

The Mission

Building Safety and Security Together

Special Edition



years of
NATO Mission
in Iraq

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A LETTER FROM THE EDITOR

Dear readers,

Welcome to this Special Edition of The Mission magazine. We made it to five years of our mission here in Iraq, overcoming several obstacles along the way. On October 31, NATO Mission Iraq marks five years of existence together with our Iraqi counterparts. You will find a recap of what we have done over the last five years by flipping through the pages of this magazine.

As always, thank you all for your contributions to this special edition, and for every contribution and effort in the past. Without you, producing this magazine would be impossible.

Felix Francisco RUIZ CABEZAS, OF-4 , Helena MANDAC, OF-2 and Stacie NELLES, OF-2



A letter from the Commander of Allied Joint Force Command—Naples



Dear José/NMI members,

Five years have passed since NATO embarked on this mission, which aimed to help Iraqi people with the complicated and difficult situation in which they found themselves.

In 2018 when the first members of NATO Mission Iraq (NMI) deployed to the field, no one could have imagined how demanding this undertaking would be and what challenges you would face. Little by little with the leadership of successive commanders and through collective effort, the NMI Team collaborated with our Iraqi friends to improve governance and enhance Iraqi institution's ability to defend their country.

Recently I was able to see first-hand the numerous results you achieved under very difficult circumstances. I have observed the goals that our Iraqi partners have set for themselves and the future actions that NMI have designed to help Iraq achieve goals.

The Iraqi authorities with whom I met expressed their deep satisfaction with the work the men and women of NMI are achieving, side-by-side with their Iraqi counterparts and how positive they consider our contribution. Therefore, all members who currently belong and those who have deployed in the past should feel proud of their accomplishments. We are Joint Force Command Naples (JFCNP) Headquarters sincerely appreciate your hard work, dedication and excellence. We encourage you to continue providing those outstanding contributions.

On behalf of the men and women JFCNP, I want to congratulate all of you and encourage you to continue contributing such outstanding work to this effort.

A handwritten signature in black ink, reading "Stuart B. Munsch".

Commander of Allied Joint Force Command—Naples

Admiral Stuart B. Munsch

A letter from the Commander of NATO Mission Iraq



Dear colleagues,

It is my pleasure to introduce this special issue of our Magazine to commemorate the 5th Anniversary since the beginning of NATO Mission Iraq. These years have been full of challenges, but also of accomplishments led by advisors and fellow team members who have proven their dedication; Building Safety and Security Together.

NMI officially started the 31st of October 2018, but NATO's support of Iraq takes us back to 2004 when NATO Training Mission in Iraq (NTM-I) was established, training over 15,000 Iraqi soldiers in seven years.

Starting in 2012 and during the following five years, a series of activities were conducted, from out-of-country training in Jordan or the support of NATO AWACS surveillance aircraft, to the deployment of a small Core Team in 2017, which became the seedling of the current NMI.

Finally, in 2018 the Allies at the Brussels Summit authorized the creation of NMI, a non-combat and capacity building mission guided by the same principle as all other NATO endeavors in Iraq, acting at the request of the Iraqi government and with full respect for its territorial sovereignty.

In the last five years, much has happened that has affected the mission operational capacity, but even with a sometimes-volatile security situation only during the COVID-19 pandemic was NMI forced to suspend its activities.

Nevertheless, new beginnings bring new possibilities.

Since recuperating our operational capabilities, we have been able, in a short time, to conduct our organizational advisory activities across the Ministry of Defense and have started working with the Federal Police in the Ministry of Interior; to support Institution, Curriculum and Faculty development along the Professional Security Education institutions; and to advise more than sixteen military schools within Baghdad.

All these successes are the result of your hard work with your Iraqi counterparts, benefiting from the support of our nations. This is why I want to take this opportunity to congratulate you on your efforts, and encourage you to keep going as we work towards a stable Iraq, able to become a NATO Partner.

Commander NATO Mission Iraq

Lieutenant General José Antonio Agüero Martínez

Five lessons on advising from the first five years of NATO Mission Iraq

By Iain King A-6, GBR, MAD Director



There's no shortage of lessons from Iraq. The last twenty years have seen documentaries, books, and podcasts on almost every aspect of coalition operations in the country. World wars aside, the allied effort in Iraq may have prompted more commentary than any other military endeavor in the last hundred years.

Most of this output has focused on a succession of stages of Iraq's recent history—the 2003 US-led invasion, the country's subsequent descent into sectarian violence, the years of coalition efforts to stem that violence and introduce political stability, the uncertain period after the 2011 withdrawal of the last coalition troops, the rapid expansion of ISIS and establishment of an international coalition to counter it, and the incremental recapture of Iraqi territory from the extremist group. But as we approach the fifth anniversary of a much lesser-known international engagement in Baghdad, there is new material to be understood. It is the story that offers useful pointers for future military engagements in other countries.

NATO Mission Iraq (NMI) began in October 2018—the Euro-Atlantic alliance's response to a request from the government of the country. It is a noncombat operation, with a mandate only to advise and build the capacity of Iraq's armed forces and security institutions. The alliance is also trying to guide the country toward a full-fledged NATO partnership, as conditions allow.

The mission has inevitably had its difficulties. The troubled security situation in its first two years hampered operations, and COVID also had an impact. Problems are compounded by the relatively short tours of most staff in the mission—just six months, which is not enough time to get to know Iraqis and understand the problems they face.

