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B. Concept of the NATO Stability Policing Centre of Excellence (NATO SP COE) approved on 15 May 2015 by the Steering Committee.

The NATO Stability Policing Centre of Excellence (NATO SP COE) is a newly established body, which has the great ambition to become in a brief span of time the point of reference within the Alliance for all issues concerning the subject matter of Stability Policing, as defined by the AJP 3.22.

The NATO SP COE is the actual NATO hub of expertise in Stability Policing (SP), established for the benefit of the Alliance in order to contribute to its transformation and innovation. Despite this, the widespread lack of knowledge of what SP is and how it can support NATO Operations, the high organizational complexity of the Alliance and, last but not least, the too brief history of the SP COE, weaken the visibility of the Centre and hinder its ambition to become the point of reference in the specialty.

Being aware of the difficulties, the command group of the NATO SP COE has elaborated the present strategic plan to overcome all hurdles, to bridge all gaps and to make this ambition reality.

All SP COE staff is committed to this.

ALERE FLAMMAM!

Andrea Paris, Colonel,
ITA Carabinieri,
NATO SP COE Director
CHAPTER 1 – INTRODUCTION

BACKGROUND

1-1. The NATO Stability Policing Centre of Excellence (NATO SP COE) was formally established, on 9th April 2015, when the Memorandums of Understanding (MoU) ruling the internal functioning of the NATO SP COE, the chain of command, the external relations and the functional relationship with ACT, entered into force. The MoUs for the establishment of the COE had been signed by the Framework Nation (Italy), the Sponsoring Nations (Czech Republic, France, Netherlands, Poland, Rumania, Spain, Turkey) and the Allied Command Transformation (ACT).

1-2. On 9th December 2015, the North Atlantic Council (NAC) endorsed the activation of the SP COE as a NATO military body under the provisions of the Paris Protocol issued on 28 August 1952, thus officially accrediting the Centre as the hub of expertise of the Alliance in the field of Stability Policing (SP).

1-3. The entry into force of the MoUs represented also the formal start of working of the SP COE, albeit not yet official part of the NATO, for the transformation and the innovation of the Alliance in order to contribute to the achievement of the three declared core tasks of the Alliance.

1-4. Since the inception of the NATO SP COE, the activities of the Centre have developed in accordance with the principles and the guidelines given by the documents at reference. Neither specific strategic goals nor a supporting strategic plan have guided the working activities through 2015.

AIM

1-5. The aim of the document is:

a. to divulge the strategic goal that the NATO SP COE has identified and self-assigned to be achieved by the end of 2018, in accordance with the guidance provided by the Steering Committee (SC);

b. to provide an overview on the intermediate goals to be reached in the triennium 2016 – 2018, as instrumental goals to achieve the stated strategic goal;

c. to endow all NATO SP COE staff with a virtual compass that draws the direction where to proceed when neither reference points nor orders are available and they have to act by initiative.

SCOPE

1-6. This document states the strategic goal of the NATO SP COE for 2018 and describes the intermediate goals that support the achievement of the first.

1-7. The strategic goal and the intermediate goals, distributed throughout the triennium 2016 – 2018, give operational guidance to conceive the annual Programme of Work (PoW). The strategic goal and the intermediate goals set the scope and draw the limits of the working activities for the triennium. They help
identifying, selecting and programming the individual projects and working activities to be implemented. All projects and working activities have to fit the strategic goal and one or more of the intermediate goals.

VISION
1-8. The vision of the NATO SP COE is stated in the Concept at reference B.:
   a. to operate as a prime mover to increase contribution to the Alliance stability and reconstruction efforts in conflict and post-conflict scenarios;
   b. to provide an unique capability to Alliance, NATO Nations, NATO partners and International Organizations in the area of SP.

MISSION
1-9. The mission of the NATO SP COE is stated in the Concept at reference B. as “to be an internationally recognized focal point and a hub of expertise for a Community of Interest in the field of SP”.

