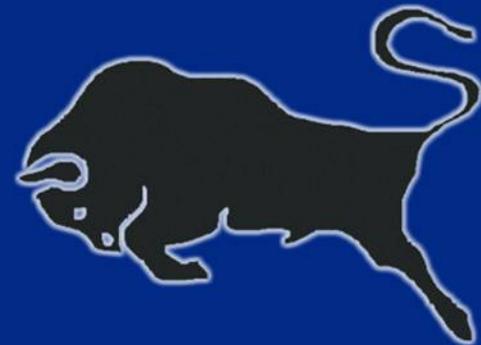




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# Agenda



- Observations
  - challenging operations
  - comprehensive approach
  - COIN ?
- Strategic corporal
- Multinationality as a rule
- Transforming NATO





# Character of the mission



The first, the supreme, the most far-reaching act of judgment that the statesman and commander have to make is to establish the kind of war on which they are embarking; neither mistaking it for, nor trying to turn it into, something that is alien to its nature.





# What (who) is the enemy



- Taliban
  - hard line extremists
  - local followers
- Warlords
  - remnants Mujahideen
  - worse than TB and Russians
- Organized crime
  - narco economy
  - extortion





# High risk environment



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MOTORCYCLE RIGGED WITH EXPLOSIVES FOUND WITH DETAINEE



# Drugs



**Afghanistan's biggest challenge**



# 1<sup>st</sup> observation



## Full spectrum intelligence needed

- Non traditional enemy requires different approach
  - investigate organized crime
  - fight corruption
- Requires more in depth analyses
  - operational research methods
  - police work



Intelligence is THE most critical factor  
for success in Afghanistan!



# COIN dilemma



We are fighting on behalf of the  
Afghan government.  
We must facilitate, resource,  
and apply Afghan solutions.



# COIN dilemma



We are fighting on behalf of the Afghan government.  
We must facilitate, resource, and apply Afghan solutions.



Bad governance is part of the problem. We must build, support and **mentor** Afghan institutions.



## 2<sup>nd</sup> observation



### Complex environment requires complex approach

- COIN yes; but with awareness
  - “assistance” does not mean GIRoA is always right
  - mentoring is more than agreeing
  - awareness is critical
- Stabilization yes: but robust
  - be prepared to defend progress
  - fight obstacles for progress
  - be realistic



