



# The role of LEGAD in targeting operations: a NATO perspective

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- 1) The NATO targeting process
- 2) The role of NATO LEGAD
- 3) NATO current targeting challenges



# 1) The NATO targeting process

## 1.1) A mature doctrine

- Doctrine agreed by 30 Allies  
**Validation by the NAC**

- **AJP 3.9** dated 2016:  
Lessons learned from  
the Libyan operations



- Minimum divergences  
between Allies

*(see US: proportionality vs. necessity  
or proportionality vs. distinction)*

- **AJP 3.9 under final revision**  
ICRC comments



# 1) The NATO targeting process

## 1.2) Aims of the NATO targeting process

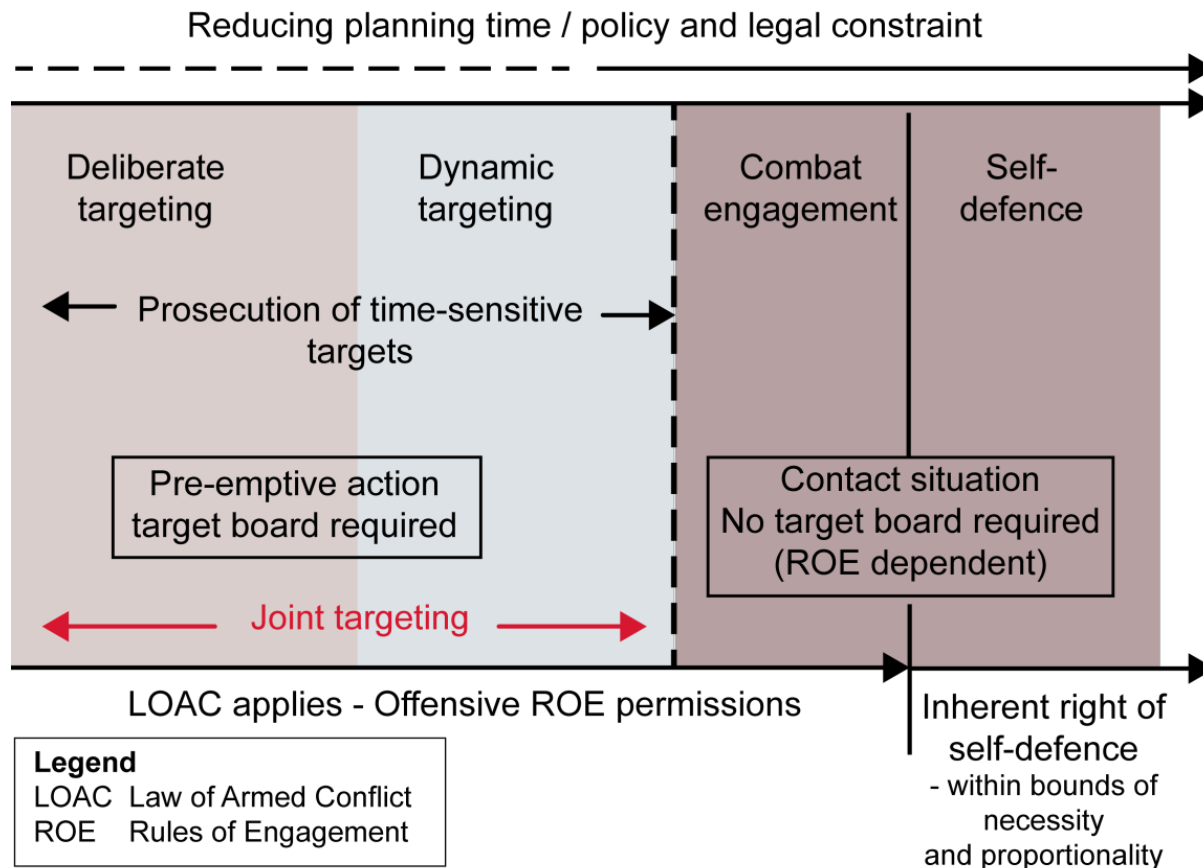
- Ensure compliance with NAC and SACEUR guidance
- Comply with the objectives of the Joint Force Command (JFC)
- Rapidly respond to targets that present limited opportunities for action
- Assign the most appropriate capability to the proposed target
- Coordinate / synchronize / deconflict actions
- Fully integrate all capabilities
- Expedite assessment of executed operations

