Concept
of the
NATO
Military Police
Centre of Excellence
References:

A. MC 324/2 (Final), The NATO Military Command Structure, 16 February 2010
B. MCM 236-03, MC Concept for NATO Centres of Excellence, 04 Dec 03.
C. IMSM-0761-04, Strategic Vision, 16 Sep 04.
E. AJP-3.2.3.3, Allied Joint Doctrine for Military Police 2009.
F. STANAG 2226 APP-12, NATO Military Police Doctrine and Procedures (28 October 2002).
G. NATO Glossary of Terms and Definitions (AAP-6).
H. NATO Glossary of Abbreviations Used in NATO Documents and Publications (AAP-15).

Annex
A – NATO Military Police COE Initial Structure.

List of Terms:

ACO
Allied Command Operations – As outlined in MC 324/2 (Final), Supreme Headquarters Allied Powers Europe (SHAPE) and the other organisations subordinate to SHAPE.

ACT
Allied Command Transformation – As outlined in MC 324/2 (Final), Headquarters Supreme Allied Commander Transformation (HQ SACT) and the other organisations subordinate to HQ SACT.

COE
Centre of Excellence – As defined in MCM-236-03, a NAC -accredited nationally or multi-nationally sponsored centre supporting NATO.

FN
Framework Nation – The Republic of Poland represented by the Minister of the National Defence.

IMO
International Military Organisation – For the purpose of this concept, a NATO military body established pursuant to the North Atlantic Treaty and that may be granted international status under Paris Protocol, Article 14, by decision of the North Atlantic Council.

MOD
Ministry of Defence.
MOU Memorandum of Understanding as defined in AACP-1 (Part 1), Guidance for the Drafting of MOUs and Programme MOUs – Basic Considerations Checklist, 1 January 1989.

MP Military Police is the corps or branch within the armed services responsible for policing, law enforcement and disciplinary duties and is inclusive of both provost and gendarmerie type forces.

Military Police Activities as defined in AJP 3.2.3.3.

NATO MP Panel Military Police Panel (MPP) as established by the Military Committee Land Standardization Board (MCLSB) as a subordinate body under the Land Operations Working Group (LOWG) in accordance with the MPP TOR.

NAC North Atlantic Council - The Council established pursuant to Article 9 of the North Atlantic Treaty.

NATO MP COE NATO Military Police Centre of Excellence – The COE offered by the Participants as a NATO COE providing subject matter expertise in the field of Military Police.

NCA NATO Command Arrangements - The arrangements and entities supporting the NCS, as defined in MC 324/2 (Final).

NCS NATO Command Structure – NATO’s military organization, as defined in MC 324/2 (Final).

NMB NATO Military Body (NMB) – As outlined in CM(69)22, an international military Headquarters or organisation covered by the terms of Articles 1(b), 1(c) and 14 of the Paris Protocol.

Partner A Nation, organisation, or agency which interacts with the NATO MP COE, and may be:

a. Contributing Partner (CP) – Any Nation, organisation or agency, which is not a SN and provides a contribution to NATO MP COE.

b. Other Partner (OP) – Any Nation, organisation or agency using the services and / or products provided by the NATO MP COE, other than SN, CP, NATO member Nations or bodies.

PE Peacetime Establishment.

POW Programme of Work – The document setting out the NATO MP COE activities for the course of a calendar year and including the long-term perspective of the NATO MP COE activities.

RFS Request for Support – A request from NATO, a Nation or any other entity requesting support from the NATO MP COE.
I. **BACKGROUND**

1. As the international security environment constantly changes, NATO faces new challenges. Since the end of the Cold War NATO forces operating in various places around the world have encountered asymmetric threats such as terrorism, insurgents, pirates and other criminal entities. Military Police from NATO-Member States (NATO MP), deployed as part of the military force, have to develop new capabilities to meet these new threats. Responding to these challenges most NATO-Member States MP forces have developed their own national tactics and procedures. However, to ensure the highest possible interoperability level of multinational operations, there is a need to establish common doctrine, tactics and procedures. The NATO MP COE would be a key instrument to effectively integrate the MP forces, with the highest degree of interoperability.

2. The NATO MP COE will provide enhanced subject matter expertise for the development of MP standards and capabilities. In this way the NATO MP COE will support cooperation and interoperability of NATO and NATO Partners. The NATO MP COE will provide a single location for SME working for the benefit of NATO and NATO Partners thus would ensure a coherent joint approach based on all contributions. This will include the cooperation through the sharing of information and developments concerning MP related activities and events.

II. **AIM**

The aim of this document is to present the concept for the NATO MP Centre of Excellence.

III. **SCOPE**

The concept for the NATO MP COE takes into account the principles laid out in references (B) and (D) and describes how the NATO MP COE would contribute to the interoperability of different national MP forces, develop new MP capabilities and support transformation in NATO’s and Partner Nations’. It covers:

a. Guiding principles;

b. Mission;
c. Core areas;
d. Deliverables;
e. Location;
f. Organisation, Command and Control;
g. Functional relationships;
h. Resources;
i. Amendment.

