

Multinational Integrated Operations Taking A Broader View

Lieutenant General Jim Soligan, USAF

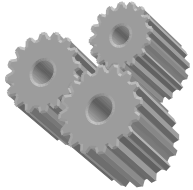
Deputy Chief of Staff, Transformation

27 November 2007

**ALLIED
COMMAND
TRANSFORMATION**

A new day ahead. A new way ahead.

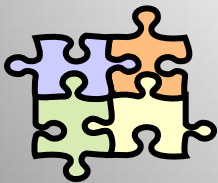
Bottom-line Up Front



- ✦ **Combine efforts instead of objectives in resolving complex security crises**



- ✦ **US and NATO will be more effective if we leverage each others strengths**



- ✦ **Capability improvements must include changes in organizations, procedures, processes... as well as material**

Challenges have changed

✦ Different problems

- ✦ Global terrorism, weapons of mass destruction, asymmetric warfare
- ✦ Mass media and commercially available technology empower the adversary



✦ Different approaches & relationships

- ✦ Collective and cooperative solutions
- ✦ Increased dialogue and cooperation based on common values



✦ Different responsibilities

- ✦ Peace Enforcing, Stabilization and Reconstruction



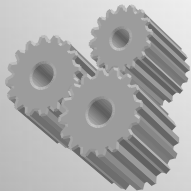
✦ Different complexity

- ✦ Increasing number of partners
- ✦ Advancements in Technology



Responding to crises

- ✦ “We hold these truths to be self evident...”
 - ✓ Services do not act alone...
 - ✓ The military does not act alone...
 - ✓ The State Department does not act alone...
 - ✓ The US does not act alone...
 - ✓ NATO does not act alone...
 - ✓ International Organizations do not act alone...
 - ✓ Non-Government Organizations do not act alone
 - ✓ National efforts can not solve global problems



Combine efforts instead of objectives
to improve effectiveness in resolving
complex security crises



Responding to crises

✦ “Every actor makes different contributions...”

US brings:

- ✓ National focus
- ✓ Quantity and quality
- ✓ Resources and technology

NATO brings:

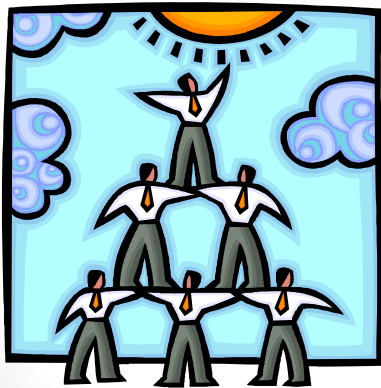
- ✓ Dialogue and cooperation
- ✓ Collective efforts to address global challenges
- ✓ “De facto” global standards



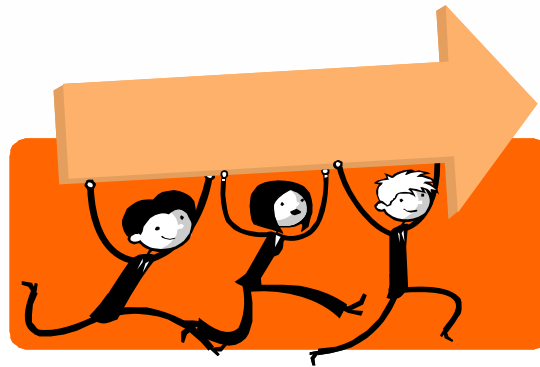
**US and NATO will be more effective if
we leverage each others' strengths**



ACT's Role in Capability Development



**Leverage
Best
Practices**



**Shape
Interoperability
Standards**



**Guide
New
Development**

Implementing Change



NATO HQ



Nations

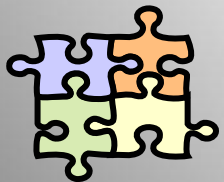


**Allied
Command
Operations**

Responding to crises

✦ Most effective capability improvements are a result of changing the way we do business rather than new hardware and software

- ✓ Provisional Reconstruction Teams
- ✓ Strategic communications
- ✓ Information sharing
- ✓ Military role in stability and reconstruction efforts
- ✓ Incorporating non-NATO partners in Alliance operations
- ✓ Etc...



