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INTERNATIONAL MILITARY STAFF
ETAT-MAJOR MILITAIRE INTERNATIONAL



IMSM-0093-2011

24 February 2011

CHIEF OF STAFF, SUPREME HEADQUARTERS ALLIED POWERS EUROPE

NATO/ISAF STRATEGIC COMMUNICATION FRAMEWORK 2011

Reference

- A. DC(2011)0020, NATO/ISAF Strategic Communication Framework 2011,
22 Feb 11

In response to Ref A, I am forwarding the 2011 NATO/ISAF Strategic Communication (StratCom) Framework at Enclosure 1, for further dissemination to the appropriate bodies within ACO and ISAF. This Framework constitutes political-military guidance for the implementation of StratCom initiatives throughout the NATO chain of command.

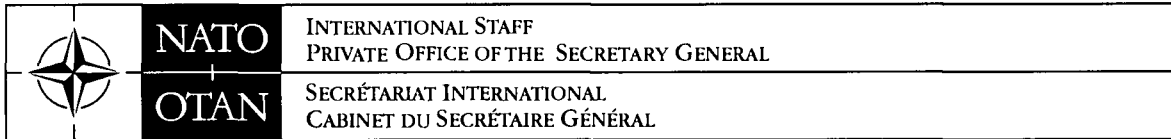
for *Jo E. Reed*
J. BORNEMANN
Lieutenant General, DEUAR
Director General
International Military Staff

Enclosure

1. SG(2011)0071, NATO/ISAF Strategic Communication Framework 2011,
17 Feb 2011

Copy To ,SDL T, CHIEF OF STAFF SUPREME ALLIED COMMANDER
TRANSFORMATION, ASG/PDD, PDD/IS-MOC, CHIEF SHAPE STRATCOM CELL.
Action Officer Cdr. G. Galoforo, Dep PA&SCA/IMS (5752)

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*ENCLOSURE 1 to
IMS M - 0093 - 2011*

17 February 2011

SG(2011)0071

To : Permanent Representatives (Council)
: Ambassadors of non-NATO ISAF Contributing Nations

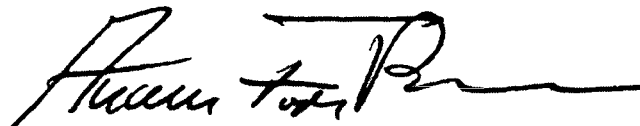
From : Secretary General

Subject : NATO/ISAF Strategic Communication Framework 2011

1. For your information, I have attached the NATO/ISAF Strategic Communications Framework for 2011 in support of the ISAF mission. This document has been developed by the NATO Spokesperson in close consultation with the International Military Staff, SHAPE, Joint Forces Command-Brunssum, ISAF and following informal consultations with representatives of your capitals at the 3 February 2011 Meeting of the Directors of Communications from ISAF Troop Contributing Nations in Berlin. The United Nations Mission to Afghanistan, the EU Police Mission in Afghanistan and the Afghan Government have also been consulted and attended the meeting in Berlin.

2. The document sets the key communications themes as we move forward with the process of transition and developing a long-term partnership between Afghanistan and NATO. The Framework will be issued to the Chain of Command as guidance for their communications efforts. I also intend to share this document with our UN, EU and Afghan Government partners in Kabul.

3. I suggest that all ISAF Troop Contributing Nations draw on this approach in their national communications campaigns, in order to allow for a coordinated and coherent communications effort during this important year.



Anders Fogh Rasmussen

Annex

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- 1 -

IMS Control Nr: I11000793



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MEDIA OPERATIONS CENTRE (MOC)
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10 February 2011

NATO/ISAF STRATEGIC COMMUNICATIONS FRAMEWORK 2011

- Ref: A. *NATO/ISAF Strategic Communications Framework 2010*
B. *Declaration by the HoSGs of the Nations contributing to the UN-mandated, NATO-led International Security Force (ISAF) in Afghanistan, Lisbon, November 2010*
C. *Conference Communiqué, Kabul, July 2010*
D. *Joint Framework for Inteqal, Kabul, July 2010*
E. *Declaration by the Government of the Islamic Republic of Afghanistan and NATO on an Enduring Partnership, Lisbon, November 2010 Kabul*

