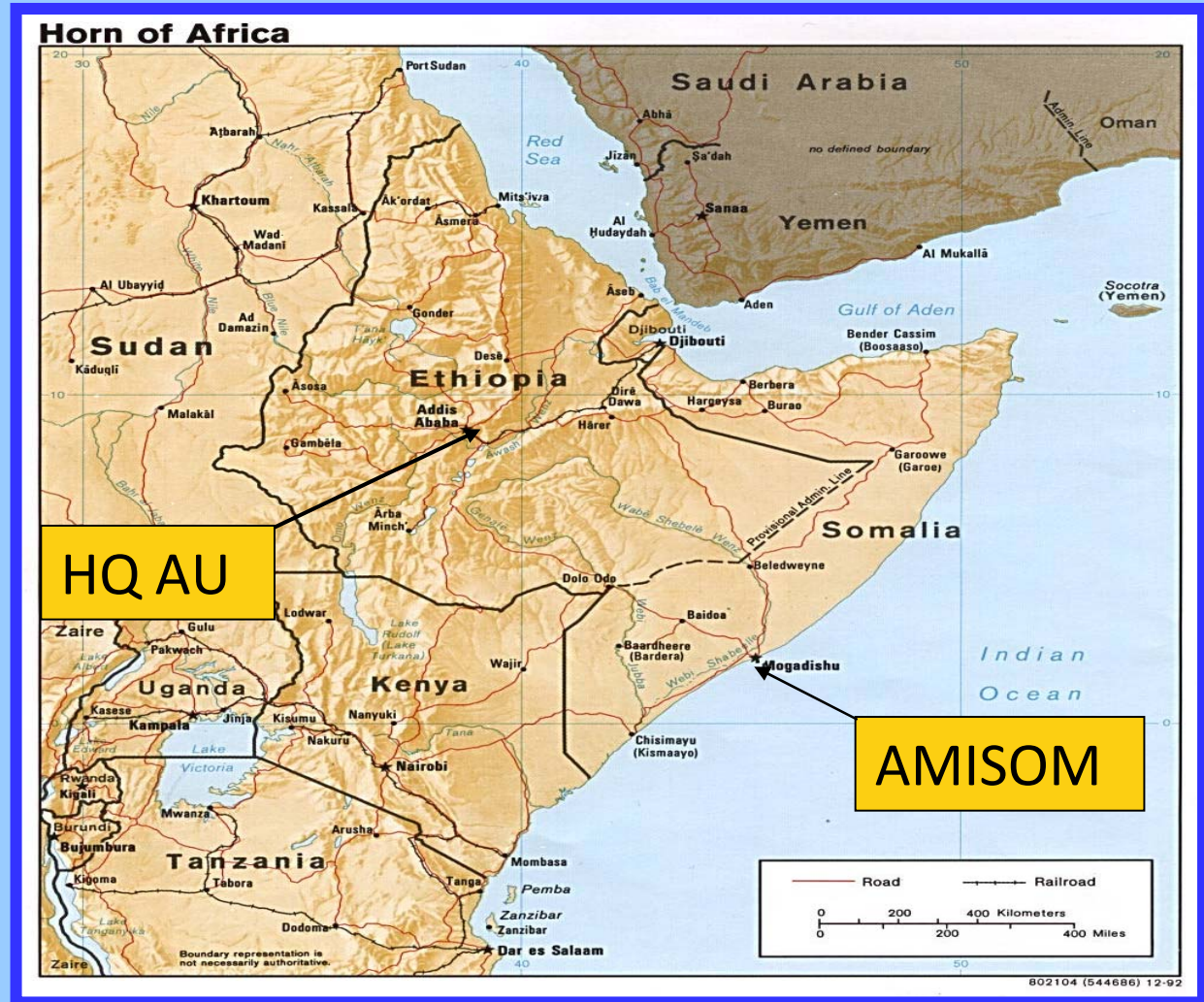


African Union (AU):

- Airlift support
- Sealift support

AMISOM:

- AU UN-mandated operation in Somalia



- NTM- I was established on 14 Aug 04 in accordance with UN Resolution 1546 at the invitation of the Government of Iraq (GOI)



- Distinct training, assistance with equipping and technical assistance to the Iraqi Security Forces (ISF)

171 Personnel
15 Nations

15 Nations Contribute Troops

BGR 	HUN 	POL 
CAN 	ITA 	ROU 
DNK 	LTU 	TUR 
EST 	NLD 	USA 
GBR 	NOR 	UKR 



- NATO Training Mission - Iraq
- 15 Nations Contribute Troops
- NTM-I Training Concept:
 - Support to and training of the Iraqi security forces
 - No combattant forces
- Achievements:
 - Over 12000 Iraqis have been trained
 - 1540 out of country training
- The desired End State : effective, Iraqi-led and staffed education and training system



*“NATO’s ongoing transformation will **strengthen** the Alliance’s **ability** to confront existing and emerging 21st century **security threats**, including by ensuring the provision of fully prepared and **deployable forces** able to conduct the full range of military operations and missions on and beyond its territory, on its periphery and at strategic distance”*

(Strasbourg/Kehl NATO Summit Final Declaration, 3-4 April 2009).

