



# **NATO Special Operations Forces Transformation Initiative (NSTI)**



**12 February 2008**

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# 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.*



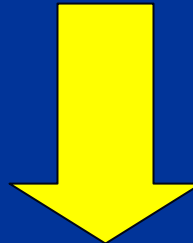
# NATO SOF – History

- Operational experiences illuminated **gaps in Policy & Organization**

– 1995	Bosnia	Stove-piped battlespace
– 1999	Kosovo	US SOF not assigned to
– 2002	Interim Security Assistance Force (ISAF)	NATO 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.*



# NATO SOF Transformation Initiative

**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)**

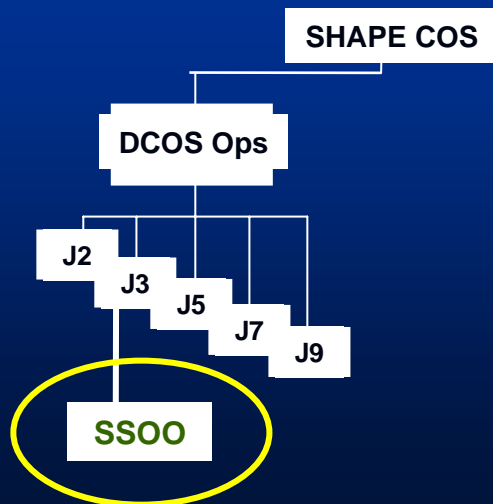
**Development**

**of a  
NATO  
Federation  
of SOF  
Training  
Centres**

# SSOO (Element # 1 of the NSTI)

## SHAPE Special Operations Office (SSOO)

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)

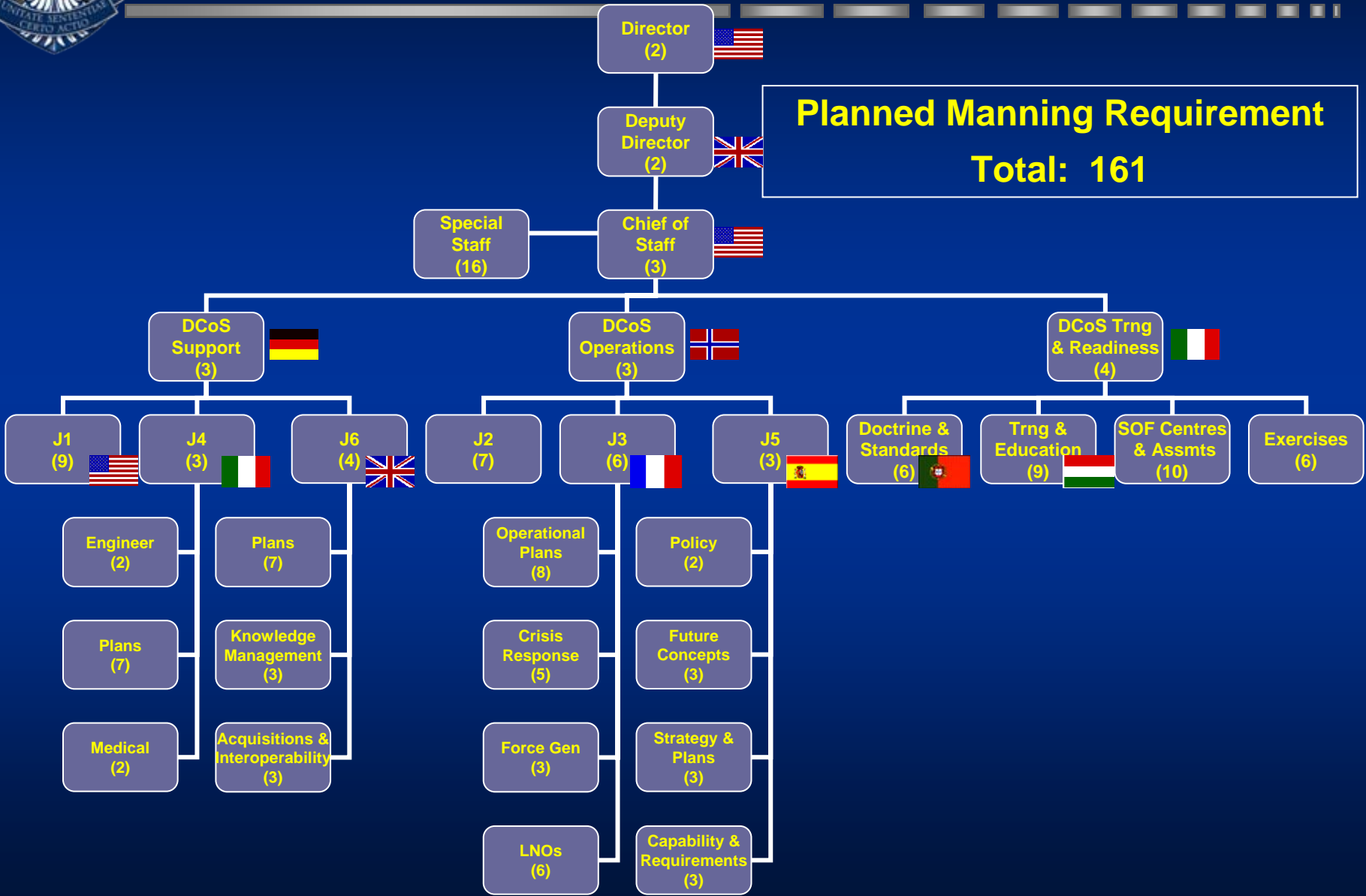
Enable and support NATO SOF across the Alliance and provide the focal point for SOF expertise to SACEUR and Allied Command for Ops (ACO) by:

