



CONCEPT  
DEVELOPMENT  
AND  
EXPERIMENTATION

Amsterdam, Netherlands

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VERN WHITE

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NATO STABILITY POLICING CONCEPT  
DEVELOPMENT AND EXPERIMENTATION  
WORKSHOP

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I was invited to attend and speak at the 3<sup>rd</sup> NATO Stability Policing Concept Development Conference and Workshops in Amsterdam, Netherlands, May 14-18, 2017.

The conference commenced with a plenary session where I presented the Doctrine of Justice and accountability of policing session to participants.

More than 50 members of NATO country participants representing military, Military Police, Gendarmerie, civilian policing and Academics participated.

The conference on the first day provided a wide range of perspectives from NATO, Canada, the European Union and the African Union as well as diverse views from three companies in the civilian security sector.

The key speakers from the conference remained and participated in the workshop activities adding their key insights and experience to the discussions and significantly contributed to the level of discussion and understanding in the Working Groups.



On day two and three we had participants broken into four groups working on various stages of stability policing while I participated in the development of a replacement stability policing model.

The group was exposed to what policing looked like in the post conflict mode as well as the pre and post UNCIVPOL entry, while at the same time focusing on the development of the concept of post conflict policing within the military construct.



From a Canadian perspective the value was found in understanding what the post conflict and pre-UNCIVPOL policing model looks like and how to better serve the countries involved when Canada finds itself involved in such theatres.

Stability Policing is a critical capability for missions in collapsed or failing states. This type of policing helps local authorities to restore public order, ensure the security of the local population, counter criminal and terrorist activities and establish the conditions for stable governance and economic development.

The NATO Stability Policing Concept Development Conference and Workshop provided an excellent venue to reassemble the broader stability policing community of interest in support of the development of a NATO SP concept.

Vern White



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***NATO Stability Policing***  
***Concept Development and Experimentation Campaign 2016-2017***  
Conference and Workshop #3, Amsterdam (The Netherland)

**Monday, May 15<sup>th</sup>, 2017**  
**@ Marine Establishment Amsterdam (MEA)**

*Panel #1: Welcome address.*

- 09:00 **Welcome Address**  
Col. Vittorio Stingo, NATO Project Manager
- 09:05 **Host Nation Address**  
Lt. Gen. Harry van den Brink, Dutch Royal Marechaussee Commander
- 09:15 **NATO Address**  
Adm. Manfred Nielson, NATO Deputy Supreme Allied Commander Transformation
- 09:25 **Group picture**
- 09:35 **Coffee Break**

*Panel #2: The Conference.*

- 10:00 **The yearly experience in Host Nation Police formation from a Canadian perspective.**  
The Hon. Vernon White, Senator in the Canadian Parliament and former Chief of Police of the Ottawa Police Service
- 10:25 **The Role for Civilian Policing in EU missions**  
BG (ret.) Luigi Bruno, Police Senior Advisor, EU External Action Service - Civilian Planning and Conduct Capability (CPCC)
- 10:50 **An African Union perspective on Stability Policing**  
Mr Aderemi Adeoye, African Union Commission, Peace and Security Department
- 11:15 **Q&A**
- 11:45 **Working lunch**

*Panel #3: The Industry engagement*  
**Supporting future Stability Policing operations.**  
**A perspective from the civilian security sector.**

- 13:00 **Michael J. Padilla-Pagan Payano, MBA, MS, Al Thuraya inc. Chairman and CEO**
- 13:20 **Mr Chris Ronnow, Constellis Group, Executive Vice President**
- 13:40 **Mr Hein Baartmans, Control Risks Group Limited, Partner**

14:00 Q&A

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14:20 **Dutch Royal Marechaussee presentation**  
BG Egon Hoppe, Commander National Tactical Command, Dutch Royal Marechaussee

14:45 Coffee break

*Panel #4: The Scenario Based Discussion*

15:15 **Modelling & Simulation activities review**  
Dr Joshua Behr, Old Dominion University, Norfolk (Virginia), Virginia Modeling, Analysis and Simulation Center (VMASC)  
Dr Tom Reese, Old Dominion University, Norfolk (Virginia)

15:25 **Scenario Based Discussion activities review**  
Col. (ITA CC) Vittorio Stingo, Project Manager  
Dr Bianca BARBU, Project Analyst  
Col. (ret.) Christopher Mayette, Concept Developer

15:55 **Vignettes presentation (4 WGs)**  
**Moderators**

*The working day will end at 17.00*

17:30 Ice breaker (same location)

**Tuesday, May 16<sup>th</sup>, 2017**  
**@ Marine Establishment Amsterdam (MEA)**

09.00 **Scenario Based Discussion (4 WGs)**  
**Moderators**

10:30 Coffee break

11.00 **Scenario Based Discussion (4 WGs)**  
**Moderators**

12:30 Lunch Break

13.30 **Scenario Based Discussion (4 WGs)**  
**Moderators**

15:00 Coffee break

15.30 **Scenario Based Discussion (WG1 and WG2)**  
**Modelling & Simulation (WG3 and WG 4)**  
**Moderators**