1-2
CHAPTER 2 – STRATEGIC GOAL 2018

ANALYSIS OF VISION AND MISSION OF THE NATO SP COE

2-1. The Concept at reference B., released by the SC, identifies the vision and the mission of the NATO SP COE, whose pivotal elements are:

a. the subject matter, which is Stability Policing

b. the operational environment: conflict and post conflict scenarios, with specific focus on stabilization and reconstruction;

c. the role of the NATO SP COE, which is:
   (1) to be the holder of a unique capability in the area of Stability Policing;
   (2) to operate as a prime mover in the specialty;
   (3) to be an internationally recognized focal point and hub of expertise in the specialty;

d. the beneficiaries, who are:
   (1) the Alliance;
   (2) the Community of Interest (Col) in the specialty.

2-2. The outcome of the above analysis is that the SC, which is the board that represents the 8 Allied States participating in the Centre, mandates the Director:

a. to make the NATO SP COE the international recognized authority in the specialty;

b. to tailor the products of the Centre for the benefit of the Alliance and of the Col.

STRATEGIC GOAL AND PLANNING PERIOD

2-3. Making the NATO SP COE the international recognized authority in the specialty is a process that requires time. It entails, as a first strategic goal, to become the recognized authority in the specialty within the Alliance and the Col in the field of SP, where a number of different actors dealing with contiguous subject matters may undermine the efforts of the COE.

2-4. The recognition of the NATO SP COE by the political level became a fact with the accreditation by the NAC. It does not mean, however, that the subject matter “SP” has so far had the due attention by the levels where a concrete difference can be made by employing this instrument in operations: this is still to be reached. The target levels are, therefore, the strategic and operational levels of NATO and of the Col where military concepts, doctrine and planning are carried out. The achievement of this first goal will help achieve the eventual goal to make the NATO SP COE the international authority in the specialty.

2-5. The planning period for the achievement of the first strategic goal as above described is 3 three years. This period is assessed adequate and concurs the period of assignment of personnel to the Centre, thus motivating the staff and enabling them to concretely see the result of their work. The present planning period is, consequently, the triennium 2016 – 2018.
2-6. Even though the focus is on the NATO and the CoI, the NATO SP COE will make efforts also in the external international environments with the twofold aim to support the first main effort and to prepare the ground for the achievement of the eventual goal to become the international recognized authority in the specialty.

2-7. The strategic goal 2018 of the NATO SP COE is consequently the following:

THE NATO STABILITY POLICING CENTRE OF EXCELLENCE IS RECOGNIZED AS THE AUTHORITY IN STABILITY POLICING WITHIN NATO AND THE COMMUNITY OF INTEREST IN THE SPECIALTY, AT THE STRATEGIC AND OPERATIONAL LEVELS.

2-8. The declared strategic goal will be reached by the end of 2018.

STRATEGIC THEMES

2-9. The declared strategic goal 2018 contains a set of specific strategic themes that need to be properly developed. Once all the strategic themes are entirely implemented, the strategic goal is reached. Nevertheless, the strategic themes are logical but not immediately visible component parts of the strategic goal, hence, they first need to be identified.

2-10. The strategic themes are:

a. **Identity**

   There is a clear understanding and acceptance within the NATO and the CoI of the specific expertise of the NATO SP COE. The NATO SP COE has a clearly defined space of expertise which is not challenged by other entities.

b. **Visibility**

   The NATO SP COE is visible to NATO and CoI as well as potential partners and customers. This entails physical visibility (website, badges, etc.) and functional visibility (products, attendance to projects, etc.).

c. **Capability**

   All branches of the NATO SP COE are able to deliver a proper quantity of products per year. All products reach the desired quality and meet professional standards.

d. **Trust**

   The NATO SP COE is a trustable and credible organization for both its staff, on the one hand, and NATO, CoI, potential partners and customers, on the other hand. It says what it does and does what it says.

e. **Partnering**

   The NATO SP COE is collaborating with other organizations, either military or civil, which are well known for their expertise within the international community.
CHAPTER 3 – INTERMEDIATE GOALS AND STRATEGIC PLAN 2016 - 2018

GENERAL

3-1. The achievement of the strategic goal 2018 implies the achievement of a number of intermediate goals distributed throughout the triennium 2016 – 2018. The intermediate goals are sub-goals supporting the strategic goal 2018 and their entirety makes up the strategic plan 2016 – 2018. The fulfilment of the strategic plan leads to the achievement of the strategic goal 2018.

