



NATO Stability Policing Centre of Excellence

Strategic Plan 2019 - 2021

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LIST OF REFERENCES

- A. Strategic Concept for the Defence and Security of the Members of the North Atlantic Treaty Organization, adopted by Heads of State and Government at the NATO Summit in Lisbon 19-20 November 2010
- B. SACT Strategic Foresight Analysis Report 2017
- C. Bi-SC Framework for Future Alliance Operations Report 2018
- D. Concept of the NATO Stability Policing Centre of Excellence (NATO SP COE) approved on 15 May 2015 by the Steering Committee
- E. AJP – 3.22 “Allied Joint Doctrine for Stability Policing”
- F. HQ SACT 5000/TSC-FEN-0300/TT-180388/Ser: NU0229 “Stability Policing Concept” (draft)
- G. NATO Stability Policing Centre of Excellence Quality Assurance Policy

FOREWORD OF THE DIRECTOR

The NATO Stability Policing Centre of Excellence (NATO SP COE) is entering its second strategic planning period, after the establishment and accreditation as a NATO Body in 2015.

The first Strategic Plan, spanning the period 2016 – 2018, was devoted to establishing the role of the NATO SP COE both within the Alliance and the Stability Policing Community of Interest. This goal was achieved and a new three-year period is now starting.

It is time to move forward with other realisations.

A blend of hybrid threats to security will inevitably feature future conflicts and contingencies. War-crime overlap in urbanized areas where combatants, unlawful combatants and criminals may share the same weapons or weapon systems and the same physical spaces mingled with the local population, is likely to characterize future conflicts. Indigenous police may have been disbanded or their policing capabilities dwindled by the conflict. Moreover, in the same conflict or crisis areas other International Organization may be implementing actions in the field of policing in addition to NATO: this requires harmonization and synchronization of efforts.

All these are the challenges that the Alliance's Stability Policing will face in the future.

Having this picture in mind, the NATO SP COE will focus on consolidating the achievements of 2016 – 2018 and cloning outside the Alliance the gained COE's pivotal role by leveraging the great demand for Stability Policing within the international community. In this framework, the NATO SP COE intends to become the Alliance's interface with non-NATO domestic and international institutions in the field of Stability Policing. This is the ambition of the NATO SP COE for the incoming triennium.

The Strategic Plan 2019 – 2021 has been elaborated in order to make this ambition reality, with the firm intent to overcome all hurdles and bridge all gaps, reminding ourselves that "Audentes fortuna iuvat" (Publius Vergilius Maro).

All SP COE staff are committed to this.

ALERE FLAMMAM!

*Andrea Paris, Colonel,
ITA Carabinieri,
NATO SP COE Director*

CHAPTER 1 – INTRODUCTION

BACKGROUND

1-1. The NATO SP COE was formally established, on 9th April 2015, upon the entry into force of the two Memorandums of Understanding (MoUs) ruling the internal functioning of the NATO SP COE, the chain of command, the external relations and the functional relationship with ACT. The early Parties were Italy, as the Framework Nation, and the Czech Republic, France, Netherlands, Poland, Rumania, Spain, Turkey, as the Sponsoring Nations, as well as the Allied Command Transformation (ACT). On 4 October 2018 Greece joined the Centre.

1-2. The entry into force of the MoUs marked the formal start of working of the SP COE, albeit not yet officially part of NATO, in the area of the Alliance’s transformation and innovation in order to contribute to the achievement of its three declared core tasks.

1-3. 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).

CONTEXT

1-4. After the accreditation, the NATO SP COE Leadership identified the urgent need to endow the Centre with goals, a route to their achievement and a methodology for the coordinated development of activities, in line with the NATO conceptual and doctrinal framework at Reference A. – C. and in accordance with the guidelines provided by the Steering Committee. This resulted in the elaboration of the Strategic Goal and of the supporting Strategic Plan 2016 – 2018, and their subsequent implementation.

1-5. The accomplishment of the Strategic Goal and of the Strategic Plan 2016 – 2018 was successfully assessed against a set of Key Performance Indicators (KPIs), at the end of the three-year period¹.

