



NATO STABILITY POLICING
Centre of Excellence
Lessons Learned Branch



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1st Stability Policing Lessons Learned Workshop
(1st SPLLS)
WS Outcomes – 9th of February 2018

List of Attendees:

<u>N.</u>	<u>Surname</u>	<u>First Name</u>	<u>Title/Rank</u>	<u>Nationality</u>	<u>Organization</u>
1	ESPOSITO	Eros	OF4	ITA	JOHQ ITA
2	ALBANESI	Giacomo	OF4	ITA	JOHQ ITA
3	DE BRUIN	Peter	OF2	NLD	Marechaussee
4	SCHROOR	Walter	OF1	NLD	Marechaussee
5	MAZZUFERI	Paolo	OF4	ITA	Post Conflict Operations
6	DI STEFANO	Marco	OF5	ITA	MSU CDR
7	SCHUCHART	Wim	OF4	NLD	Military Police
8	BOOMSMA	Tjeerd	OF3	NLD	Marechaussee
9	WAGA	Lukasz	OF3	POL	MP COE
10	SOLTYS	Jozef	OF3	SLK	MP COE
11	KOCZERGA	Bartlomiej	OF2	POL	EGF-PHQ

12	LICCIARDELLO	Andrea	OR4	ITA	SFA COE
13	BARANOVICH	Stefano	OR8	ITA	SFA COE
14	MONCADA	Massimo	OF4	ITA	SFA COE
15	GONELLA	Roberto	OF4	ITA	EEAS
16	TOSATO	Francesco	Mr	ITA	CESI
17	PREDA	Alexandra	OF1	ROU	Gendarmerie
18	GALLIOLO	Davide	OR9	ITA	EGF-PHQ
19	LERARIO	Nicola Roberto	OF4	ITA	SHAPE-G3
20	MINDRESCU	Mircea	OF6	ROU	EU College for Security and Defense
21	D'ELIA	Diego	OF4	ITA	COESPU
22	PORZIO	Giorgio	Mr	ITA	EEAS-CMPD
23	TEUFEL	Dietmar Josef	OF4	DEU	NATO ACT IDLL
24	STINGO	Vittorio	OF5	ITA	NATO ACT SP SME
25	GARCIA DE PAREDES	Javier	OF4	ESP	NATO JALLC
26	DZIEDZIC	Michael	Mr.	USA	Pax Advisory, Vice President
27	LAWRENCE	Ryan	OF4	USA	TRADOC LNO to USARAF
28	FISK	Robert	OF4	USA	CALL LNO to USARAF
29	STEGAROIU	Ionel Catalin	OF5	ROU	SP COE

30	SIIA	Liviu	OF3	ROU	SP COE
31	KORNFEIND	Massimiliano	OF4	ITA	SP COE
32	PESCE	Emmanuele	OR9	ITA	SP COE
33	CHAMINAND	Fabrice	OF4	FRA	SP COE
34	ROCHNOWSKI	Artur	OF4	POL	SP COE
35	ZAMPONI	Claudio	OF4	ITA	NATO ACT CD&E
36	PARIS	Andrea	OF5	ITA	SP COE
37	BARBANO	Giovanni Pietro	OF6	ITA	COESPU
38	GAVRILA	Lucian	OF5	ROU	EGF-PHQ
39	ORUK	Murat	OF5	TUR	SP COE
40	TE VELDE	Arent	OF5	NLD	SP COE
41	NOT PRESENT				UN DPKO
42					OSCE

1. Place, date and aim.

From 27th to 29th of November 2017, the NATO SP COE planned, organized, hosted (through the Generale Chinotto Compound HN facilities) and conducted the 1st SPLAWS with the main aim to:

- a) create and officially open the Stability Policing Lessons Learned Community of Interest (SPLLCOI). At the event more than 20 Organizations (civilian and military) have been represented by participants belonging from 10 different countries (DEU, ESP, FRA, ITA, NLD, POL, ROU, SLK, TUR, and USA);
- b) promote the use of the SPLAWCOI utilizing the NATO Lessons Learned Portal (NLLP) hosted by the NATO Joint Analysis Lessons Learned Centre (JALLC);
- c) build a dedicated SP LL network with the NATO Nations, EGF-PHQs, CoESPU, NATO NCS/NFS, EU-EEAS and with other SP equivalent International/National Organizations;
- d) present main conclusions/recommendations of the SP COE Joint Analysis Report (JAR) entitled "Stability Policing within NATO".

2. First day (28NOV17)

- a. The meeting was opened by Col. Ionel Catalin Stegaroiu, Lessons Learned Head of Branch of the Stability Policing COE.
The participants introduced themselves and agreed on the agenda.