# 1) The NATO targeting process




## 1.3) The joint Targeting Cycle (JTC)

- Targeting vs combat engagement



# 1) The NATO targeting process

## 1.3) The joint Targeting Cycle (JTC)

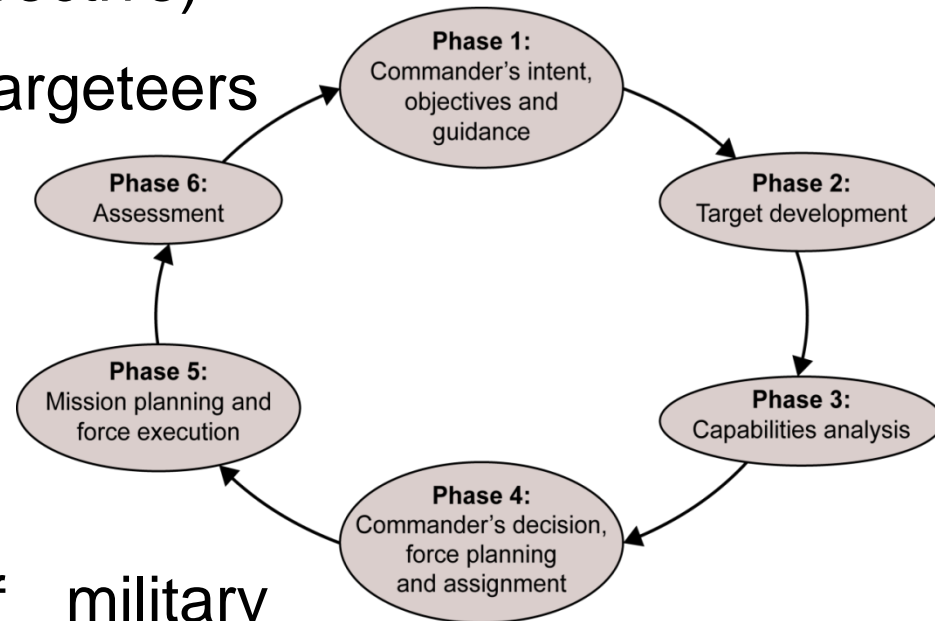
- A **methodology**
- An **iterative** process 
  - Determining the effects necessary to achieve the objectives;
  - Identifying the actions necessary to create them based on the means available;
  - Selecting and prioritizing targets;
  - Synchronizing capabilities; and then assessing their cumulative effectiveness, taking remedial action if necessary.
- A **full-spectrum approach** (generation of a range of physical and psychological effects)
- Integration of legal rules throughout the cycle

# 2) The role of NATO LEGAD



## 2.1) LEGAD involvement in each phase of the JTC

- Development of guidance (Plans, ROE, targeting directive)
- Coordination with Intel / targeteers
- Capabilities / weapons
- Decision: participation in targeting boards 
- Conduct of operations
- BDA and follow-up of military operations (recording / archives)



## 2.2) Internalization of IHL rules

- Legal considerations: impose limits upon targeting decisions and actions
- Integration of legal rules throughout the whole process
- Advice vs. decision






# 2) The role of NATO LEGAD



## 2.3) Challenges

- The JTC is an **intel-driven process**
  - Intelligence sharing between Allies
  - Systemic analysis 
- **Cross-cutting concepts**
  - Protection of Civilians (PoC)
  - Gender issues
- NATO LEGAD when **dual-hatted**
  - Caveat
  - Role of Red-Card Holder (RCH)



