

# *Supreme Allied Command Transformation*



ICCRTS Plenary Presentation:

## **The NATO Perspective - Connected Forces Initiative (CFI)**

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HQ Supreme Allied Commander Transformation

# Smart Defence

- SECGEN Initiative
- Munich Security Conference 2011
- “Stop the financial crisis from becoming a security crisis”
- “Do better with less”



*“I know that in an age of austerity, we cannot spend more. But neither should we spend less. So the answer is to spend better. And to get better value for money. To help nations to preserve capabilities and to deliver new ones. This means we must prioritise, we must specialise, and we must seek multinational solutions. Taken together, this is what I call Smart Defence.”*

NATO Secretary General Anders Fogh  
Rasmussen  
30 September 2011



# Background



## **Strategic Concept;**

- Develop and maintain robust, mobile and deployable conventional forces to carry out both our Article 5 responsibilities and the Alliance's expeditionary operations, including with the NATO Response Force;
- Carry out the necessary training, exercises, contingency planning and information exchange for assuring our defence against the full range of conventional and emerging security challenges, and provide appropriate visible assurance and reinforcement for all Allies;

## **NATO Forces 2020;**

- The goal is to ensure that the Alliance has all the requisite capabilities to implement the Strategic Concept.



# Situation



- Future geo-strategic challenges, shift of focus
- The successful conduct and Lessons Identified from Operation Unified Protector
- The anticipated phased draw-down of Alliance troops from its operation in Afghanistan in 2014
- The continued severity of the financial situation for most Allies
- The need for the Alliance to retain the capabilities it needs to conduct the full range of its missions

# Connected Forces Initiative

- **Munich Security Conference 2012**
- “The commitment of Allies should not only be measured by how many troops or bases we have, but by how much we do together “



*“Smart Defence is a long-term strategy to deliver the right capabilities right across the Alliance. But capabilities alone are not enough. These capabilities need to be able to work together – and our troops need to be able to work together too. This is what some in NATO jargon call, “interoperability”, but I believe it is more than that. It’s the ability to connect all our forces. Common understanding. Common command and control arrangements. Common standards. Common language. And common doctrine and procedures. It concerns everything we do as an Alliance.”*

NATO Secretary General Anders Fogh Rasmussen  
4 February 2012



# Connected Forces Initiative

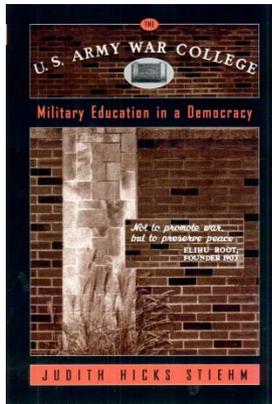
NATO Defence Planning Policy and Programs Committee (DPPC),



“A Defence Package for the Chicago Summit”:

“The Connected Forces Initiative presents an opportunity, building on Alliance experience, including on Operations, to ensure that Allies develop and retain the ability to work effectively together and with Partners as appropriate”.

# Connected Forces Initiative Components



- Expanded education and training
- Increased exercises, especially with the NATO Response Force
- Better use of technology

# Operation Unified Protector



# LESSONS IDENTIFIED

- Prep/certification needs improvement to enable CFAC for Small, Joint Operation Air Heavy kinetic ops
  - Peace Support Operation scenario
  - CIS infrastructure/connectivity



