

INFORMATION SHARING WITH NON-NATO ENTITIES

Report Published on 13 November 2012

PROJECT OVERVIEW



Project team upon arrival in Kabul.

The NATO Security Committee published the Supporting Document for Information & Intelligence Sharing with Non-NATO Entities (NNE) in 2009 granting greater authority and providing special guidance to facilitate partnering with NNE. This Supporting Document was augmented within the NATO Command Structure with a Bi-SC Handbook that provides guidance for implementing the new provisions for sharing authorized in the Supporting Document.

The representatives to the Bi-SC Information and Intelligence Sharing (I&IS) Task Force foresaw the need to further examine the success of the Supporting Document and Handbook in meeting the Strategic Commanders' needs when partnering and operating with NNE. The Supreme Allied Commander Transformation tasked the JALLC to examine progress and give recommendations for further improvements to NATO's ability to share information with its partners.

The Analysis Requirement was to analyze the implementation and practicability of NATO Security Policy (NSP) through its supporting documents and the Bi-SC Handbook, focusing on the information flow between NATO and NNEs

in support of ongoing NATO-led operations, in order to identify any substantial operational-level gaps in NSP and make recommendations to improve the policy and its implementation.

MAIN FINDINGS AND RECOMMENDATIONS

The most significant finding is that recent improvements to NSP have been absolutely on target and not a single improvement made to enhance partnering was found to be incorrect. But further improvements are proposed.

One area where NATO's processes could be improved includes adapting the NATO Crisis Response System (NCRS) to foster early engagement with NNEs. A number of small changes to the NCRS and the Comprehensive Operations Planning Directive would enable and encourage early engagement with potential Operational Partners and other NNEs in future operations.

Measures could also be taken to provide relevant NNEs with better access to appropriate mission networks and information on the NSP itself so they can better understand how to interface with NATO.

At the moment, over 100 documents are used to fully articulate NSP which is both overwhelming and confusing to users. Articulating NSP with fewer documents and less complexity could facilitate better comprehension and, ultimately, application of and adherence to NSP.

Over-classification is a prevailing and common issue. Senior leaders must start enforcing relevant aspects of NSP in order to ensure that mission commanders can release information when the operational situation dictates it.



Project team being greeted by the HQ ISAF Security Team.





NATO
OTAN



PROJECT EXECUTION

The JALLC project team initially reviewed documentation on NSP, the supporting guidance, directives, doctrine, procedures, previous JALLC reports and open source material on information sharing with NNEs, followed up with research, video teleconferences and telephone conferences.

Interviews were conducted with staff from commands, organizations and units involved in ISAF or Operation UNIFIED PROTECTOR, as well as the International Committee of the Red Cross, United Nations Assistance Mission in Afghanistan and contractors.

Data analysis involved a subjective review of all collected notes and interviews, on the basis of which further research and interviews were conducted to determine the root causes of the prevailing opinions. This allowed the team to determine where issues were caused by policy, implementation or inadequate training.



A Swedish staff officer illustrates how information flows from NATO to a partner Nation.

PROJECTFACTSHEET

PROJECT TEAM

COMMANDER MIKE KLEIBAUM, GERMAN NAVY

CDR Kleibaum is a command pilot with a background in Naval Aviation. After joining the JALLC as a military analyst in October 2010, he participated in various analysis projects with an operational focus. This project was his first assignment as a project manager. In September 2012, CDR Kleibaum assumed the position of the JALLC Advisory and Training team leader.

LIEUTENANT COLONEL GORDON HAGAR, CANADIAN ARMY

LTC Gordon Hagar has served at the JALLC as an analyst since July 2011. He has served as an armour officer and as a logistics officer in two service battalions and garrison units, is a graduate of the Royal Military College Kingston, and has successfully held sub-unit command at all previous ranks. He has been deployed to Rwanda (1995), Bosnia (2000), and Afghanistan (2002 and 2011), and has enjoyed exchange postings and courses in the United States, the United Kingdom, and on the European continent.

MR DAVID ROSS, CIVILIAN ANALYST

Mr Ross is a civilian analyst working for the JALLC. He has masters' degrees in computer science and public service management and an undergraduate degree in mathematics. A retired US Air Force colonel, he spent 28 years as an active duty officer, serving at all levels of command. He has extensive military and civilian experience in project management, C2 systems, capability development and intelligence support. Prior to joining the JALLC, Mr Ross served as a military advisor to Bosnia and Herzegovina for one year and to Albania for three years. Overall, he has more than 22 years of experience working in NATO, joint, and coalition environments.



JALLC

JOINT ANALYSIS AND LESSONS LEARNED CENTRE
AVENIDA TENENTE MARTINS – MONSANTO
1500-589 LISBON
PORTUGAL

PHONE: +351 21 771 7007/8/9
FAX: +351 21 771 7098

NATO'S LEAD AGENT FOR JOINT ANALYSIS

All JALLC Reports, the LL Portal, and NATO LLDb Items may be found in their entirety under the *Products* section on the NS WAN:

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

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

A proud member of Allied Command Transformation

