NATO SOF Transformation Initiative

**Agenda:**

- NATO SOF Transformation Initiative (NSTI): History and Why
- The three elements of the NSTI (focus on NSCC)
- C2 relationship.
- How NSCC supports NATO.
- NSCC Accomplishments.
- Contributors to the NSTI.
- Way Ahead.
- Q&A.
NATO SOF – History

- Operational experiences illuminated gaps in Policy & Organization
  - 1995 Bosnia: Stove-piped battlespace
  - 1999 Kosovo: US SOF not assigned to NATO
  - 2002 Interim Security Assistance Force (ISAF): Balkanization of Afghanistan

NATO SOF “circumstance”:
- SOF is far more significant in the Contemporary Operating Environment
- NATO’s SOF staff structure is inadequately located, resourced and connected to accomplish current and future requirements

How to posture a complete functional ability to coordinate strategic SOF solutions, based on standardized and validated capabilities?
NSTI History

15 May 06: “4 Nations Paper” proposing Transformation of NATO SOF

- 25 Aug 06: NSTI Concept provided to NATO Mil Committee
- Nov 06: Riga Summit; NSTI endorsed by Heads of States
- 12 Dec 06: SHAPE tasked by IMS to begin implementation
- 22 Dec 06: SACEUR appoints RADM McRaven NSCC Director and orders RADM to begin Implementation
- Jun 2007: NSCC planning team moved from Stuttgart (DEU) to Mons (SHAPE) Belgium.
NSTI Developed to address “The circumstance”

NSTI

Enhancement of the Spec Ops Staff capacity at SHAPE (SSOO)

Establishment of a NATO SOF Coordination Centre (NSCC)

Development of a NATO Federation of SOF Training Centres

NATO SOF Transformation Initiative
Works interlinked with the NSCC on NATO SOF issues and provides the SHAPE staff with resident Special Operations advice on interoperability development, force generation, planning, doctrine and policy in order to direct and enable the employment of Alliance SOF across NATO.

From 3 pax to 10 pax
NSCC (Element # 2 of the NSTI)

NATO SOF Coordination Centre (NSCC)

Enable and support NATO SOF across the Alliance and provide the focal point for SOF expertise to SACEUR and Allied Command for Ops (ACO) by:

- Providing a **direct link between Alliance SOF and SACEUR**
- Providing SACEUR and the chain of command with timely, effective, SOF advice in support of the planning and execution of operations
- Coordinating and synchronizing NATO SOF in **support of the force generation process**
- Translating SOF strategic estimates into SOF operational tasks
- Developing and publishing **NATO SOF Policies and Doctrine** to foster interoperability and standardization
- Coordinating, synchronizing, and supporting **NATO SOF education, training** and exercises
- Coordinating training and capability development through a **Federation of NATO SOF Training Centres**
A Federation of SOF Training Centres would enable a rapid leap forward in SOF interoperability and training through linking national/multinational facilities. They would:

• Capitalize on an inherent strength of the Alliance to better enhance the **cohesion and interoperability**
• **Reduce the duplicative infrastructure**
• Capitalize on subject matter expertise
• **Expand the capabilities of nations with nascent SOF**
• Bring together **unique SOF training opportunities and facilities NATO-wide**
NSCC in support of NATO HQs

- NATO HQs identify and communicate requirements to NSCC
  
  Example: JFC Brunssum’s OPLAN development/ refinement of ongoing operation (ISAF OPLAN)

- NSCC forms SOPLE based on requirements
  
  - J-3/5 Operation Planning TM
    - SOPLE Team Lead
    - Ground Ops Planner
    - Future Concepts (J5)
    - Air Ops Planner
    - Maritime Ops Planner
  
  - J-3 Force Gen TM (as required)
  
  - J-2 SOF Intel Coordination
  
  - J-1 Human Resource
  
  - J-4 SOF Logistics / SOF Medical
  
  - J-6 CIS Plans

SOOPLE

Tailorable SOOPLE = 1-15+ personnel

Can provide three tailored SOPLEs simultaneously

NSCC gives support to JFC/NRF/DJSEs HRFs/LRFs

Current planned manning requirements:
IOC Phase II Total: 151
US ~ 41
Allied Nations ~ 110
Since establishment of the NSCC, ISAF SOF experienced:

**Current:**
- SOCCE increase of 65%
- SOTG increase of 300%

**Projected for 2008:**
- SOCCE increase of 259%
- SOTG increase of 450%

**END STATE:**
NATO CJFSOCC (200+) with all required SOF under ISAF
A broad, synchronized program that directly links doctrine, training, and interoperability into a single, integrated operationally focused program.