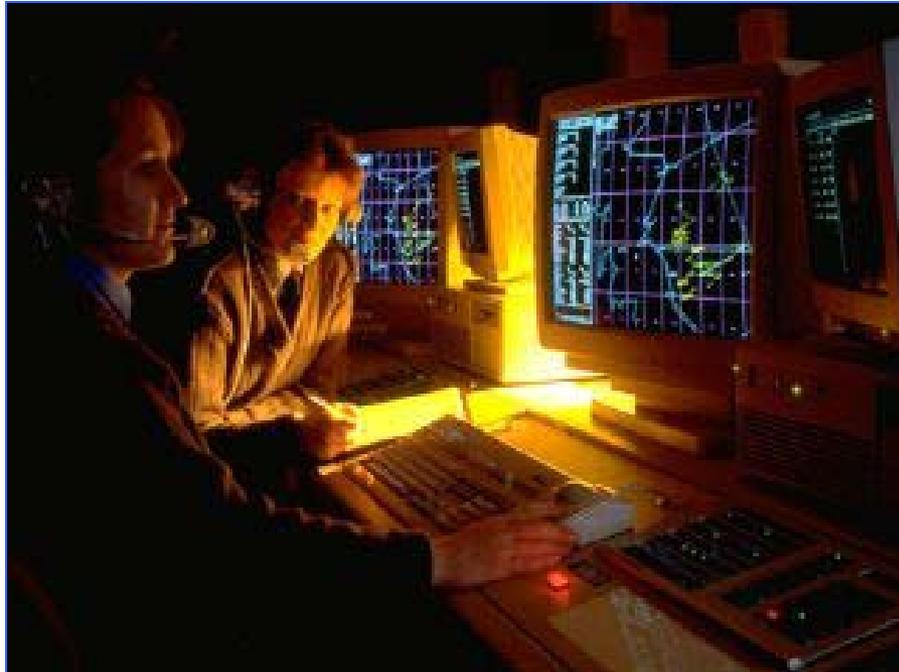
# LESSONS IDENTIFIED

- Better ISR organisation and training



# LESSONS IDENTIFIED

- Sufficient/trained personnel to fill manning requirements



# LESSONS IDENTIFIED

- Critical enablers were key/essential to the success of OUP



# LESSONS IDENTIFIED

- Integration of national elements, National Liaison Officers, and NATO Civilians into the CFAC



# LESSONS IDENTIFIED

- StratCom: Better expertise to generate/assess non-kinetic effects

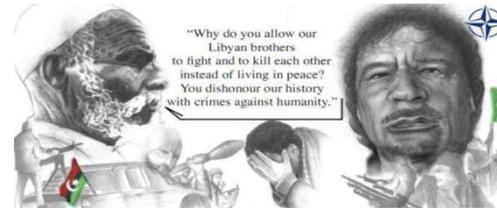
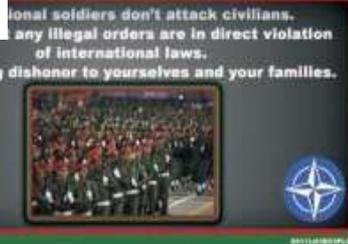


NON-LIBYAN FIGHTERS, THIS IS THE ONLY MONEY YOU WILL RECEIVE FOR CONTINUING TO ENDANGER LIBYAN CIVILIANS

To all non Libyan fighters in Tripoli! You have been involved in violent acts against innocent Libyan civilians. NATO has the means and capabilities to implement the UN mandate in protecting civilians and civilian populated areas. NATO has the determination to use its capabilities against any threat. Leave this country now!



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"Officers and soldiers of the Libyan Army, GAD has been indicted by the ICC for Crimes against Humanity in LBY. Officers and soldiers are advised that orders from GAD or his regime in military operations against the LBY people must not be carried out. If an officer or soldier carries out actions to commit crimes against humanity, they will be in direct violation of international law. Libyan officers and soldiers have made a stand against such orders to kill innocent civilians by choosing not to fight. We urge these men to a prosperous and peaceful Libyan future."

www.nato.int



"Soldiers committing crimes against humanity will be held accountable by the International Community. GAD has been indicted by the ICC. Will you share a prison cell with him? Who will support your family? Make a choice before it is too late – peace and future prosperity or continued war and further death and destruction."

www.nato.int

2011L03E03PL017TF



# **Comprehensive Crisis and Operations Management Centre (CCOMC)**

*'Think, Plan, and Act strategically'*

## **Comprehensive Crisis and Operations Management Centre**

***“the CCOMC is the cornerstone of our effort to “Operationalize Lisbon” in accordance with HOSG direction. I am convinced that the CCOMC is an organization that will strengthen my command ability to think plan and act strategically effectively and efficiently across the crisis and operations spectrum (Article 4 and Article 5) in support of the security and defence decisions of Nations. I am also convinced that this innovation will be transformative for SHAPE and ACO, sparking other innovations to better serve our Nations***

# Key Tasks

- Strategic C2 and direction of operations
- Comprehensive situational awareness of the security environment
- Fused crisis evaluation, assessment and crisis planning  
Capability