But the mission is novel in several ways and has been able to test new concepts. Here are five lessons from the first five years of NMI:

1. **Size matters, but not in the traditional way.** Bigger isn't always better when it comes to military operations. For an advisory mission, the primary means for achieving the effect—information—is inherently scalable, so the number of people delivering it matters less than how good they are. It's better to send in a few experts with the right know-how than establish a larger presence of less suitable advisors. Even as NMI has evolved, this focus on high-quality and precisely targeted advising has enabled it to remain nimble and responsive to Iraqi needs.



2. **An alliance advising mission's strength is its diversity.** Advisory and capacity-building operations often involve personnel from several different countries, but usually in national teams—one country takes on transport, for instance, while another deals with logistics, and so on. The innovation for NMI has been to mix those individuals together, so that each advisory team offers a blend of diverse expertise from different countries, and from both civilians and military experts. Bringing diversity to the front line in this way adds credibility to the mission: advisors coming from different perspectives means they can correct each other, and the chance of an individual national agenda being pursued is much reduced.
3. **Training alone is not enough.** Iraq's security forces have already received extensive training from abroad, and have several impressive military academies of their own, including branch schools and a defense university. Moreover, the experience they gained during the fight against ISIS—tens of thousands participated in the battle for Mosul alone—meant that a much more capable military force emerged from that fight than the one that existed when it began. Sending in more trainers to improve their tactical skills is no longer the priority. The much greater need is for strategic advice, including for foreign military experts who can diagnose Iraq's institutions to suggest how they might do better. Tailored, strategic recommendations have much more impact than teaching generic skills that have been taught before.
4. **Shared objectives are essential.** NATO engages in Iraq only because the government of Iraq wants it to. The importance of local consent must guide the whole of any advisory mission, including its activities to improve host nation forces. NMI works to a defined set of long-term objectives, which have been agreed with Iraqi counterparts. Shared objectives allow for a shared program of work and minimize friction between the mission and its hosts. And because the list is public—deliberately shared widely within Iraq's public buildings, including on large posters within the Ministry of Defense—it helps explain what NMI is here to do.
5. **Corporate memory must be protected.** The importance of safeguarding institutional knowledge isn't new, but it is a particular issue for personnel with relatively short tour lengths operating in complicated environments. NMI's solution has been to develop "plans-on-a-page"—a program of future activities agreed with Iraqi interlocutors and set out on a single side of paper. Rather than reinvent the wheel each time someone new arrives, advisors can start where their predecessors left off. Advisory work has accelerated, and Iraqis have been relieved of the need to explain the same things to new faces every time people change.

The measure of NATO's mission in Iraq is not whether it appears in future documentaries, books, and podcasts. Primarily, it is whether NMI's many innovations can achieve a significant improvement in Iraq's security forces and defense institutions. As we approach the five-year point, the indicators are positive. But alongside any accomplishments the mission achieves in Iraq, there are important lessons to be learned to advance the quality of advising missions elsewhere in the future.

Ministerial Advisory Division

By Ministerial Advisory Division

Ministerial Advisory Division (MAD) - Overview:

The Ministerial Advisory Division (MAD) seek to contribute to NMI's efforts to make Iraq's Defence (and other relevant institutions) self-sufficient against threats, under constitutional control, and with a self-sustaining reform programme. With more than 60 civilian and military advisors from around 15 nations, MAD focusses on 14 of NMI's 21 long-term objectives. Its focus includes the development of strategy formulation, defence planning, logistics, cyber, human resource management, intelligence, and financial reform. It operates at both the ministerial and Service Commands level, to support Iraqi-driven, sustainable development. MAD also plays a vital role in supporting the two main oversight bodies of the Iraqi Security Sector: the Chief of Defence's Reform Committee and the Ministerial Reform Committee.



MAD - 10 key achievements in the first 5 years of NATO MISSION IRAQ.

1. **The Iraqi Armed Forces have re-initiated recruitment of new personnel after a 13-year pause.** NMI advisors worked closely with their counterparts across the Iraqi Ministry of Defence with a mutual goal of enhancing the readiness of the Iraqi Armed Forces. After 13 years without recruitment, the Iraqi Armed Forces reached a critical milestone in September 2023 by starting the recruitment of 10,000 new personnel. Bringing new recruits into the Iraqi Armed Forces is essential to the future readiness of the armed forces. This is also an important part of the Human Resources Management cycle, which brings new personnel into the organization and will contribute to the future readiness of the forces and security of the country.
2. **The Iraqi Armed Forces made significant progress in modernizing their Human Resources Management by developing a merit-based system for Performance Evaluation and recruitment.** Supported by NMI advisors, the Iraqi Ministry of Defence developed a Job Description policy and manual, as well as a Performance Evaluation policy. The Iraqi Chief of Defence approved these essential policies in August 2023, and work is now underway within the Iraqi directorates to implement them. Establishing a common performance evaluation system that rates personnel based on their job descriptions is an important part of the foundation to build stronger HRM. They are also critical to building greater accountability, transparency and integrity in Human Resources.
3. **The Iraqi Armed Forces developed HRM training curriculums for their civilian staff and military personnel (incl. Officers, NCOs).** One area where the Iraqi Ministry of Defence and NMI are working together is to increase the level of knowledge, skills, and abilities of personnel who work within Human Resources Management (HRM). The M1 Directorate, the Administration School, the Military Training and Development Centre, and NMI advisors worked extensively to identify the training needs of personnel and develop curriculums. This collaborative effort involved many engagements and workshops, resulting in two HRM courses: one for Officers and civilian employees, the other for Non-Commissioned Officers who work in HRM functions. The curriculums were approved by the Iraqi Chief of Defence and are included in the 2024 Annual Training Bulletin. These courses will take place for the first time beginning in May 2024.

