THE MANAGEMENT OF THE FLOW OF INFORMATION IN MILITARY ENVIRONMENT. NATO - NOW AND TOMORROW!

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Abstract

The strategy of the North Atlantic Treaty Organization (NATO) is composed into a document known as „The strategic Concept for the defence of the North-Atlantic area". The first concept was developed between October 1949 and April 1959 considered that the Alliance „established a strategy of operations at large scale for territorial defence ". The New Strategic Concept „NATO 2020: Active Engagement, Modern Defence'' implies more than analysis, strategies, but reshaping of what it is today and what will be tomorrow. In the „knowledge based society'' of the XXIst century - 2nd decade, the flow of the information seems to be crucial. Who can predict the next path of the direction to follow? ... How to do it better? ...

Keywords
Management, information, security, strategy, knowledge.

1. Introduction

 Motto:
„*ANIMUS IN CONSULENDO LIBER*''[1]
The organizations, no matter what are their objectives, what them treats and in which domain are situated, in our opinion have to have first of all a perceptive organisational aim.

Secondly, the aim of the institutions has to be achieved by a disciplinary status and coherence.

Thirdly, plans and policies of each institution must be alive through the vision of the managers and leaders, both the team members in the same time.

Nonetheless, the role of the information, doesn't matter the brand or the domain of the organization, is crucial.

More than this: the management of the flow of information able tailored is one of the arts of dealing with the success achieving on the „ markets''.

Nations, alliances, organisations, institutions depends on the information and on the behaviour of how the information is managed in order to be useful.

In the military environment information has one of the top positions in the entire system of evaluating the „battle field''.

Successful use of this strategic resource, information, in conditions that have already become recognized "right time, right place, and right people" is to achieve the objectives.

Inside the organizations such as the military, along with specific knowledge of tactical, command and control, the new realities of the XXI century with its new paradigm of approaches arising from asymmetric events that occurred, as opposed to those of the past century have imposed a multidisciplinary treatment based on technical knowledge, information, as well as those in communication, negotiation, creation and management of a team, adaptability, continue understanding of global processes, and the political-military trends and strategies.

 Information is one of the fundamental elements for the existence and the future of an organization that operates in a global society, in which everybody exchanges information with each

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[1] ("l'esprit libre dans la consultation";"in discussion a free mind") according to http://www nato.int/multi/animus htm, Motto of the NATO, accessed on 03rd of June 2010.

other. To do this, is needed to quickly process extremely large volumes of information, distribute them in an effective and efficient, while ensuring their safety, security and protection (especially in the military).

As a part of our history, the North Atlantic Treaty Organization (NATO) represents an example of organisation that until now, starting from it's beginning, has lived with new challenges and dynamic engagements, dealing in a relevant treatment of the information, and managing a performing flow of the information system.

The New Strategic Concept[2] of the Alliance established and agreed in Lisbon, Portugal in November 2010, named ,,NATO 2020: Active Engagement, Modern Defence'' implies more than analysis, strategies, but reshaping of what it is today and what will be tomorrow.

This military and political document has the ability in our opinion that is relevant for the explanation of the next decade in our Euro-Atlantic, and democratic nation's lives.

It became a clear certain fact that "information is power ".

Handling, securing, protecting and using it for the preserving of the values and principles of democracy and human rights, peace between nations it is a necessity and an art.

In the actual perspective the world has to face at many situations, threats challenges, and in our geopolitical space NATO has an important role in this environment. At the question ,,- How the Alliance can predict, avoid, and/or deal with all these?'', in our opinion, one of the answers consists is the possession of a good management of the flow of information and an analyzed policy in it's new strategic concept.

2. The flow of the information. Risk management. Military considerations.

Improving the management of the flow information from executive personnel to decision making and policy makers, on one hand, and at the horizontal level between the workers and collaborative personnel, on the other hand, is a key focus for many organizations, across both the public and private sectors.

The majority of organisations is eager on to dispatch integrated information management system and enhance environment.

Valuable information management is not undemanding. There are numerous aspects to integrate into systems, a substantial variety of information needs to meet, and to direct into the flow, following specific path and exactly ways, but also multifaceted organizational and cultural issues to address.

However, some effects of the strategy and objectives are more difficult to achieve, or are not achieved just because of the specific characteristics of distinct patterns and systems.

Thus, when the organization can not assume that the objectives and therefore can not perform, it is necessary and appropriate to an analysis of the factors that have contributed in a negative way and prevented the smooth running of things.

The management of the information it is being focused by a variety of features, including a request to develop the effectiveness of company processes, the difficulty of conformity policy and the wish to deliver new services. In some situations, information management has to ask the deploying of new technology solutions, such as content or electronic document management systems, data bases or IT[3] applications and solutions.

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[2] http://www nato.int/cps/en/natolive/official_texts_68580 htm accessed on 15th of February 2011.

[3] Information technology (IT) is the acquisition, processing, storage and dissemination of vocal, pictorial, textual and numerical information by a microelectronics-based combination of computing and telecommunications. The term in its modern sense first appeared in a 1958 article published in the *Harvard Business Review*, in which authors Leavitt and Whisler commented that "the new technology does not yet have a single established name. We shall call it information technology." – in accordance with http://en.wikipedia.org/wiki/Information_technology accessed at 19th of February 2011.