1. **Introduction.** NATO/ISAF engagement in Afghanistan in 2010 was characterised by a refreshed, comprehensive civ-mil strategy as reflected in a substantial force uplift, significant progress in the growth and development of the Afghan National Security Forces, and discernable campaign progress in priority districts. These were reflected in the NATO/ISAF Strategic Communications Framework 2010 (Ref A). In parallel, political events, including the London Conference, the Consultative Peace Jirga, the Kabul Conference, Afghan Parliamentary elections and the NATO Summit in Lisbon, helped define a clear political roadmap for Afghanistan. These developments are reflected in the Lisbon Summit Declaration which provides political guidance for the focus of our efforts in 2011(Ref B) and reaffirms that NATO's mission in Afghanistan remains the Alliance's key priority. Reference B also reflects the priorities outlined in the Kabul Conference (Ref C), including: setting conditions for and beginning Transition, as expressed in the Joint Inteqal/transition paper (Ref D); and developing an enduring NATO and Afghanistan partnership demonstrating the Alliance's longer-term commitment beyond ISAF's current mission (ref E). At Lisbon, the Nations also strongly reaffirmed the necessity of a comprehensive and regional approach, fully supported by the international community, to achieve a successful outcome.
2. **Aim.** This paper sets out the NATO/ISAF Strategic Communications Framework, based on the Lisbon Summit political guidance, providing the top-level political-military context and guidance to steer NATO/ISAF activities in the communications and information environment in 2011.
3. **StratCom Objectives.** The NATO/ISAF StratCom objectives are to:
 - a. Communicate that stability in Afghanistan is crucial to global security and that NATO/ISAF will never again allow Afghanistan to become a launching pad for international terrorism.
 - b. In coordination with the Government of the Islamic Republic of Afghanistan (GIROA), explain and gain support for Transition.
 - c. Generate the active support of the Afghan people, the GIROA, Troop Contributing Nations' (TCNs) populations and International Community for the ISAF mission.

- d. Promote NATO's long-term commitment to Afghanistan in close coordination with GIROA (ref E).
 - e. Communicate progress against ISAF campaign objectives and priorities, articulated in theatre-defined measures of effect.
 - f. Diminish support for the insurgents and criminal patronage networks that are detrimental to the ISAF mission and effective Afghan governance that commands public confidence.
4. **StratCom Core Message.** The guiding core message for the NATO/ISAF campaign is: "This mission is essential for our shared security. Our strategy is sound, our long-term commitment is solid and with our Afghan partners we will succeed. "
5. **StratCom Themes.** The following themes are to be promoted to help achieve our StratCom objectives. These themes will, in turn, be reinforced by communications focus topics. Local circumstances will determine the precise manner in which the themes are promoted, but the aim is to leave audiences with the understanding that our mission reflects the following:
- a. **Resolve** – We are realistic about the challenges we face and our goals. At the Lisbon summit NATO/ISAF reaffirmed a resolve that has been demonstrated over the last year by increased forces, resilience in the face of casualties and a high and effective pace of operations,
 - b. **Maintain momentum** - The effective implementation of our strategy has enabled ISAF and its Afghan partners to increasingly recapture the initiative creating momentum towards success that we will sustain.
 - c. **Partnership** - NATO's support for Afghanistan will continue beyond the end of the current mission through an enduring partnership. The Afghan people can have confidence in the long-term support of their international partners. NATO/ISAF will work closely with Afghan and international stakeholders, both civilian and military to achieve a stable Afghanistan within a stable region.
 - d. **Afghan Lead** - The clear and sustained strategy of NATO-ISAF and its partners will enable an irreversible transition to Afghan lead. As transition is implemented, the Afghan Government must take increasing responsibility in all areas, including being responsive and accountable to its public.
6. **Focus Topics.** Focus topics provide further guidance on the scope of communication activities, products and programmes at the strategic level. During 2011, the focus of communications efforts will be on the following topics which provide opportunities to promote and/or reinforce the themes:
- a. **Communicate ISAF Campaign progress** to maintain Afghan and international support for the continuation of the mission. Progress must be communicated credibly, making appropriate use of campaign objectives, priorities and theatre-defined measures of effect. In particular, progress will need to reflect what has happened in the ten years since 9/11.
 - b. **ANSF growth and development** as both an enabler for and part of transition to Afghan lead, with an emphasis on highlighting qualitative improvements, an increasing Afghan lead in the planning and execution of operations, and that the structures and resources are in place to enable progress to be sustained.