4. **Creation of the Hierarchy of Iraqi Strategic Planning documents.** A hierarchy of Iraqi Chief of Defence endorsed strategic documents, linking the National Security Strategy to MoD policy and direction, has been established with support from NMI. A Planning Guide, developed collaboratively between the Directorate of Plans and NMI, directs how requirements for Defence capabilities and force structures are set. Consequently, this long-term objective is moving from the planning to implementation phase.



5. **Significant steps towards an ever closer partnership between NATO and Iraq have been made by helping the Iraqis to improve the management of Out of Country Activities (OoCA) in which Iraqi personnel participates in activities in NATO countries.** The publication of the "Out of Country Activities Handbook" provides a common guide to NMI personnel and the Iraqi Security Forces to increase participation in Out of Country Activities. The handbook explains the management processes that are required for personnel to attend NATO Training & Educational Facilities programs, thereby increasing their visibility and accessibility.

6. **Iraq has made substantial progress in cybersecurity.** Cybersecurity development in the Iraq Ministry of Defence has advanced rapidly since the Cyber Security Command was established in Baghdad. In May 2023 the Cyber Security 'Command' transformed to become a 'Directorate' responsible not only for strategy and policy develop-

ment but also for operational delivery. Throughout, NMI Advisors have been helping to mature cybersecurity processes. Alongside the Cyber Security Directorate NMI has facilitated: a cybersecurity review; a cyber-threat assessment; delivered general and technical cyber training; and consistent advising to support the large changes. The Directorate is at the very beginning of a long path but, in partnership with NMI, is on track.

7. **Iraqi Armed Forces Logistics has made huge strides forward.** Iraq's first Logistic Support Strategy has now been written. The strategy provides the backbone to future Iraqi logistic plans and processes. Once implemented, it will provide a modern, robust and interoperable logistics system. Progress has been fast, and in partnership with NATO, Iraq has created the National NATO Codification Bureau for Iraq, initiated National Codification Committee meetings, completed the first round of Iraqi Codification Managers training and are attending their first Allied Committee 135 in Luxembourg.



8. **Crisis management in Iraq has reached a major milestone in Iraq's future resilience.** Since 2020, NMI advisors have worked persistently to raise awareness of the importance of crisis management and need of preventive measures. Iraqi crisis management has now reached a major milestone. Mandated by the National Security Council the Iraqi Joint Operation Command, formulated the Iraqi National Crisis Management structure which is was endorsed in September 2023. It is now pending the Prime Minister's approval.



9. **Four Long-term Objectives are setting the conditions for a culture of continued and measurable reform in civilian governance.** Four new long-term objectives have been created to support the civilian and constitutional control of Iraqi Armed Forces. The objectives were signed by the Iraqi Secretary General on 16 May 2023. This is a significant step forward in relation to embracing the Secretary General's area more robustly into NMI's advisory work. The Executive leadership training program of the Ministerial Reform Committee members has also successfully been adopted into the framework of the objectives and continues to deliver online and in-person training, such the one through the Dutch Clingendael institute.

10. **A new NMI Service Command Advisory Group was established in 2022.** The purpose of the Service Commands Advisory Group is to link the strategic and conceptual activities at the ministerial level with the expertise and requirements found at the subordinate level of the Iraqi Service Commands. As well as delivering advice on various joint coordination themes (such as training, exercises) to enable Iraqi Armed Forces to enter into a regular NATO partnership, the NMI Advisory Group covers a broad area of selected topics relevant to the further development of the Commands. Topics include Human Resource Management, Logistics, Readiness, Force/Capability Development, NCO Development, Protection of Civilians, and Women Empowerment in Defence as well as offering advice in meetings at the Iraqi Ministry of Defence. The advisory efforts of the SC Advisory Team now cover all five Iraqi Service Commands.



MAD – The future outlook

Security Sector Reform (SSR) is fundamental for creating a secure environment for citizens, where democracy can grow and Rule of Law is respected, enabling security institutions to take on effective, legitimate and democratically accountable roles in providing security for the Iraqi society. The aim of SSR is to make the security sector more effective, affordable, transparent and accountable, and to implement a civilian oversight of the security apparatus.

A reliable and sustainable Security Sector is an indispensable prerequisite of a prosperous, stable Iraq. As the security situation evolves, Iraqi Security Forces need to develop in order to face the new challenges, like border porosity, unemployment, climate change, drug trafficking, and increasing criminality.

Iraq's decision to make the Minister of Interior responsible for Iraq's internal security, coupled with Iraq's request to widen the scope of NMI to support Ministry of Interior offer a unique opportunity for NATO Mission Iraq to support directorates of the Ministry of Interior and help Iraq's Federal Police to evolve into a modern, capable, and military-organized police force. By supporting the transition of the Federal Police into a modern, well-trained police force, the mission is contributing to reinforce security in Iraq, adding credibility to the efforts of the Government of Iraq in the ongoing reform process. These efforts will contribute to international support and credit, making Iraq's Security Sector more effective and sustainable to tackle emerging criminal and terrorist threats.



Professional Security Education

By Thomas Harrison, OF-5, GBR-N, Deputy Director, PSE

The last five years have been very productive for Professional Security Education (PSE) Division, continuously developing its relationships and refining its approach to improve the capabilities of its advised institutions at both the Defence University for Military Studies (DUFMS) and the Military Academy. Through the efforts of all of those who have served within PSE Division, there have been many achievements, but crucially, recent months have seen the first completions of some long-term activities that are beginning to deliver significant improvements to the DUFMS and Military Academy institutions.

