



# **NATO Stability Policing Centre of Excellence**

**Strategic Plan 2022 - 2024**

**Edition 1**

**1 January 2022**

## TABLE OF CONTENTS

	<b>Page</b>
<b>List of references</b>	<b>II</b>
<b>Foreword of the Director</b>	<b>III</b>
<b>Chapter 1 - Introduction</b>	
Background	1
Aim	2
Scope	2
Vision	2
Mission	2
<b>Chapter 2 – End-State 2021</b>	
Analysis of the vision and mission of the NATO SP COE	3
Statement of the End-State 2021	3
Strategic themes	4
<b>Chapter 3 – Objectives and lines of effort 2019 - 2021</b>	
General	5
Objectives	5
Strategic plan 2022 - 2024	6
<b>Chapter 4 – Conclusions</b>	<b>6</b>

## **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: NU, “Stability Policing Concept” (draft) dated 18 December 2020
- G. NATO Stability Policing Centre of Excellence Quality Assurance Policy

## FOREWORD OF THE DIRECTOR

*Organisations cannot be effective unless they know where they are headed. Effectiveness is not random, it begins with a clear vision, mission, and objectives: strategic planning formally establishes the latter, and ensures that, whilst all organisational entities within the NATO SP COE need to work independently and innovatively, there is no conflict between them and the overall direction of the Centre.*

*The NATO Stability Policing Centre of Excellence (NATO SP COE) is now entering its third strategic planning period.*

*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. It was followed by the second Strategic Plan, covering the period 2019-2021, which consolidated previous achievements and introduced a more extensive vision which looked outside the boundaries of NATO into the wider SP Community of Interest. The ambitious objectives set for this period were also achieved, despite the serious constraints caused by the COVID19 pandemic. It's now time for a new three-year period to start.*

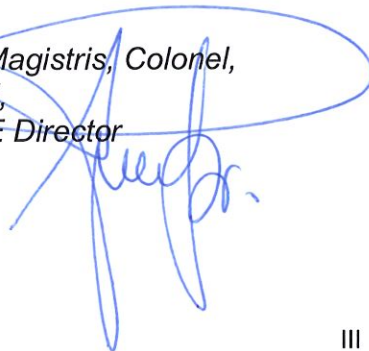
*In order to design a successful Strategic Plan, a dedicated working group was set up, comprising of the Centre's Leadership as well as its Branch Heads, and, facilitated by the Civil-Military Interaction and Gender Focal Point, met four times to identify End State, Themes and Objectives, with a keen eye to Stakeholders, which were addressed in a dedicated session which included the Centre's Senior National Representatives.*

*The Strategic Plan 2022-2024 is the result of this comprehensive effort, and will guide the Centre's Programs of Work, in the years to come, in order to ensure that Stability Policing is best placed to tackle the challenges brought by the modern dynamic and ever-changing environment, which requires a high level of resilience.*

*I am confident that, as a result of this collective endeavour, the Centre will deliver consistently for the benefit of the Alliance and its external partners, always reminding ourselves that, as the famous philosopher Aristoteles said: "It is not enough to win a war; it is more important to organize the peace".*

*Ultimately, organizing peace is Stability Policing's core business.*

*Giuseppe De Magistris, Colonel,  
ITA Carabinieri,  
NATO SP COE Director*



## CHAPTER 1 – INTRODUCTION

### BACKGROUND

1-1. The NATO SP COE was formally established on 9 April 2015, upon the entry into force of the two Memorandums of Understanding (MoUs) ruling the internal functioning of the Centre, 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, Romania, 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 beginning of the working activities of the Centre, 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 9 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).

1-4. 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 period<sup>1</sup>.

1-6. After successfully accomplishing all the objectives set in the Strategic Plan 2016 – 2018, the Leadership of the COE developed the strategic goal to be achieved in 2021.