New NATO Strategic Concept

Chaired by Dr. Madeleine Albright

**11 Experts in International Relations
and Security matters**



4 Strategic Concept Seminars:

- Luxembourg: FUNDAMENTAL TASKS
- Brdo, Slovenia: ENGAGEMENT, LL
- Oslo, Norway: PARTNERSHIPS
- **Washington, DC USA: TRANSFORMATION**

Washington Seminar (23 Feb.)

NATO SECGEN:

“Improving our working methods and preparing for the future, while spending our resources efficiently”.

“Need to reform the 3 fundamental elements of NATO modus operandi: the way we do our traditional business, the way we address new threats and our structure and organisation”.

“Transformation is about spending our resources better, achieving economies of scale, working more effectively together and saving lives through better technology, doctrine and mission preparation.”

Washington Seminar (23 Feb.)

OPERATIONS:

- **Afghanistan:** NATO cannot accomplish its missions using purely military tools
- Mechanisms to draw on existing security-oriented **civilian capabilities** of member states (NATO CEP)
- Comprehensive approach to be “**operationalized**”
- Better cooperation with **EU**
- Measures to counter IED, heavy lift helicopters, improving medical care (Istanbul Def. Min.)
- **Sharing** information, capabilities and resources among Nations
- Expand the **common funding** procedure

Washington Seminar (23 Feb.)

NEW THREATS:

- **Cyberattacks:** to pool resources in order to develop a joint strategy
- **Nuclear proliferation:** common Missile Defense Capability, including Russia (to be discussed in FM Meeting in Tallin)
- **Energy Security:** economic consequences but also strategic/security risks
- **Climate changes:** consequences for global security
- **Terrorism:** Improvised Explosive Devices (>70% casualties): develop real synergies and common capabilities
- **Terrorism:** Joint – civil Terrorist Threat Intelligence Unit established
Better cooperation with EU

Washington Seminar (23 Feb.)

NEW THREATS:

SECGEN:

“We need to improve NATO’s ability to analyse, to consult, to collect and share intelligence and to respond”

US Secretary of State Clinton:

“Many threats we face have little or no respect for borders.. .We reaffirm our commitment also to Article 4”

Washington Seminar (23 Feb.)

NATO COMMAND STRUCTURE:

- More operational, less bureaucratic
- Human and financial resources devoted to the real priorities.
- Decision making process
- Deployability
- Geographic footprint
- Prioritization of resources allocation
- Civil and military chains roles well defined
- New Threats and Challenges Division to be established
- NRF more flexible

“A New Concept with old structures will not be transformational”
(US Sec. State Hillary Rodham Clinton)

ACT ROLE

- Allied Command Transformation as the “NATO **think tank**”, improving the networking of Nations among the Alliance.
- **Multiple Futures Project** (2009): provides Alliance leaders with a broad set of info with which to plan for the future security environment
- Development **new capabilities**, improving the existing, addressing the shortfalls
- collaborative agreements with **Industry** in order to accelerate the delivery of interoperable capabilities to the field
- Increasing **cooperation** with partners (EU and UN)
- **Comprehensive approach** (civ-mil cooperation) (Civil Military Fusion Center). ACT might develop doctrine and training

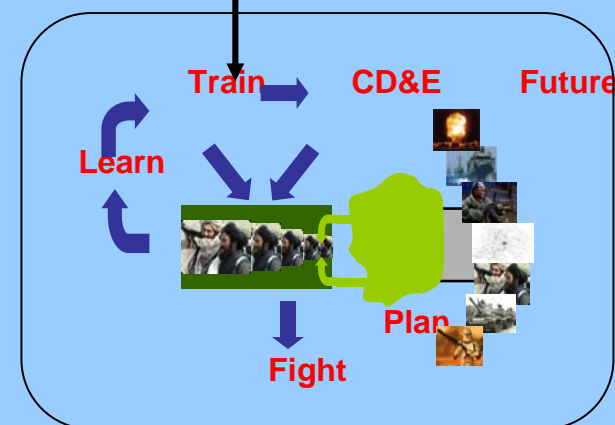
ACT ROLE



- NATO Training Cooperation Initiative (NATO sharing experience with PfP/ICI/ MD Partners)
- Accreditation process for 17 COEs
- Joint Force Training Centre
- Optimizing the Joint Warfare Centre
- Iraqi key leader training
- ISAF core training
- Specific OMLT training
- Predeployment assistance to nations
- Counter IED training

