

## COMMAND AND CONTROL OF NATO MARITIME OPERATIONS

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### PROJECT OVERVIEW



Ships, including those from the Standing Naval Forces, participating in NATO Exercise Brilliant Mariner 2013. (photo courtesy of MARCOM)

The 2011 NATO Command Structure Review resulted in the creation of HQ Allied Maritime Command (MARCOM). The HQ MARCOM mission is broader than those of the former Maritime Commands (MC) at Naples and Northwood, encompassing the requirement to serve as Maritime Component Command under a Joint Task Force and also to be capable of planning and running a maritime-heavy small joint operation (SJO(M)), all the while serving as NATO's principal maritime advisor.

COM MARCOM requested an analysis to support his progress towards full operational capability (FOC) by identifying the required capabilities that need to be available for MARCOM to effectively exercise Command and Control (C2), at the operational and tactical levels. JALLC support was approved by Supreme Allied Commander Transformation in order to ensure NATO can deliver desired outcomes in line with both NATO's maritime strategy and supporting maritime concepts, and the Alliance's level of ambition.

### MAIN FINDINGS AND RECOMMENDATIONS

JALLC analysis confirmed the valuable efforts made by MARCOM Transformation Program in addressing the challenges facing MARCOM as it works towards FOC. However, it also identified the conflict between MARCOM's status as an Single Service Command (SSC) and the requirement to act as the operational-level commander for an SJO (M), for which there is as yet no clearly articulated vision or definition, and for which MARCOM is not appropriately resourced.

The analysis resulted in two principal outcomes, which are detailed in the report. The first is the identification of significant capability gaps, derived from key NATO defense planning documentation, which might constrain MARCOM and interfere with its ability to meet the requirements to achieve FOC. The second principal outcome is identification and investigation of the challenges that JALLC believes represent the principal stumbling blocks to MARCOM reaching FOC. The four main themes are:

- Thinking Joint and thinking Operational, while keeping an eye on the sea
- Preparing for transition to crisis operations
- Communication and Information Systems (CIS) to support C2
- Understanding the operational environment – from situation awareness to comprehensive knowledge.

Based on the challenges and lessons identified, as developed in these four themes, the JALLC proposed recommendations to the NATO Military Authorities (NMA) and MARCOM.



The JALLC project team with Vice Admiral Hudson, COM MARCOM, during his visit to JALLC in February 2014





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## PROJECT EXECUTION

Research for this study started in October 2013 with a review of the many relevant NATO policies, doctrines and standards, and lessons from NATO or NATO-led operations and exercises. Staff officers and subject matter experts were interviewed from: NATO International Staff and International Military Staff; SHAPE; both Joint Force Commands; MARCOM; some of the NATO Response Force High Readiness Forces (Maritime); and maritime Centres of Excellence. Several maritime-related working groups and conferences were attended.

Analysis, based on the results of documentary research and interviews was effected through two distinct approaches. The first was a quantitative approach, extracting defined capabilities requirements from relevant authoritative NATO documents. The second approach was more qualitative, in which the four main themes to stand out from the first phase were further developed and analysed, leading to detailed conclusions and recommendations for how to meet, or at least mitigate the effects of, the challenges.

### LT COMMANDER ANDRÉ THOUVENEL, FRENCH NAVY

Lt Cdr Thouvenel has served in the French Navy since 1993 as an Intelligence specialist, with several deployments at sea and ashore under NATO, UN and EU banners. In 2011, he was posted as a military analyst to JALLC and participated in two case studies (Haiti and Afghanistan) of the JALLC cooperative project with Harvard Medical School on the comprehensive response to health system strengthening in crisis-affected fragile states. He was deployed to Afghanistan as the JALLC Representative to HQ ISAF in 2012.

### COMMANDER LUIGI CEPPODOMO, ITALIAN NAVY

Cdr Ceppodomo has served in the Italian Navy since 1991 as an operations officer at sea under NATO and national banners. In 2011, he was posted as a military analyst to JALLC and participated in two case studies (Haiti and Kosovo) of the JALLC cooperative project with Harvard Medical School on the comprehensive response to health system strengthening in crisis-affected fragile states. He was deployed to Afghanistan as the JALLC Representative to HQ ISAF in 2013.

### MR. CHARLES RIDGWAY, NATO CIVILIAN

Mr. Ridgway has been the Editor at the JALLC since 2005. He spent ten years in the US Navy as a Surface Warfare Officer, serving on a cruiser, an aircraft carrier and as an exchange officer on a German frigate, before leaving active duty in 2003. During his time at JALLC, he has worked on over 100 analysis projects, covering virtually every operational and strategic level topic in which NATO has had an interest in the last decade.

### LT COMMANDER PEDRO RODRIGUES, PORTUGUESE NAVY

Lieutenant Commander Rodrigues has served in the Portuguese Navy since 1987 as an Operations Officer with most of his career at sea, including twice serving as commanding officer of a ship. He was posted to the JALLC as a military analyst in 2013 and was a member of the project team for the first three months, before being re-assigned to a JALLC study on Two Decades of Lessons.

### MR NIGEL BRANSTON, CIVILIAN ANALYST

Nigel Branston is a retired Royal Air Force officer, with tours in Allied HQs in Naples and Brunssum. He has been involved in operations ranging from the Falklands War (1982), through the First Gulf War (1990) and NATO's International Force (IFOR) and Stabilization Force (SFOR) in the former Yugoslavia (1995–1997), to ISAF. Mr. Branston also served as Director of Staff of JFC Brunssum's Deployable Joint Task Force HQ within the NRF. He joined the JALLC in 2007 as an analyst.

## NATO LL PORTAL TRACKING AREA ITEMS

- 2048 – *Developing Contingency Plans*
- 2049 – *Managing Augmentation Requirements*
- 2050 – *Building Maritime Comprehensive Knowledge*



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<http://www.jallc.nato.int>

Non-classified reports and LL Items, Project FactSheets, the Joint Analysis Handbook and the Lessons Learned Handbook can be found on JALLC's Internet site at the same [address](http://www.jallc.nato.int).

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