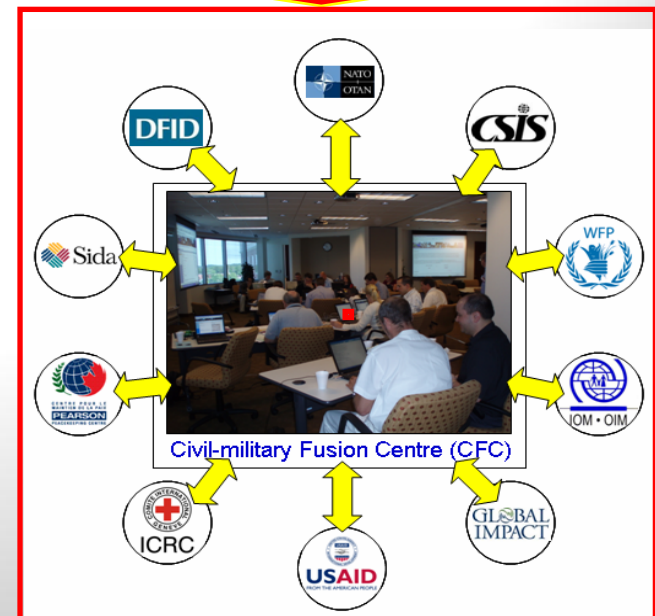
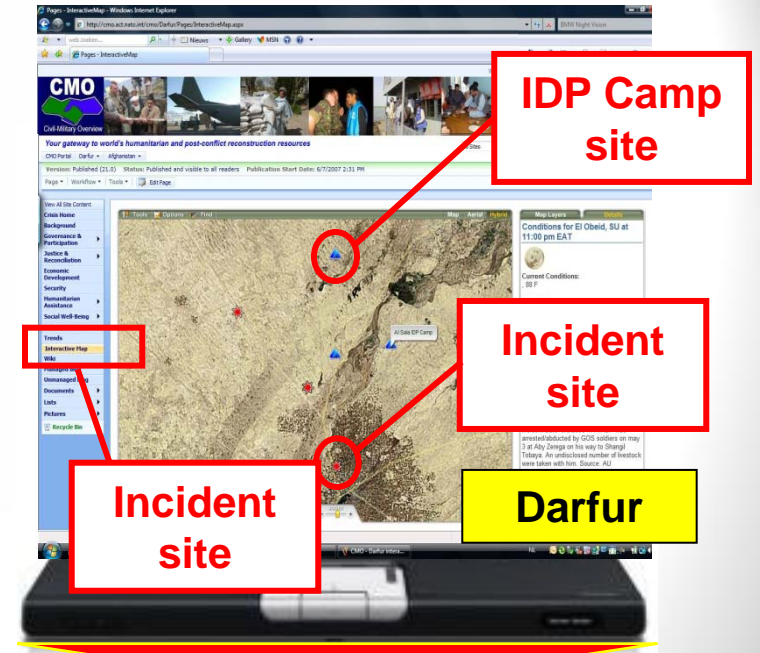
Capability improvements include changes in organizations, procedures, processes... as well as material

Civil Military Overview (CMO)

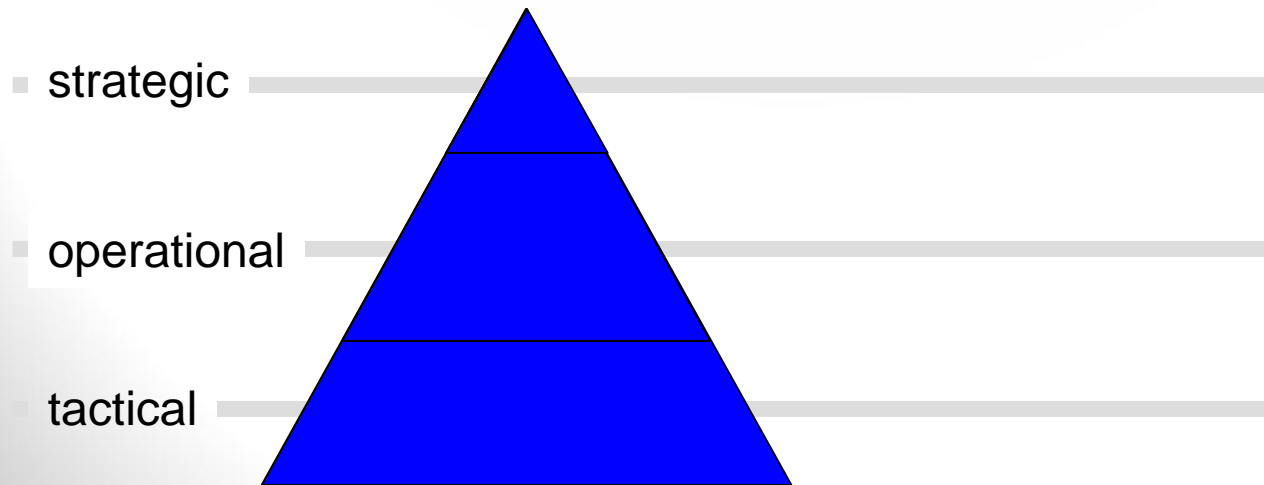
✦ Lessons learned have shown difficulty with information sharing and gaps in shared situational awareness