# 3) Current targeting challenges



## 3.1) Targeting in the “grey zones”

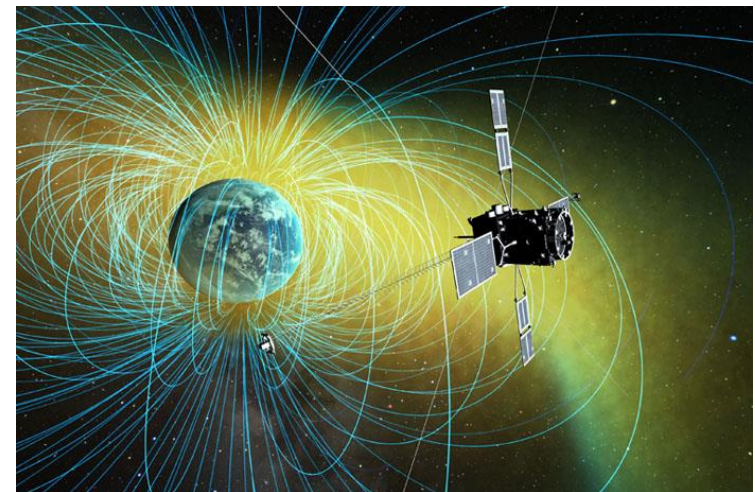
- Targeting in **pre-armed conflict** situations
  - Development of target material (“advanced target development”) for prudent contingency readiness
  - What kind of legal constraints?
  
- Targeting and **Legal Operations** (“Lawfare”)
  - How our adversaries are exploiting our weaknesses and/or grey zones of the law
  - The use of human shields
  - How to respond to LEGOPS?



# 3) Current targeting challenges

## 3.2) Targeting in new domains

- Cyber
  - Cyber ops do not always involve kinetic force / **consequences** are key
  - Distinction / attribution and proportionality
  - NATO defensive mandate / Nations providing **sovereign offensive effects**
- Space: new ops domain
  - Space-based targeting
  - Space law vs. IHL
  - **Dual-use** objects: targeting as a last resort?



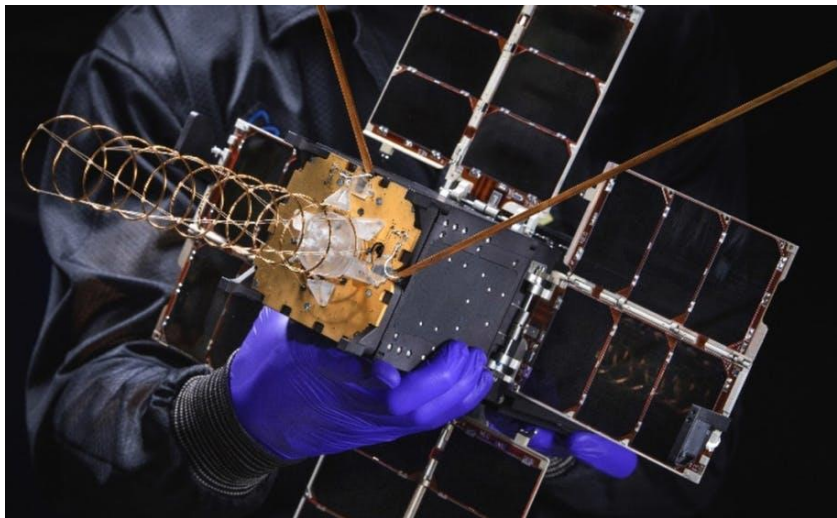
# 3) Current targeting challenges

## 3.3) New legal constraints?

- Challenges in implementing IHL rules
  - Especially in urban areas
  - Reverberating / secondary effects of strikes
  - Taking into account of psychological effects: understanding of the human environment
- Arms control
  - EWIPA
  - Lethal Autonomous Weapons systems