“five task groups focusing on Crisis Identification, Current Operations, Estimations and Options, Response Direction and Crisis Review”

“it will contribute to deliver a more flexible and agile Alliance, ready to respond to 21st Century crises, in a more and more effective way”

# CCOMC Themes

- Think Future
- Task Organization
- Supporting/Supported
- Jointed up and integrated
- Outcomes Oriented
- Listen, Understand and share awareness
- Your ideas count
- Open and transparent
- Fitted for but not with

**\*Future mindset: global, open, positive, reflective and resilient**

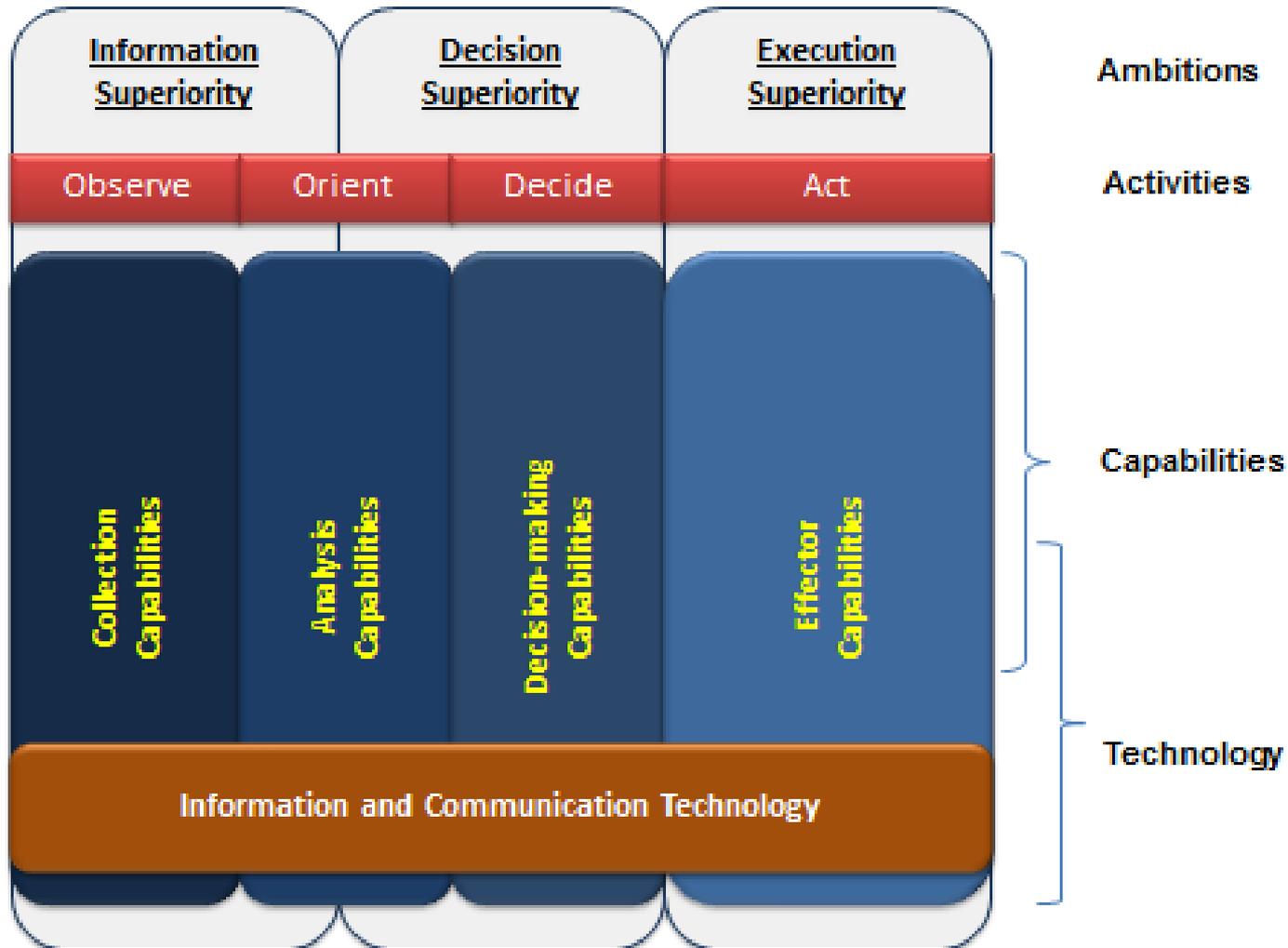
# Connected Forces Initiative

## “Better use of Technology”

- Increase Alliance Interoperability
- Explore new means of education, training, and exercises
- Develop connectivity of key national capabilities and equipment
- Introduce a NATO technical certification regime for plug-and-play systems
- Develop greater emphasis to design connectivity in early stages of development