✦ This approach:

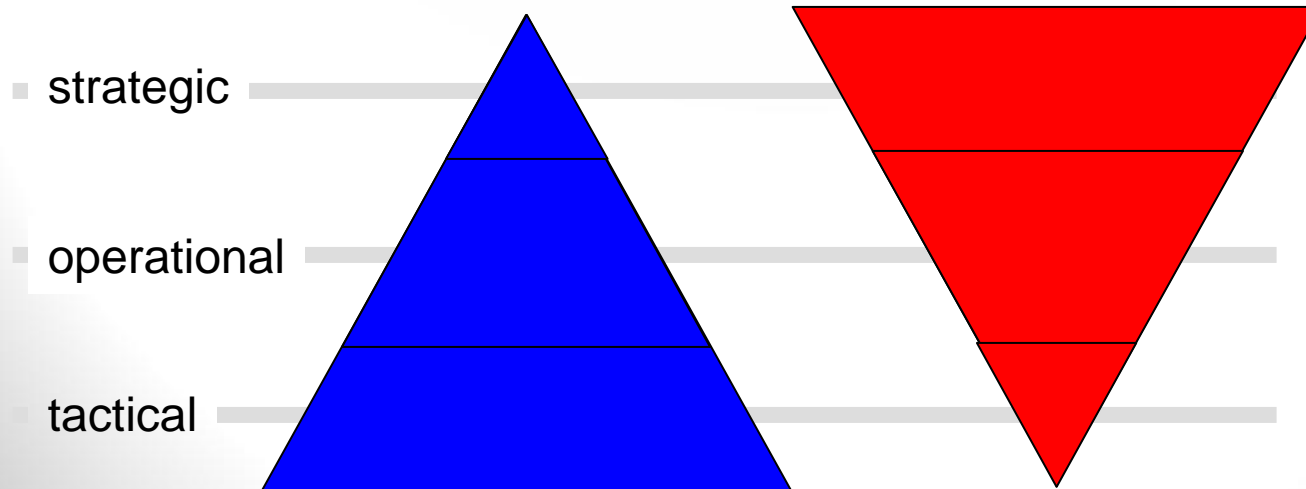
- ✦ Enables military and non-military to work together while maintaining independence and autonomy
- ✦ Delivers a web-based comprehensive overview of a 'complex crisis' for NATO *and Non-NATO Actors*.
- ✦ Allows for information sharing to increase transparency and trust



Are we solving the right problem?



Are we solving the right problem?



Expanding the Focus...



At the Grand Strategic Level

Enhanced/new structures and procedures to improve:

- ✦ Interaction between the different actors
- ✦ Confidence building and mutual understanding between international actors
- ✦ Coherent Public Messaging, within and between Nations
- ✦ Solutions that include public involvement and industry contributions

Do we need some new global institutions equivalent to the World Bank, IMF?

Expanding the Focus...

At the US and NATO Strategic/Operational Level

Enhanced/new structures and procedures to improve:

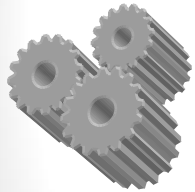
- ✦ Interaction between the different actors
- ✦ Confidence building and mutual understanding between international actors
- ✦ Coherent Public Messaging, within and between Nations
- ✦ Solutions that include public involvement and industry contributions

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- ✦ Collective education of the different actors
- ✦ Collective participation in training activities
- ✦ Partnering in (pre)planning activities



Bottom-line



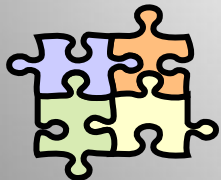
✦ **Combine efforts instead of objectives in resolving complex security crises**

- ✦ Avoid competition, hence improving all IO's effectiveness in resolving complex security crises
- ✦ Build confidence in order to partner or coordinate with other organisations