- c. Transition implementation as a conditions-based, irreversible and sustainable process led by the Afghans with ISAF support. Successful transition will require the Afghan Government to take responsibility and be accountable to the public. Alliance communications activities must reflect the Afghan lead, and not detract from it.
 - d. An Enduring NATO/Afghanistan Partnership. NATO demonstrates its evolving commitment to Afghanistan through a mutually-agreed action programme which will endure beyond the completion of the ISAF mission.
 - e. Mission evolution underpinned by reinvestment of resources, measured troop drawdown, evolution of PRTs to Provincial Support Teams and Alliance solidarity.
 - f. Delivery of civilian effect to consolidate security gains and ensure outcome of campaign no longer in doubt. Promote, in partnership with the Afghan Government, the delivery of government services and the enduring and stable political settlement necessary for success.
 - g. Regional Dimension. Use multilateral fora to highlight the key importance of a regional dimension in stabilising Afghanistan and the broader region.
7. **Coordination**. Within NATO/ISAF, StratCom will be executed in accordance with NATO StratCom Policy.¹ Supported by ACO, StratCom coordination on Afghanistan between NATO, TCNs and international organisations will primarily be led by NATO HQ Press Service; engagement and coordination within the ISAF Afghanistan Area of Operations will be led by HQ ISAF and the SCR, in coordination with higher headquarters. Coordination with the Afghan Government is increasingly essential.
- a. **Calendar**. Key milestones, events and challenges will steer our communication activities. These include: initial JANIB Transition Report in late February and the subsequent initiation of Transition in early 2011, the development of the Enduring Partnership programme in April, limited drawdown in July, 10th anniversary of 9/11, the Bonn Afghanistan conference and the spring 2012 NATO Summit. An indicative timeline of key events is at Annex A.
 - b. **Products, programmes and outputs**. Up-to-date messages will be provided in the Afghanistan Rolling and Detailed Reference Briefs which are also distributed to TCNs. These will be updated, in closer coordination with GIROA to encourage an increasing Afghan lead in communication activities. Detailed products and programmes will be developed in a coordinated Engagement Plan to complement the messages. Elements of this plan will require the active support of ISAF. An indicative list of products and programmes is listed at Annex B. HQ ISAF will deliver a complementary and supporting annual communication plan together with quarterly direction and guidance.

Oana Lungescu
NATO Spokesperson
and Strategic Director, Media Operations Centre

¹ See PO(2009)0141 dated 29 Sep 09, NATO Strategic Communications Policy.

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ANNEX A: NATO/ISAF STRATEGIC COMMUNICATIONS FRAMEWORK 2011
Afghanistan Key Events 2011/early 2012

	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	
	(3) NATO/ISAF Communication Directors Meeting Berlin NATO Media Tour 1	(10-11) NATO Defence Ministers Meeting NATO Media Tour 2 NATO TOLA Tour 1	(14-15) NATO Foreign Minister Meeting Long-Term Partnership Roll-out NATO Media Tour 3 Afghan journalists to Foreign Ministerial	Media Opinion Leaders Tour to Afghanistan (MOLA)	(09-10) NATO Defence Ministers Meeting NATO TOLA Tour 2			Media Tour 4	MOLA 2 NATO TOLA Tour 3	NATO Media Tour 5 Afghan journalists to Bonn Conference NATO TOLA Tour 4					(fbc) NATO Summit	
	(end) JOMB Standing Committee (end) First JANIB Assessment	(3) Int Contact Group Meeting in Saudi Arabia (10) JOMB (21) Afghan New Year President Karza Transition Announcement				start of US troop drawdown Canada prospective end of combat operations (fbc) 2nd Kabul Conference	Remadan	10th Anniversary Assassination of Ahmad Shah Massoud								
International	(24-26) AFG-PAK-US Foreign Ministers Meeting	(17-18) OIC Summit, Egypt (23) Renewal of UNAMA mandate		(fbc) Int Contact Group Meeting on AFG				10th Anniversary of 9/11	(mid) Renewal of ISAF mandate	(end) 2nd Bonn Conference				(fbc) renewal of UNAMA mandate		
Periodic Reports	(end) UNAMA Protection of Civilians in Armed Conflict	(end) UNODC Winter Assessment					(mid) UNAMA Protection of Civilians Report	(mid) UNODC Opium Survey	(late) Asa Foundation Survey		(early) ABC/BBC survey on Afghanistan		(end) UNAMA Protection of Civilians in Armed Conflict	(end) UNODC Winter Assessment		

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ANNEX to
SG(2011)0071