*The working day will end at 17.00*

**Wednesday, May 17<sup>th</sup>, 2017**  
**@ Marine Establishment Amsterdam (MEA)**

- 09.00**      **Scenario Based Discussion (4 WGs)**  
**Moderators**
- 10:30      Coffee break
- 11.00**      **Scenario Based Discussion (4 WGs)**  
**Moderators**
- 12:30      Lunch Break
- 13.30**      **Scenario Based Discussion (4 WGs)**  
**Moderators**
- 15:00      Coffee break
- 15.30**      **Scenario Based Discussion (WG3 and WG 4)**  
**Modelling & Simulation (WG1 and WG 2)**  
**Moderators**

*The working day will end at 17.00*

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- 18:00**      **Host Nation event**

**Thursday, May 18<sup>th</sup>, 2017**  
**@ Marine Establishment Amsterdam (MEA)**

- 09.00**      **Scenario Based Discussion (4 WGs)**  
**Moderators**
- 10:30      Coffee break
- 11.00**      **Plenary Out briefs (WG1 and WG 2)**  
**Moderators**
- 12:00      Lunch Break
- 13.00**      **Plenary Out briefs (WG 3 and WG 4)**  
**Moderators**
- 14:00**      **Q&A**
- 14.30**      **Plenary Out briefs (Modelling &Simulation)**  
**Moderators**
- 14.45**      **Conclusions**

*The working day will end at 15.00*

NATO UNCLASSIFIED



**DCOS CAPABILITY DEVELOPMENT (CAPDEV)  
HEADQUARTERS SUPREME ALLIED COMMANDER  
TRANSFORMATION  
NORFOLK, VA**



From: Lieutenant General Jeffrey Lofgren, USA AF

13 June 2017

The Honourable Vernon White, Senator, Canadian Parliament  
Senate of Canada  
205 East Block  
Ottawa, ON K1A 0A4  
Canada

Subject: NATO Stability Policing Concept Development Conference and Workshop 3

I wanted to express my sincere appreciation and thank you for your invaluable contribution as a key speaker at the NATO Stability Policing Concept Development Conference and Workshop 3. Your thoughtful personal and national views on Host Nation Police formation and participation with the working groups enriched our debate and encouraged full engagement of the audience throughout the session.

The initial feedback from the audience has been very positive. We remain encouraged that support for development of a NATO Stability Policing Concept is in good health, and we sincerely appreciate your contribution to this goal. Once again, please accept my warmest thanks for your outstanding support.

Should you have any questions or comments regarding NATO Stability Policing Capability Development, please contact the HQ SACT Project Manager point of contact: Colonel Vittorio Stingo, who may be reached by phone at +1 757-747-3146, or via email at: [vittorio.stingo@act.nato.int](mailto:vittorio.stingo@act.nato.int)

A handwritten signature in blue ink, appearing to read "Jeffrey Lofgren".

TT-170635  
Headquarters Supreme Allied Command Transformation  
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## Workshop #3 Initial Outcomes Report

The NATO Stability Policing Concept Development Conference and associated Workshop #3 aimed at testing certain aspects of the draft Stability Policing Concept through a scenario based discussion and continued development of the Stability Policing Community of Interest in order to develop capabilities supporting the implementation of the Projecting Stability aspirations from the 2016 Warsaw Summit Declaration.

Stability Policing is a critical capability for missions in collapsed or failing states. This type of policing helps local authorities to restore public order, ensure the security of the local population, counter criminal and terrorist activities and establish the conditions for stable governance and economic development.

Workshop #3 was the third in a series of four planned workshops designed to support the development of a NATO Stability Policing concept by the end of 2017. Stability Policing can encompass the temporary replacement or reinforcement of indigenous police forces and can be conducted throughout all phases of a conflict, defusing the causes of a conflict during a war and in a post-warfare environment. Thus, stability policing activities can support the prevention of crisis escalation into a major engagement or the re-ignition of combat activities after the conflict.

This Workshop focused on identifying through the use of a scenario based discussion if the draft concept is sufficient to support the execution of replacement missions, reinforcement missions and coordination with internal and external parties. Accordingly, the workshop was structured in four Working Groups (WG). The groups were assigned one of four vignettes to discuss and identify relevant issues and recommendations for modification to the Stability Policing Concept:

- Vignette 1: NATO Internal Coordination Requirements
- Vignette 2: Replacement Mission
- Vignette 3: Reinforcement Mission
- Vignette 4: NATO External Coordination Requirements

Additionally, these four working groups also had one session each working with a modelling and simulation team from Old Dominion University (Virginia, USA) to develop data for the development of a modelling simulation focused on “Drivers of Weakening Governance Elicitation”.

