

PARTNERSHIP BUILDING

IN THE 21ST CENTURY

NATO'S NEW
STRATEGIC
CONCEPT LAYS
OUT A PLAN
TO BROADEN
INTERNATIONAL
COOPERATION

By Adm. James G. Stavridis and Lt. Col. Barbara R. Fick

At their summit meeting about a year ago, in Lisbon, NATO leaders adopted a New Strategic Concept that will serve as the Alliance's road map for the next 10 years. The new concept provides NATO's vision for an evolving Alliance that will remain able to defend its members against modern threats and commits NATO to become more agile, capable and effective. Recognizing that the Alliance is affected by, and can affect, political and security developments beyond its borders, the Strategic Concept guides the Alliance to deepen and broaden its partnerships substantially and increase its effectiveness and flexibility to contribute to Euro-Atlantic and international security in the 21st century.

EXISTING PARTNERSHIP FRAMEWORKS

Partnership is not new to NATO. During the past two decades, the Alliance has reached out to partners to build cooperative security. NATO has established various frameworks for cooperation with specific partnership communities, including the Partnership for Peace, the Mediterranean

NATO



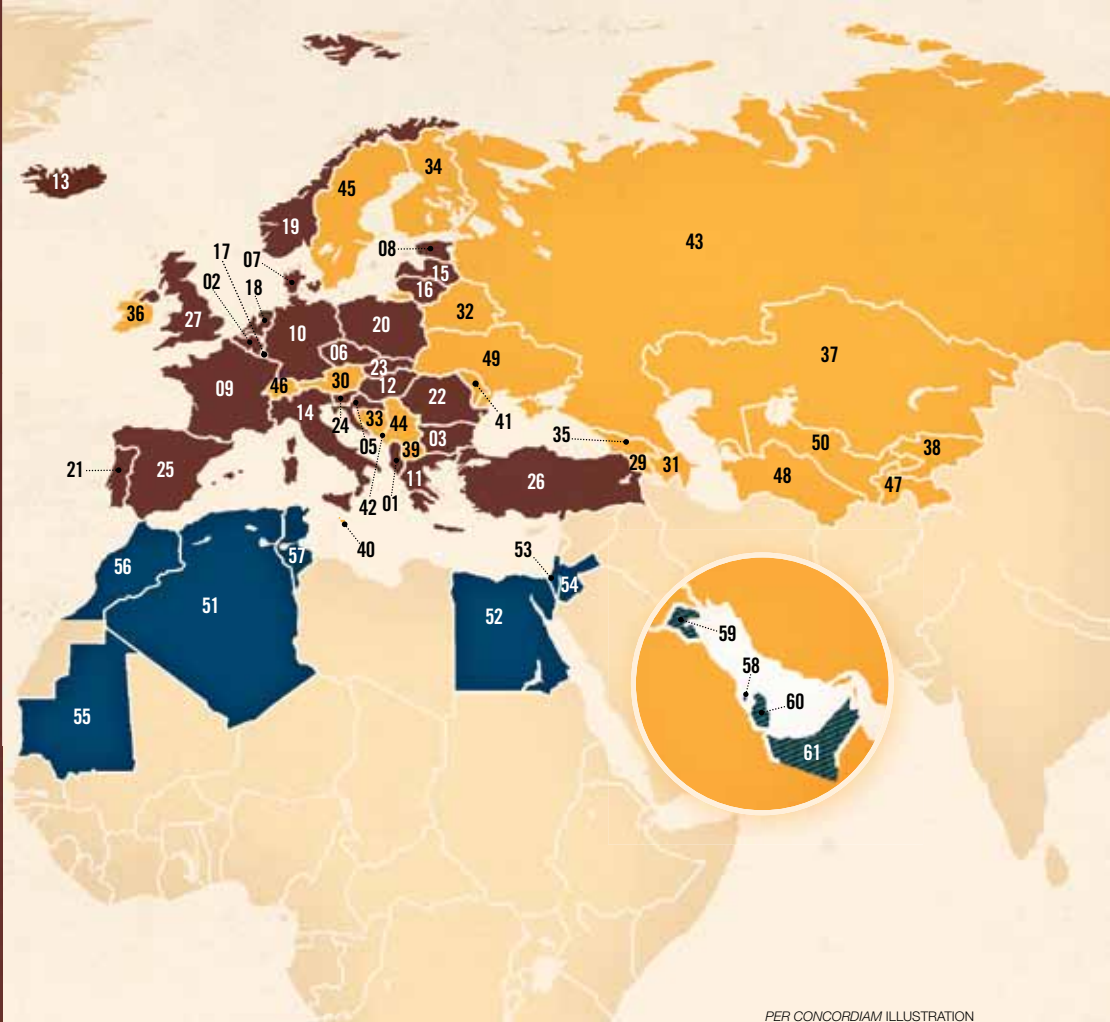
British Royal Marines engage pirate boats in the Indian Ocean. NATO's Operation Ocean Shield has offered protection to merchant vessels preyed upon by Somali pirates.



