

COE-DAT COMMUNICATION STRATEGY

The Centre of Excellence Defence Against Terrorism is an International Military Organization (IMO) that offers Defence Against Terrorism subject matter expertise to support NATO transformation.

The COE DAT Communication Strategy (COE DAT COMSTRAT) is management technique of the Center's leadership for determining and practicing the most effective methods to communicate with personnel and partners in both COEs and DAT Communities of Interest.

COE DAT considers the ability to communicate as essential to the success of our mission, Program of Work (POW), projects and tasks, especially when they require the widest sharing of information, expertise and experience.

The main goals of COE DAT COMSTRAT are to promote and gain support for the execution of COE DAT's missions and POW, to introduce the Centre's position and expectations to our partners, and to demonstrate our acceptance and appreciation of their opinions and support.

The expected outcome of the strategy is the successful realization of a Strategic Communication Plan that supports our POW, projects, and Communities of Interest.

Personally, I wish for the success of the Communication Strategy as a new management tool for COE DAT.

1. Introduction:

The Centre of Excellence Defence Against Terrorism (COE DAT) is a NATO accredited, multinational, joint military, MOU based International Military Organization (IMO), supported by both military and civilian organizations from inside and outside of the Alliance, that offers recognized Defence Against Terrorism expertise and experience to support the Alliance's transformation.

COE DAT is located in Ankara, Turkey, and is currently composed of seven NATO nations - Bulgaria, Germany, Netherlands, Romania, Turkey, United Kingdom and United States. An eighth nation, Hungary, is currently in the process of joining and already has representation at COE DAT.

2. COE DAT Background

Following the decision taken at the Prague Summit of 2002 and NATO's new defense policy for creating a network of Centers of Excellence (COEs), Turkey offered to establish the COE DAT to support NATO Command Arrangements and Transformation. COE DAT was inaugurated on 28 June 2005 and accredited by NATO on 14 August 2006.

Currently, the COE DAT Intellectual Platform is organized in two main departments – Transformation and Education & Training. It provides subject matter expertise to support several Intellectual Frameworks in COE DAT's Program of Work (POW): Concept, Doctrine and Policy Development; Lessons Learned; Education and Training; weekly, monthly, after action and periodical DAT publications; DAT analyses, studies, seminars and symposia. Since inauguration, COE DAT has conducted more than 50 courses (5 NATO accredited), 2 symposia, and issued more than 40 publications.

3. Goals of the COE-DAT Communication Strategy

The *main goal* of the Communication Strategy (COE-DAT COMSTRAT) is to enhance and stimulate COE DAT's efforts in establishing and maintaining a recognized DAT Community of Interest (COI) by improving commitment and performance through appropriate external and internal communication techniques that encourage flow and exchange of DAT information and expertise.

The *objectives* of the COE-DAT COMSTRAT are to:

- deliver our *vision* to our partners by:
 - establishing an internationally respected center consisting of multiple countries with common goals;

- becoming NATO's Transformation expert for Defence Against Terrorism;
 - developing and maintaining an academic institution that coordinates with related agencies and allied countries;
 - fostering continual self-development by conducting results oriented studies;
 - giving direction and providing education and training as a complete, concrete contribution to the fight against terrorism today and in the future.
- support the execution of our *missions* by:
 - providing advice and consultation to NATO commands, nations, legal international organizations and scientific institutions on the full spectrum of terrorist activities as derived from observing and assessing the real time developments of terrorism;
 - providing training and education support for military and civilian personnel from Allied, Partner, Mediterranean Dialogue and other countries as well as International Organizations on all aspects of terrorism;
 - supporting development, testing and validating terrorism-related NATO concepts through experimentation;
 - assisting in doctrine development by leveraging knowledge and lessons learned;
 - contributing to NATO standardization and improve capabilities,
 - promote delivering our *products* through:
 - DAT related workshops, seminars, symposia, courses and mobile education training;
 - daily, weekly and monthly Terrorism Assessment Reports, Newsletters, workshop publications and the Defence Against Terrorism Review (DATR);
 - develop COE DAT's *relationships and partnerships* by:
 - establishing a core COI network and developing a shared sense of identity within the community for recognizing subject matter DAT expertise;
 - building awareness and mutual trust while encouraging and stimulating active dialogue with partners and customers;
 - supporting and encouraging our partners' commitment to a DAT COI;
 - creating and maintaining open access to all COE DAT activities and products;

- building internal support, trust and confidence in all COE DAT members.