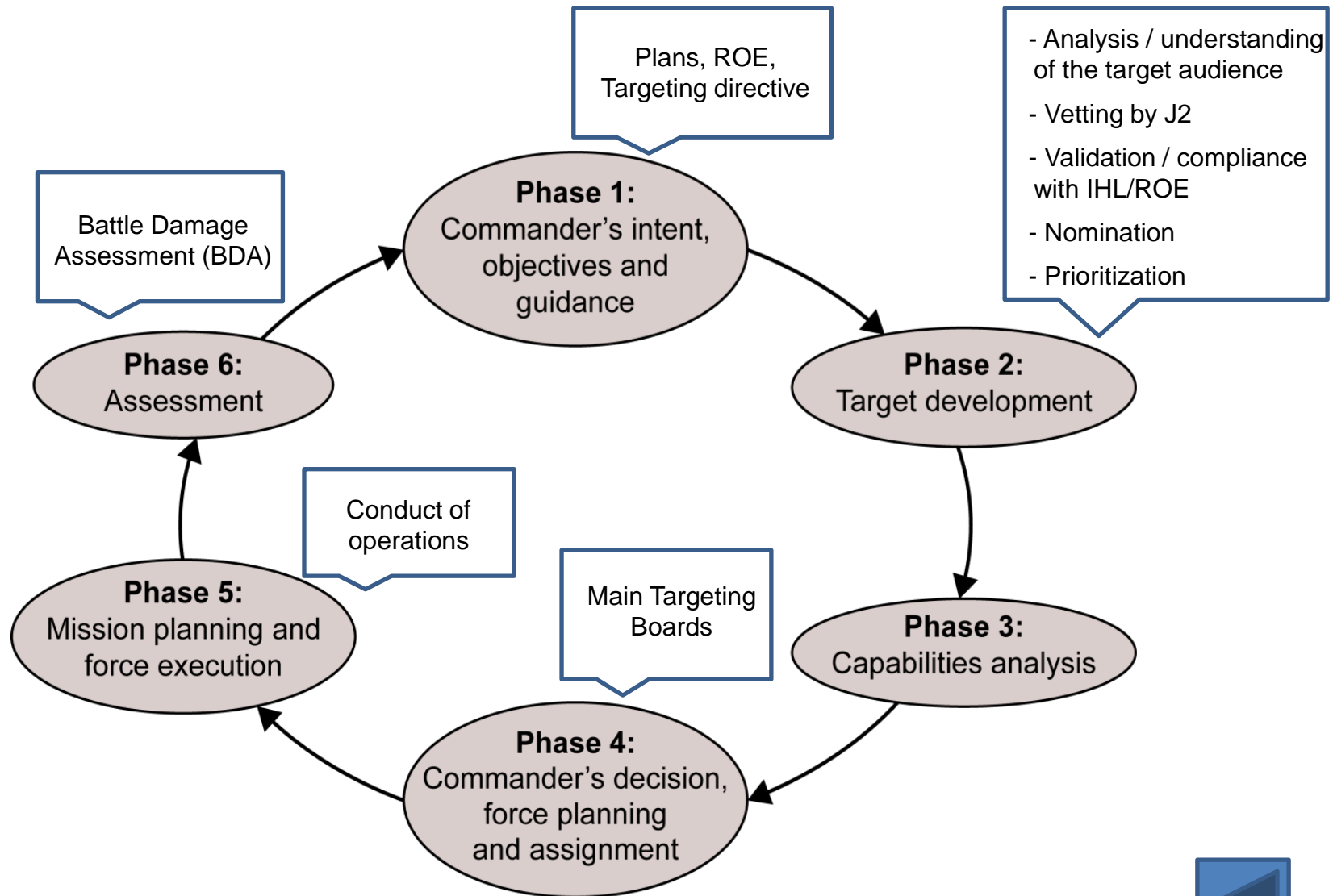


# QUESTIONS ?

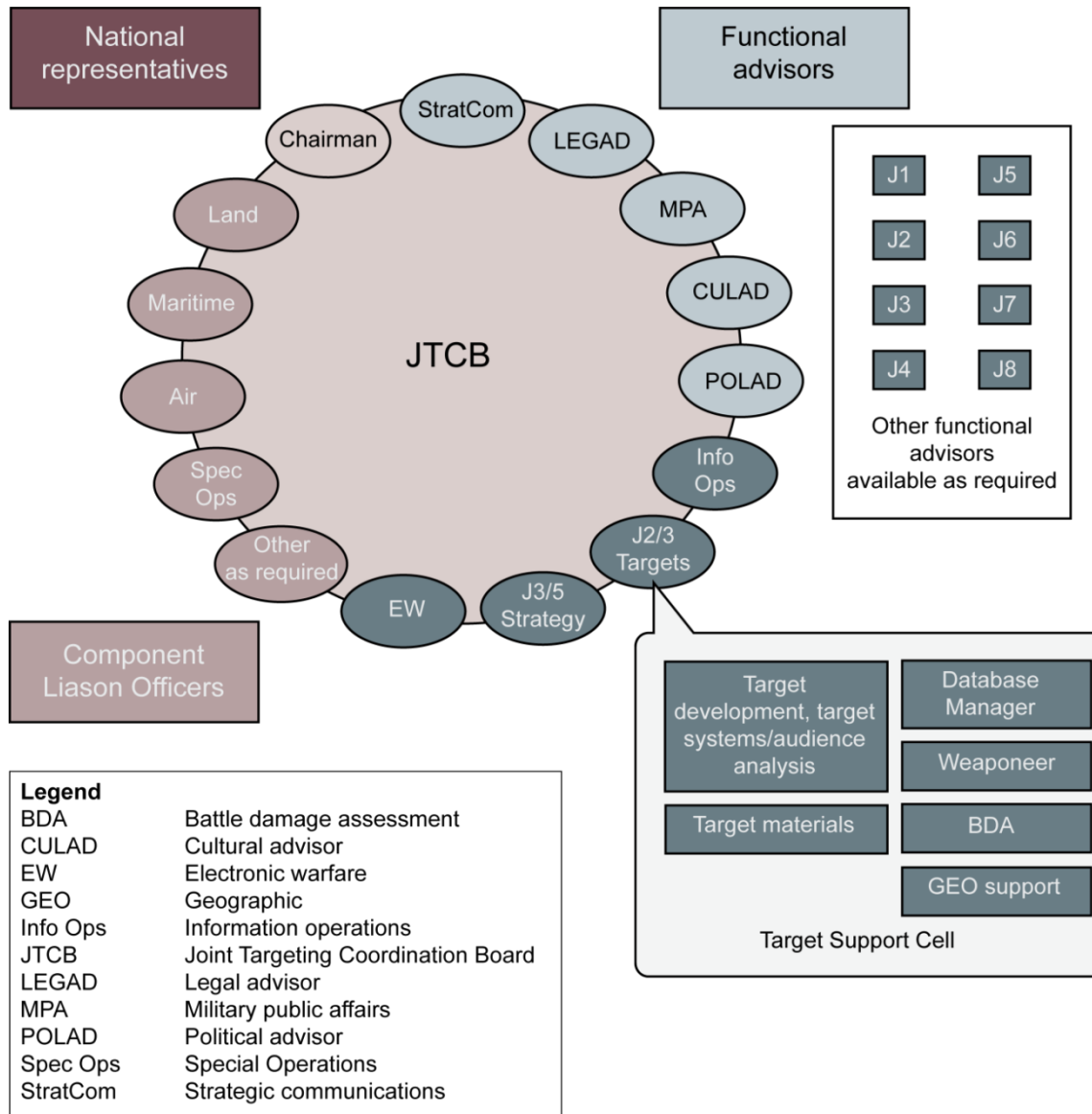


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# The joint targeting cycle



# Joint Targeting Board



# Human Network Analysis