1-6. In anticipation of the completion of the Strategic Plan 2016 – 2018, being all indicators positive about its accomplishment, the Leadership of the COE developed and self-assigned the strategic goal to be achieved in 2021.

1-7. During its 7th meeting, on 16 –17 May 2018, the Steering Committee (SC) concurred on and noted the Strategic Goal 2019 - 2021. The latter defines and concurs the end-state to be attained at the end of the same period (from now on, the Strategic Goal and the End-state 2021 will be merged and collectively referred to as “end-state” or “End-state 2021”).

1-8. Consequently, a set of objectives for the three-year period 2019 – 2021 was elaborated, which outline the steps that need to be taken to achieve the end-state. The objectives have been harmonized through lines of effort (LOEs).

1-9. All the above is captured in the present Strategic Plan 2019 – 2021.

¹ The goal of the establishment of the Branch “Concept & experimentation” was considered as no longer of interest and it was neglected by the SC on Director’s advice

AIM

1-10. The aim of this document is:

- a. to describe and divulge End-state 2021;
- b. to set and describe the objectives to be reached over the triennium 2019 – 2021, as instrumental steps to achieve the desired end-state;
- c. to streamline objectives into LOEs, which represent the mechanism to link and coordinate the first;
- d. to serve as a mandatory reference for the annual Programmes of Work (PoWs);
- e. to endow all NATO SP COE staff with a virtual compass that draws the direction when neither specific reference nor orders are available and they need to act by initiative.

SCOPE

1-11. This Strategic Plan begins execution in 2019 and spans across the three-year period 2019 – 2021. It supersedes the Strategic Plan 2016-2018.

1-12. The End-state 2021 and its strategic themes set the scope and draw the limits of the working activities throughout the triennium. Objectives and LOEs help identify, select and programme each individual project and working activity. All projects and working activities have to fit the end-state and one or more objectives.

1-13. Therefore, Strategic Plan 2019 – 2021 provides operational guidance to engineer the annual PoWs and to assess the out-of-cycle requests for support (RFS) that fall within this span of time. In accordance with this, PoW 2019 is based on the End-state 2021 and inherent strategic themes as well as on the connected objectives and LOEs.

VISION

1-14. The Concept at reference D. states the vision of the NATO SP COE:

- 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

1-15. The Concept at reference D. states the mission of the NATO SP as “to be an internationally recognized focal point and a hub of expertise for a Community of Interest in the field of SP”.

CHAPTER 2 – END STATE 2021

ANALYSIS OF VISION AND MISSION OF THE NATO SP COE

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

- a. the subject matter, which is Stability Policing
- b. the operational environment: crisis, 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 Framework Nation (FN) and the Sponsoring Nations (SNs);
 - (3) the Community of Interest (CoI) in the specialty, made up of the above mentioned and of NATO Nations and Partners, International Organizations and non-Governmental Organizations.

2-2. The outcome of the above analysis is that the SC, which is the board that represents the Allied Member 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 an identified set of beneficiaries.

STATEMENT OF END-STATE 2021

2-3. The end-state is the situation that the NATO SP COE aims at attaining upon expiry of this Strategic Plan: this indicates that the strategic goal has been achieved².

2-4. A period of three years has been assessed as adequate for the achievement of the desired end-state captured in this Strategic Plan. The same span of time is also in line with the period of assignment of personnel to the Centre (even if it does not always precisely overlap), thus motivating staff members and enabling them to see the result of their work, concretely.

² The term “end-state” is NATO agreed: “The political and/or military situation to be attained at the end of an operation, which indicates that the objective has been achieved”.

2-5. Making the NATO SP COE the international recognized authority in the specialty is a process that requires long time. It implied first becoming the recognized authority in the specialty within the Alliance and then establishing a Col in the field of SP. This strategic goal was reached over the previous three-year planning period.