4. Main principles of COE DAT COMSTRAT

The achievement of the COE DAT COMSTRAT goals and objectives will be through the following guided principles:

- be open to the ideas and suggestions of all COE DAT partners and customers;
- submit our ideas and findings to our partners and customers for review and critique;
- maintain accessible, high quality, useable products for all partners;
- communicate and share knowledge that meets applicable standards;
- be open, honest, factual and direct in communicating with out target audiences;
- be clear, easily understood, timely and up to date in all spoken, written, and electronic communication;
- use multiple forms of communication to reach our target audience;
- promote and encourage two-way communication;
- follow NATO security policies and guiding principles for all activities, products and published information.

5. Communication Forms and Methods of COE DAT COMSTRAT

Communication forms:

- COE DAT strategic communication;
- COE DAT partners communication;
- COE DAT media communication;
- COE DAT public diplomacy.

5.1. Formal communication methods:

- oral - presentations, lectures, meetings, visits, workshops, courses, seminars, symposia and media;
- written - web, e-mail, after-action reports, memos, activity guides, brochures, newsletters, Defense Against Terrorism Reviews, books, NATO Advance Learning System;

5.2. Informal communication methods:

- informal e-mails, open informational meetings, personal meetings;
- any other means of communication for COE DAT personnel, partners and customers.

6. Key Messages of COE DAT COMSTRAT:

- COE DAT provides strategic and operational level expertise and products through the COE Network and DAT COI;
- COE DAT serves NATO's long term interests by combining efforts to defend against the full spectrum of threats posed by terrorism;
- COE DAT facilitates the best use of the combined experiences and capabilities of all Sponsoring Nations and acts as a trusted partner with individuals and departments throughout the DAT community;
- COE DAT seeks collaboration with DAT partners and academic organizations to provide DAT focused education and training for senior level leadership;
- COE DAT is open in what we do, why we do it and how we do it.

7. Target Audience of COE DAT COMSTRAT

The COE DAT Communication Strategy addresses both external partners and internal staff groups.

COE DAT's external partners group includes relevant NATO HQs, agencies and staffs; COE DAT sponsoring nations and NATO nations; NATO COEs; NATO PfP nations, Mediterranean Dialog and Istanbul Initiative countries' DAT organizations; non-NATO countries' DAT organizations; academic organizations; international organizations; industrial and private companies; universities; schools; research institutes; etc.

Internally, the communication strategy targets all assigned personnel.

7.1. COE DAT Communication Strategy to External Target Groups:

- **To ACT, ACO, NATO HQ and Agencies we provide:**
 - competent and timely advice and subject matter expertise on DAT related issues;
 - active participation of COE DAT experts in the development of NATO operational capabilities;
 - active participation in NATO Doctrine and Policy (D&P) development;
 - subject matter expertise for the NATO Concept Development and Experimentation (CD&E) process;
 - active participation and support to NATO Education and Training (E&T) programs at the strategic and operational levels;
 - active participation in ACT transformation initiatives and projects;
 - registered access to DAT related accredited courses via NATO Advance Learning Distributed System;

- on-line free access to COE DAT reports, analyses, studies and publications;
 - access to COE DAT Lessons Learned (LL) Database on DAT related issues;
 - participation in DAT hot-topic discussions, workshops and seminars;
 - participation in a high level DAT international forum through a biannual symposium;
 - constant access to the COE DAT web page.
- **From ACT, ACO, NATO HQ and Agencies we expect:**
 - involvement of COE DAT subject matter expertise in NATO D&P, CD&E, and the capabilities building processes;
 - resource support and active participation in COE DAT activities;
 - engagement of COE DAT in NATO E&T programs and activities;
 - participation in building and sharing a DAT related NATO LL database;
 - support in building relationships and COE and DAT communities of interests;
 - engagement and support in advertising and disseminating COE DAT products;
 - sharing of information and expertise in DAT related issues;
- **To COE DAT Sponsoring and NATO nations we provide:**
 - subject matter expertise in building DAT related national capabilities;
 - support for DAT Doctrine and Policy (D&P) development;
 - support for national Concept Development and Experimentation;
 - participation in COE DAT Education and Training programs;
 - organization and support for DAT initiatives, projects and events;
 - DAT analyses, studies and researches;
 - on-line free access to COE DAT reports, analyses, studies and publications;
 - access to COE DAT Lessons Learned (LL) Database on DAT related issues;
 - free of charge participation in DAT hot-topic discussions, workshops and seminars;
 - free of charge participation in a high level DAT international forum through a biannual symposium;
 - constant access to COE DAT web page.