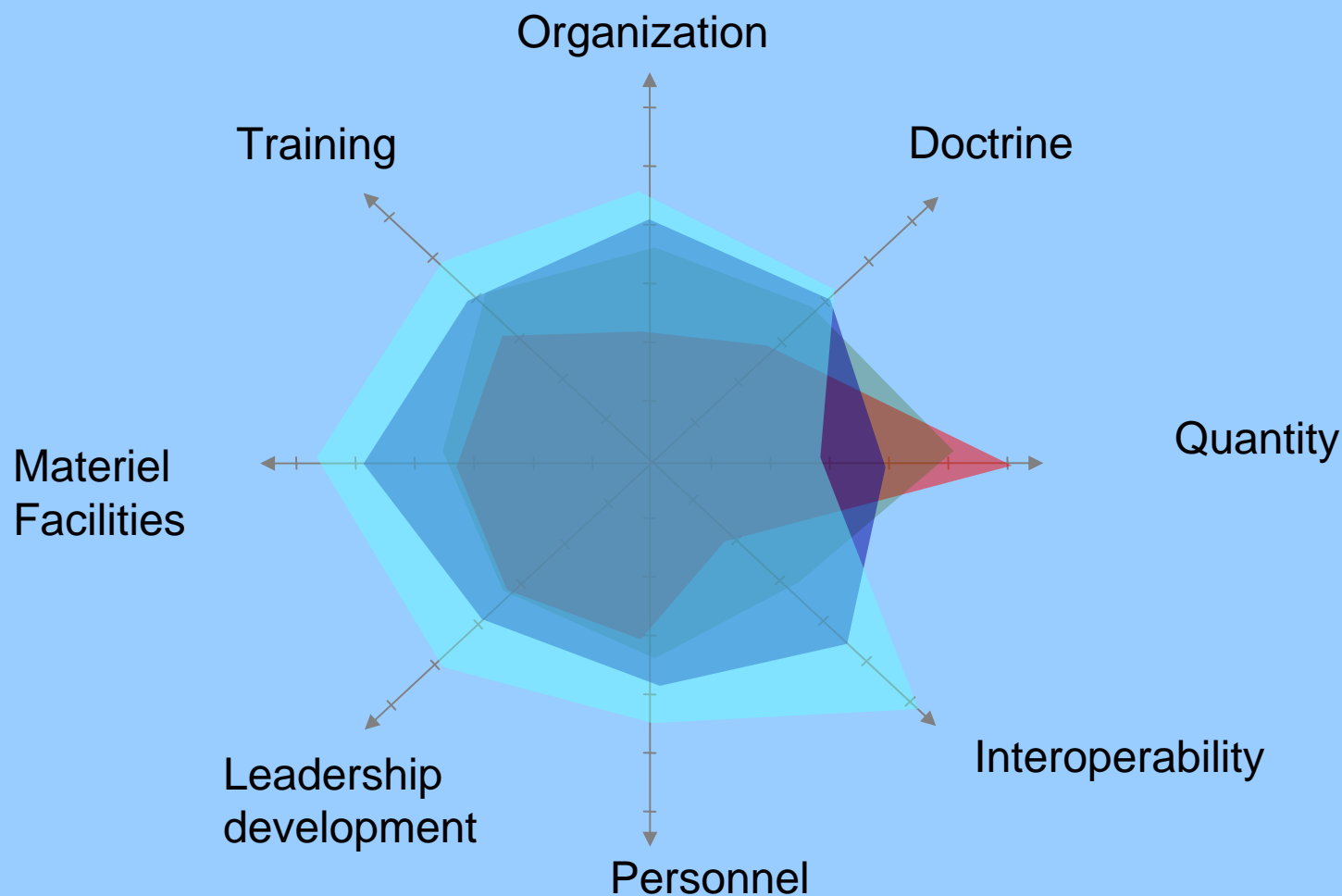


Live/Range



Virtual Simulators

.....focusing on capability!!