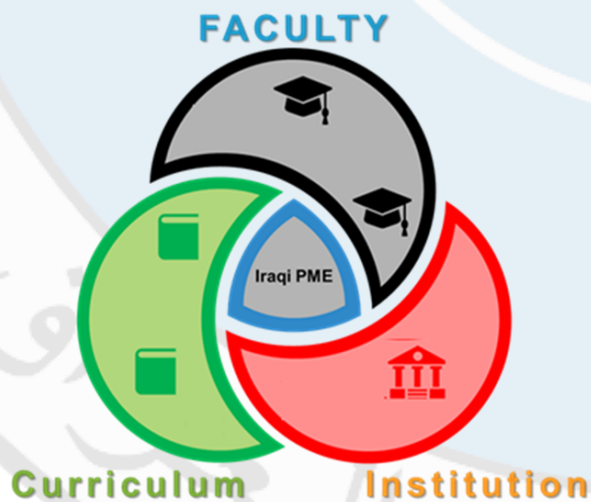


PSE is responsible for two of NMI's Long Term Objectives (LTOs): LTO 9 is Reform of the Non-Commissioned Officer Cadre and LTO 11 is Curriculum, Faculty and Institutional Strengthening. LTO 9 is a complex and multi-faceted programme that seeks to deliver major structural reform of Iraq's NCO cadre across all Service Commands. These reforms need to cohere issues such as NCO recruitment, career progression, personnel structures, rank-appropriate assignments, training requirements, and promotion criteria. The complexity of these issues means that progress cannot be rushed as issues need to be carefully considered to avoid any unintended consequences, but PSE's NCO advisory team has made significant strides in working with its interlocutors in the M7 directorate to develop and refine an overarching NCO Strategy for Iraq. Once a strategy is endorsed, the NCO team will need to work closely with its interlocutors to ensure a smooth transition to a reformed and functioning NCO structure that is recognizable compared to NATO's Armed Forces.

The key to success with the NCO reform has been PSE's advisory team. By design this team has been constituted from high caliber NCOs from a number of NATO nations to demonstrate to Iraq how NCOs form the vital leadership and coordination functions between officers and the junior ranks. Drawing on the many years of combined experience within the team, the current Canadian lead advisor, CWO Bob Peldjak, has been able to work with Iraq's Elite NCO School (ENCOS) to develop a suite of three leadership courses. The Basic Leadership Course will graduate its fifth cohort in November 2023 and is aimed at equipping Corporals with the skills required to lead and manage small teams of private soldiers. The Advanced Leadership Course is nearing the end of its development and should be able to train its first students in 2024. This course is aimed at the Sergeant level and builds upon the foundation skills learned in the Basic Leadership Course. The final element is the Senior Leadership Course which is under development for those NCOs who will be selected for the prestigious Senior Enlisted positions within various headquarters. Through developing and helping to deliver these courses, PSE's NCO team have been able to demonstrate and role model the skills and attributes needed to educate a new generation of NCOs within Iraq's Armed Forces that are blazing a trail for a new and reformed NCO cadre.



LTO 11 cuts across all of PSE's advised institutions at both DUFMS and the Military Academy. The three lines of activity for LTO 11 are firstly, Curriculum Development, helping review and design curricula that meet the needs of Iraq's Armed Forces, but also include important NATO initiatives such as International Humanitarian Law, Women Peace and Security, and Protection of Civilians. Second is Faculty Development, helping improve the standards of learning through improved instructor skills, training developer skills, and including more modern learning methods and media. Lastly is Institutional Development, where aims to bring lasting and sustainable improvement through developing improved governance and quality assurance processes based on NATO's Systems Approach to Training.



In progressing these lines of activity, PSE division has been fortunate to have been able to call upon the support of many organisations, not least NATO's Defence Education Enhancement Programme (DEEP). Having three DEEP coordinators embedded within PSE has allowed the Division to have direct access to DEEP's network of institutions across NATO, as well as its improvement programmes in areas such as curriculum and faculty development, NCO development and languages. Harnessing DEEP's support has proved to be extremely fruitful to provide valuable Out of Country Activities and education programmes.

Two such programmes are DEEP's Foundation Faculty Development Programme (FFDP) and the Master Instructor Programme (MIP). These are standardized programmes that train partner nations to equivalent NATO standards and enable graduates of these programmes to then deliver the programmes themselves.

FFDP and MIP are in-depth programmes that take 18 months to complete and in August 2023 the MIP saw its first six graduates from Iraq's Ministerial Training and Development Centre (MTDC). These six graduates, including 50% females, have now completed delivery of Phase 1 of the MIP to thirteen candidates from DUFMS and are preparing to deliver Phase 2 next month in Sofia, Bulgaria. The FFDP and MIP will then begin to be rolled out across the Military Academy institutions from 2024. This model of MIP graduates training further Iraqis creates a sustainable chain reaction that raises instructional and training development standards within institutions and allows PSE to maintain a facilitation role, rather than an instructional delivery one.