- **From COE DAT Sponsoring and NATO nations we expect:**
 - involvement of COE DAT subject matter expertise in national D&P, CD&E, and capabilities building processes;
 - engagement of COE DAT in national E&T Programs and activities;
 - engagement in building and sharing a DAT related national LL database;
 - representation of COE DAT's interests at NATO HQ and other agencies
 - support in establishing and maintaining active relationships with other COEs and national DAT institutions;
 - advertisement and dissemination of COE DAT products;
 - sharing of information and expertise in DAT related issues;

- **To other COEs we provide:**
 - COE DAT participation in the establishment and functioning of a COE COI;
 - subject matter expertise in building DAT related COE capabilities;
 - subject matter expertise to support planning and executing POWs;
 - subject matter expertise to support building DAT related capabilities;
 - participation of subject matter expertise in COE DAT's Education and Training programs;
 - participation in COE DAT initiatives, projects and events;
 - participation in joint COE analysis, studies and research;
 - access to COE DAT reports, analysis, studies and publications;
 - access to the COE DAT Lessons Learned (LL) Database;
 - participations in DAT hot-topic discussions, workshops and seminars;
 - participation in a high level DAT international forum through a biannual symposium;
 - access to the COE DAT web page.

- **From other COEs we expect:**
 - involvement of COE DAT subject matter expertise in building a COE COI;
 - engagement of COE DAT in E&T Programs and activities;
 - engagement in building and sharing a COE COI LL database;
 - use and disseminating of COE DAT products;
 - sharing of information and expertise in DAT related issues.

- **To NATO PfP, Mediterranean Dialog, Istanbul Initiative and non-NATO nations we provide:**
 - subject matter expertise for national DAT related issues and development of national capabilities;
 - participation in COE DAT Education and Training activities;
 - Advance Training Courses and activities through the use of Mobile Education Teams;
 - registered access to DAT related accredited courses via the NATO Advance Learning Distributed System;
 - access to non-classified COE DAT reports, analyses, studies and publications;
 - participations in DAT discussions, workshops and seminars;
 - participation in a high level DAT international forum through a biannual symposium;
 - access to the COE DAT web page.

- **From NATO PfP, Mediterranean Dialog, Istanbul Initiative and non-NATO nations we expect:**
 - involvement of COE DAT in development of national DAT related D&P, CD&E and capabilities;
 - support in building relationships with national DAT institutions within the framework of establishing a DAT COI;
 - use and dissemination of COE DAT products.

- **To Academic and International Organizations, universities, schools, research institutes, industrial and private companies we provide:**
 - subject matter expertise for organizing and conducting DAT related reports, analyses, studies and publications, discussions, workshops and seminars;
 - participation in COE DAT Education and Training activities;
 - access to non-classified COE DAT reports, analysis, studies and publications;
 - participation in DAT discussions, workshops and seminars;
 - competent and timely advice and subject matter expertise on DAT related academic and scientific issues;
 - participation in a high level DAT international forum through a biannual symposium;
 - access to the COE DAT web page.

- **From Academic and International Organizations, universities, schools, research institutes, industrial and private companies we expect:**
 - active and timely subject matter expertise involvement in the E&T process;
 - academic support in building a relationship for the DAT COI;
 - engagement and support in advertising and disseminating COE DAT products;
 - sharing of information and expertise on DAT related issues.

- **To the media we provide:**
 - participation in COE DAT Education and Training activities;
 - access to COE DAT non classified reports, analyses, studies and publications;
 - participation in DAT hot-topic discussions, workshops and seminars;
 - participation in a high level DAT international forum through a biannual symposium;
 - access to the COE DAT web page.