- 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**



# NSCC Organization

**Planned Manning Requirement  
Total: 161**





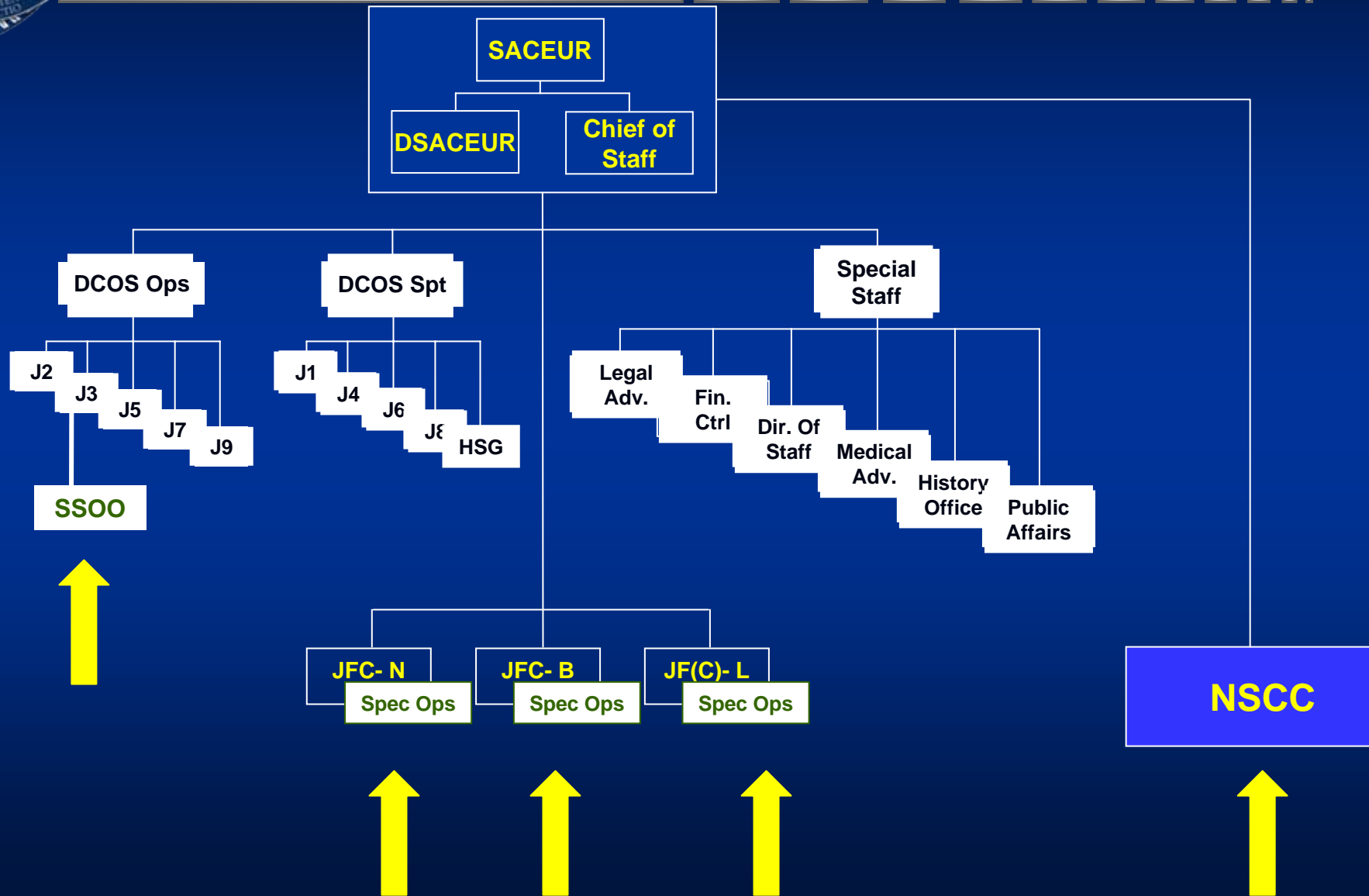


# Federation of SOF Training Centres (Element # 3 