

1W/714978(039)

Eduard Simion



NATO Centres of Excellence and the transformation of the North Atlantic Alliance

EDITURA UNIVERSITĂȚII



CONTENTS

Introduction	...	3
1. NATO transformation process. A brief introduction in the NATO Centres of Excellence topic	...	6
1.1 NATO Centres of Excellence – an emergent concept in its way to maturity	...	6
1.2 Global security and NATO	...	7
1.2.1 Global security challenges and the need of transformation in NATO	...	7
1.2.2 Prospection of the future security environment. The Multiple Futures Project	...	11
1.3 NATO transformation from the Strategic Concept perspective	...	15
1.3.1 Evolution of the new Strategic Concept of NATO – initial viewpoints of the Group of Experts	...	15
1.3.2 NATO Transformation and the new Strategic Concept	...	19
1.3.3 From the suggestions and recommendation of the group of experts to the new Strategic Concept. A comparative approach	...	23
1.3.4 Grounds of conceptual evolution in NATO	...	30
1.4 Transformation in NATO	...	31
1.4.1 The Allied Command Transformation (ACT)	...	32
1.4.2 Aspects of transformation in NATO	...	36
2. Subject approach and study methodology – between Geography and Security Studies	...	41
2.1 Argument	...	41
2.2 Working methodology	...	42
2.3 NATO Centres of Excellence – a shared approach	...	45
3. The Transformation Network and NATO Centres of Excellence	...	50
3.1 NATO Transformation Network	...	50
3.1.1 NATO Transformation Network - towards a new vision of organizational transformation	...	51
3.1.2 Structural and functional parameters of the Transformation Network	...	56
3.2 Allied Command Transformation and the NATO Transformation Network. Control and coordination considerations	...	58
3.2.1 The Allied Command Transformation –interface between NATO and the Transformation Network	...	58
3.2.2 NATO Partnerships and the Transformation Network	...	62
3.2.3 Control and coordination component of the Transformation Network	...	64
3.3 Viewpoints regarding NATO Centres of Excellence	...	65
3.3.1 NATO Centres of Excellence – general principles	...	66
3.3.2 NATO Centres of Excellence – functional sheets.	...	66

	Significance in the field of transformation	...	67
3.3.3	An analytical perspective regarding NATO Centres of Excellence	...	82
3.3.4	Emerging functional features in NATO Centres of Excellence activity	...	88
3.3.4.1	Custodianship role in the Centres of Excellence portfolio	...	88
3.3.4.2	The Quality Assurance stance in Centres of Excellence accreditation as NATO Education and Training Facilities	...	90
3.3.4.3	Department Head appointment for Centres of Excellence	...	93
3.3.4.4	Lessons Learned/Best Practice Communities of Interest	...	94
3.3.4.5	Centres of Excellence commitment	...	95
4.	The NATO HUMINT Centre of Excellence from Oradea - views of institutional integration opportunities	...	97
4.1	Premises for the establishment of the NATO HUMINT Centre of Excellence	...	97
4.1.1	Fields of transformation – between emergence and necessity	...	97
4.1.2	Military intelligence – operational concepts. Intelligence from human sources	...	98
4.1.3	Why Romania? The establishment of NATO HUMINT Centre of Excellence – between geopolitical option and functional enablers	...	100
4.2	NATO HUMINT Centre of Excellence - role and place in the North-Atlantic Alliance	...	103
4.2.1	Concepts, mission, tasks	...	103
4.2.2	Functional and support relationships. Development perspectives	...	107
4.3	NATO HUMINT Centre of Excellence – institutional integration perspectives	...	111
4.3.1	A general perspective of institutional integration in NATO	...	112
4.3.2	Local, national and regional relevance. Considerations on multispectral institutional integration (social, economic, cultural)	...	113
4.3.3	"General Gheorghe Avramescu" Association - an option for the institutionalized social-cultural integration of the NATO HUMINT Centre of Excellence staff	...	115
	CONCLUSIONS	...	117
	REFERENCES	...	122