2-6. However, within NATO, a number of different actors deal with contiguous subject matters, which have not yet clearly demarcated confines with SP or overlap with it. Such a situation may undermine the efforts of the COE. Therefore, the Centre acknowledges the importance of fixing flaws in these peripheral areas of the subject in order to be able to assert its undisputed authority in a completely accepted functional sphere. Moreover, the NATO SP COE recognizes the importance of strengthening its efforts to reach out to partners outside the Alliance and to become their NATO interlocutor. Quality of Centre's features, knowledge and products will be the chief instrument to achieve these goals. All these facets are strictly intertwined and mutually supportive.

2-7. The End-state 2021 of the NATO SP COE is consequently the following:

“The NATO Stability Policing Centre of Excellence is the undisputed NATO authority in the specialty, being acknowledged as a modern, adaptive, cooperative and supportive organization, whose high quality knowledge and products are requested by a network of customers and partners from within and outside NATO. It is the Alliance’s interface with International Organizations and non-NATO institutions in the area of Stability Policing”.

2-8. The declared end-state is planned to be reached by the end of 2021.

STRATEGIC THEMES

2-9. Strategic themes are logical components of the end-state. They represent embryonic elements, around which the end-state pivots, that need to be properly developed in order to accomplish the first. Once all strategic themes are entirely and properly implemented, the end-state is reached.

2-10. The declared End-state 2021 contains a number of specific strategic themes. Nevertheless, the strategic themes are not immediately visible; hence, they first need to be identified. The identified six strategic themes are:

- a. Identity. There is a clear understanding and undisputed acceptance within NATO and the SP Col of the specific position and role of the NATO SP COE. The NATO SP COE has a clearly defined space of expertise that is not questioned by other entities. A solid identity is the basis for reaching full visibility.
- b. Visibility. The NATO SP COE is visible to NATO and to the SP Col as well as potential partners and customers. This entails physical visibility (website, badges, etc.) and functional visibility (products, attendance to projects, etc.). The internal and external visibility of the NATO SP COE re-affirms with non-NATO partners its identity and supports the acknowledgment of the Centre as the Alliance's interface in the field of SP.
- c. Capability. Both components (Directorate and Branches) of the NATO SP COE are able to deliver the programmed quantity of products per year. Moreover, they are capable of managing out-of-cycle RFS by efficiently organizing

resources and time. All products reach the desired quality.

d. Quality. A quality-focused culture shapes the whole NATO SP COE. Quality is based on capability, personnel professional development and high professional knowledge residing in the Centre. Both generate products that meet professional standards and reach high quality levels, through high quality working processes. The Centre's high quality is governed by the NATO SP COE Quality Assurance policy.

e. Trust. The NATO SP COE is a trustable and credible organization for both its staff, on the one hand, and NATO, Col, potential partners and customers, on the other. Therefore, this strategic theme focuses internal and external trust as two separate but connected components. The first is the ground for achieving the second one. The NATO SP COE says what it does and does what it says: this encourages potential partners to seek for co-operation with the Centre. Trust is decisively supported by the Centre's capability and quality.

f. 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. Working together and being supportive are values of the Centre.

CHAPTER 3 – OBJECTIVES AND LINES OF EFFORT 2019 - 2021

GENERAL

3-1. The achievement of the End-state 2021 implies the accomplishment of a number of objectives³ all through the triennium 2019 – 2021.

3-2. The objectives have a two-way relationship with the strategic themes. Firstly, strategic themes are the terms of reference of objectives; hence, potential objectives need to be positively assessed against them and fit one or more, preferably all. Secondly, the accomplishment of the identified objectives contributes to implementing the strategic themes, thus leading to the achievement of the end-state.

3-3. Objectives are streamlined into LOEs. A LOE is a mechanism:

- a. to group objectives focusing on the same strategic themes;
- b. to link them towards establishing conditions to achieve the end-state;
- c. to orientate efforts towards the achievement of the end-state;
- d. to programme activities and to assess the strategic value of un-programmed activities in order to link PoWs and out-of cycle RFS with strategic theme-oriented objectives. A LOE identifies a common thread that links activities that are performed to achieve a set of objectives.