Working bi-laterally with individual nations has also been a key feature of PSE's approach over recent years. Through the British Embassy Baghdad, PSE has been collaborating on a couple of curriculum and faculty development programmes with industry experts. The current Training Systems Development Programme (TSDP) follows a previous industry collaboration and was formally launched at DUFMS HQ in August 2023 in the presence of the Iraqi CHOD. The TSDP sees experts from TAG International working alongside PSE advisors on a three year programme at both the Staff College and 1st Military College. The TSDP will conduct curriculum reviews and development, improve Systems Approach to Training (SAT) standards, and develop new war games. This innovative approach is combining industry capacity with national funding and NMI advisory capacity to further mutual NMI and UK interests for the benefit of Iraq's security. The approach being used by TAG International is also being used by PSE as a model to advise its other institutions in order to provide a consistent approach. This model of industry and embassy collaboration offers a potential template for future bi-lateral projects to complement NMI capacity in developing Iraq's military education.

Also working bi-laterally, PSE has been able to facilitate an important refurbishment of the IT systems at the Education Cadre Development Centre (ECDC). Contracts were signed in September 2023 for this 350,000 Euro project that will install modern learning equipment into ECDC's classrooms, offices and conference rooms by the end of 2023. Having access to modern equipment will greatly enhance the learning experience for students at the ECDC and enable it to reach out across the Iraqi Armed Forces to deliver important instructor and trainer development courses online.



Collaboration with NATO Troop Contributing Nations (TCNs) has also enabled PSE to facilitate other capacity building activities. In May and June 2023, a British Military Advisory Training Team (MATT) visited the 1st Military College to deliver a package of Urban Operations training and in September 2023, PSE hosted a senior delegation of the DUFMS President and his Deans to the UK. This UK visit included DUFMS equivalent institutions in the UK, as well as key military and political sites in London to highlight how military strategy is developed and then trained in its military education institutions. The visit was able to generate many fruitful conversations and should lead to further collaborations between DUFMS and UK institutions.

An example of an existing partnership that PSE has been able to foster is between Iraq's Strategic Studies Research Centre (SSRC) and the Royal Danish Defence College (RDDC). This partnership has seen joint seminars and workshops that have promoted sharing of knowledge and research between the institutions and has also recently seen an Iraqi author publish an article in the Danish defence academic journal, thereby helping to raise academic standards at the SSRC. In October 2023, the SSRC hosted a webinar with the RDDC on the topic of Climate Change which saw Danish and NMI speakers present online alongside Iraqi speakers in Baghdad. The event was also attended by a representative from the UK's Development Concepts and Doctrine Centre (DCDC) and the format proved to be a good model for future events with international collaboration.



Also at the ECDC, PSE helped develop and pilot a new NATO Orientation Course (NOC) in August 2023. This course was delivered to senior officials from across three of Iraq's Ministries, helping to promote awareness NATO's objectives and values across the Government of Iraq. Further iterations of the NOC are planned for 2024 where representatives from ten different Arabic nations will be invited to spread awareness of NATO within the region and also helping to promote Iraq as a regional centre for military education. The NOC and new IT facilities at ECDC are also important steps towards its longer-term ambition to become recognized as a NATO Partner Training and Education Centre (PTEC), for which PSE is liaising with NATO HQ and SACT.



Other PSE activities have included the promotion of e-learning through recent Iraqi attendance on content creation courses in Poland and online administrator courses. This technology is helping NMI extend its support remotely to institutions beyond the Greater Baghdad Area and improving access to those students unable to attend courses in Baghdad.



The other key area of activity is language training. Working with the Defence Languages Institute (DLI), PSE is helping improve proficiency in the major European languages, but also now more widely is looking across the service commands and branch schools to improve delivery of English language training. Improving the standards of English proficiency will help enable greater NATO interoperability in exercises, training and education and is also an important contributor to allow participation in Out of Country Activities.

The past five years have seen considerable progress enabled by PSE in its advised institutions. As this article has demonstrated, PSE is now at the stage of delivering many tangible outcomes, but these are the first iterations of programmes being completed and there is much work to follow in order to spread these improvements further and ensure their widespread adoption across Iraq's Armed Forces. PSE is up for the challenge and is looking forward to the next five years of progress!



Training Development Division

Mobile Advisory Training Team (MATT), an important tool for the fulfilment of the mission

By Cayetano Jose Martinez Alonso OF-4, ESP, Plans Officer, TDD

For developing the objective assigned to the Training Development Division (TDD) (LT08 Branch & Service Schools: Curriculum reviewed and further training capabilities focused on leadership and specific branch training developed), TDD has at its disposal its most precious elements, the advisors.

Through them and in a permanent way, relationships are established with the different schools to provide them with the necessary advice that will help to improve each of the schools we work with.

In those matters where the advisor's expertise is not sufficient, the advisor can rely on the combination of advisors and experts from the other Divisions that conform NATO Mission Iraq (NMI).

Nevertheless, when sufficient expertise is not available within NMI, Mobile Advisory Training Teams (MATTs) that are based on the demand of Iraqi counterparts and NMI advisors may reinforce NMI.

MATTs incorporate any NATO advising and training activity or solution tailored to the needs of our Schools and delivered in Iraq by mobile means deployed from outside Iraq for a temporary period.

This year 2023 is the first time that TDD has employed MATTs to support the development of its missions; the following MATTs were developed during the year:

MATT INTELLIGENCE REQUIREMENT AND COLLECTION MANAGEMENT (IRM & CM).

From 07 to 25 May23, a Spanish team of three military personnel taught MATT at the Intelligence School, focusing on the management of collection by different

means and its integration into the Intelligence Cycle to adapt the curriculum for Iraqi courses to enable interoperability with NATO. A total of eleven participants from different Iraqi Army Units attended the activity.

