

Activity reference number	HFM-236	Activity Title Effective Inter-agency Interactions and Governance in Comprehensive Approaches to Operations	Approval TBA
Type and serial number	RSY		Start September 2012 IS
Location(s) and Dates		7-9 April 2014, Stockholm (SWE) in conjunction with the 33 HFM-PBM TBC	End September 2015
Coordination with other bodies		SAS, ACT, ACO, NATO Training Group (NTG)	
NATO Classification of activity		UU	Non NATO Invited Yes
Publication Data		MP	UU
Keywords		Command and Control, Training, Networked operations, Leadership	

I. Background and Justification (Relevance to NATO):

It has been recognized by many actors in international security missions that effective interaction, coordination and cooperation between the actors is a prerequisite for achieving the level of security that is aimed for. Practice has shown that combination of the multiplicity of governmental and non-governmental instruments closely linked to host nation instruments is required for developing and maintaining secure environments. Additional drivers for aligning efforts are the reduction of costs by avoiding duplication and conflicting activities, and the stronger legitimization of missions for the public by having a broader participative basis.

A Comprehensive Approach (CA) to crisis management operations is an essential element in NATO's transformation in modern operations. Practice and experience in applying the comprehensive approach in individual countries is building up (under diverse labels such as Whole of Government; 3D-Diplomacy, Defence, Development; JIMP-Joint, Interagency, Military, Public), resulting in diverse operationalizations.

A similar position is taken by other organisations in crisis management missions. For instance, the UN uses the concept of Integrated Missions in which processes, mechanisms and structures are in place to arrive at common strategic objectives with political, security, development, human rights, and where appropriate, humanitarian UN actors at country level aligned (De Coning, DIIS, 2008).

These non-contractual collaborative arrangements reflect a growing trend in society. For instance, under the label Type II Partnerships, the Johannesburg World Summit on Sustainable Development in 2002 has shown a shift from top-down, government-centred approaches favoured earlier [ref. 1992 Rio summit], to a collaborative, multi-stakeholder approach acknowledging the importance of the expertise of non-governmental actors in sustainable development initiatives.

However, there are also opposing forces against the development of broad collaborations. Diversity complicates things. It takes time to bring the relevant actors together; there are often many actors in the field, lines of command are diffuse; ideas, concepts, principles, ways of working are diverse. Moreover, some critics fear that bringing more parties in the responsibility of governments may become diffused.

The question is now how can we do better, reduce the evident costs of building and maintaining collaborations, and improve the effectiveness of the collaboration. A World Bank report concluded 'idealism and nice words need to be complemented by a realistic assessment of the potential and limits of partnerships and – most of all – practical action to make them work' [Schreck, 2003]. The Symposium focusses on combining practical experiences and developing key principles in order to improve operationalizing the Comprehensive Approach.

The Symposium will build on past activities within HFM, such as HFM-127 RTG Operational Validation of Command Team Effectiveness Instrument (2010); HFM-120 RTG Multinational Military Operations and Intercultural Factors (2006); HFM-142 RSY Adaptability in Coalition Teamwork (2008); HFM-163 RTG Improving the Organisational Effectiveness of Coalition Operations (Dec 2011); HFM-204 RWS Effective Collaboration in Joint, Multinational, Multiagency Teams and Staffs, Toronto 2010. (May 2012); and the current work of HFM-227 on Building Effective Collaboration in a Comprehensive Approach.

The direct objective users of the outcomes of the Symposium are operational commanders and their partner equivalents. The results should also provide academics with basic information and hopefully data to study further the development and application of theories for (developing) more effective collaborative arrangements.

II. Objective(s):

The objectives of the Symposium are:

- to bring together practitioners and scientist to capture the state of art of the Comprehensive Approach
- to arrive at key principles on how to improve the realisation of the Comprehensive Approach.

III. Topic To Be Covered:

- What structures and processes and governance models have been developed over the years?
- What metrics have been used to qualify the effectiveness of building and maintaining comprehensive collaborative arrangements, and what data are available?
- What training and preparation approaches have been applied, and how effective and efficient were these?
- What are the required competencies for leaders and participants in these arrangements?
- What has been learned from practice, in terms of shared wisdom or best practices on how the comprehensive approach can be made to work?
- What models and theories can help to support the further development and operationalization of the comprehensive approach?

IV. Deliverable (e.g. S/W Engage Model, Database,...) and/or end product (e.g. Final Report):

Meeting Proceedings, other deliverable(s) : none

V. Technical Team Leader And Lead Nation:

Chair : Dr Peter ESSENS Netherlands

Lead Nation: Netherlands

VI. Nations Willing/Invited to Participate:

NATO Nations and Bodies : Bulgaria, Canada, Netherlands, United States

PfP Nations : all PfP invited

MD Nations : all MD invited

ICI Nations : none

Global Partners : Australia, Japan, New Zealand, Republic of Korea

Contact / Other Nations : Singapore

VII. Nations and Bodies Really Participating:

Netherlands

VIII. National And/Or NATO Resources Needed (Physical and non-physical Assets):

Funding for members of the Program Committee to attend the Program Building Meeting (Fall 2013) and the Symposium Meeting (spring 2014)

IX. RTA Resources Needed:

Funding for 2 Keynote Speakers and TER.

Support for organizing costs to Host Nation (SWE)

Additional Information

Panel Mentor:

Dr John TANGNEY, United States

Limited Participation Technical Team:

No

Comments:

Approved by the 29 HFM-PBM (Sorung 2012)

Approved by the RTB in FAST-TRACK / SILENT-PROCEDURE in 4 July 2012 in order to start immediately.



UNCLASSIFIED / UNLIMITED

Terms Of Reference (TOR)



HFM-236, RSY on

Effective Inter-agency Interactions and Governance in Comprehensive Approaches to Operations

I. Origin

A. Background

B. Justification (Relevance for NATO)

II. Objectives

III. Resources

A. Membership

Chair : Dr Peter ESSENS Netherlands

Lead Nation: Netherlands

Nations and Bodies Really Participating: Netherlands

B. National And/Or NATO Resources Needed :

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C. RTA resources needed

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Support for organizing costs to Host Nation (SWE)

IV. Security Classification Level

The security level will be Unclassified/Unlimited

V. Participation By Partner Nations

see Membership

VI. Liaison