OBJECTIVES

3-4. The following set of objectives has been developed. They fit all strategic themes, albeit each of them with diversified intensity and extent:

a. Objective 1: Consolidation within NATO. The NATO SP COE preserves and possibly enlarges its network within the Alliance, which represents its centre of gravity⁴.

This objective specifically connects with the strategic themes of “Identity”, “Visibility” and “Partnering”. This is a capstone objective. In fact, it directly influences and supports the achievement of all other objectives, as a network of partners is the ground for achieving the end-state. Consolidating (and possibly enlarging) the network of NATO partners is a continuous process of adjustment to new situations and challenges.

b. Objective 2: Reaching out to non-NATO environment. The focus is on external networking with international organizations and non-NATO institutions, so that the NATO SP COE becomes the Alliance’s interface in the area of SP.

This objective specifically connects with the strategic themes of “Visibility”, “Trust” and “Partnering”. While the Alliance is the NATO SP COE’s centre of

³ The term “objective” is NATO agreed: A clearly defined and attainable goal for a military operation, for example seizing a terrain feature, neutralizing an adversary's force or capability or achieving some other desired outcome that is essential to a commander's plan and towards which the operation is directed.

⁴ Definition: The primary source of power that provides an actor its strength, freedom of action and/or will to fight.

gravity, the focus is now on reaching out to non-NATO partners to enlarge the SP Col. The NATO SP COE's goal is to become the single gateway to and from NATO in the area of SP.

c. Objective 3: Global referential products in the specialty. The NATO SP COE products in the area of Stability Policing are used as references and guidelines by other organizations.

This objective specifically connects with the strategic themes of "Identity", "Visibility", "Capability", "Quality" and "Trust". It intertwines with Objectives 1 and 2 and supports the COE primacy in the area of SP. It supports cultural and professional improvement as well harmonization within the circle of the SP Col.

d. Objective 4: Personnel development. The NATO SP COE focusses on the continuous improvement of personal skills and professional knowledge of its staff.

This objective specifically connects with the strategic themes of "Identity", "Quality" and "Trust". Quality of personnel is the NATO SP COE foundation as SP is a human-centric subject matter. Continuous development of skills enhances personnel self-confidence for their better performances. Moreover, it enables the COE to return the SNs personnel with improved skills for future domestic assignments. It implies that FN and SNs be firmly committed to assigning personnel who match the requisites envisaged in their respective job descriptions, including the required command of the working language, and that personnel be able and motivated to develop their potentials. The achievement of this objective requires co-operation between the NATO SP COE, on one side, and the FN/SNs and assigned personnel, on the other side.

e. Objective 5: Modernity and adaptivity. The NATO SPCOE is a flexible organization, capable of adapting to a dynamic workflow. Teamwork is the main asset that enables the Centre to find adaptive solutions through 'thinking out of the box'.

This objective specifically connects with the strategic themes of "Identity", "Capability", "Quality" and "Trust". It intertwines with Objectives 3 and 4. The larger both COE's network and trust with potential partners grow, the more unpredictable and dynamic the workflow comes to be. Managing a dynamic workflow requires situational awareness, preparedness and readiness to react.

f. Objective 6: Working together and meeting partners' needs. The NATO SP COE achieves the highest quality of products and services by working in partnership with its external stakeholders. Partnering and being supportive are therefore core values as they ensure mutual enhancement.

This objective specifically connects with the strategic themes of "Visibility", "Quality" and "Trust". It intertwines with all other Objectives. The NATO SP COE aims at having partners rather than customers. Working in partnership reciprocally helps improve skills of staff and quality of products. A shared output achieved by a joint effort is a better result than a product developed in isolation.

g. Objective 7: Quality events. The NATO SPCOE is known for its high

quality events on SP related topics.

This objective specifically connects with the strategic themes of “Visibility”, “Capability”, “Quality” and “Trust”. It intertwines with all other Objectives. The NATO SP COE intends to host and to act as the content developer of high quality events spanning across all functional areas of concept development, doctrine and standardization; education and training, and lessons learned. These events will focus specific SP aspects of emerging interest and will convene researchers from military and civil of NATO and non-NATO environments. Innovative ideas will support the events, which purpose is to shape the future of SP.