- b. The Stability Policing environment have constituted an important starting pillar for the 1st SPLWS, considering the fact that the leadership of the Stability Policing Hub (director of the CoESPU, commander of the EGF-PHQ, and the director of the NATO SP CoE) located at the Generale Chinotto Compound in Vicenza (Italy), presented their experiences and perspectives about the importance of the lessons learned process in the Stability Policing field of activity.
- c. As following to the SP Hub presentation, the former NATO JALLC director (currently assigned as Chair of the Executive Academic Board of the European Security and Defense College) highlighted the importance of the full leadership involvement within the Lessons Learned process and the consequent LL mindset required to all personnel within an organization.
- d. The Stability Policing involvement was highlighted also during the crisis from the Balkans at the end of the 80' by a former US colonel and currently professor with twenty years' experience in the international civil/military and stabilization field. The lessons presented pointed out the fact that it happened that the corrupted HN Police Forces and their political Chain of Command were "*The problem*" within the Missions.
- e. The representative of the International Studies Centre (CeSI) revealed the way analysis is performed outside the NATO military environment; the provided perspective can be seen as civilian oriented, complementary and better shaped to the SP oriented actions.
- f. The EU representative (Concept, Capabilities, Exercises and Training in support of Crisis Management and Planning Division), presented the challenges that they face regarding sustainability/feasibility for the EU Projects. Furthermore, he highlighted to the way national resources are made available for the common projects; on this regard, the interaction of the EU and the NATO SP LL SMEs could be beneficial to both IOs.
- g. The NATO ACT Innovation Doctrine Lessons Learned (IDLL) representative, connecting his presentation to the ongoing Stability Policing Joint Analysis Report, presented the NATO Best Practices regarding the joint analysis.
- h. The NATO SACT SP SME highlighted the importance of the evaluation and incorporation of all available SP related Lessons Identified and Best Practices in the NATO Stability Policing Concept.
- i. The NATO SP CoE LL Branch provided some insights regarding technical aspects and methodology adopted during the SP JAR development and the main resulted conclusions and recommendations to be endorsed by Allied Command Transformation as NATO Strategic Command.

3. Second day (29NOV17)

- a. The EU Military Staff representative highlighted that the current LL system could be improved in terms of process, considering as well the multi-national/diplomatic factors that have to be considered.
- b. The NATO JALLC representative presented the NLLP as well the way NATO keeps together members of different Communities of Interest.
- c. The NATO MP COE representative introduced the center and the related LL performed activities.
- d. The US Center Army Lessons Learned representative delivered a presentation about the system used by US Army highlighting the importance of LL, especially the adopted fast decision-making process to reach the desired End State.

4. Identified Conclusions

- a. Considering the current security gaps and the current and future security challenges, the developing of a dedicated LL SP Community of Interest is fundamental by incorporating the different experiences and skills of IOs (UN, EU, OSCE, etc.) operating in the same field.
- b. In some cases the corrupted Host Nation Law Enforcement Agencies and their political dependency are part of the “problem” of the Mission, affecting the End State.
- c. Leadership understanding and involvement in the LL process is fundamental; as well, a general LL culture and mindset are essential for a successful organization, following the principle: *“I am part of the problem ... but I am also a part of the solution”*.
- d. NATO Stability Policing environment could benefit more from the interaction between civilian and military organizations, especially concerning the LL analysis.
- e. The Generale Chinotto Compound (GCC) located in Vicenza (Italy) hosts three organizations (COESPU, EGF PHQ and NATO SP COE) dealing Stability Policing activities performed under NATO, EU, UN, AU, OSCE umbrellas; starting from these premises, the LL SP Hub could be further developed involving LL SMEs of the aforementioned multinational entities.
- f. The full integration/interaction of the EU LL and the NATO LL efforts should improve the SP capabilities as intentioned through the NATO SP Concept, in the spirit of full mutual openness and in compliance with Joint NATO-EU Declaration 2016. In the same line, a cooperation among NATO, UN DPKO and OSCE could improve the Stabilization & Reconstruction efforts of the IC.
- g. The level of classification of LL products influence the sharing process due to limited audience authorized to access to that information within NATO and other International Organizations.

- h. Joint Analysis as LL enabler is very important once derived from observations of trends, patterns or risks to thoroughly understand areas and issues identified for which there is potential for improvement and that is of great importance to NATO or the Nations.
- i. The full implementation of the SP LL Col functionalities and the related activities promoted within NLLP by the different SMEs, could bring added value to future capability development (UN, NATO, EU, AU, OSCE, Nations, etc.).
- j. The present and upcoming security challenges urge for a shorten of the current LL processes. It should be explored the feasibility to identify faster LL process/tool, to enhance the decision making process.

5. 1st SPLWS Survey Outcomes:

- a. It has been identified a gap of Command and Control (C2) regarding the specific Police activities performed in NATO OPS.
- b. The current military environment operating worldwide is not fully aware about the SP competencies and potentiality.
- c. It has been identified within NATO OPS, a gap of expertise IOT assess and face (even directly through replacement mission or by Mentoring, Monitoring, Advising and Training missions) the potential links between Organized Crime/Corruption and political environment in the ToO.
- d. The *Security Gap*¹ represents a key-factor to be considered during the entire planning process, through integrating the SP as a mandatory condition towards reaching Public Order, Public Security, Rule of Law and local ownership represented by strong Host Nation Law Enforcement Agencies.
- e. SP LL WS should be tailored to the SP Col expectations and needs identified through this minute and the outcomes of the future NLLP SP Col “forum”.

6. Way A-Head

- a. In order to better develop the Stability policing Lessons Learned COI, NATO SP COE has Short/Middle and Long Term Goals, following the outcomes of the 1st SPLWS and the Joint Analysis Report recommendations.
- b. In this vein, the 2nd SPLWS (**from 8th to 12th of October 2018**) will focus on some dedicated topics to be analyzed by different syndicates within the WS, in accordance with the short term goals.

¹ According to the NATO SP COE Joint Analysis Report entitled “*Stability Policing within NATO*”, the so-called “security gap” could be defined as “*the grey area between the end of Major Combat Operations and the Full Operational Capability (FOC) of the Host Nation Police Forces, capable and willing to enforce the Law*”.

- c. The topics for the 2nd SPLAWS will be defined and shared within the SPLLCOI platform in the coming months.

Prepared by:

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Approved by:

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