NATO

MEMBER COUNTRIES

- 01. ALBANIA
- 02. BELGIUM
- 03. BULGARIA
- 04. CANADA
(not shown)
- 05. CROATIA
- 06. CZECH REPUBLIC
- 07. DENMARK
- 08. ESTONIA
- 09. FRANCE
- 10. GERMANY
- 11. GREECE
- 12. HUNGARY
- 13. ICELAND
- 14. ITALY
- 15. LATVIA
- 16. LITHUANIA
- 17. LUXEMBOURG
- 18. NETHERLANDS
- 19. NORWAY
- 20. POLAND
- 21. PORTUGAL
- 22. ROMANIA
- 23. SLOVAKIA
- 24. SLOVENIA
- 25. SPAIN
- 26. TURKEY
- 27. UNITED KINGDOM
- 28. UNITED STATES
(not shown)



PER CONCORDIAM ILLUSTRATION

PARTNERSHIP FOR PEACE COUNTRIES

- 29. ARMENIA
- 30. AUSTRIA
- 31. AZERBAIJAN
- 32. BELARUS
- 33. BOSNIA & HERZ.
- 34. FINLAND
- 35. GEORGIA
- 36. IRELAND
- 37. KAZAKHSTAN
- 38. KYRGYZSTAN
- 39. MACEDONIA
- 40. MALTA
- 41. MOLDOVA
- 42. MONTENEGRO
- 43. RUSSIAN FEDERATION
- 44. SERBIA
- 45. SWEDEN
- 46. SWITZERLAND
- 47. TAJIKISTAN
- 48. TURKMENISTAN
- 49. UKRAINE
- 50. UZBEKISTAN

MEDITERRANEAN DIALOGUE

- 51. ALGERIA
- 52. EGYPT
- 53. ISRAEL
- 54. JORDAN
- 55. MAURITANIA
- 56. MOROCCO
- 57. TUNISIA

ISTANBUL COOPERATION INITIATIVE

- 58. SAUDI ARABIA
- 59. KUWAIT
- 60. QATAR
- 61. UNITED ARAB EMIRATES

Dialogue and the Istanbul Cooperation Initiative. Partnership for Peace, established in 1994, is aimed at creating trust between NATO and other states in Europe and the former Soviet Union.

Today, there are 22 Partnership for Peace countries. NATO's Mediterranean Dialogue via the Mediterranean Cooperation Group¹ (created in 1997 at the Madrid Summit) has promoted a greater understanding between NATO and the seven Dialogue countries. Information exchange has been at the heart of the Dialogue, sharing information on NATO's policies and activities and exploring the security needs of participating countries. NATO launched the Istanbul Cooperation Initiative in 2004 at the summit in Turkey. This initiative offers countries of the broader Middle East region opportunities for practical

bilateral security cooperation with NATO, to contribute to long-term global and regional security.²

These partnership frameworks also allow a degree of flexibility through different cooperation menus and individual partnership programs in support of specific goals agreed upon by NATO and the respective partner countries. NATO cooperates on a purely individual basis with a number of countries that are not part of its other partnership frameworks. Often referred to as "global partners," they include Australia, Japan, South Korea, New Zealand, Pakistan, Iraq and Afghanistan. In addition to frameworks for cooperation with specific partnership communities, the Alliance has developed tailored programs and cooperation activities for individual countries or specific agreed upon operational needs. Two such programs are the Afghanistan Cooperation

Program and the Structured Cooperation Framework for Iraq. These regional and tailored frameworks and programs are a key part of the Alliance's evolution after the end of the Cold War and will serve as building blocks for reforms and the enhanced partnerships Allied leaders identified as essential to the capabilities required to address 21st century security challenges.

EXISTING PARTNERSHIP CONTRIBUTIONS

NATO's existing partnerships make a clear and valued contribution to Allied security, to international security more broadly and to defending and advancing the values of individual liberty, democracy, human rights and the rule of law on which the Alliance is based. In addition to providing the foundation for expanded and enhanced partnerships, these partnering frameworks and operationally driven partnership mechanisms have resulted in true operational success for missions ranging from the International Security Assistance Force (ISAF) in Afghanistan, the NATO Training Mission Afghanistan (NTM-A), and Training Mission Iraq (NTM-I) to counterterrorism in the Mediterranean, counterpiracy operations off the Horn of Africa and in the Gulf of Aden and operations around Libya in support of United Nations Resolutions 1970 and 1973.