of the NSTI)

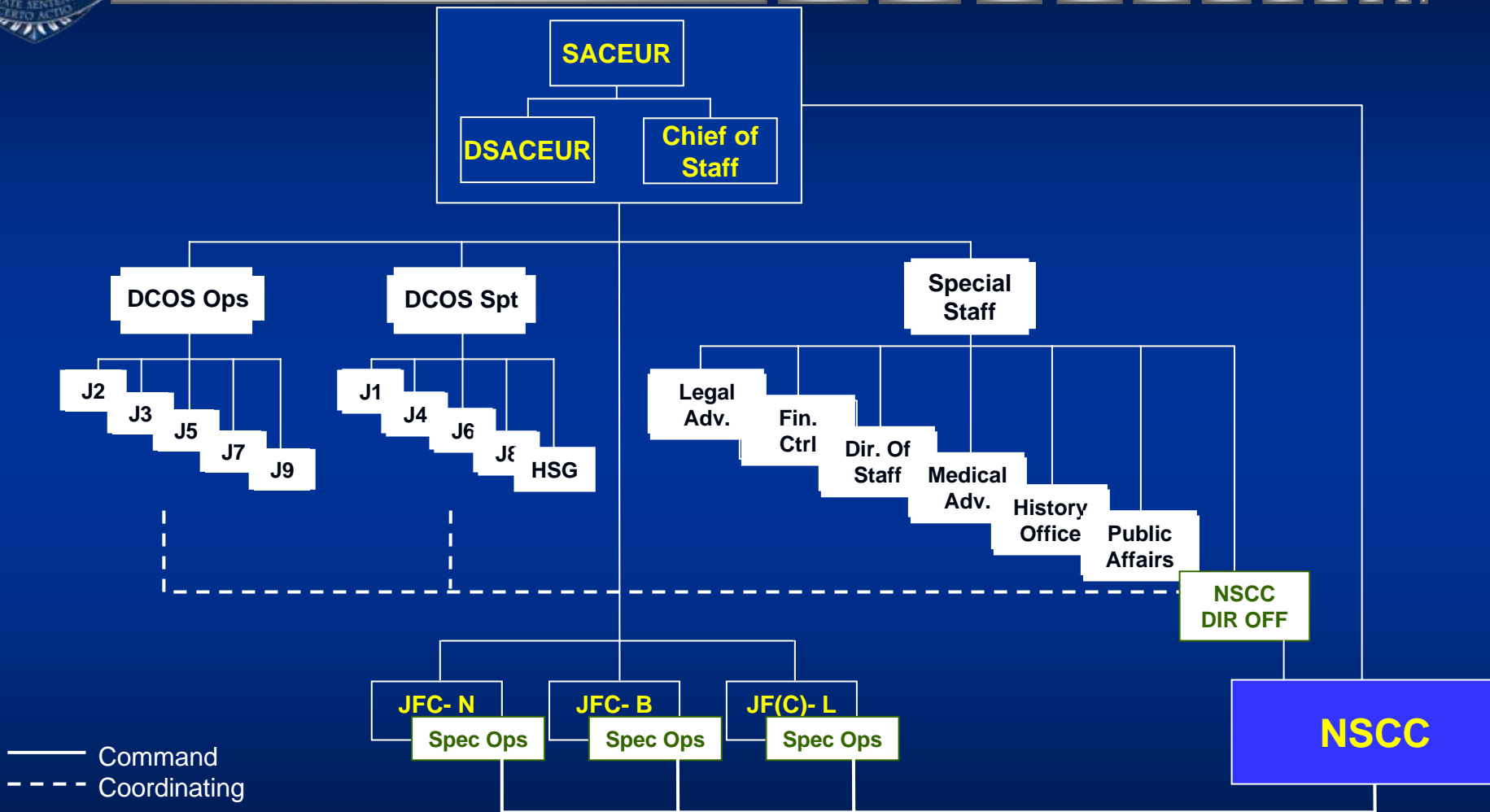
A Federation of SOF Training Centres would enable a rapid leap forward in SOF interoperability and training through linking national/multinational facilities. They would:

- 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**

# Current C2: SHAPE / NSCC / JFC



# Future C2: SHAPE / NSCC / JFC



# NSCC in support of NATO HQ,s



• 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

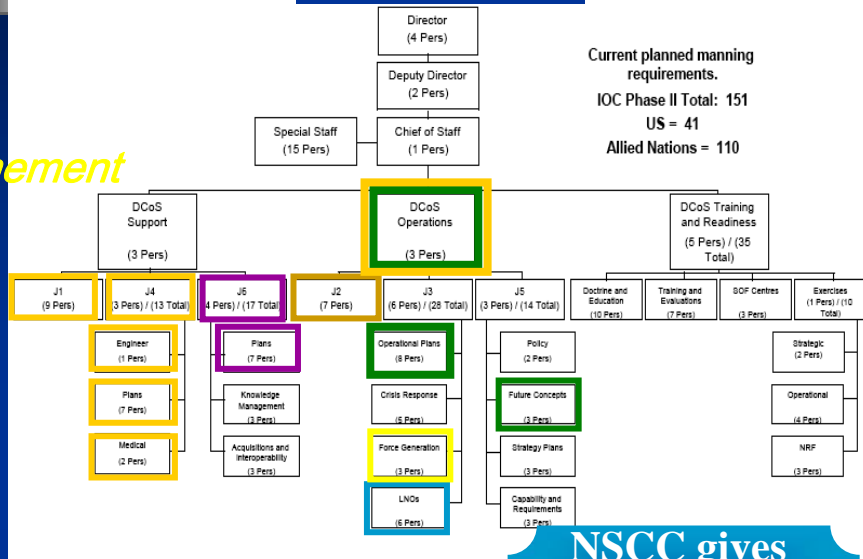
• J-6 CIS Plans



**Tailorable SOPLLE = 1-15+ personnel**

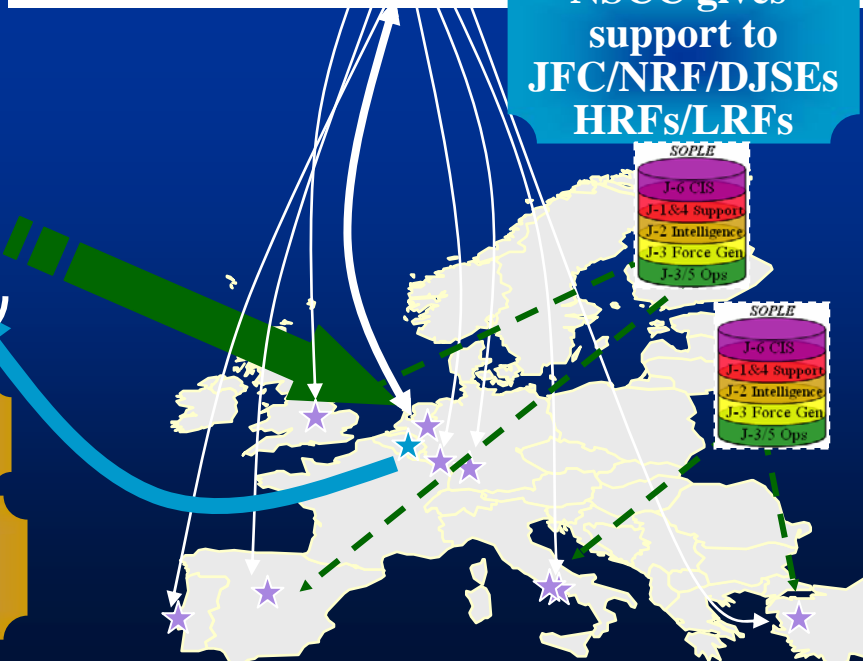
**Can provide three tailored SOPLLES simultaneously**

## NSCC



Current planned manning requirements.  
 IOC Phase II Total: 151  
 US = 41  
 Allied Nations = 110

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



# NSCC Support to Afghanistan

## Senior NATO SOF CDR Assessment of ISAF 15 FEB 07

Pre-NSTI/NSCC

Pre-NSTI/NSCC ISAF SOF

**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**

65%  
INCREASE

259%  
INCREASE

300%  
INCREASE

450%  
INCREASE

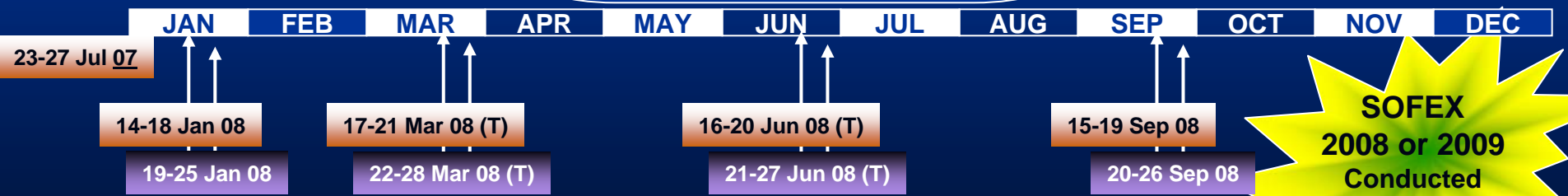


Projected Spring '08



# Training and Education Program (NSTEP)

A broad, synchronized program that directly links doctrine, training, and interoperability into a single, integrated operationally focused program.



**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))



# Current Contributions by Country

 x2 Belgium	 x2 (2)* Greece	 x2 (1)* Norway	 x7 (2)* Spain	 x35 (25)* United States
 x1 Canada	 x1 (1)* Hungary	 x1 (1)* Poland	 x3 (1)* Turkey	
 x3 (2)* Czech Rep.	 x6 (5)* Italy	 x1 (1)* Portugal	 x12 (3)* United Kingdom	
 x4 (2)* France	 x2 (2)* Lithuania	 x1 Romania		
 x1 (1)* Germany	 x2 (2)* Netherlands	 x1 NSCC Slovakia		

**NSCC TOTAL = 87**  
\* **Currently = 51**

*SSOO*

 x1 (1)* Czech Rep.	 x1 (1)* Norway	 x1 (1)* Turkey
 x1 (1)* France	 x1 (1)* Slovenia	 x1 (1)* United States
 x1 (1)* Germany	 x1 (1)* Spain	 x2 (2)* United Kingdom