Doctrine

Organization

Training

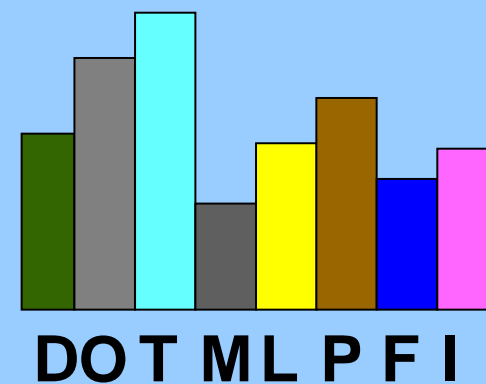
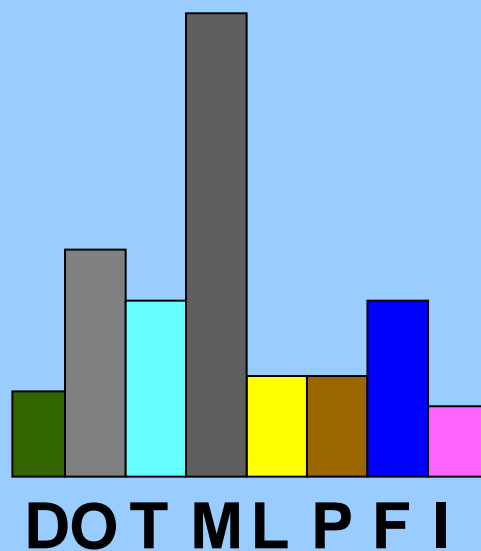
Materiel

Leadership

Personnel

Facilities

Interoperability





...requires systematic transformation

Assess future security environment

Learn from the past

- Procedures
- Materiel

Refine through

- Concept development
- Experiments



Lessons identified

Insert through training



NRF

Future military capabilities

Agreed threat



Operational output

Defense planning

Today

Next year

Medium term

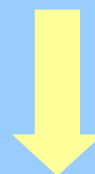
Long term

“ACT to develop a strategic-level policy document addressing the specific issue of common doctrine as well as training requirements in Afghanistan for counter-insurgency operations ... link with C-IED initiative”

(SECGEN, Bratislava Ministerial, 04 NOV 09)

ACT COIN Task Force
NATO C-IED Task Force

} ACTION PLAN



Agreed Doctrine
Stanag 2294: C-IED Training
Stanag 2295: C-IED doctrine



- Important aspect of Transformation
- Key element in the New Strategic Concept
- Key factor in current Operations
- Paramount in Afghanistan (battle of narratives)
- Political engagement is an imperative
- NATO STRATCOM Policy (29 Sept. '09)



NATO Strategic Communications:

“The coordinated and appropriate use of NATO communications activities and capabilities – Public Diplomacy, Public Affairs, Military Public Affairs, Information Operations and Psychological Operations, as appropriate – in support of the Alliance policies, operations and activities, and in order to advance NATO’s aims”



2010 - Critical Year



Gen. McChrystal (COMISAF)

Communication Directive, 1/03/10

- **Public perception of ISAF and GIRoA drives popular support**
- **Deeds and words are interdependent.**
- **Our actions must be highlighted and accurately characterized through communication.**
- **Afghan leaders at all levels will make decisions based on reports of our activities.**
- **We must be responsive, transparant and credible**
- **Leveraging credible AFG voices is almost always preferred**
- **ISAF communication activities should include partnership with AFG officials whenever feasible**
- **Commanders must set the example for public engagement with Afghans and representatives of the International Community.**

Themes

- **Resolve:** all efforts demonstrate sustained commitment
- **Unity:** NATO and Partners are going forward together
- **Clear Strategy:** population-centric strategy
- **Realism:** acknowledge difficulties
- **Fresh Momentum:** strong political commitment and jointly agreed Strategy

Topics

- **Troop Uplift and ANSF development**
- **Transition to Afghan lead**
- **Reintegration**
- **Protecting the Afghan Population**
- **Military support to the civilian effort**

PAKISTAN PERSPECTIVE

- PAK is key enabler for succes in Afghanistan
- Public opinion is fragile & versatile
- PAK & ISAF strategy are complementary





KEY CONCLUDING POINTS

- **Trust** Pakistan
- **Enable** Pakistan
- **Allow** Pakistan **space** to manoeuvre and contribute
- **Help avoid** direct / indirect **destabilisation** of Pakistan
- Peace and stability in South Asia should not be made hostage to a **Single Terrorist Act** or to a **Non State Actor(s)**

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