# 5 pillars of comprehensive approach



Fight hard when needed



Everything based on intelligence



Support when possible



Training & mentoring



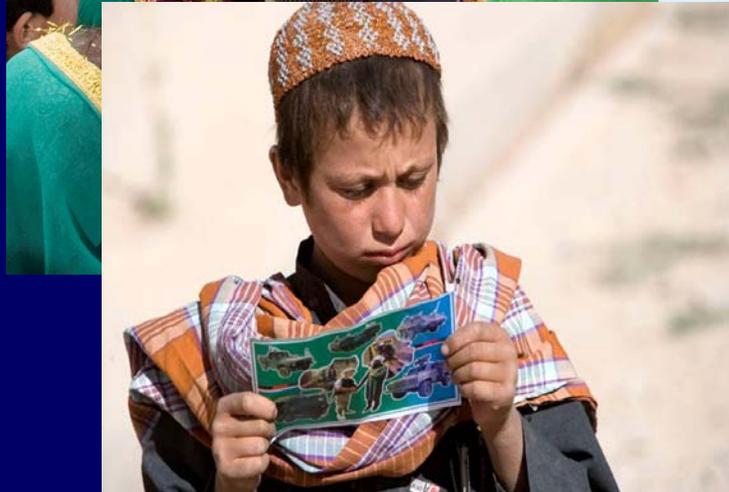
Always communicate



# IO = the centre piece



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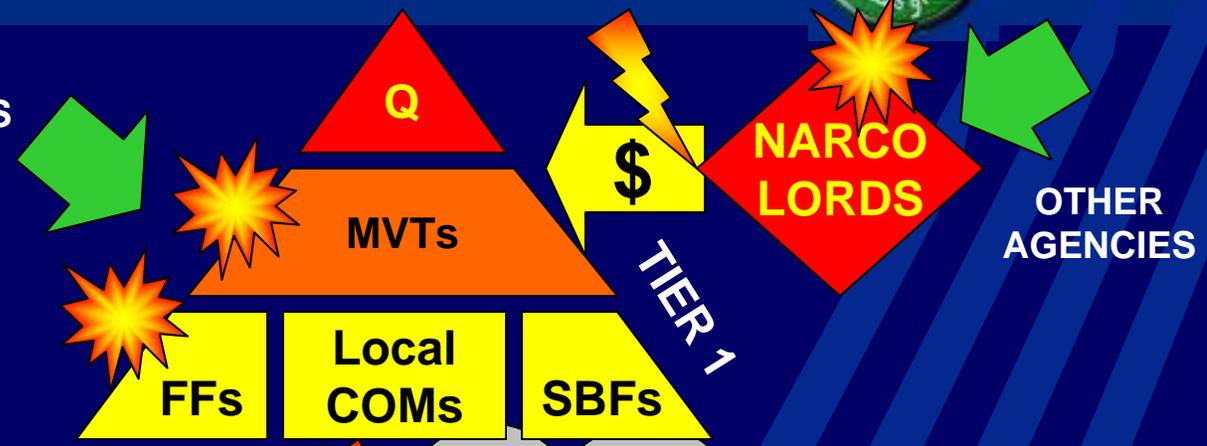


# Linkages: Op ACHILLES AO

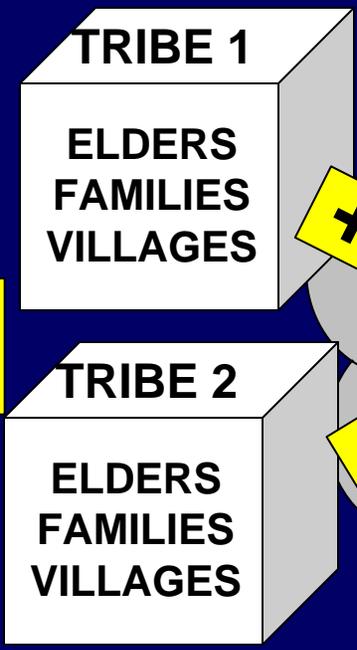


**AIM:  
DO NOT  
MOBILIZE  
FAMs**

**DIRECT  
ACTIONS**



**MEDIA?  
MSGs?**



**MEDIA?  
MSGs?**

**TIER 2**



# Permanent balancing act



- Building!  
“(re)construction”
  - improve quality of life
  - build governance
- Fighting!  
“provide security”
  - develop trust in government
  - fight those that deny progress





## 3<sup>rd</sup> observation



### Full spectrum operations:

- Think through desired and undesirable effects.
- Military action without governance and development action is not effective.

Joint is easy, comprehensive is difficult

... is more than just “three block war”: it is a shifting “mosaic war” that is difficult for counterinsurgents to envision as a coherent whole. (FM 3-24)



# Strategic corporal!



- Finding balance between fighting & building
- Changing situations require constant adaptation
- Deal with dangerous environment
- Everything in spotlights
- Training, training, more training!



Voorwaarts...



# What does it mean for NATO?



## Transformation



To act as a catalyst for collective allied focus on capability development



# Alliance!



Multinationality is the rule not the exception

It is consultative, it is behind the scenes (“hand shake” con)

- Based on trust and awareness (understand and accept sensitivities)
- Utilize available capabilities
- Utilize cultural strengths

Communicate!