✦ **US and NATO will be more effective if we leverage each others strengths**

- ✦ Leverage best practices, improving national and NATO-solutions, and lessons learned processes
- ✦ Strengthen partnerships and improve interoperability standards;
- ✦ Improve national and NATO's processes to better deliver capabilities



• **Capability improvements must include changes in organizations, procedures, processes... as well as material**

- ✦ Enhance education & training
- ✦ Change processes and structures - at all levels – **expand the focus!!!**

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BACK-UP SLIDES

Provincial Reconstruction Team (PRT)

✦ Mission

- ✦ to extend the authority of the central government by supporting its reconstruction efforts
- ✦ to promote and enhance security, including support of security sector reform and facilitate humanitarian relief and reconstruction operations

✦ No “one size fits all” - neither appropriate nor possible

- ✦ due to the widely differing regional circumstances, different capabilities and approaches of PRT lead nations
- ✦ combined capacity of military personnel and civilian staff from the diplomatic corps and developmental agencies

✦ Sources of friction

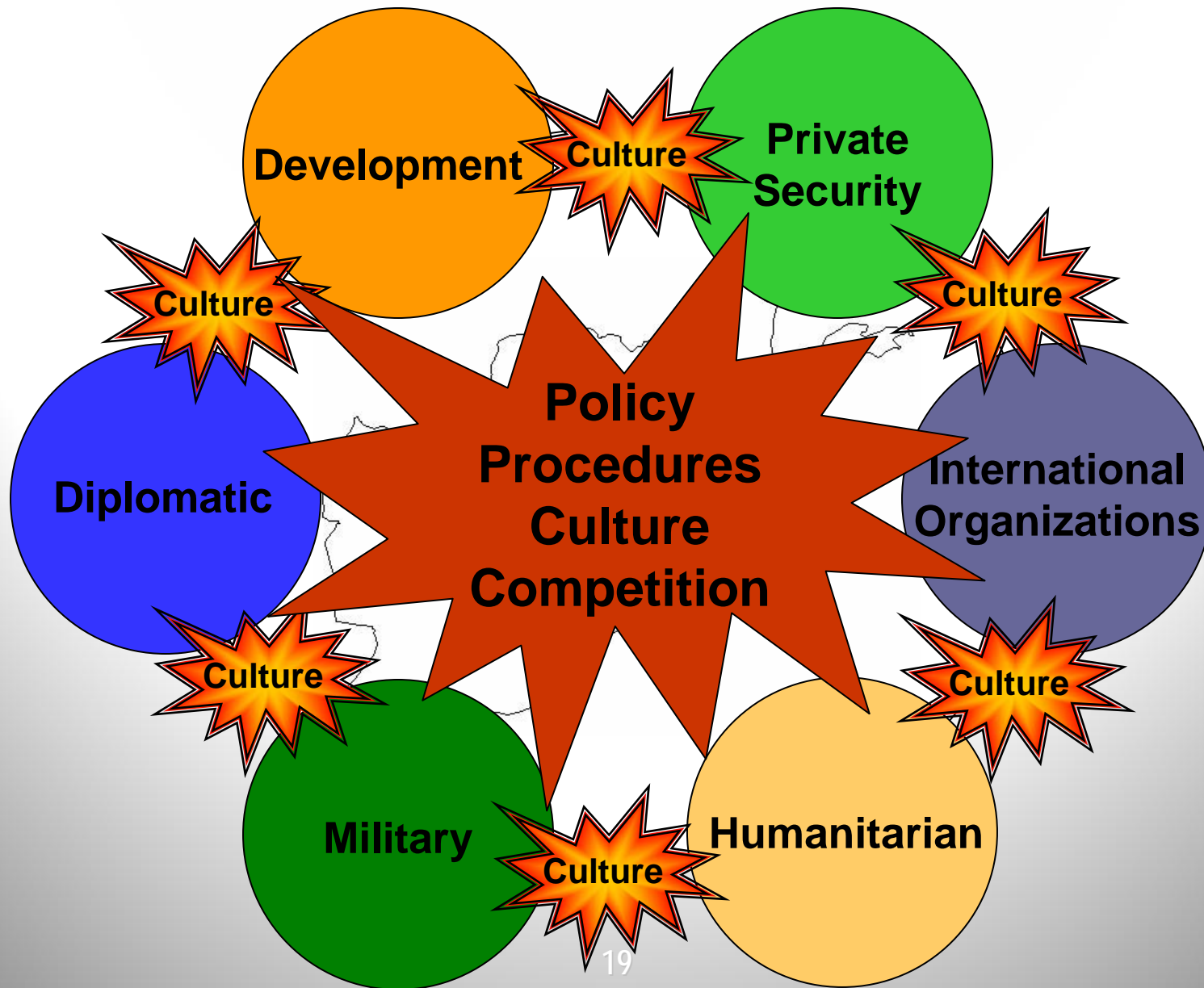
- ✦ Helpful support to minimize sources of friction between PRT activities and those of the international civilian assistance community are
 - ✦ **pre-deployment preparation** of both military and civilian PRT staff, with orientation to role and ‘modus operandi’ of the IO/NGO community
 - ✦ **coordination** with civilian assistance community essential for success