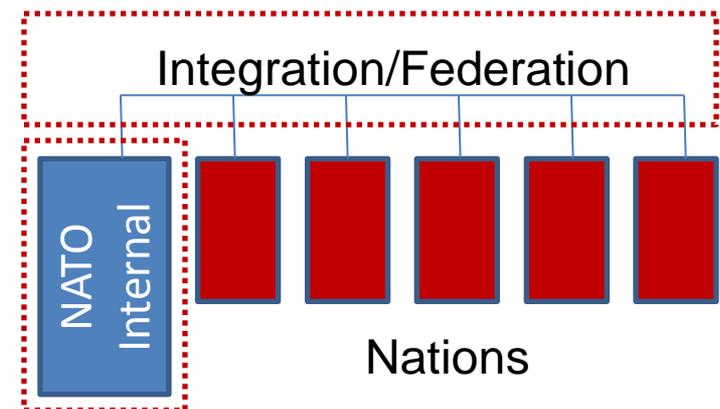
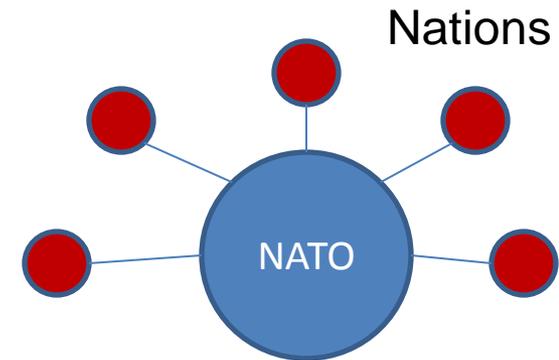


# Technology



# Federation

- **Federation** - an association of loosely coupled countries, states, companies, societies, or organizations, each retaining control of its own affairs
- Traditionally, NATO has pursued a hub-and-spoke CIS topology with NATO in the centre and Nations on the outside
- Afghanistan Mission Network (AMN) and FMN initiatives are adopting a more peer-to-peer topology