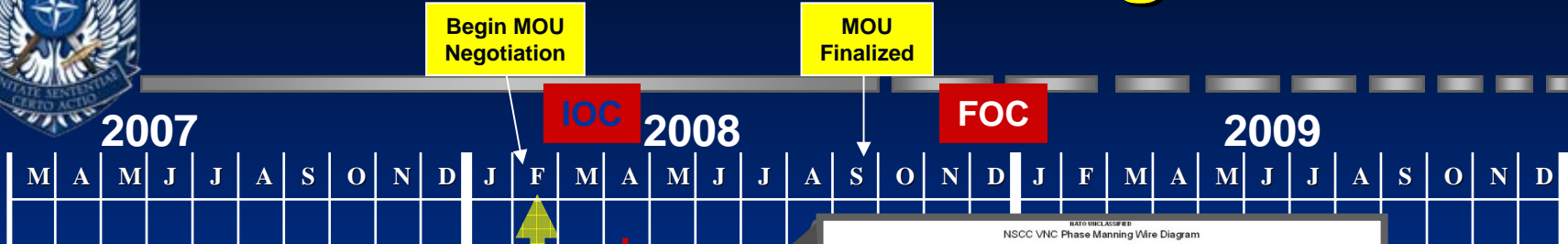
**SSOO TOTAL = 10**  
\* **Currently = 10**

61 Total NSTI Contributions





# NSCC Phasing

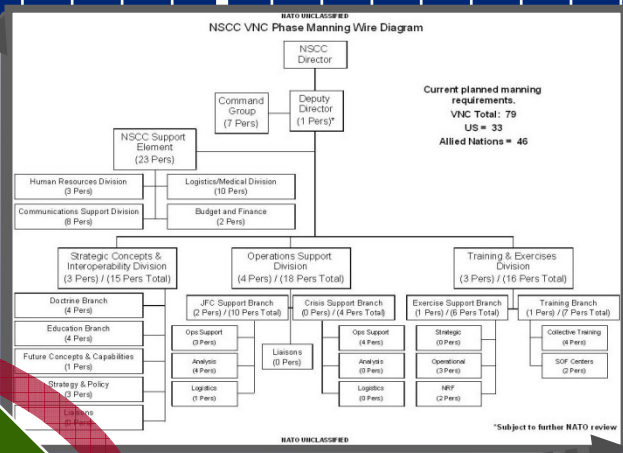


**PHASE I: IPT**  
Integrated  
Planning Team

**PHASE II: SHAPE VNCs**  
(Voluntary National Contributions)

**PHASE III: MOU Manning**  
(Memorandum of Understanding)

Today      Bucharest Summit



# 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

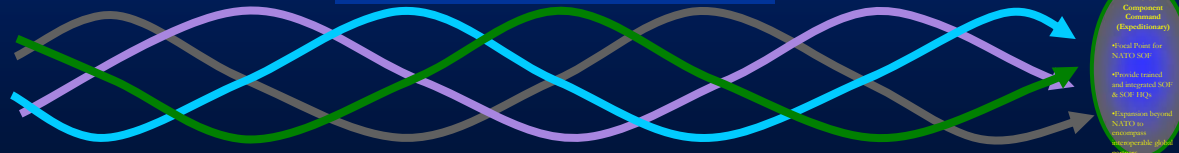
*Engage and inform Alliance members and partner nations through the development and conduct of an NSCC Command Information Program that promotes the NSCC's Mission and capabilities.*

## NATO SOF Coordination Center End State

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.

### Lines of Operation

### End State



*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).

# Special Operations Forces

"The credit belongs to the 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 spends 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



Italy



Hungary



Spain



Norway



United Kingdom



Lithuania



Portugal

**DEC 06 until Today**



Slovenia



United States



Turkey



Czech Rep

**NSCC & SSOO**



France



Netherlands



Germany



Greece

**Currently  
61 personnel**

**By JUN 08**



Belgium



Canada

**IOC**

**20 Contributing  
Nations  
94 personnel**



Slovakia



Poland



Romania

**By DEC 08**



Bulgaria



Denmark



Latvia



Estonia



Australia



Sweden



Finland



New Zealand



Georgia

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

**160+ personnel from 20+ Nations**

**Largest Enduring SOF Coalition in the World**