Responding to crises

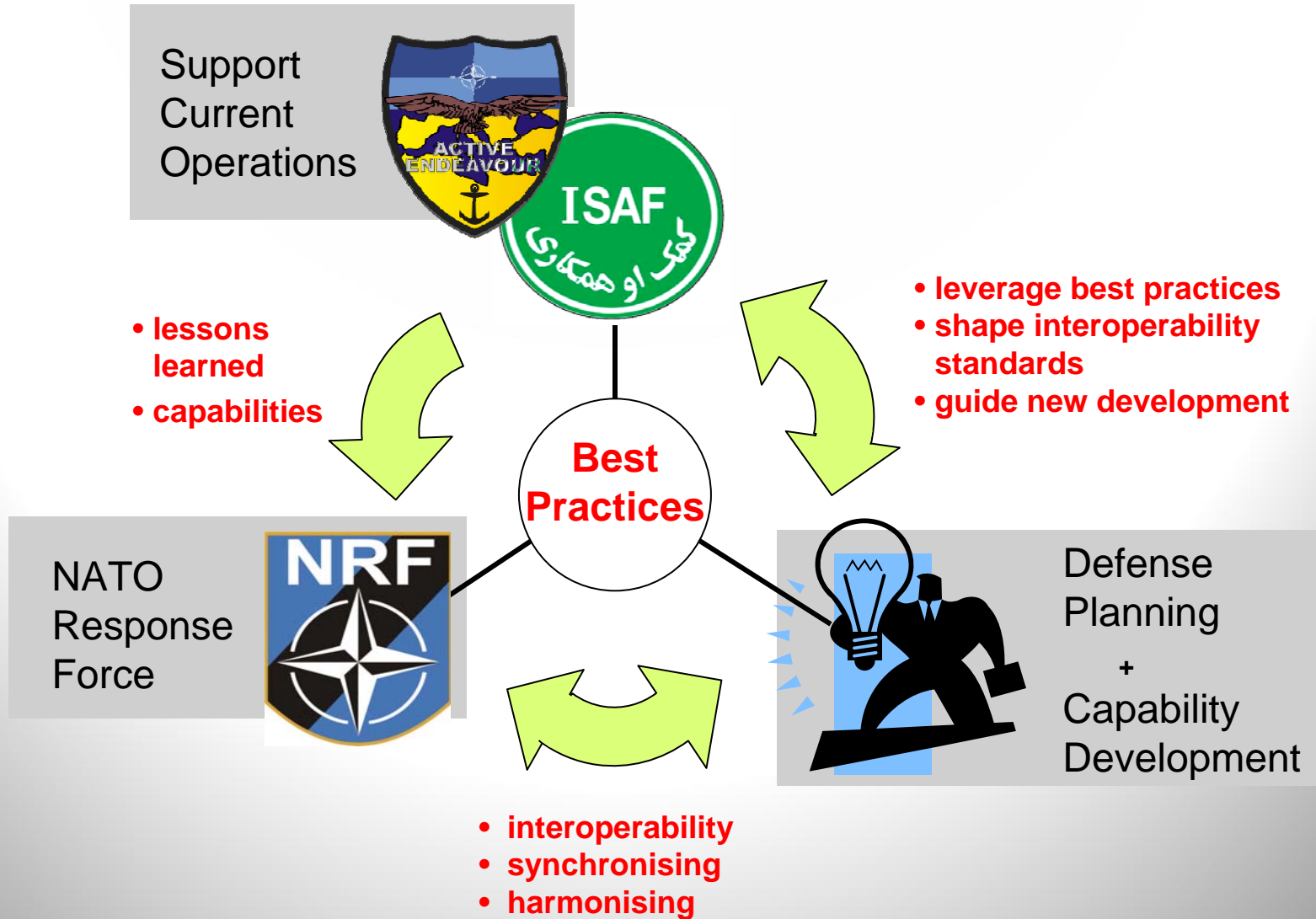
- ✦ Number of NATO Member Nations and Complexity of Relationships (Non-NATO nations + IO/GO/NGO)
 - ✦ ISAF : 38 Troop Contributing Nations, of which 15 Non-NATO nations
 - ✦ KFOR: 19 Non-NATO nations
 - ✦ Disaster Relief Pakistan: +14 Non-NATO nations

