

**Military Strategic
Partnership Conference, Jordan 25-29 MAR 2019
Partners Session Subject Point Paper**

Subject for Partners Discussion: Measure of Success

1. Background:

Partner nations representing different partnership framework continue to cooperate with NATO based on their reasoning, the level of ambition, purposes, limitations and many other factors. Some partners are willing to be next member of Alliance; some others choose to limit the level of cooperation just to Political Dialogue. There are also many partners in between two extreme level of ambition that seek for a cooperation to contribute to the security of Euro-Atlantic region and beyond as well as to benefit from the cooperation to project stability in the country and their region by building capacity and defense reforms. Since the inception of the PfP Program in 1994, NATO has developed many programs, concepts, and tools to satisfy and meet the needs of the different ambitions of the 41 Partner nations from 3 regional frameworks and across the globe (PfP, MD, ICI and PatG).

Indisputably, both NATO and Partners are investing time, personnel and other resources to run and benefit from cooperation through existing mechanisms. Since the very start of Partnership activities, NATO has developed various individual partnership programs (ANP, MAP, IPAP, PARP PMCA, etc.) that include, inter alia, an assessment/measurement of success. These assessment mechanisms are intended to assess the effectiveness of cooperation against the objectives documented in individual partnership programmes. Assessment by partners on their perspectives are supposed to improve a measurement of overall effectiveness.

Due to a variety of Partners in terms of the level of ambitions and subsequently their individual engagement strategy, it is a challenging task (even impossible) to have a standardized approach that fits “All” to measure the mutually agreed cooperation/partnership goals.

In this regard, the main research question of the presented topic follows:

1. **To what extent we may say that NATO’s measurement mechanisms are enough to assess properly the mutually agreed cooperation/partnership goals.**
2. **How does Partner Nation measure success? and What are the metrics to measure success?**
 - a. Is it a range of Cooperation areas and a number of Programs and Plans implemented between a Partner and NATO?
 - b. Is it a number of NATO-led Missions you attend and a number of personnel you contribute to those Missions?
 - c. Is it a number of Partnership Goals or other objectives agreed with NATO?
 - d. Is it a number of PCM activities a partner attend?
 - e. Or is it something else?

The topic questions are intended to stimulate the discussion and direct lines of thought to achieve the AIM and OUTCOMES at the end of discussions.

2. AIM and OUTCOMES of the topic session:

AIM

1. To understand different Partner Perspectives on “what are the success metrics, if there are any?” and “how individual Partner Nation assess its cooperation with NATO?”;
2. To facilitate the condition for peer-to-peer experience sharing.

OUTCOMES

1. Volunteer Partner nations shared their experiences in terms of measuring their success;
2. Consolidated recommendations (if there are any) presented and shared with NATO to improve existing assessment mechanisms for mutual benefits.

3. Expectations

- a. From the Conference participants:
 - Proactive participation in Q&A session and sharing national/functional view on issues related to the topic.
- b. From Presenters
 - Each Volunteered presenter nations (Azerbaijan, Jordan, Serbia and Sweden) will prepare 15 minutes own country perspective on the subject;
 - Presentations need to be submitted to POC NLT 20 March 2019 to the POC;
 - Presenters need to submit any admin or other support regarding the presentation together with the presentation.

4. The concept of the topic session:

- **Introduction (5 min):** Moderator will open the topic session by providing background information about the importance and relevance of the topic. Then will introduce the volunteered Partner nations to present National perspectives on the topic. Moderator will briefly explain the flow of the topic session.
- **Main body (80 min):** Partner nations in alphabetic order will present National perspectives in 15 minutes. There will be half an hour break after National presentations. After the break, following 20 minutes presenters will sit in the panel to elaborate on their perspectives based on the questions from the audience. Meanwhile, the moderator will also stimulate and encourage other Partner nations from the audience to share their perspectives and participate in Q&A session. The scribe will record all the comments.
- **Conclusion (5 min):**

The Moderator will close the panel. At the end of all topic sessions, the summary of outputs will be shared by the Moderator to the audience in 5 minutes.

Next day, on Tuesday, 26 March 2019, by Conference agenda Dean of PNMR together with PD EXO Col. Schwab will present the outcomes to all conference participants.

The key points derived from the topics will be reported to the higher NATO authorities to improve and adjust existing, or develop new mechanisms to progress the NATO-Partner cooperation.

6. Expected external subject experts:

- The topic requires native speaker note taker.

7. POC for further enquires before the Conference:

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