The conference on the first day provided a wide range of perspectives from NATO (DSACT), Canada, the European Union and the African Union as well as diverse views from three companies in the civilian security sector. Key conference takeaways were:

- Stability Policing needs to be executed in all phases of the conflict and by a variety of assets. It is common understanding that Stability Policing activities can support the prevention of crisis escalation or the re-ignition of combat activities.
- Stability Policing is a key element in achieving NATO's wider ambition of Projecting Stability as identified in the Warsaw Summit Declaration.
- EU and NATO cooperation can be enhanced by accepting different organizational requirements and focusing on shared objectives and required capabilities.
- SP can provide the linkage between the military force and the population, complementing the military force and establishing conditions that support a more rapid transition to stable host nation policing and governance.

The key speakers from the conference remained and participated in the workshop activities adding their key insights and experience to the discussions and significantly contributed to the level of discussion and understanding in the Working Groups.

Although the analysis of this Workshop #3 has yet to be finalised, there are several findings that can be highlighted at this point:

**Vignette 1: NATO Internal Coordination Requirements:**

- SP planners and subject matter experts must be inserted at all levels of command to ensure effective coordination and understanding.
- Recommend linking the concept to the doctrine more closely by modifying the verbiage in the Transfer of Authority (TOA) parameters section as well as the Command Relationships, Rules of Engagements and Use of Force sections.
- Recommend an inclusive definition for SP forces such as "Organizations, and or, personnel specifically trained and experienced in policing" in order to allow all NATO nations to contribute.

**Vignette 2: Replacement Mission:**

- Standards for cooperation with the jurisdictional sector such as host nation or international courts must be established.
- Replacement missions in areas with ethnic strife can result in the replacement force being viewed as an occupation force and executing their policing function will likely result in alienation of one of the ethnic forces. A partnership with host nation police and a hybrid court should be considered in doctrine.
- The purpose of problem oriented policing is to identify and solve the problems of greatest concern to the population and should be adopted as a best management practice for stability policing.

**Vignette 3: Reinforcement Mission:**

- The concept must emphasize how SP is nested in the Comprehensive Approach, stabilization and reconstruction and projecting stability as laid out in the Warsaw Summit Declaration.
- Certain elements from the introduction of AJP 3.22 should be included in the concepts such as: definition, purpose, role of SP, how it nests and links with other



concepts, discussion of the political/legal mandates and in general terms the concept of partial replacement.

- Recommend revision of the AJP 3.22 and development of an ATP that bridges the gap between the AJP and the operational and tactical level guidance.

#### **Vignette 4: NATO External Coordination Requirements:**

- Effective coordination will require a coordination body, mechanisms for coordination such as the federated mission network, a key leader engagement matrix, coordination, information sharing and interoperability between the police, military and CIMIC operators as well as the host nation.
- The concept should add more clarity to definitions, add gender perspective considerations and consider expanding to other operational environments such as maritime, air and cyber.
- The AJP 3.22 should include coordination with CIMIC J9, add Civil Military Planning and Support (CMPS), add Cultural Property Protection (CPP) to the SP tasks in Annex A as well as the points above which should be added to the concept.

#### **Drivers of Weakening Governance Elicitation:**

- The modelling and simulation sessions yielded the following five key takeaways in terms of policing practices that facilitate a Safe and Secure Environment (SASE):
  1. Community Policing provides quality intelligence, familiarity with the community and builds trust.
  2. Service Police Culture. Beyond formal arrangements, a police culture focused on service and protection supports SASE.
  3. Insulation from politics. An independent judiciary and insulation of the security processes from politics supports SASE.
  4. Accountability which provides clear processes for dealing with police misbehavior is important.
  5. Messaging. Policing must be proactive in messaging and shape perceptions to help counter hybrid threats.
- Instability is the product of larger economic trends, foreign intervention or population movements and consequently, drivers of weakening governance may be beyond the purview of Stability Policing.

The NATO Stability Policing Concept Development Conference and Workshop 3 provided an excellent venue to reassemble the broader SP community of interest in support of the development of a NATO Stability Policing Concept.

The results from Workshop #3 will contribute to the development of an updated SP Concept Draft by HQ SACT. The dates for Workshop #4 have not been finalized at this point. The intention is to hold workshop #4 in late October or mid-November in Vicenza, ITA. Final dates will be published as soon as they are available. There, we will provide the audience the final version of the concept prior to presenting it to the nations for approval. Any further outcomes from the NATO Stability Policing Concept Development Conference will be provided via update to the National Liaison representatives.

**EXPENSES:**

Flight \$ 601.65

Per diems \$ 513.90

Accommodation \$ 930.34

Taxis \$ 246.64

**Grand total: \$ 2292.53**