	Albania	138		Finland	85		Lithuania	195		Spain	715
	Australia	907		France	1073		Luxemburg	9		Sweden	340
	Austria	3		Georgia	-		Netherlands	1516		Switzerland	2
	Azerbaijan	22		Germany	3155		New Zealand	138		The former Yugoslav Republic of Macedonia*	129
	Belgium	368		Greece	146		Norway	508		Turkey	1220
	Bulgaria	401		Hungary	225		Poland	937		United Kingdom	7740
	Canada	1730		Iceland	11		Portugal	162		United States	15108
	Croatia	199		Ireland	7		Romania	536		Estonia	128
	Czech Republic	233		Italy	2395		Slovakia	70		ISAF	41144
	Denmark	454		Latvia	97		Slovenia	42			

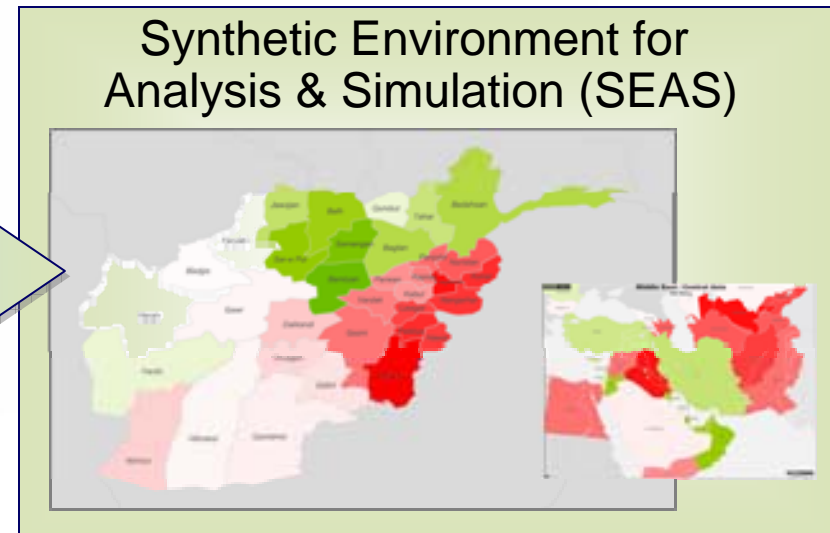
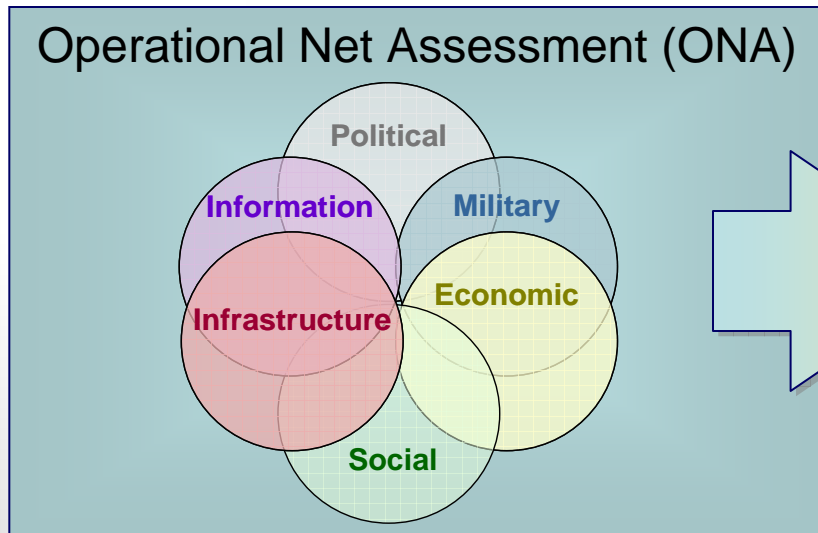
Sources of Friction