Talk to and not about each other

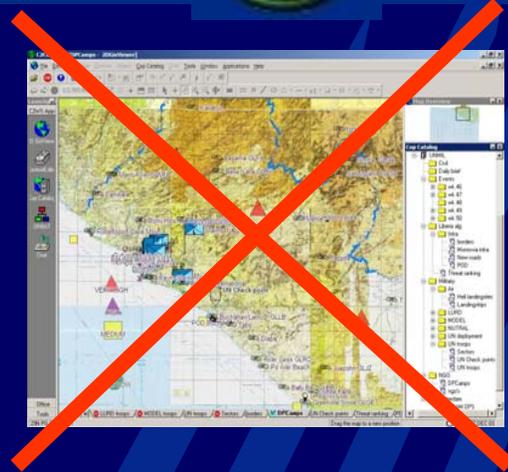




# Interoperability



- CIS
  - for what C2 structure
  - non compatible radio's
  - no common operations picture
- Key equipment
  - helicopters
  - logistics



**Soldiers will make it work, but it could be so much easier**



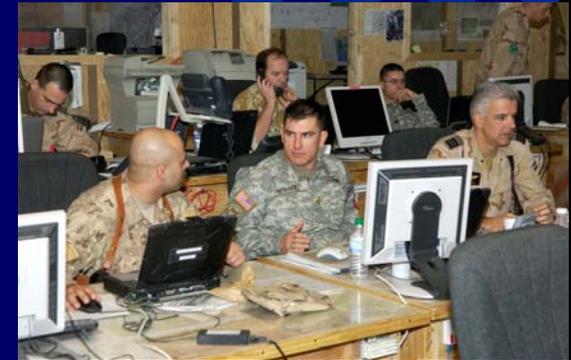
# C2



## C2 concepts

- OPCOM, OPCON, TACOM, TACON ?
- composite HQs (training? 10% participation)

We have 12500 men/women in the NCS  
why do we need an adhoc structure for  
NATO's defining mission?



## Sharing information

- intelligence sharing (4eyes etc)
- blue force tracker

We need to find a way to balance the need to secure  
information with the need to use it.



# Transformation issues balance troops & enablers



- Complex operations
  - SF can only be effective with intelligence
  - terrain (and IEDs) dictates use of helicopters
- Comprehensive approach works but this also requires enablers
  - IO (need more capabilities/staff)
  - PRTs and OMLTs
  - transport & FP (helicopters)

Balance between troops and enablers!





# Training & doctrine



## Are we trained for COIN?

- who is we (the military or all actors)
- and what about stabilization
- what are the standards
- what is the doctrine, how well is it known

In an ideal world, the commander of military forces engaged in COIN operations would enjoy clear and well defined goals for the campaign from the very beginning. However, the reality is that many goals emerge only as the campaign develops. (FM 3-24 again)

## Are we trained for multinational operations?

- define (enforce?) standards (incl. duty in composite HQs)
- language skills (speaking is not enough)
- JFTC is only 80 strong!

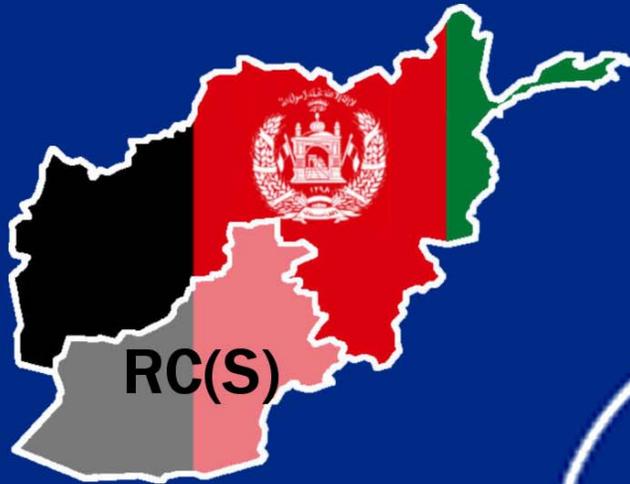


# Assessment



- Is war in AFG winnable?
  - Defeating TB is easy (relative) but
  - Building Afghanistan is difficult
- How is NATO doing?
  - Only as a team we (NATO) are strong
  - Transformation is urgent now
  - More multinational training (& standards) needed
- Balance!
  - troops & enablers
  - building & fighting





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