MATT EXERCISE PLANNING AND DIRECTION.

From 11 to 15 June at the Computer School facilities, a Spanish team of three members, conducted the MATT in charge of arranging the "NATO Planning Exercise Course" which was carried out.

The aim of this MATT was to ensure that key staff/faculty members of MoD M7, Service Command HQs and professional military education (PME) institutions acquired solid knowledge of the basics of exercise Planning, therefore enhancing their professional performance and further developing the Iraqi Military Training system through education and training PME institutions. After two iterations of this course, nineteen attendees, from different Iraqi Institutions, took part in both courses.

MATT INTELLIGENCE ANALYSIS TECHNIQUES.

From 18 to 26 June at the Iraqi Military Intelligence and Security School (MISS) facilities, a Spanish team of three members conducted this activity to ensure a comprehensive knowledge of MISS faculty and MoD leadership and staff on the subject; enhancing their professional performance and further developing the Iraqi Military Intelligence system through education and training. Eight participants, intelligence officers on different levels within the Iraqi Army Forces, took part in the activity.





MATT MAJOR INCIDENT MEDICAL MANAGEMENT.

From 30 September to 05 October at the Iraqi Military Medical School facilities, an Italian team of two members, conducted the activity with the aim of ensuring a comprehensive knowledge of Military Medical School faculty and MoD leadership and staff on Major Incident Management Training, therefore enhancing their professional performance in educating and training their own students in the future.

This MATT is part of a larger NMI advisory project to further developing the Iraqi Military Medical School capability through education and training, which intends to cover the whole Spectrum, from point of injury and first response, Role 0 to Role 2, and eventually Role 3/4.

Fifteen participants from Military Medical School attended this activity.

However, MATTs do not end in 2023. During the year 2023, TDD, continuing with the objective of improving teaching in schools, requested the implementation of several MATTs by 2024, and because of the request, the following MATTs are scheduled to be developed next year:

MATT AIR AND GROUND MEDICAL EVACUATION (MEDEVAC) COURSE.

From 10 to 31 January at the Iraqi Medical School, a team from Türkiye will develop the activity to ensure a comprehensive knowledge of MMS faculty and MoD leadership and staff on air and ground MEDEVAC and medical planning, therefore enhancing their professional performance in educating and training their own students in the future.

MATT CBRN WARNING AND REPORTING

From 07 to 28 February at the Chemical School, a Spanish team will be in charge of an activity to ensure a comprehensive knowledge on the subject of selected instructors from Chemical Branch School, therefore enhancing their professional performance and developing the Iraqi Armed Forces (IAF) through education and training to close a gap in terms of interoperability.

MATT EOD-MANUALLY PROBING AND DETECTING IED/UXO

From 10 to 31 January, at the School of Military Engineers, a Türkiye team will develop the activity to, on the one hand, ensure the correct maintenance of the detectors and, on the other hand, sustain the knowledge acquired at school level and adhere to the training already provided with VMMD HUSKY. This will serve institutional development along with the CDB (C-IED) priorities for the whole country.





MATT FACULTY EDUCATION ON FIELD RESUSCITATION.

From 02 September to 05 October at the Iraqi Military Medical School facilities, an Italian team will be in charge of this activity with the aim of to ensure a comprehensive knowledge of MMS faculty and MoD leadership and staff on Field Resuscitation, therefore enhancing their professional performance in educating and training their own students in the future.

Thanks to the MATTs conducted so far in support of the NMI mission, and those to come, TDD continues to make progress in fulfilling its mission.



TDD's cross cutting project branch in 2023

By Andreas Müller-Rommingner OF-3, DEU, Branch Head, TDD

Instructor development course

At the end of 2022 the Branch Service Schools & Training Centers (BSS&TCs) Commanders stressed the need for improvement of the practical skillset of their instructors. As only about 20 % of their instructors received specific instructor training, the trainings delivered by the BSS&TCs failed to meet the full needs of the course participants. In order to cope with this challenge, TDD's Cross Cutting Project Branch (CCPB) produced the Instructor Development Course (IDC) in close cooperation with BSS&TCs.

IDC is designed as a 5-days course for 16 students with a focus on practical instructor skills. This course consists of lessons on how to prepare, design, structure, manage and conduct lessons. Practical instructor exercises act as the center of gravity of this course. Students are tasked to prepare and conduct lessons according to a modern western practical approach to training. In order to be able to improve their own instructor skillset later on, the course participants additionally received knowledge on how to evaluate lessons. The participants are instructed and constantly guided by CCPB's advisors. Additionally, attendees of previous IDCs act as supplementary instructors during the course.

In order to supplement the acquisition of knowledge during the course and in order to support the participants during their practical instructor work afterwards, CCPB designed and published the 'Instructor Handbook' based on the IDC. This handbook now acts as a guideline for the practical work as instructors at the BSS&TCs.

During the year of 2023 TDD's CCPB conducted four IDCs and produced an output of 72 successful participants. The consequent positive feedback of the participants as well as of their respective BSS&TCs commanders proved the efficiency of the IDC for practical use in the field.

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chronized approach of TDD and PSE IAF's Education Cadre Development Center (ECDC) was convinced to incorporate the IDC in their curriculum. Beginning in January 2024 IDC will now be a part of ECDC's new designed six-week Basic instructor Course. TDD in close cooperation with PSE will continue support and advise ECDC in this matter. With this effort will have long-term positive effects on the qualitative instructor gap at the BSS&TCs.

