



NEWSLETTER

NSD-S HUB DIRECTOR CORNER

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Dear Reader

We are continuing our efforts towards the achievement of full capacity. HUB personnel are keeping the pace with all the multiple tasking with enduring dedication and commitment. I am sure that the road in front of us will become even more challenging but my Staff is ready to assume this responsibility. The network we are building is, on a daily basis, bringing more value to our work thus giving the possibility to timely respond to our leadership requests and fulfill our mandate.

COS JFCNP Introductory Note

As COS JFCNP is an honor for me to contribute to this month's NSD-S HUB Newsletter. In September 2017 we declared the Initial Capability for the NSD-S HUB. After 7 months I feel that we have exceeded my initial expectations. I have had the opportunity to attend a lot of meetings within NATO and with non-NATO entities and I have seen increasing interest in the NSD-S HUB. This is a clear indication that the HUB is heading into the right direction.



There is still a lot more to do. We need to keep engaging externally and internally to clearly explain the HUB's mission and mandate. The NSD-S HUB's contribution to information sharing, situational awareness and comprehensive understanding, while monitoring and assessing the dynamics in the operating environment in the South, is paramount to achieving Alliance objectives and supporting the peaceful developments of our partners' countries. The NSD-S HUB is new paradigm and its focus and approach differs from other NATO entities—or J codes inside the Headquarters. The NSD-S HUB needs to be seen as a "Strategic Think Tank/ Strategic Tool" that supports all levels and avoids duplication of efforts. It should coordinate, de-conflict and anticipate uncertainties in a complex and multifaceted environment. The NSD-S HUB works with higher military and civilian Headquarters and will support and complement peers and lower levels.

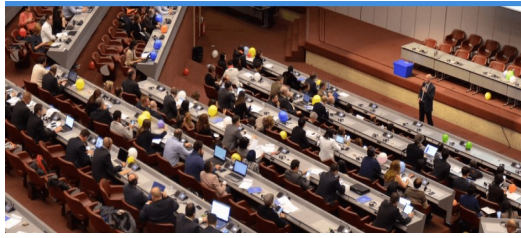
The NSD-S HUB will add value to the non-kinetic side of NATO by building trust and confidence in the relations with our Partners while developing network relations with NGOs, IOs, Think Tank and Academia. This innovative approach is not an easy path, and "cultural" barriers need to be removed while building relations to accomplish the mission given us at 2016 Warsaw Summit. Finally, I take this opportunity to recognize the efforts of the NSD-S HUB Staff who have worked hard to build their capabilities and expertise. I strongly encouraged them to remain focused and committed to face the challenges ahead and be vigilant in identifying and seizing emerging opportunities for the South. Additionally, I would like to express my deepest recognition and gratitude to the JFCNP Staff for their support to the NSD-S HUB that has shown quality of the Team work principles present in this HQ. The NSD-S HUB will enable NATO to better understand our Allies, Partners and distinctive stakeholders, while developing the regional expertise and common understanding that will facilitate identifying actionable recommendations to optimize NATO's effort.

States and societies in the Middle East and North Africa (MENA) region are experiencing profound crises of trust, statehood and governance as traditional economic models and social contracts are no longer capable of providing basic services and goods. Socio-economic challenges are compounded by conflict, authoritarianism and the prevalence of deep-seated geopolitical rivalries between major states in the region and beyond. A number of MENA governments are teetering on the verge of collapse due to a fraying social contract and declining state capacity to provide for their citizens. MENA societies are growing more restless and agitated, demanding socio-economic reforms and increased access to decision-making bodies. Ethnic and sectarian conflict, terrorism and the rising tide of radicalization are compounding these challenges, further straining state capacity while negatively impacting economic outlook. Varying degrees of state collapse amidst conflict and civil war in Yemen, Libya, Iraq and Syria, the resurgent rivalry between Saudi Arabia and Iran represent further drivers of regional instability. These create ramifications for most states and societies in the MENA, particularly those undergoing complex transitions since the 2011 Arab uprisings, such as Tunisia, Egypt, Libya and others. The range of challenges make the MENA a source of concern for the NATO Alliance. Four principles will be highlighted as starting points for an assessment of the underlying drivers for the current breakdown in the MENA. These should serve as a general framework within which to begin refashioning policies and approaches.