IV. GUIDING PRINCIPLES

1. The NATO MP COE will be (if status is granted by the NAC) a NATO Military Body (NMB) pursuant to Art. 14 of the Paris Protocol.

2. The following principles apply to the NATO MP COE:

a. Participation
   Involvement in the NATO MP COE activities and access to the products and services created in the NATO MP COE is open to all NATO Nations. Participation in the COE by non-NATO entities, Partners, other Nations and International Organisations is the responsibility of the SN, based on HQ SACT policy, NATO security precautions, and the relevant MOU and Technical Arrangements.

b. Access
   Access of Partners, other Nations and National/International Organisations to the NATO MP COE products and services is achieved by corresponding agreements, taking into account security precautions.

c. Added value and no duplication
   The NATO MP COE will provide tangible improvement to NATO and its Member States by developing new capabilities. The NATO MP COE will not duplicate any existing NATO core functionalities and capabilities, but may improve and expand the capabilities that already exist within the NCA.

d. Resources
   The basic infrastructure and functionalities will be provided by Poland as the FN. All projects will be funded according to funding arrangements agreed between the Participants to the Operational MOU. The NATO MP COE will be staffed by a permanent pool of SME and augmented as necessary.

e. NATO standards
   The NATO MP COE will conform to appropriate NATO procedures, doctrines and standards, including all applicable security regulations. It can suggest improvements and propose amendments to doctrines, procedures and standards as and when appropriate, for subsequent endorsement by the NATO Strategic Commands and/or Headquarters.

f. Clear relationships
   The relationships between the NATO MP COE and other entities are defined in the NATO MP COE Operational and Functional MOU.

g. Activities
   The NATO MP COE will harmonize its activities within NATO, specifically in support of the NATO MP Panel, NATO MP Chiefs Conference as well as other national and multinational entities in enhancing MP capabilities.

h. Language
   English will be the working language for all services and products.
V. MISSION

The NATO MP COE will enhance the capabilities of NATO MP, foster interoperability, and provide subject matter expertise on MP activities, in accordance with the Alliance’s strategic concept.

VI. CORE AREAS

The NATO MP COE will focus on, but not limit its activities to, the cooperative aspects of MP in support of NATO’s Strategic Concept, and current and future operations in the following core areas:

a. Doctrine, Concept Development and Experimentation:
   - supporting national and multinational effort in developing doctrines, publications, standards, procedures and other documents in order to facilitate common understanding in fulfilling MP activities in every operational environment,
   - supporting and contributing to the development and validation of NATO and national policies, doctrines and concepts which require MP expertise,
   - formulating, experimenting, reviewing and recommending new concepts and directions for applying them within MP multinational operational environment;

b. Education and Training:
   - providing education and training onsite at the NATO MP COE,
   - providing instructors and mobile education and training teams (METT),
   - developing and delivering courses, workshops, seminars, supporting MP NATO’s operations and training,
   - proposing courses for NATO accreditation;

c. Research and Development:
   - researching methodologies within national, Alliance’s and Partner institutions responsible for transformation of their Armed Forces, especially in the frame of military and civilian police activities;

d. Analysis and Lessons Learned:
   - gathering information to lessons identified and lessons learned from national, Alliance’s and Partner military and civilian police institutions,
   - analyzing and studying lessons identified, lessons learned and best practices,
   - disseminating, sharing and publishing lessons learned,
   - ensuring lessons identified, lessons learned and best practices are incorporated into the NATO MP COE curriculum,
   - working in close cooperation with the Joint Analysis and Lessons Learned Centre (JALLC),
   - acting as repository for lessons learned and best practices in multinational operations;

e. Consultation:
   - serving as a platform for consultations, experiences and information exchange, discussion and meetings,
   - acting as a conduit between NATO, Nations, industry, academia, GO, NGO, IO and other MP-related stakeholders,
advising national as well as international stakeholders on the MP-related issues to be addressed in their doctrine, standards, and procedures.

VII. DELIVERABLES

The NATO MP COE will develop a wide range of products and services for NATO, Nations and other customers, based on the annual POW coordinated with HQ SACT and approved by the NATO MP COE SC. In order to enhance NATO and Nation’s capabilities in the field of MP, the products and services such as:

a. Doctrine, Concept Development and Experimentation:
   - studies,
   - doctrine amendments,
   - manuals, handbooks and technical publications,
   - guidelines and procedures,
   - hosting and establishing working groups,
   - hosting and convening writing teams,
   - projects and experiments;

b. Education and Training:
   - exercises and validating trainings,
   - awareness campaigns, conferences, seminars and workshops,
   - in-house and external MP and MP-related courses and METT,
   - support for preparing and conducting exercises with SME,
   - accreditation of courses;

c. Research and Development:
   - analytical reports,
   - validated MP capabilities,
   - research library;

d. Analysis and Lessons Learned:
   - analyses,
   - lessons identified,
   - lessons learned,
   - best practices,
   - lessons learned repository;

e. Consultation:
   - guidelines,
   - recommendations,
   - reports,
   - opinions and guidance.
VIII. LOCATION

The NATO MP COE is located in Bydgoszcz, Poland.