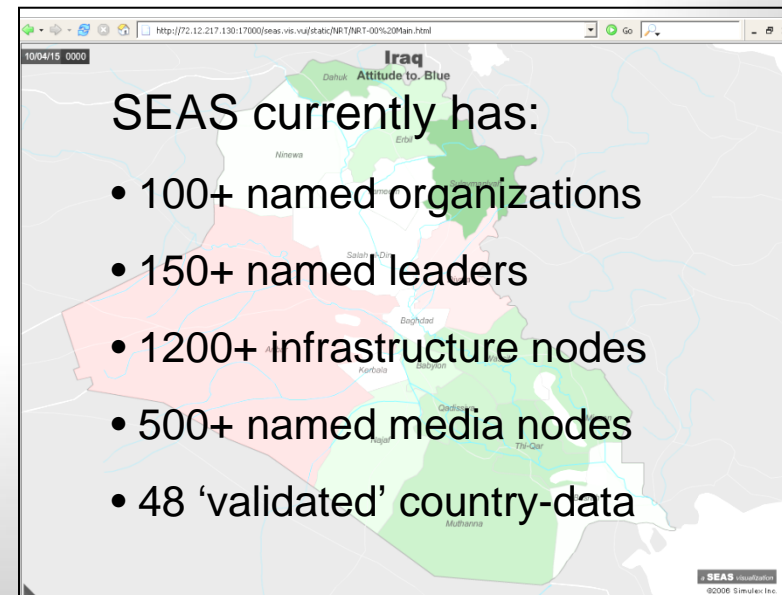
Key Focus Areas



Decision Support Tools

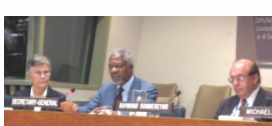


- ✦ Provides System-of-Systems view, fosters an Effects Based planning architecture, and enables a Comprehensive Approach to planning
- ✦ Allows Commander to consider to consider all Interagency elements
- ✦ Gives indications of possible human behavior
- ✦ View changes in the attitudes of the population



Key Focus Areas

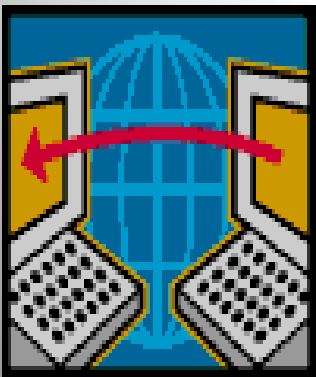
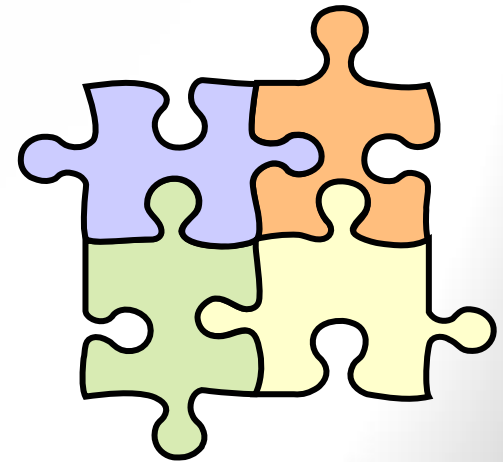




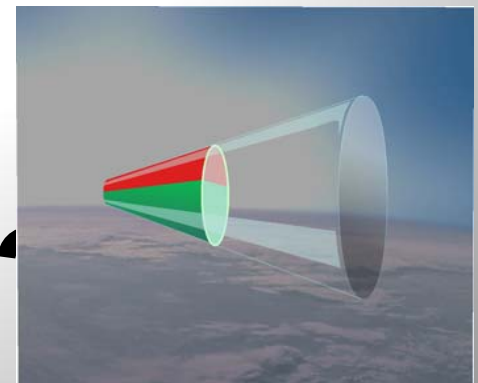
A Muslim couple in Sarajevo cast their ballots in the 2000 general elections in Bosnia.

Photo: RP /Hidajet Dolic

NATO Transformation ACT's Role and View



Questions???



