Multinational Integrated Operations
Taking A Broader View

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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 other's 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?
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

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

- Development
- Private Security
- International Organizations
- Diplomatic
- Military
- Humanitarian

Policy Procedures
Culture
Competition

Culture
Key Focus Areas

Support Current Operations

ISAF

NATO Response Force

Best Practices

- lessons learned
- capabilities

- interoperability
- synchronising
- harmonising

- leverage best practices
- shape interoperability standards
- guide new development

Defense Planning + Capability Development
**Decision Support Tools**

**Operational Net Assessment (ONA)**

- 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

**Synthetic Environment for Analysis & Simulation (SEAS)**

SEAS currently has:
- 100+ named organizations
- 150+ named leaders
- 1200+ infrastructure nodes
- 500+ named media nodes
- 48 ‘validated’ country-data
Key Focus Areas

- NRF
- ISAF
- Best Practices
- Defense Planning & Capability Development

Support Current Operations
NATO Transformation
ACT’s Role and View

Questions???
The Future Environment for NATO Ops

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

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

NATO CAPABILITY IMPROVEMENTS
- Information Sharing
- Net Enabled Capabilities...
- DOTMLPFI...
Awareness

Opportune Leveraging of National CDE Programs

Deliberate CDE Focus on NATO Requirements
NATO Transformation
ACT’s Role and View

Questions???