- The *first* principle has to do with the correct identification of the challenge at hand. While terrorism, conflict and sectarianism dominate the headlines, the general challenge facing most states and societies in the region is a ***crisis of governance*** and the consequent breakdown of state–society relations.
- *Second*, the ***crisis of governance*** is in large part driven by decades of ineffective policies and the declining capacity of traditional development models to provide basic goods to citizens. Those are challenges and it must be clear that no quick-fix solutions exist.
- A *third* important principle is that of conceptualizing the region as an integral part of the international system, not as area of supposed “exceptionalism” dominated by ancient hatreds or ethnic-based violence. Many of the fundamental challenges facing states and societies in the MENA are part of broader trends impacting the international system as a whole.
- Finally, the *fourth* principle relates to the need to acknowledge that solutions to the above challenges can only be effective if they ***are homegrown not imposed*** from afar or top-down in the absence of public engagement and oversight.

Resilience, therefore, is likely to follow a long-term and non-linear process of development in which MENA societies explore new modalities of pressure, negotiation and confrontation with ruling elites and the formal institutions. In the Middle East and North Africa, where challenges to state and societal resilience derive from the gradual breakdown in trust between the state and its citizens, the pervasiveness of authoritarianism, conflict and deep seated intra-regional rivalries and competition, it is hard to deliver results. Political courage and support on the part of individual member states will be key to the ultimate success.

NSD-S HUB : The Civil Military Engagement and Coordination Section



NSD-S Hub Civilian Military Engagement and Coordination Section is the main facilitator for the NSD-S HUB outreach with the civilian stakeholders. Based on the needs of the other sections and its own, the section promotes the share of information and supports the organization of events and the development of common projects with non military actors. The main objective of the NSD-S HUB outreach is to contribute to an improved shared awareness and a common picture of the different activities carried out in the NATO south area by different actors.

The Section members' attended The Humanitarian Networks and Partnership Week (HNPW): HNPW is the annual event of the Leading Edge Programme, a year round collaborative platform to strengthen inter-network collaboration in humanitarian response and preparedness.



The fourth HNPW was held at the International Conference Centre in Geneva, Switzerland from 5 to 9 February 2018.

More than 75 annual meetings and consultations of 31 Networks and Partnerships were held throughout the week. HNPW represents a unique opportunity to establish and maintain liaison and interaction with IOs, NGOs, GOs and Private Sector representatives. Thus, Staff officer from NSD-S Hub attended this invaluable event to understand the HUB networking possibilities and to establish initial liaison with civilian actors. In side talks during the event, the NSD-S Hub concept and structure was briefly introduced to some civilian organizations' representatives.

Of the different thematic sessions, the Conflict Analysis and Decision Making one was of special interest for the HUB, and the results and subsequent works would be followed closely by the Civilian Military Engagement and Coordination section. Next meeting of HNPW 2019 will be held from 4 to 9 February 2019 at the International Conference Centre in Geneva and the NSD-S HUB will evaluate the attendance.

NSD-S HUB : CIV-MIL Cooperation Mobile Training Team in Abu Dhabi



One expert from the NSD-S Hub was involved in a Mobile Training Team that provided a Civil Military Cooperation training course in Abu Dhabi, United Arab Emirates. Organized jointly between UAE Armed Forces and NATO, Civil Military Cooperation experts from NATO Headquarters in Naples explained doctrine concepts and briefed about their own experiences in recent NATO operations. Participants from the UAE were not only members of the UAE armed forces but also members of the Ministry of Interior. The mixture of NATO expertise, humanitarian organization point of view and partners capacity building added valued to the training.

NSD-S HUB : Visit from Spanish MOD



The NSD-S HUB was honored to host a delegation from the Spanish Joint General staff HQ. The visit marked the first time a NATO Nation has come to the HUB. The Spanish delegation was led by Col Cervantes head of the International Affairs Bureau and the NSD-S HUB was led by the deputy directory Col Asselin who provided a briefing on the HUB and its mission to provide a comprehensive understanding of opportunities and challenges emanating from the South. The Spanish delegation reaffirmed Spain's strong support for the HUB and a representative from the Spanish Institute for Strategic Studies offered to assist the HUB with establishing relationships with the academic community in Spain. The NSD-S HUB looks forward to a long and mutually beneficial relationship with Spain.

NSD-S HUB : Upcoming Event



The NSD-S HUB is planning the very first HUB led Study day that will be held in Naples next June 2018 (date TBD). Although the subject is still under discussion, some good high level topics have been already identified in order to set the scene for attendees to discuss.

This will be an important NSD-S HUB hosted event with the intention to convey people from the already established network—IOs, NGOs, Think Tanks, NATO and other experts to elaborate around a subject focusing on our Area of Interest. The aim will be to stimulate opinions and thoughts and produce a post-event report that could be useful either for NATO and for Nations and Partners. The NSD-S HUB Staff will work to make this event a fruitful and attractive one and use it as “plug-in” activity for key stakeholders in the light of enduring collaboration. More details about the subject and the organization will be provided at the end of next JFCNP Seminar “Drivers of Instability” that will be held in Naples from 9 to 10 April 2018.

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