Environment for NATO



NATO CAPABILITY IMPROVEMENTS

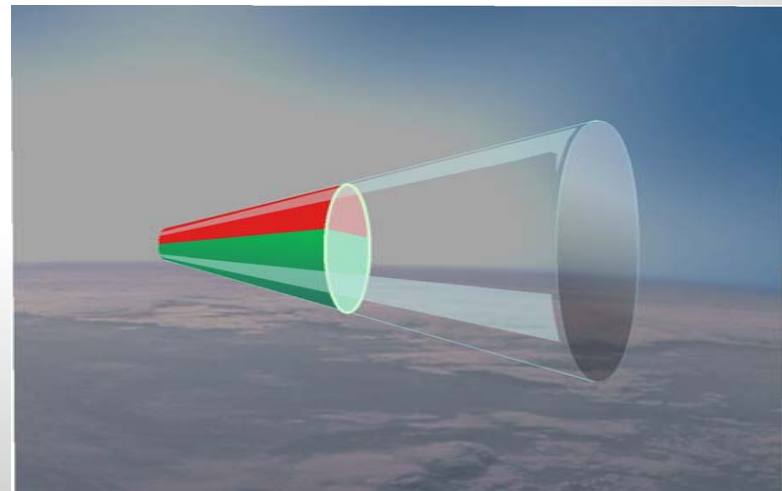
Information Sharing
Net Enabled Capabilities...
DOTMLPFI...

HOW TO OPERATE

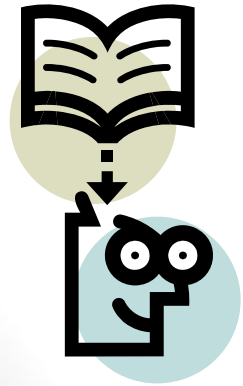
Interaction with Other Actors
Effects-based and Network Oriented
Expeditionary Capable
Information Dominant
Kinetic and Non-kinetic

STRATEGIC ENVIRONMENT

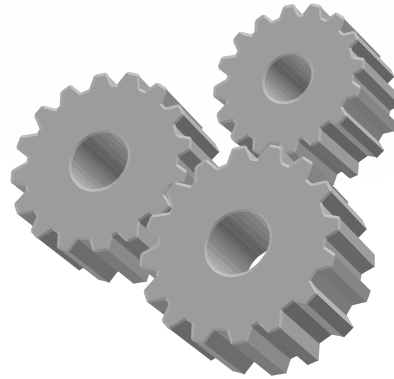
New Players
Failed States
Terrorism & WMD
Computer Network Attacks
Energy Security & Climate Change
Conventional & Unconventional Methods



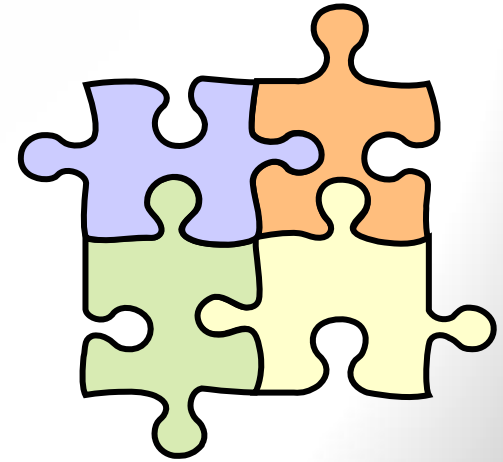
Going



Awareness

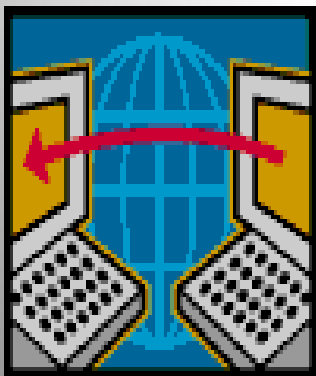
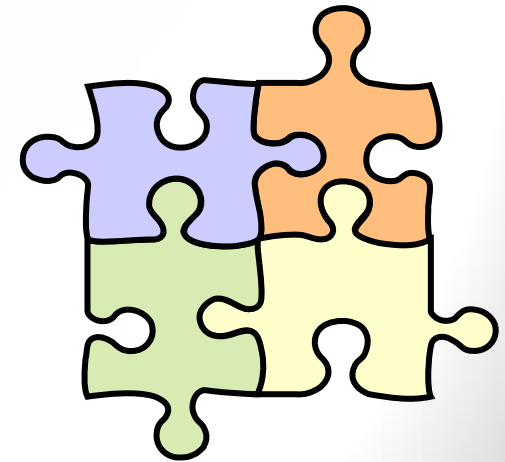


**Opportune
Leveraging of
National
CDE Programs**



**Deliberate
CDE Focus on
NATO
Requirements**

NATO Transformation ACT's Role and View



Questions???