LINES OF EFFORT

3-5. The identified objectives are streamlined into LOEs. Different LOEs do not divide objectives, as they remain intertwined and mutually supportive in order to achieve the end-state.

3-6. Two LOEs have been identified:

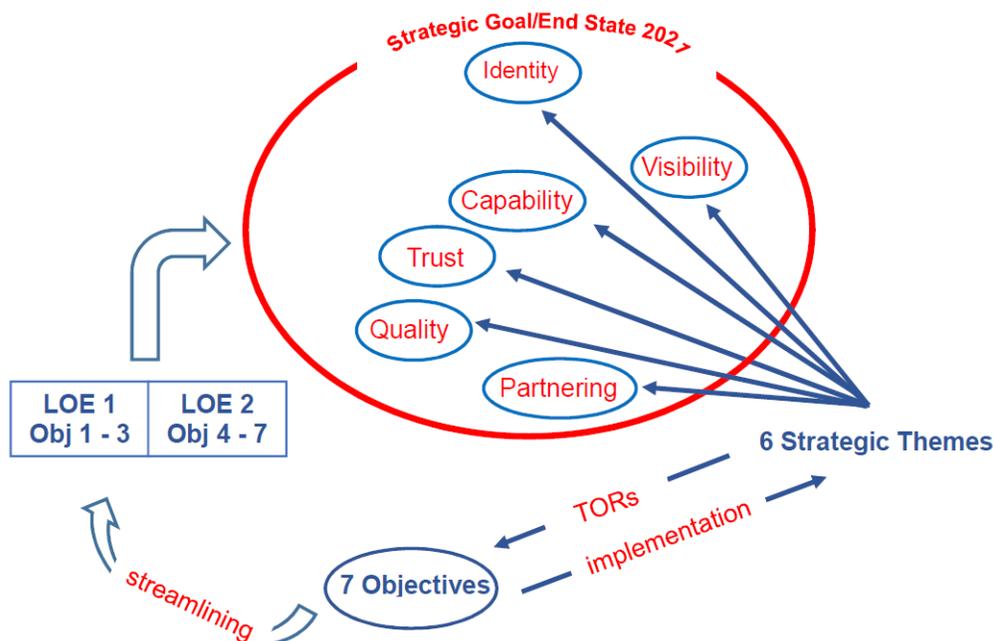
a. Line of effort 1: Improving COE’s position in the Community of Interest.
This line of effort groups Objectives 1 – 3.

b. Line of effort 2: Quality. This line of effort groups Objectives 4 – 7.

STRATEGIC PLAN 2019 – 2021

3-7. The sum of End-state 2021, strategic themes, objectives and LOEs, constitutes the strategic plan 2019 – 2021. Picture nr.1 visualizes the relationships amongst them.

3-8. The objectives span across the triennium. Therefore, there is neither chronological nor hierarchical order in their achievement.



Picture nr. 1

CHAPTER 4 – CONCLUSIONS

4-1. After the launch of the COE in the triennium 2016 – 2018, the strategic plan 2019 – 2021 will give the NATO SP COE the direction to follow for the next triennium, which is the COE's crucial consolidation period. This triennium will endow the COE with a solid base for proceeding further and attaining higher goals.

4-2. The focus has moved from starting the Centre to consolidating its position within the Col, both inside and outside NATO, and to connecting the two environments by turning it into the Alliance's interface with external partners in the field of SP. Quality is the Centre's main feature and chief instrument to reach such a goal.

4-3. 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 RFS, projects and activities from whatever source will be first assessed against LOEs and connected to one or more objectives: a failure in matching them will result in a rejection.

4-4. The Strategic Plan will enter into force as soon as it is released. In December 2019 and 2020, it will be either 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. In December 2021, the Director of the NATO SP COE will issue a new strategic plan for the triennium 2022 – 2024.