IX. ORGANISATION, COMMAND AND CONTROL

1. The NATO MP COE will be an independent organization which does not fall under the Command and Control arrangements of either the FN or the other SN. There is no command relationship between the NATO MP COE, and the NATO Command Structure.

2. Under the MP Operational MOU, a Steering Committee will be established by the FN and the other SN under the chairmanship of a representative of the Polish MOD. The SC will provide direction, guidance and advice to the Director of the NATO MP COE for the effective execution of his mission, including multinational resource management.

3. Manning will be provided by the FN and the other SN.

4. The Director, assigned by the FN, will lead the NATO MP COE and staff, which will consist of multinational military and civilian personnel. The Director will be responsible for planning and execution of the POW, overseeing of funding and manning requirements, prioritizing the use of resources. Furthermore, he will coordinate and supervise the use of FN funded infrastructure, facilities and resources.

5. The Director of the NATO MP COE reports only to the SC.

6. The NATO MP COE current structure constitutes Annex A.

X. FUNCTIONAL RELATIONSHIPS

1. The FN and the SNs will enter into an agreement establishing a clear functional relationship with HQ SACT taking into consideration that the overall responsibility for COE coordination and support to NATO lies with HQ SACT. Within this relationship generally HQ SACT will coordinate NATO requests for NATO MP COE support. The SC shall give NATO requests prioritised consideration, taking into account advice from the Director of the NATO MP COE and / or SMEs.

2. The NATO MP COE will be a part of a supporting COE network coordinated by HQ SACT. The NATO MP COE relationships are as follows:

   a. Relationship with NATO MP Panel. The NATO MP COE will seek to establish a close working relationship with the NATO MP Panel and will coordinate its activities where appropriate with the NATO MP Panel. Cooperation will be achieved by establishing NATO MP COE representation at the NATO MP Panel.

   b. Relationship with MP Chiefs. In order to foster a close working relationship a NATO MP COE representative will participate in the NATO MP Chiefs Conferences. The NATO MP COE will take into account advice provided by the NATO MP Chiefs.

   c. Relationships with NATO Entities. To avoid duplication of effort and to create synergy between the MP activities of NATO entities and the NATO MP COE, the COE will establish relationships with appropriate NATO entities in coordination with HQ SACT.
d. Relationships with other COEs. In order to ensure full cooperation within the COE-network and establish a truly joint and cross speciality perspective, the NATO MP COE will establish relationships with other COE.

e. Relationships with non-NATO Nations. The NATO MP COE will seek relationships with non-NATO Nations as directed by the SN on a case-by-case basis, taking into account security requirements.

f. Relationships with external entities. The NATO MP COE will seek to establish supportive relationships with related external entities as directed by the SN.

g. Priority. The SC will give the first priority to the requests of NATO. Within the capabilities of the Centre and the resources available, the FN and the other SN may use the facilities and the expertise of the NATO MP COE for further activities, as decided by the SC.

XI. RESOURCES

1. The final resource arrangements will be a subject to the following principles and will be developed within the Operational MOU:

   a. The FN will cover the costs of administration, the COE offices and working areas, recreation, medical aid, transportation and parking as required for NATO MP COE day-to-day operation as it is provided in the Operational MOU (Annex E). The FN will cover the initial communication and information services (CIS) infrastructure for the NATO MP COE.

   b. Each SN will pay their own staff members’ salaries, allowances, accommodation / per diem costs while on travel on international duty and national training, education as well as their staff members’ individual requirements.

   c. The FN and the other SN will share the costs related to, missions, transportation, CIS (including maintenance and replacement), training and social events, information and PR services as well as POW related project specific lab equipment, furnishing supplies and maintenance as laid down in the Memorandum of Understanding Concerning the Establishment, Administration and Operation of the NATO MP COE.

2. Funding and manning will be provided by the FN and the other SN and will not depend on NATO common funding or NATO PE. The NATO MP COE will be staffed by multinational joint personnel from the FN and the other SN.

3. The FN will provide administrative and logistic support for the NATO MP COE.
XIV. AMENDMENTS

After the establishment of the NATO MP COE, this Concept can be amended by the NATO MP COE Steering Committee.
Annex A to Concept of the NATO MP COE

NATO MP COE STRUCTURE

Director (MP) OF 5 1

Deputy Director / COS (MP) OF 4/5 1

Financial Controller OF 4 1
Legal Adviser OF 4 1
Public Affairs Officer OF 2 1
PAO Assistant OR 8 1

TOTAL: 45

- military posts can be filled with civilian contractors
- NATO flag indicates that the post is open to other Participants