3-2. The strategic themes are the terms of reference of the intermediate goals. All potential intermediate goals, as sub-goals of the strategic goal, need to be positively assessed against them and fit one or more of them, preferably all.

INTERMEDIATE GOALS

3-3. The following set of intermediate goals have been identified. They fit all the strategic themes, albeit with a diversified intensity:

a. The NATO SP COE develops, maintains and leverages a network of partners (not only, organisations and entities, but also, individuals with official positions) to support its growth

This goal is specifically and strongly linked with the strategic theme of “Partnering”. This is not a stand – alone intermediate goal. This goal is, in fact, directly influencing and supporting the achievement of all the other intermediate goals and the strategic goal. A network of partners is the ground for achieving the other intermediate goals and the strategic goal 2018.

Developing a network of partners is a continuous process of enlargement and adjustment to new situations and challenges throughout the entire triennium 2016 – 2018 (and beyond). Consequently, there is no year of achievement within the present strategic plan (or, in another way, it can be said that the temporary achievement of it coincides with the end of the strategic plan) as the process will continue beyond 2018.

b. The library of the NATO SP COE is filled with self-developed documents addressing the most relevant specific SP issues.

Almost no potential SP issues have ever been explored within NATO from neither a conceptual/doctrinal nor a procedural perspective. Besides, most of them have never been identified as reflecting capability/security gaps, consequently, neither recognized as bridgeable under the SP concept. The SP COE is committed to identify all the most relevant SP issues that represent gaps and to focus on them in specific self-developed documents, whose nature varies in accordance with the specific matter, in order to contribute the Alliance’s planning processes (NDPP, strategic and operational planning) and to highlight the need for SP assets in NATO operations. All the documents will be coordinated with ACT in order to verify them as aligned with NATO doctrine and policies.
This intermediate goal is planned to be achieved by the end of 2017.

c. The NATO SP COE is efficient and effective and it is able to achieve its goals

This goal is specifically and strongly linked with the strategic theme of “Capability”. Efficiency and effectiveness as well as the capacity to achieve goals are depending on a number of factors:

(1) Personnel (quantity and quality): all positions in the organizational chart must be filled. All personnel must match the requisites envisaged in the respective job descriptions and be able to develop their capabilities and skills through dedicated education and experience.

(2) Infrastructure: the NATO SP COE needs to have the availability of the necessary infrastructures and they need to be maintained up to NATO standards.

(3) Materials: the NATO SP COE is a high valued and modern organization. Therefore, the SP COE needs to have the availability of the most adequate and modern materials to perform its work.

(4) Situational awareness: the NATO SP COE is working in a constantly changing environment. Therefore, it needs to be externally oriented in order to adapt to changes.

(5) Products (quantity and quality): the NATO SP COE must be able to deliver a number of products of a good quality in order to display its efficiency and effectiveness. The products need to have a challenging external appearance to grab the curiosity of the potential user and substantial contents to captivate him/her.

This intermediate goal is planned to be achieved by the end of 2017.

d. Awareness/basic knowledge on SP is recognized within NATO as a need at strategic and operational levels

The strategic and the operational levels are those that conceive, plan, organize and conduct operations. Those levels have not yet realized the importance of SP as a component of a military operations subject matter and, sometimes, are not even aware of the existence of SP. It is crucial that these levels understand that SP exists and that security gaps can be bridged under this concept. Strategical and operational levels are represented, as an example which is not thorough, by SHAPE, ACO, ACT, NATO HQs, strategic and operational leadership of NATO and PfP Member States.