1-7. During its 7<sup>th</sup> meeting, on 16 –17 May 2018, the Steering Committee (SC) concurred on and noted the Strategic Goal 2019 - 2021. The latter defines the 2021 End-State, and from this moment on, the Strategic Goal and the End-State<sup>2</sup> 2021 would 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 outlined the steps that needed to be taken to achieve the End-State. The objectives were harmonized through lines of effort (LOEs).

1-9. With the positive achievement of the Strategic Plan 2019-2021 and its End-State, in the course of 2021, once again the NATO SP COE Leadership identified the need to

---

<sup>1</sup> 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

<sup>2</sup> 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"

renew its commitment to excellence by drafting a new Strategic Plan, covering the three-year period 2022-2024.

1-10. The document was drafted by a Working Group which met four times, and included the NATO SP COE Director, Deputy Director, Chief of Staff and Branch Heads, facilitated by the Civil-Military Interaction and Gender Focal Point, and taking into consideration the input of the Senior National Representatives, on the identification and prioritization of Stakeholders (which falls outside the scope of this document).

1-11. During its 14<sup>th</sup> meeting, on 25.11.2021, the SC took note of the End State 2022 – 2024, which defines the posture of the NATO SP COE at the end of this new reporting period.

## **AIM**

1-12. The aim of this document is:

- a. to describe and divulge End-State 2024;
- b. to identify the objectives to be reached over the triennium 2022 – 2024;
- c. to provide a solid reference for the annual Programmes of Work (PoWs);
- d. to provide all NATO SP COE staff with a strategic direction.

## **SCOPE**

1-13. This Strategic Plan applies to the NATO SP COE, throughout the triennium 2022 – 2024, superseding the Strategic Plan 2019-2021.

1-14. It provides operational guidance to engineer the 2022, 2023 and 2024 PoW, and to assess the relevance of out-of-cycle requests for support (RFS), which should be prioritized based on their relevance to the achievement of the End-State.

## **VISION**

1-15. The Concept at reference D. provides the vision of the NATO SP COE, namely:

- 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 a unique capability to Alliance, NATO Nations, NATO partners and International Organizations in the area of SP.

## **MISSION**

1-16. 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 2024

### 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 a specific focus on stabilization and reconstruction as well as on grey zones;
- c. the role of the NATO SP COE, which is:
  - (1) to be the holder of a unique capability in the area of SP;
  - (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 as well as Academia.

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 2024

2-3. The following End-State represents the NATO SP COE's ambition, which should be achieved over a three-year period:

**“The NATO Stability Policing Centre of Excellence is leading the efforts of the Alliance, and of the community of interest, in the field of Stability Policing. It aims at taking stock of the experience developed so far, consolidating and refining on-going activities, and developing a future-proof structure, adaptive to changes, outward looking, with a keen eye on research and development, for the benefit of NATO, International Organisations and any relevant external partner”.**

**STRATEGIC THEMES**

2-4. Strategic themes are the values which are embodied in the NATO SP COE, and which are mutually supporting the achievement of the End-State, and the Objectives it is broken down in.

2-5. The declared End-State 2024 contains a number of specific strategic themes:

a	<u>Identity</u> . There is a clear understanding and wide acceptance within NATO and the wider SP Community of Interest (Col) of the specific position and role of the NATO SP COE. The latter is the clearly recognized NATO hub of expertise in SP and related domains. A solid identity is the foundation that ensures full visibility of the NATO SP COE, within and outside the Alliance.
b	<u>Capability</u> . By gathering high-qualified SP Subject Matter Experts in collaboration with external relevant consultants and partners, the NATO SP COE is able to deliver the planned and expected quality and quantity of products per year. Moreover, the Centre is capable of managing out-of-cycle Requests for Support by efficiently organizing resources and time, in a sustainable way.
c	<u>Effectiveness</u> . The NATO SP COE is capable to deliver effectively for the benefit of NATO and its cooperating partners, making best use of past experiences and available technology, and maintaining its focus on all relevant aspects of policing falling under the remit of SP.
d	<u>Quality</u> . Governed by the NATO SP COE Quality Assurance policy, a quality-focused culture shapes all aspects of the NATO SP COE. Quality is based on capability, personnel staff development, and on the high professional knowledge residing in the Centre. These generate products that meet the highest professional standards.
e	<u>Credibility</u> . The NATO SP COE is a trustable, transparent and responsive organization for its staff and all its cooperating partners, within and outside the Alliance. Credibility encourages all potential partners to join in.
f	<u>Team Work</u> . At the core of the NATO SP COE is the capacity for its staff to work as a team. Within the Centre, the team work characterizes itself by running the virtuous working cycle “Lessons Learned – Doctrine & Standardization – Education & Training” and again, ensuring and witnessing the collaborative branches’ work. The same approach is undertaken when working with other partners in the wider SP Col and beyond, highlighting how working together and being mutually supportive are core values of the Centre.
g	<u>Resilience</u> . The ability of the NATO SP COE to continue to perform a requested function in the presence of faults or errors.