In 2024 TDD will focus on 'Specialized Instructor Trainings' specifically designed to the needs of the BSS&TCs. With this supplementary line of effort, TDD will support the BSS to cope with their specific demands of training and will achieve short- to mid-term effects on the qualitative instructor gaps at the BSS&TCs.

Combined Arms Training School

Currently the main effort of CCPB, the Combined-Arms Training Course (CATC) aims at introducing the IAF to the military decision-making process as well as improving their knowledge about cross-branch coordination.

Following a request of the Chief of Defence to fill combined arms training gap below OF-4, a one-week Demonstration CATC was developed and conducted in July 2023 by CCPB in order to confirm IAF's need for such a course. The Demonstration CATC consisted of the four elements: Combined Arms Warfare theory, historical examples of Combined Arms Operations, introduction to the combat functions and branches and a practical exercise on planning a Combat Arms Operation at a Battalion Task Force level in a tactical scenario. The course was attended by 22 students (mostly OF-1 and OF-2) from most of all Iraqi Army branches.



The Demonstration CATC proved to be a successful tool to fill the existing training gap. High-ranking Iraqi Generals visiting the Demonstration CATC confirmed the interest and need of Iraqi OF-2 and OF-3 to be trained the military decision-making process and the cross-branch coordination according to NATO standards.

Consequently, CCPB was tasked to develop an extended 11 day CATC. This future CATC is currently developed by TDD's CCPB alongside the designated IAF Instructor- and Development Team consisting of two OF-4 from Staff College and one OF-4 from Command College. This approach will enable the IAF Instructor Team to run the course by themselves in the medium-term, with contents adapted to their structure and methods.

Thus, this combined effort between CCPB and IAF should lead to a more ambitious two-week course whose objectives will be the following ones:

- Increase Combined Arms Warfare knowledge ;
- Gain experience in practical application of Military Decision Making & Planning (Main Effort) ;
- Enhance interoperability by increasing knowledge of NATO Doctrine.

After the collaborative course development process is finalized, this extended CATC could be conducted by the end of 2023 / beginning of 2024.

Vehicle Familiarization Course

In June of 2023, NMI concluded that IAF had a vehicle fleet consisting of a wide variety of different types and models of vehicles. However, this variety can be an issue, especially regarding the training. Therefore, TDD alongside with two BSS identified a need for specific training regarding vehicle familiarization, maintenance skills and unit instructor support.

The Transport and Supply (T&S) School reported the imminent receipt of OSHKOSH and INTERNATIONAL trucks but no training was included in the delivery. As a need for expertise was identified, NMI organized, with opportunistic support of the 950th Support Maintenance Company, a joint 'Train the Trainer' course for the T&S and Electrical Mechanical Engineering (EME) Schools, using training vehicles supplied by the T&S units. The training lasted four days and focused on practical skills on the OSHKOSH M1083A1P2 and the INTERNATIONAL 7600 SBA 6x4. This included basic preventative maintenance and vehicle familiarization which would help the T&S School instructors to sustain the unit training requirements. This short cooperation was highly helpful for detecting and helping to solve several problems within T&S and EME schools.

Furthermore, this activity highlighted a broader issue regarding the lack of coordination between the actors of logistics and maintenance that was the starting point of a deeper program led by CCPB that aims at solving the coordination issues between the Transport & Supply School, the Electrical & Mechanical Engineering School and the Administration & Logistics School, known as the "Logistics Cluster". This project is still in phase of assessment and will lead to a Logistic Conference conducted in the end of 2023. In 2024 TDD is planning to exploit the outcomes of this Logistic Conference in close cooperation with MAD and further support the Logistic Cluster in this regard.



Special Programs Coordination Office

NMIs advisory efforts on International Humanitarian Law and Human Rights

By Nina van 't Hul, A-4, NLD, Advisor (Human Rights), SPCO



This 5-year anniversary issue of the NATO Mission Iraq (NMI) Mission Magazine is an excellent opportunity to reflect on some of our advisory efforts and how far we have come together with our well-appreciated Iraqi interlocutors. Since the establishment of NMI, advising the Iraqi Ministry of Defense (MoD) on International Humanitarian Law (IHL) and International Human Rights Law (IHRL) has been one of the main pillars.

As explained in one of the previous articles in this issue, NMI has evolved over the years and agreed with the Iraqi MoD on different long-term objectives. One of those long-term objectives covers IHL and IHRL, currently saying: "Human rights and International Humanitarian Law (IHL), is implemented in strategies, policies, manuals, education and training." The long-term objective (LTO) on IHL and IHRL has three lines of effort:

- Development and improvement of strategy, policy, manuals, and doctrine on this topic;
- Institutionalization of IHL legal structures within the Iraqi Armed Forces (IAF);
- Training and education of the IAF on IHL and IHRL.

Achievement of this long-term objective is still far away, as is logic due to the ambitious end state. NMI and the responsible Iraqi interlocutors evaluate the progress frequently and provide updates to the NMI and Iraqi MoD senior leadership during LTO assessment boards, Ministerial Reform Committee meetings, and Chief of Defense Reform Committee meetings. Overall, excellent and steady progress has been made over the past five years.

NMI's main interlocutor regarding this LTO is the director of the Human Rights Directorate, Dr. Thaer Saad Abdullah. Meetings are taking place frequently, and over the last years, NMI has advised on different IHL and IHRL projects and initiatives regarding this LTO. For example, within the Iraqi MoD, a Committee of Experts on IHL has been established, and NMI supported the development of a Soldier Card as well as training and education of the IAF on this topic.