# Considerations and Enablers

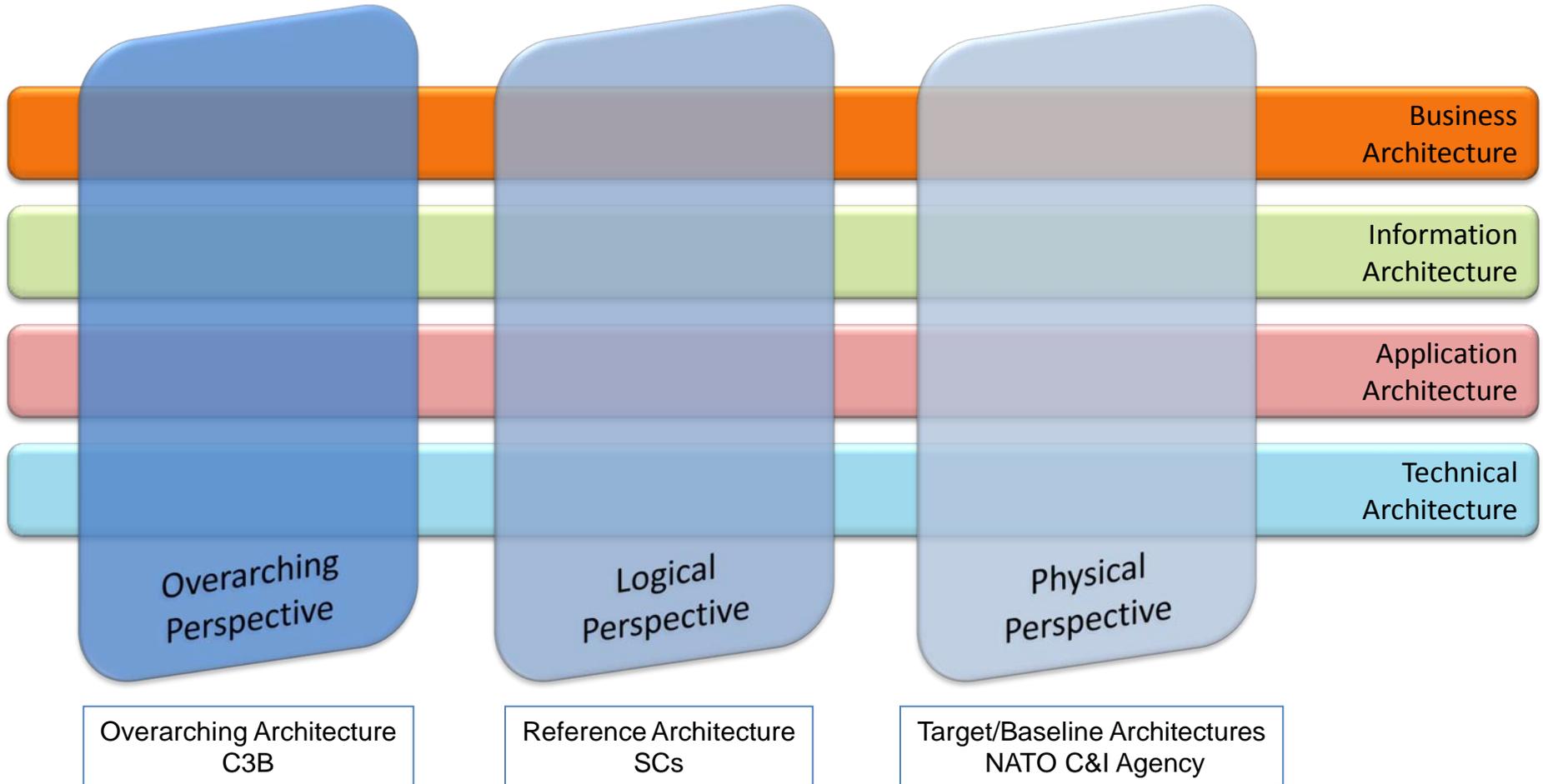
- Considerations:
  - Information as the Critical Commodity
  - Consensus Model
  - Operational Uncertainty
  - Capability Maturity
- Enablers:
  - Enterprise Architecture
  - C3 Classification Taxonomy
  - Capability Life Cycle Management