**CJFSOCC Staff Officer’s Course (Basic)**
- Basic Staff Officer Training
- Basic Doctrine: Staff Planning, Synchronization, Battle Tracking

**CJFSOCC Planning & Operations Course (Advanced)**
- Advanced Staff Officer Training
- Emphasis on Systems and Practical Exercises: Planning, Battle Tracking

**NATO SOF Exercise SOTG & SOTU Certification (Exercises & Certification)**
- CJFSOCC Runs
- Individual & Collective Staff Training
- NSCC Developed w/ Contributing Nation input
- Uses existing and planned NATO, Multi-lateral, and National exercises

**SOFEX: Special Operations Forces Exercise**
- Conducted Annually
- 2008 or 2009

**CJFSOCC:** Combined Joint Force Special Operations Component Command
**SOTG/U:** Special Operations Task Group/Unit
**SOFEX:** Special Operations Forces Exercise
NSCC Accomplishments

- **Improve NATO SOF Integration and Conductivity**
  - Developed common secure communications network (BICES hub)
  - Established VTC liaison with JFCs

- **Expand NATO SOF Capability & Capacity**
  - Conducted Australian SOF validation for ISAF
  - Established NSCC collocated at SHAPE, Belgium
  - Conducted Estonian SOF Assessment
  - Pushed to facilitate information and intelligence sharing

- **Provide Operational Support**
  - NATO SOF CDRs’ assessment of ISAF SOF
  - Assisted ISAF SOF strategic & operational planning
  - ISAF SOF Commanders Conference (established SOF expansion plan)

- **Educate and Inform**
  - Visited (Director and staff) 21 nations to advocate NATO SOF and force generation
  - Revamped CJFSOCC education & training (NATO SOF Education & Training Program (NSTEP))
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<th>SSOO Contributions</th>
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**NSCC TOTAL = 87**
*Currently = 51*

**SSOO TOTAL = 10**
*Currently = 10*

61 Total NSTI Contributions
PHASE I: IPT
Integrated Planning Team

PHASE II: SHAPE VNCs
(Voluntary National Contributions)

PHASE III: MOU Manning
(Memorandum of Understanding)
NSCC Way Ahead: Overview

Lines of Operation

Provide Operational Support

Provide operational support to NATO’s Joint Force Commands that incorporates appropriately structured and led expeditionary SOF elements capable of conducting the core SOF missions (SR, DA, MA).

Expand NATO SOF Capability

Increased SOF capacity among Alliance nations will create an expanded and more qualified pool of SOF to support NATO operations.

Training and Education

Common NATO SOF training and education standards will improve Alliance capability to conduct interoperable combined, expeditionary, and remote out of area operations.

Engage and Inform

Engage and inform Alliance members and partner nations through the development and conduct of an NSCC Command Information Program that promotes the NSCC’s Mission and capabilities.

NATO SOF Coordination Center

A focal point for NATO SOF advice to the SACEUR and NATO Chain of Command that coordinates provision of trained and interoperable SOF and SOF HQs while maintaining the capability to expand beyond NATO to encompass global partners.

Synergy is created through simultaneously executed Objectives within mutually supporting Focus Areas
NSCC Way Ahead: Key Events

- NATO SOF C2 Assessment (Now – April 08)
- MOU Conference (13 - 14 Feb 08)
- ISAF SOF Assessment (14 - 29 Feb 08)
- SHAPE-EX (27 - 29 Feb 08)
- NSTEP NRDC Milan (6 - 20 March 08)
- Bucharest Summit (2 - 4 Apr 08). Declare IOC?
- NATO SOF Symposium (3-5 June 08) Deauville, FRA
In Conclusion

- Largest enduring SOF Coalition in the world.
- NATO SOF Transformation Initiative (NSTI) is progressing
  - NSCC with facility & initial individuals
- NSCC not yet IOC; however, executing functions - focus on ISAF SOF and on building NSCC
- Good momentum, but needs support from Nations (manpower).
"The credit belongs to he man who is actually in the arena;
Whose face is marred by the dust and sweat and blood;
Who strives valiantly; who errs and comes short again and again;
Who knows the great enthusiasms, the great devotions
and spend himself in a worthy course;
Who, at the best, knows in the end the triumph of high achievement,
and who, at worst, if he fails, at least fails while daring greatly,
so that his place shall never be with those cold and timid souls
Who know neither victory or defeat"

THEODORE ROOSEVELT (Paris Sorbonne, 1910)
NATO SOF Coalition

Currently 61 personnel

By JUN 08

IOC

20 Contributing Nations
94 personnel

By DEC 08

FOC with Some link NATO & Partnership for Peace ( PfP ) nations

160+ personnel from 20+ Nations

Largest Enduring SOF Coalition in the World