Committee of Experts on IHL

Based on NMI advice, the Iraqi MoD established a Committee of Experts on IHL in 2022, chaired by the director of the Human Rights Directorate under the Legal Department. Other experts within the Committee are the legal advisor to the Defense University for Higher Military Studies (DUFMS) and representatives of other directorates with a link to IHL or IHRL, such as the directorate called Military Affairs for Civilian Purposes (MACP). The experts and other representatives can function as a force multiplier to raise and increase awareness of IHL throughout the Ministry of Defense. The Committee is responsible for advising the Minister of Defense on adherence of the IAF to legal obligations under IHL. Furthermore, with advice from NMI, the Committee develops curricula to train and educate the IAF on this topic. It reports quarterly to the Minister of Defense and the National Standing Committee on IHL under the Prime Minister's Office on their progress and achievements. Together with the Human Rights Directorate, this Committee is the most important body within the IAF to implement IHL and IHRL within the strategies, policies, and doctrine of the MoD.





Soldier Cards

In 2021, the Human Rights Directorate developed, with support from NMI, a Soldier Card. This card consists of the 20 most important principles of IHL. These cards are a practical tool for the IAF to adhere to legal obligations under IHL when planning and conducting military operations. Together with the Iraqi MoD LEGADs, the current focus is to train and educate soldiers to use these cards in combat. In this way, soldiers are well aware of the basic rules of international humanitarian law, and the risk of violations of IHL by the Iraqi armed forces will be reduced. Until now, more than 35.000 cards have been distributed, and we are looking for possibilities to digitize the Soldier Cards into an app.

Training and education of IAF on IHL

Over the past years, the NMI IHL and IHRL advisor provided various lectures amongst Iraqi professional military education institutions (PMEs), such as the Command College and War College. Together with the Professional Security Education (PSE) division, NMI is now advising the PMEs on developing and improving the curricula for the education of the IAF. Advising the different PMEs on their curricula regarding IHL and IHRL is now in the analyzing phase. The Military College, where the new generation of officers receive their education, requested NMI's support to develop an IHL course and train their (legal) instructors.

IHL training for Iraqi LEGADs

For the coming months, the priority is training Legal Advisors (LEGADs) on IHL. Therefore, the Committee of Experts and the instructors of the Legal Wing will receive education in training on IHL and how to develop a curriculum. In this way, the operational Iraqi military LEGADs and instructors themselves will be able to educate the IAF on this topic. This contributes to NMI's overall objective to advise the IAF on self-sufficiency, which will result in a more sustainable IAF. The importance of implementing IHL and IHRL in the Iraqi MoD's strategy, policy, and doctrine remains of undiminished importance. NMI proudly supports the Iraqi MoD Legal Department, the Human Rights Directorate, and the Committee of Experts on IHL, as well as other mechanisms and activities such as workshops and conferences on this topic, because they are fundamental to raising and increasing awareness on this very important topic amongst the IAF, and to implement it in their organization.



Strategic Communications, Representation and Outreach Division

By Robert Dresen, A-6, NLD, Director, SCRO

The Strategic Communications, Representation and Outreach (SCRO) Division connects NATO Mission Iraq (NMI) to the outside world. The division's roles include: informing and advising Commander NMI and the broader NMI community about the missions strategic and information environment, communicating NMI key messages to target audiences, and coordinating security sector reform efforts both internally and externally. The Director SCRO is also the Senior Civilian of the NATO Mission Iraq. This position is the liaison between on the one hand NMI, and on the other hand the Iraqi civilian authorities, embassies of troop contributing nations and like-minded partner countries, and other international organizations.



Last few years saw a high pace of engagements between the Senior Civilian and SCRO staff with a broad range of Iraq civilian interlocutors, most importantly the Prime Minister's Office, the Office of the National Security Advisor's Office, and the Ministry of Foreign Affairs. There were several meetings of the main coordination body between NMI and the Government of Iraq, the Joint Implementation Board, including one chaired by the Commander NMI and the National Security Advisor. Other dialogues and interactions covered the development of Iraq's new National Security Strategy and new National Strategy for Security Sector Reform, preparing Iraq for the impact of climate change on security, and the "Green to Blue" agenda of transitioning security responsibilities from military to civilian authorities. In this regard, a recent highlight of the year was the evolution of NMI activities to also cover advising to the Iraqi Ministry of Interior and Federal Police, a decision taken by the North Atlantic Council on 17 August.



SCRO organizes two NMI ambassador days per year in conjunction with the NATO Contact Point Embassy, which is currently Italy. In addition, in 2023 NMI for the first time also hosted two information days for defence attachés from troop contributing nations. Moreover, SCRO represented NMI in meetings of the Security Contact Group, an informal grouping of international organizations and stakeholders working to advance Security Sector Reform in Iraq, including the European Union Advisory Mission in Iraq (EUAM-I), the United Nations Assistance Mission to Iraq (UNAMI), the United Nations Development Programme (UNDP) and the Combined Joint Task Force - Operation Inherent Resolve (OIR) of the Counter-Da'esh Coalition.

NMI's social media outreach continued to grow. Currently the mission has more than 15.000 followers on Facebook and almost 5.000 on X (formerly Twitter). The SCRO Public Affairs Office also produces the monthly NMI staff magazine for internal purposes, as well as a quarterly Arabic version to share mission progress with Arabic interlocutors. In May 2023 a book summarizing NMI's work in the previous year was presented to NMI counterparts and interlocutors.

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