- **From the media we expect:**
 - Partnership, active support, publication and advertisement of COE DAT products;
 - engagement in the organization of COE DAT national and international events;
 - support in building DAT relationships;
 - sharing of information and expertise in DAT related issues;

7.2. COE DAT Communication Strategy to Internal Target Group:

- **to COE DAT Personnel we provide:**
 - increased opportunities for a military or civilian career in a NATO accredited IMO;
 - opportunities to develop DAT related expertise and experience;
 - participation in the development of NATO operational capabilities;
 - participation in NATO Doctrine and Policy (D&P) development;
 - participation in the NATO Concept Development and Experimentation process;

- participation in COE DAT and NATO Education and Training activities;
 - participation in COE DAT and ACT transformation initiatives and projects;
 - participation in the development of DAT related accredited courses and the NATO Advance Learning Distributed System;
 - access to COE DAT reports, analysis, studies and publications;
 - access to COE DAT Lessons Learned (LL) Database on DAT related issues;
 - participation in DAT hot-topic discussions, workshops and seminars;
 - participation in a high level DAT international forum through a biannual symposium.
- **from COE DAT Personnel we expect:**
 - active engagement and initiative while participating in COE DAT and NATO D&P, CD&E and capabilities building processes;
 - participation in NATO HQ and related NATO agencies' activities;
 - engagement in COE DAT E&T activities;
 - engagement in building and sharing the COE DAT LL database;
 - support in building COE DAT relationships and COIs;
 - participation and support in preparing, advertising and disseminating COE DAT products;
 - sharing of personal and national information and expertise on DAT related issues;

8. COE DAT COMSTRAT & POW

The COE DAT Communication Strategy promotes and supports the execution of COE DAT's Program of Work (POW) through an Annual Activity Plan (AAP) that includes courses, Advanced Training Courses (ATC), workshops and symposia. Every year an Annual Communication Plan will be developed and synchronized with the COE DAT POW and AAP at least six months before the approval of a new POW. In the future, and according to the requirements of ACT/TNB planning procedures, the COE DAT Communication Plan will be developed simultaneously and in coordination with COE's POW planning for a two years period.

The Draft Communication Plan will accompany the Draft AAP and will be presented for approval by the Steering Committee along with proposals for Advanced Training Courses (ATC) and NATO workshops.

9. COE DAT COMSTRAT & Internal Projects

9.1. COE DAT Information Management Project (IMP)

The project specifies a methodology of building a plan for the information management of COE DAT. It is a starting point for increasing COE DAT's capabilities for exchanging and sharing information inside the center, with NATO HQ and Agencies, and under the framework of both a COE DAT and a COE COI.

The aim of the project is to improve the COE DAT information management system and to make the LL database transparent and searchable while providing:

- a central domain for the management of COE DAT data and archives;
- easier access to all documents in a common working environment;
- improved data access by providing a search engine;
- improved transparency and a means for managing information security;
- increased information sharing with COIs and NATO agencies.
- improved the COE DAT Lessons Learned process.

The COE DAT IMP will provide the following information management tools:

- a COE DAT Integrated Dictionary;
- a High level COE DAT Operational Concept (graphic);
- a description of COE DAT Operational Node Connectivity;
- a description of COE DAT System Interfaces;
- a description of COE DAT System Communications.

9.2. COE DAT Communication Strategy

The COE DAT Communication Strategy will enhance, support and stimulate COE DAT's effort in establishing and maintaining a DAT COI by:

- delivering COE DAT's vision to its partners;
- assisting in the execution of COE DAT's missions;
- promoting and delivering COE DAT products;
- assisting in the development of COE DAT relationships and partnership.

9.3. COE DAT Internal Expertise Development Project

The development of internal expertise will provide for stable and outstanding performance by COE DAT. The main goal of the project is to

improve DAT knowledge* and to create a new practice for developing and increasing the level of expertise of COE DAT personnel.

- * *propositional DAT knowledge (knowing what)* to enlarge the DAT domain and Community of Interest while helping to develop needed expertise and integration of new knowledge trends into NATO policy, concepts and doctrine by improving factual, syntactic, semantic, schematic and strategic DAT knowledge;
- * *procedural DAT knowledge (knowing how)* to improve COE DAT performance in NATO with the development of expertise to integrate COE DAT procedural practice into NATO CD&E, D&P, E&T, etc.;

The Internal Expertise Development Project will help COE DAT leadership to manage the transformation of the routine skills of our personnel into adaptive and agile expertise for applying DAT knowledge and TTPs. It will also improve the performance of the core COE DAT *expert system* with acquisition of new repertoires of rules and frameworks for DAT research, evaluation and capabilities development.