## CHAPTER 3 – OBJECTIVES 2022 - 2024

### GENERAL

3-1. The achievement of the End-State 2024 implies the accomplishment of a number of objectives<sup>3</sup> all through the triennium 2022 – 2024.

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.

### OBJECTIVES

3-3. The following set of objectives, which support the achievement of the End-State, has been developed with the joined support of the NATO SP COE leadership:

a	Further enhance the position and role within NATO, <i>inter-alia</i> , through extensive partnering.	Whilst the consolidation of the Centre within the Alliance was an objective of the Strategic Plan 2019-2021, there is still a need to enhance its position, also through partnering with entities which are external to the NATO environment, but can greatly contribute.
b	Consolidate the role and the position in the wider Stability Policing Community of Interest.	The wider Stability Policing community of interest goes well beyond the NATO environment and encompasses other International Organisations and relevant external cooperating partners, amongst which the Centre still needs to consolidate its role and posture.
c	Become a knowledge platform on Stability Policing for the benefit of the Centre's Framework Nation and Sponsoring Nations, the Alliance, and the Centre's cooperating partners.	Accepting that the NATO SP COE cannot single-handedly possess all the knowledge and expertise required to lead on the wide area of Stability Policing, there is a need to accrue all relevant information pertaining the subject matter and capitalize on the experience and on the Lessons Identified and Learned, keeping an external outlook to ensure the timely

<sup>3</sup> 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.

		availability of information from theatres of operations.
d	Improving the Centre's resilience, ensuring the Centre can face emerging challenges	The current volatile environment requires the Centre to adapt and enhance its capacity to react to crisis, ensure business continuity and a creative problem-solving approach.
e	Ensuring high Quality Assurance standards	Quality in all the products and services offered by the Centre needs to be high to add value. The same goes for the development of personnel, the Centre's processes, which need to comply to NATO accreditation standards.
f	Adopt an innovative approach to the Centre's activities.	Through <i>inter-alia</i> research and development, the Centre needs to keep abreast of the latest technological developments and modern working practices.

## STRATEGIC PLAN 2022 – 2024

3-4. The Strategic Plan is the sum of the End-State 2024, the strategic themes and the objectives developed throughout this document.

3-5. The objectives span across the triennium and are in no specific chronological or hierarchical order of achievement.

## CHAPTER 4 – CONCLUSIONS

4-1. After the first six years of activity, the Strategic Plan 2022-2024 will guide the overall direction of the NATO SP COE for the next triennium. This period will endow the COE with a solid base to establish its position, attaining ambitious goals.

4-2. The focus has progressively moved towards a consolidation within the wider Col, both inside and outside NATO, and connection with external partners in the field of SP. Quality is one of the Centre's main features 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 PoW. This entails that all RFS, projects and activities from whatever source will be first assessed keeping into consideration one or more objectives: a failure in matching the objectives will result in a rejection.

4-4. The Strategic Plan will enter into force as soon as it is released. In December 2022 and 2023, 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 2024, the Director of the NATO SP COE will issue a new strategic plan for the triennium 2025 – 2027.