# Architectural Model

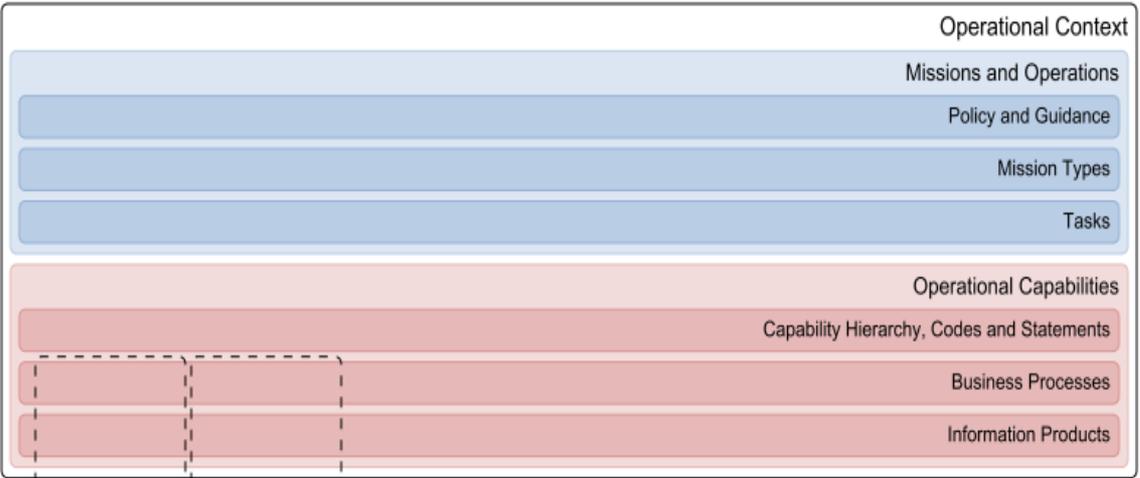
Capability  
Governance

Capability  
Definition

Capability  
Delivery/  
Sustainment

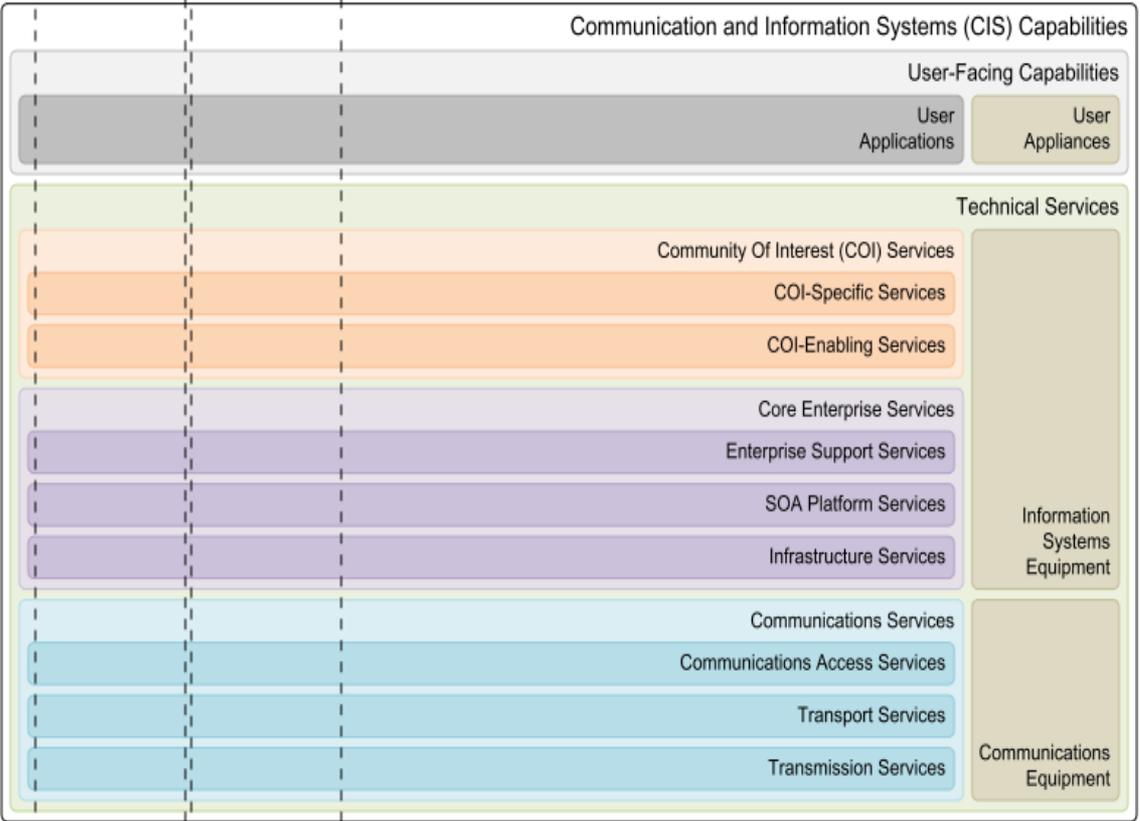


# C3 Classification Taxonomy



Business Architecture

Information Architecture

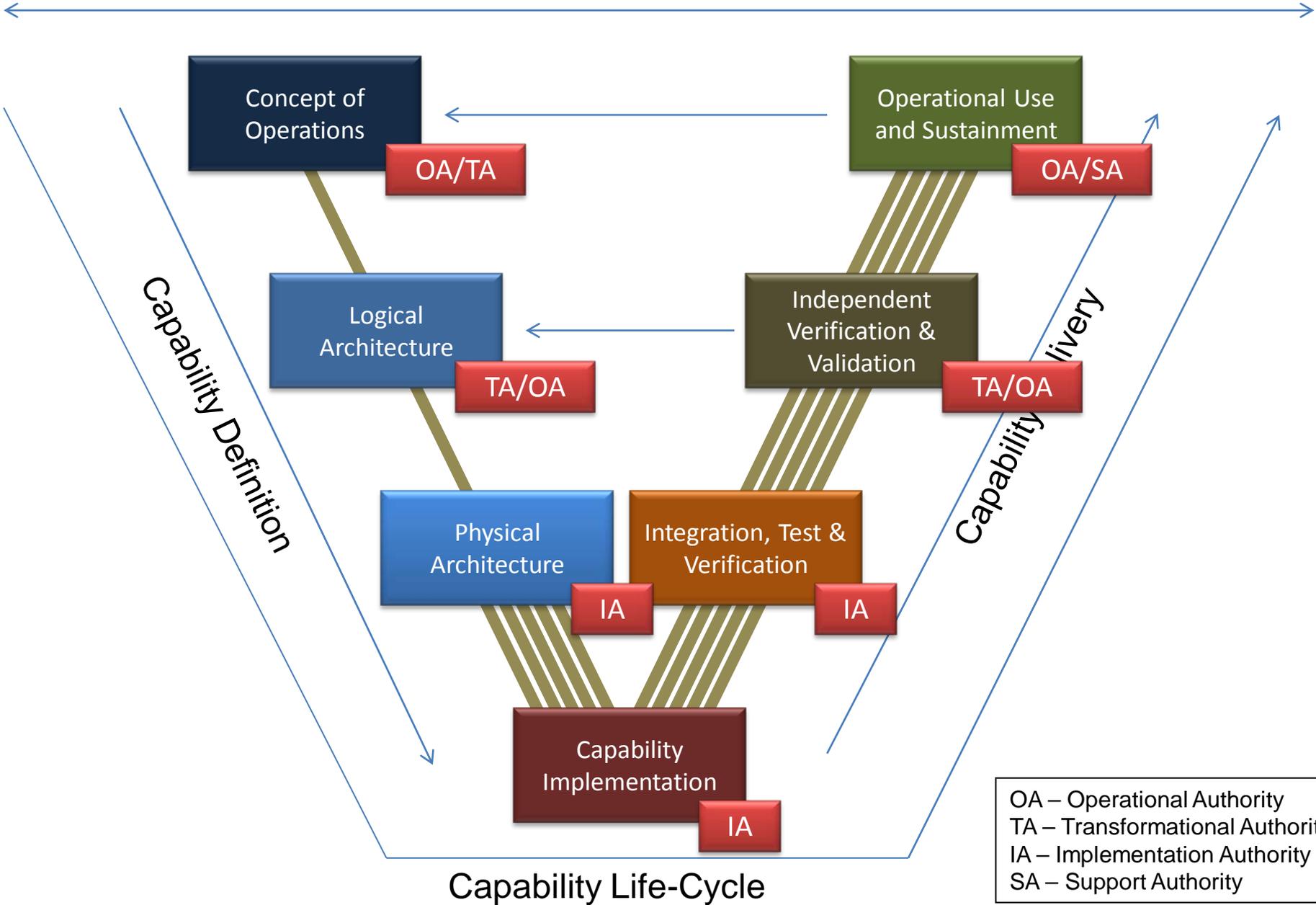


Application Architecture

Technical Architecture

IA      SMC      Groupings

# Capability Governance





# Connected Forces Initiative Wrap-Up: Issues



- Political (and Military) *will* to implement. 80% is not enough.
- Financial Constraints & Funding mechanisms. Discuss issues in the right order (Policy, Concept, Funding)
- A need for Role Specialization in both NATO Command Structure and NATO Force Structure. We can't do it all..
- A smaller structure requires Affiliation & Augmentation – need for a policy
- Need for a pre-qualification system for NCS/NFS HQs.



# Connected Forces Initiative Wrap-Up: Issues



- No satisfactory quality control system. Self certification is not the answer. Who will do it?
- Where we exercise is as important as how we exercise. (Europe, North America, Pacific, High North)
- Selected Partner Nations represented in the NATO Command Structure Peace Establishment?
- A need to describe the future operating environment beyond 2020.

# *Supreme Allied Command Transformation*



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