ISAF and NTM-A: NATO-led ISAF is composed of 48 Allied and partner nations. ISAF aims to prevent Afghanistan from once again becoming a haven for terrorists, to help provide security, and to contribute to a better future for the Afghan people. NATO-ISAF, as part of the overall international effort and as mandated by the U.N. Security Council, is working to create the conditions whereby the government of Afghanistan can exercise authority throughout the country. In addition to security operations, ISAF troops support the NTM-A, providing mentoring, training and operational support to the Afghan National Army (ANA) and the Afghan National Police (ANP). Operations and support to NTM-A have also led to the development of a series of initiatives, programs and agreements carried out in cooperation with a number of partner countries aimed at supporting the troops on the ground and furthering relations with the Afghan government. At the Lisbon Summit in November 2010, NATO and Afghanistan reaffirmed their long-term ties by signing a Declaration on Enduring Partnership. The document, which marks NATO's continued commitment to Afghanistan, provides

a political framework for future enhanced cooperation, particularly in the field of Afghan National Security Forces capacity-building and Security Sector Reform.

Comprehensive Approach: Also a focal point of the New Strategic Concept, the Comprehensive Approach has been key to Allied operations since earlier operations in the Balkans and through its evolution in more recent humanitarian, peace and military missions. This approach articulates the links along the spectrum from hard power to soft power and searches for productive partnerships with allied governments, international organizations and private sector entities that share an interest in promoting security and enabling governance in troubled regions. In recent years, the practice of integrating the military effort within a whole of society approach to stability has become known as the "Comprehensive Approach" among Allies. Seeking to achieve



the highest possible degree of coordination, cooperation and unity of effort from the different actors involved, the Comprehensive Approach exemplifies partnership and expands our understanding of broader partnership communities beyond military boundaries. The Comprehensive Approach is integral to counterinsurgency operations in Afghanistan and serves in the effort to transition the country to a stable and secure environment in which the Afghan government is capable of meeting the needs of its people.

Iraq and NTM-I: At the Istanbul Summit in June 2004, the Allies agreed to be part of the international effort to help Iraq establish effective and accountable security forces. The outcome was the creation of the NATO Training

Iraqi officer cadets are introduced to rifle drill in 2010, part of the NATO-supported training mission in that country.

Mission in Iraq (NTM-I), which to date has trained more than 14,000 Iraqi security sector personnel. NTM-I is involved in police training, establishing and mentoring Iraq's military academies, and facilitating substantial equipment donations and regular out-of-country training hosted by NATO Allies. All NATO Allies contribute to the effort through deployment of trainers, provision of equipment or financial contributions. The government of Iraq regularly praises NTM-I, and requests its continuation and expansion.

Active Endeavor: Under Operation Active Endeavor, NATO ships patrol the Mediterranean and monitor shipping to help detect, deter and protect against terrorist activity. The operation evolved from

Ocean Shield: Building on previous counterpiracy missions conducted by NATO beginning in 2008 to protect World Food Program deliveries, Operation Ocean Shield is focusing on at-sea counterpiracy operations off the Horn of Africa. Approved in August 2009 by the North Atlantic Council, the Contact Group on Piracy off the Coast of Somalia – comprising almost 40 ships from Allies and partners – contributes to international efforts to combat area piracy. This operation challenges normal paradigms, with information-sharing and coordination as the keys to success. These operating forces, from four different task forces under different mandates, have had an impact coordinating through NATO's shared awareness and deconflic-

German Soldiers serving with NATO's ISAF mission prepare to patrol in Kunduz, Afghanistan.



PETTY OFFICER 2ND CLASS DANIEL STEVENSON/U.S. NAVY

NATO's immediate response to the terrorist attacks against the United States on September 11, 2001, and, in view of its success, is continuing. As the Alliance has refined its counterterrorism role in the intervening years, the experience that NATO has accrued in Active Endeavor has given the Alliance unparalleled expertise in deterring maritime terrorism in the Mediterranean. NATO forces have hailed more than 100,000 merchant vessels and boarded 155 suspect ships. By conducting these maritime operations, NATO has benefited all shipping through the Straits of Gibraltar. Moreover, this operation is enabling NATO to strengthen relations with partner countries, especially those participating in the Alliance's Mediterranean Dialogue.

tion efforts. These efforts, along with the commercial shipping industry's strong encouragement of best management practices, have forced changes in the way the pirates operate; they have adapted by moving farther out into the Indian Ocean. Piracy in the Gulf of Aden has been somewhat reduced, but as the pirates continue to alter their methods, the international community must continue to cooperate and expand across the broadest spectrum of partners to build regional counterpiracy capacity.