10. Annual Communication Plan for COE DAT's POW

Every year an Annual Communication Plan will provide information and communication support to COE DAT's:

- vision and the Director's Guidance;
- mission;
- planning and execution of the POW;
- education and Training activities;
- participation in NATO Transformation, D&P, CD&E, LL and Standardization processes;
- research and publications;
- projects.

11. COE DAT COMSTRAT Financial Framework

The financial framework for the execution of a COE DAT Communication Strategy is the COE DAT annual shared budget, approved by COE DAT SC and SRC.

Every interim reallocation of finances or resources in support of COE DAT COMSTRAT activities and the ACP is subject to the approval of the SRC and the decisions of the SC.

INTEGRATED DICTIONARY OF COE DAT COMSTRAT:

- * **NATO Centre of Excellence** – A nationally or multi-nationally sponsored entity that offers recognized expertise to the benefit of the Alliance, specifically in support of transformation.
- * **COE DAT** – Centre of Excellence Defence Against Terrorism, located in Ankara Turkey.
- * **Communication Strategy (COMSTRAT)** – Written statement of the organization’s vision for establishing and maintaining clear and regular channels of communication with partners to support the execution of the organization’s missions and objectives.
- * **Intellectual Platform** – Organization that builds and applies its expertise and professional capacity with intelligent, analytical and scientific methods.
- * **Intellectual Framework** – Organizational practice for application of intelligent, analytical and scientific methods in a researched area.
- * **COE Community of Interest** – A structured network of COEs supporting the NATO Command Arrangements (NCA) that is coordinated by ACT.
- * **COE DAT Product** – COE DAT course, workshop, seminar, symposium, publication or other activity produced in response to the need of Allied operational capabilities.
- * **NATO Advanced Distributed Learning System** – NATO system initiated by the U.S. Department of Defense to achieve interoperability through internet-based learning that contains content in the form of reusable learning objects.
- * **Key Message** – A key message is a short, concise and memorable sentence for direct communication with the audience.
- * **COE DAT COMSTRAT Target Audience or target group** – The primary group of people that a communication plan is aimed at appealing to or informing.

- * **COE DAT Framework Nation** – The Republic of Turkey proposed the COE DAT and it is the country within whose sovereign territory the Centre is established.
- * **COE DAT Sponsoring Nation** – A nation that provides manning, equipment, service, financial and other support to the operation of a COE.
- * **NATO Partnership for Peace (PfP)** – A nation that participates in North Atlantic Treaty Organization (NATO) Partnership for Peace (PfP) program, aimed at creating trust between NATO and other states.
- * **NATO Mediterranean Dialog countries** – NATO's Mediterranean Dialogue (MD) was initiated in 1994 with the broad objectives of contributing to regional security and stability, achieving better mutual understanding and dispelling any misconceptions between NATO and its Mediterranean partners.
- * **NATO Istanbul Cooperation Initiative** – Launched in June 2004 by NATO initiative, it is based on a series of mutually beneficial bilateral relationships aimed at fostering security and regional stability.
- * **Allied Command Transformation (ACT)** – Headquarters Supreme Allied Commander Transformation is the physical headquarters of NATO's Supreme Allied Commander Transformation (SACT) and houses the command structure of Allied Command Transformation.
- * **TNB** – Transformation Network Branch.
- * **Allied Command Operations (ACO)** – One of the two supreme commands of NATO and the central command of NATO military forces.
- * **COE DAT Program of Work (POW)** – COE DAT program for planned activities.
- * **COE DAT Annual Activity Plan (AAP)** – Annually planned COE DAT activities.
- * **Advanced Training Course (ATC)** – COE DAT mobile training courses under the NATO Science for Peace program for PfP, MD and ICI countries with the highest quality service in the most cost effective manner.

- * **COE DAT IMP** – Centre of Excellence Defence Against Terrorism Information Management Plan.
- * **D&P** – Doctrine and Policy.
- * **CD&E** – Concept Development and Experimentation.
- * **COE DAT SC** – Centre of Excellence Defence Against Terrorism Steering Committee.
- * **COE DAT SRC** – Centre of Excellence Defence Against Terrorism Senior Resource Committee.