This intermediate goal is planned to be achieved by the end of 2017.

e. Enlargement of the NATO SP COE by the establishment of the fourth Branch “Concept & experimentation” within the Staff

This goal is specifically and strongly linked with the strategic theme of “Capability” and it is also, intuitively, connected with the joining of Centre by other Sponsoring Nations. Consequently, its achievement involves attracting other gendarmeries/MPs into the Centre. Upon an organizational point of view, the establishment of the forth Branch will further a proper functioning of the working process within the Staff and will enable the redistribution of the
This intermediate goal is planned to be achieved by the end of 2017.

f. **The identity of the NATO SP COE is known and accepted by all staff and partners**

This goal is specifically and strongly linked with the strategic theme of “Identity” but also comprises the issue of the internal understanding of the functional space of the SP COE and its relations with the surrounding functional spaces belonging to other entities as well as the position of the SP COE within NATO. In this regards, this goal is made up of two separate but a connected logical components: the internal and the external comprehension and acceptance of the identity of the SP COE. The first is the ground for achieving the second one.

This intermediate goal is planned to be achieved by the end of 2018.

g. **The NATO SP COE is recognized by the strategic and the operational levels of NATO and CoI as the authority on SP doctrine, E&T and lessons learned**

This goal almost coincides with the strategic goal 2018, therefore, it deeply fits all the strategic themes. To reach the strategic goal 2018 it is imperative that all Branches separately reach their maximum quality standards.

This intermediate goal is planned to be achieved by the end of 2018.

h. **The NATO SP COE is recognized as the authority on SP interoperability in SP operations**

Interoperability is of the outmost importance for an organization that consists of different organizations. NATO consists of different Nations that all have their own rules, habits, cultures and opinions. To be effective it is imperative that the way of working is as much identical as possible. Training as a pivotal role in this. Regarding SP operations, the SP COE will act as the authority on interoperability and develop trainings and doctrine to promote interoperability.

This intermediate goal is planned to be achieved by the end of 2018.

i. **The NATO SP COE acquires the NATO Quality Assurance Accreditation in education and training**

Within NATO, E&T is categorized in three levels of accreditation:
- Listed (lowest);
- Selected;
- Approved (highest).

A quality assurance certified by NATO gives an external quality mark and has some financial advantages.

This intermediate goal is planned to be achieved by the end of 2018.
STRATEGIC PLAN 2016 – 2018


3-5. The intermediate goals will be achieved chronologically in the triennium, in accordance with the timing envisaged in paragraph 3-3. Within each year, there is neither chronological nor hierarchical order in the achievement of the intermediate goals. The table below summarizes the present strategic plan.

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<th>INTERMEDIATE GOALS 2016 - 2018</th>
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<td>2018</td>
<td>The identity of the NATO SP COE is known and accepted by all staff and partners</td>
<td>The NATO SP COE is efficient and effective and it is able to achieve its goals</td>
<td>Launch of the SP COE – start of work</td>
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<tr>
<td>2017</td>
<td>The library of the NATO SP COE is filled with self-developed documents addressing the most relevant specific SP issues</td>
<td>Awareness/basic knowledge on SP is recognized within NATO as a need at strategic and operational levels</td>
<td></td>
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<td>2016</td>
<td>The NATO SP COE is recognized by the strategic and the operational levels of NATO and CoI as the authority on SP interoperability in SP operations</td>
<td>Enlargement of the NATO SP COE by the establishment of the fourth Branch “Concept &amp; experimentation” within the Staff</td>
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CHAPTER 4 – CONCLUSIONS

4-1. The strategic plan 2016 – 2018 will give the NATO SP COE the direction to follow for the next triennium, which is the COE’s crucial launch period. This triennium will endow the COE with a solid base for proceeding further. For this reason, albeit keeping a certain level of flexibility, the strategic plan is the mandatory reference for the annual PoWs. This entails that all Request for Support (RFS), projects and activities from whatever source will be assessed against the strategic goal, the strategic themes and the intermediate goals and refused or aborted whether found not in accordance with them.

4-2. The strategic plan will enter into force as soon as released. In December 2016 and 2017, it will be either fully confirmed or partly adjusted in accordance with the guidance issued to the Director by the SC in the winter meeting and/or with the experience matured in its implementation and/or with the possible changing environment. The Action Officer for such activities is the Chief of Staff in accordance with the strategic directives of the Director. In December 2018, the Director of the NATO SP COE will issue a new strategic plan for the triennium 2019 – 2021.