Unified Protector: The entire 28-nation Alliance, plus six additional nations (Sweden, Ukraine and four Arab countries) are supporting the NATO effort in Libya in some capacity, albeit doing different tasks as per national views. Despite some divergence of views

among the various Alliance and coalition members, the effort is holding together well, putting real pressure on Libyan leader Moammar Gadhafi, fulfilling UNSCR 1970/1973, and – coupled with economic and political pressure – enacting a reasonable response to Gadhafi's violence against his people. NATO has established essentially a 100 percent effective arms embargo, and has hailed, boarded and inspected hundreds of ships. More than 18 ships are on station at any given time. The Alliance and its partners have also established essentially a 100 percent effective no-fly zone that stretches over the country. This includes the efforts of five NATO AWACS, as well as 40 other Allied and partner aircraft. These have prevented the loss of tens of thousands of civilians after Gadhafi's threats to make the "streets run with blood." As NATO and its partners transition from Operation Unified Protector, the broader international community will be needed to assist the new government in establishing stability and enabling a return to economic productivity.

NEW PARTNERSHIPS

In addition to building on existing partnerships to increase their capability and effectiveness, summit leaders called upon the Alliance to enhance international security through partnerships with relevant countries and other international organizations. In particular, the Strategic Concept highlights the importance of enhancing collaboration with the European Union and U.N. It also stresses the priority accorded to forging a true strategic partnership with Russia. In particular, the Alliance will pursue cooperation with Russia in the sphere of Missile Defense as well as enhance our cooperation in counterpiracy, counternarcotics, counterterrorism, and ongoing ISAF operations.

The EU is another potential partner for NATO in its Comprehensive Approach and progress has been made in the areas of cooperation and coordination between these two entities. In land operations, tactical coordination continues and, in Afghanistan in particular, there has been a growing willingness on both sides (ISAF and EU Police Mission Afghanistan) to coordinate efforts. This will hopefully lead to a more complementary approach, combining resources and capabilities to build Afghan National Security Forces' capacity. In the fight against piracy, NATO and the EU have agreed to share tactical information for increased situational awareness and synergy. There have been other examples of tactical cooperation such as a recent incident during which an EU ship refueled a NATO ship at sea. This common use of logistics support is an area that offers potential for further cooperation between the EU and NATO.

A TRUE STRATEGIC PARTNERSHIP WITH RUSSIA

Established in 2002, the NATO-Russia Council (NRC) provides a framework for consultation on current security issues and practical cooperation in a wide range of areas of common interest. Its intent, to establish and increase

bilateral cooperation, was set out in the 1997 NATO-Russia Founding Act. This framework has facilitated dialogue and cooperation that will be the foundation for an increased partnership between NATO and Russia. Through the NRC, NATO and Russia have already begun to implement this goal by developing a Work Plan for 2011 cooperation. Priority areas to deepen, upgrade and widen cooperation include: Afghanistan, missile defense, counternarcotics, counterpiracy and counterterrorism. In particular, NATO and Russia are already working on a set of concrete proposals for Afghanistan: logistics help to the coalition, sales of Mi-17 helicopters, and possibly training of Afghan security forces in Russia. While there are challenges, there is also a real sense of commitment to reinforce and increase this partnership.

THE 21ST CENTURY AND BEYOND

The 28 nations of NATO generate more than half of the world's GDP, and can collectively field millions of military personnel and thousands of ships and aircraft. It is an Alliance that is active in the real world doing real operations, most often in close cooperation with partner nations. NATO has 150,000 military and civilian personnel on three continents in active operations – engaged in Afghanistan, Libya, Iraq, the Balkans, piracy, cyber, missile defense – and is still conducting military exercises and training to maintain collective defense. The Alliance has evolved in fundamental ways in its 60 years.

The role of NATO as an Article V defensive Alliance whereby "...an attack on one nation shall be viewed as an attack on all" has remained constant. However, significant changes have occurred in the global environment. Geopolitical factors and international relations have evolved beyond what was once termed, "post-Cold War." Technology has made the world a smaller place, and in some ways erased international borders. Threats to security have changed from traditional, easily defined conventional threats to include a wide range of transnational challenges that are not easily defined or compartmentalized, such as piracy, cyber attacks and terrorism.

With the adoption of the first Strategic Concept since 1999, the Alliance has a well-defined path forward into this turbulent 21st century. The Summit was a good example of NATO moving out and responding to a changing world. NATO already has begun to reach out to partners around the globe. The New Strategic Concept gives the Alliance the mandate and impetus to deepen existing partnerships, improve partnership mechanisms, and reach out to new partners beyond the region and across the whole of society. No one of us, no single country, no single Alliance, is as strong as all of us working together. By increasing and deepening Alliance partnerships, NATO and its partners increase the strength and effectiveness of their collective defense capabilities. □

1. Currently seven countries: Algeria, Egypt, Israel, Jordan, Mauritania, Morocco and Tunisia.

2. Bahrain, Qatar, Kuwait and the United Arab Emirates have joined, and others such as Saudi Arabia and Oman have also shown an interest.