# NATO Stability Policing CD&E Workshop #2 - Outcomes Report

The NATO Stability Policing Concept Development Conference and associated Workshop 2 aimed at continued development of the Community of Interest on Stability Policing (SP) and stimulating expert discussion on SP to continue work on the NATO Stability Policing concept, in order to develop capabilities supporting the implementation of the Projecting Stability aspirations from the 2016 Warsaw Summit Declaration.

Workshop #2 was the second of a series of four planned workshops designed to support the development of a NATO Stability Policing concept by the end of 2017. This Workshop focused on identifying the most optimal architecture for SP architecture at the strategic, operational and tactical levels as well as exploring and understanding the complexity associated with three other lines of effort focused on safe and secure environment, threats and missions and lastly, collaboration with other actors necessary to build a viable NATO SP capability. Accordingly, the Workshop was structured in six Working Groups (WG), three of which explored the optimal SP architecture issues and three of which explored the three remaining lines of effort relating to Stability Policing:

- WGs 1, 2 and 3 – Rotated through Strategic, Operational and Tactical architecture considerations;
- WGs 4, 5, and 6 – Rotated through Safe and Secure Environment, threats/missions and collaboration with other actors.

The conference on the first day provided a wide range of perspectives from the UN and EU to NATO as well as diverse views from judicial perspectives, trainers, stability policing practitioners, political advisors, academia, international organisations and host nation representatives on various aspects of SP.  Key takeaways from the conference were:

- Stability Policing must be involved initially as part of a Comprehensive approach for any planning from crisis response planning to CONPLAN/OPLAN development.
- Stability Policing can be implemented in both Article 5 and Non-Article 5 crisis response operations.
- It is necessary to define the parameters for interoperability between NATO and the United Nations/European Union.
- Local ownership and accountability of local institutions are critical for success.
- Corruption and building integrity remain significant challenges.
- Must define the role of Gendarmeries/Military Police.
- Coordination between SP, Judicial systems and hybrid institutions is required.

The breadth of issues and insights formed the basis for the three day workshop, and significantly contributed to the level of discussion and understanding in the Working Groups.

# NATO Stability Policing CD&E
# Workshop #2 - Outcomes Report

Although the analysis of this Workshop #2 has yet to be finalised, there are several outcomes that can be highlighted at this point:

**Strategic level architecture**:
- Stability Policing functions often involve inter-ministerial coordination or cooperation at the Strategic Level which can complicate organization, establishment of an advising chain of command and planning.
- There is a necessity for specialized SP advisors/planners at all levels of the chain of command.

**Operational level architecture**:
- The national minimum level of investment required is training specialized people in SP who maintain their skills and qualifications. A more robust option involves national capacity to contribute to or maintain a SP Expeditionary Task Force capability which can be contributed to by other nations and replicated under a NATO umbrella.
- Concept, doctrine and Tactics, Techniques and Procedures (TTPs) all should be revised.
- SP should have specific TTPs and SOPs for SP advisors/planners to coordinate operations and the employment of National SP capabilities offered to NATO.

**Tactical level architecture**:
- SP units should be tailored to the mission but not below a company size element.
- Incorporate police intelligence into the common intelligence collection system and integrate information with other tactical forces such as CIMIC.
- Training should be standardized for SP units operating in a NATO environment and should include all four elements (Mentoring, Advising, Training and Partnering). Common UN and NATO standards would be ideal and could lead to the development of coordinated training plans which harmonize national, NATO and UN standards.
- Comprehensive pre-deployment training is necessary to ensure all activities are adapted to the local culture.

**Safe and Secure Environment**:
- SP cannot succeed without essential steps being taken by entities other than NATO, including proper assessment of the likely spoiler threats to the mission, a strategy for dealing with them and a mandate to do so.
- To support local ownership SP must understand the national police structure, the formal judicial system and understand local laws.
- SP forces must develop a strategy for dealing with obstructionist in the host nation, enforcing the rule of law to target prominent political-criminal actors and identifying and overcoming obstacles to local ownership.

**Lieutenant Colonel (ITA CC) Vittorio Stingo**, NATO *Project Manager, HQ SACT, Stability Policing Expert*

- Development of SP indicators for Joint Assessment Branch evaluation are critical for overall mission assessment.

**Threats and Mission**:

- Further work is required to understand the implications for SP of a wide range of emerging security threats including those found in the Strategic Foresight Analysis and Framework for Future Alliance operations and other similar works. Flexibility and adaptability of the SP capability/function to the widest array of threats is required.
- NATO has a capability gap in "soft power" assets used in pre-conflict situations to de-escalate or stabilize. SP can fill that gap but this requires NATO to first define and develop those capabilities in more detail.
- Corruption is a key factor in undermining counter-terrorism efforts as it erodes the efforts to build popular support for the government. SP could play a key role in counter-corruption efforts including specialized investigative units.

**Collaboration with other actors**:

- SP forces alone are insufficient in the absence of a functional criminal justice system. For SP to effectively contribute to the end state it should be embedded within a broader Rule of Law Effort conducted as part of a Comprehensive Approach.
- SP should work with NATO and partner legal experts to propose revisions to the legal framework to enable effective prosecution of spoiler threats.
- The UN has a comparative advantage in terms of coordinating function, long-term relationships and knowledge of the host country, government and actors which NATO SP should leverage.

The NATO Stability Policing Concept Development Conference and Workshop 2 provided an excellent venue to reassemble the broader SP community of interest in support of the development of a NATO Stability Policing Concept.

The results from Workshop #2 will contribute to the development of an updated SP Concept Draft by HQ SACT. Workshop #3, will take place 15-19 May in Amsterdam, The Netherlands. There, we will continue to address the requirements for a NATO Stability Policing capability and conduct a scenario based discussion to attempt to validate certain portions of the draft SP Concept. We hope to have enhanced our Community of Interest with representation from additional NATO, National and Partner organisations, as well as from International Organisations, Non-Governmental Organisations, Think Tanks, Academia and Industry. Expanding the SP Community of Interest will help increase collaboration and develop synergies with other relevant projects and communities of interest that may be able to contribute to or have an impact on the NATO Stability Policing capability development efforts.

**Lieutenant Colonel (ITA CC) Vittorio Stingo**, NATO *Project Manager, HQ SACT, Stability Policing Expert*