„Risk management is the identification, assessment, and prioritization of risks – as it is defined in ISO 31000[4] as the effect of uncertainty on objectives, whether positive or negative - followed by coordinated and economical application of resources to minimize, monitor and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities.'' [5]

A risk analysis of any kind, either at an individual or an organization to address the phenomenon requires understanding, knowledge, identification, assessing and countering the negative effects, and establish mitigation options and opportunities avoidance, prevention and / or disposal.

Thus, the question is: „- What is a risk?".

„ In the classical sense of decision theory, risk is identified as an element that appears uncertain but potentially permanent process of social and human activities which are damaging and irreversible effects''.[6]

To be successful, an institution must be prepared to solve problems of risk management, would ever occur. An effective risk management is an essential component of any *successful management strategy*.

Also, a measure of seriousness and responsibility of an institution is given the way they develop procedures for identifying and analyzing information about potential risk

The flow of information, as a process, implies the communication as a course of action.

Also, the management of the flow of information realizes the centralization, the evaluation, the filtration of information in order to sort them and to disseminate the information for decision. This is done in the same time with the insurance of the presence of the analyze elements and prediction results.

The strategic image is obtained with the principal instrument that sustain the political and military decision process, the totality of data and information from de security perspective, and not only, domain that ensure the optimal level of knowledge at the decision makers level.

So, efficient information administration is not simple. There are many systems to put together, a massive variety of dealing requests to meet.

As we already told, the information flow is about communication. A kind of system can be considered de IT that is the transporters of the data. The information flow is the amount of information that travels between sender and recipient. The information flow is characterized by content, purpose, frequency, length, speed, reliability, and cost.

The Internet was founded in 1969, following a program of the U.S. Department of Defense, and it is known as the ARPANET[7]. The project was funded by Advanced Research Projects Agency. Designed in order to automatically spread the network information traffic when there are problems connecting or transmitting information systems needed to keep. The network running the ARPANET was primarily to establish a system that works even when major components of the them were inoperable.

The risk management of the information in the military environment is treated with very high attitude. In this regard, as an example, on 6 and 7 Oct 2010, the NATO Command and Control Centre of Excellence have hold information and knowledge management workshop together with

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[4] According to http://en.wikipedia.org/wiki/ISO_31000 accessed at 19th of February 2011*, ISO 31000* is intended to be a family of standards relating to risk management codified by the International Organization for Standardization. The purpose of ISO 31000:2009 is to provide principles and generic guidelines on risk management. ISO 31000 seeks to provide a universally recognized paradigm for practitioners and companies employing risk management processes to replace the myriad of existing standards, methodologies and paradigms that differed between industries, subject matters and regions.

[5] http://en.wikipedia.org/wiki/Risk_management accessed at 19th of February 2011.

[6] Prof. univ. dr. NICOLAE ROTARU, *Managementul riscului* (curs esenţializat)*,* Academia Naţională de Informaţii – MISN, Bucureşti, 2009.

[7] http://www.dei.isep.ipp.pt/~acc/docs/arpa--1 html accessed on 15th of February 2011.

Spain. Experts from the Centre's sponsoring nations and other NATO entities examined a sort of information and knowledge management themes, including success stories, proposed concepts and future developments.

The experts approached the subjects in military operations, because the Alliance today faces daily challenges in efficiently managing an increasing amount of information and knowledge. Effective management of this information and knowledge can help to increase commanders' and military personnel's situational awareness, enabling them to make better decisions with a greater understanding of a particular context.

In that forum was initiated the sharing national approaches to information and knowledge management and reviewing NATO's information management practices and guidance. Also, the groups of participants explored key topics of the issues.[8]

Saying that this is an aspect which it can't be avoided in the risk management discussions; the protection of the classified information. In this regard at national level we can emphasise that the provisions are in line with the NATO and European Union (EU) directives.

The precondition for access to classified information is why holding a security clearance, corresponding to the category and classification level of information that is required to have access.

The categories of classified information to which access is conditioned by the possession of a security clearance document are:
- national classified information;
- NATO classified information;
- EU classified information.

The equivalence of national classified information on grading with the EU to NATO classified information classified is given in the table below:

National - Romania		NATO		EU
Strict Secret de Importanţă Deosebită	⟷	NATO Top Secret	⟷	Tres Secret EU
Strict Secrete	⟷	NATO Secret	⟷	Secret EU
Secret	⟷	NATO Confidential	⟷	Confidentiel EU
Secret de Serviciu	⟷	NATO Restricted	⟷	Restreint EU

Without having an equivalent value system of classification of documents, as described above, under the Romanian Law no. 182/2002 on the *protection of classified information*[9] (published in Official Gazette no. 248 April 12, 2001), we would be able to discuss about the existence of cultural difference in security risks and data protection.

One can conclude that there is an equivalent, such as that described above, may be one of the levers necessary to avoid the existence of disparities and differences in organizational culture. In the absence of working procedures in the field of security incidents could occur, some unwanted effects to the national interests and / or the prospect of partnership alliances.

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[8]http://www.nato.int/cps/en/SID-3385CC18-1C820A78/natolive/news_66729 htm?selectedLocale=en accessed on 18th of February 2011.

[9] „LEGEA nr.182 din 12 aprilie 2002 privind protecţia informaţiilor clasificate'' published in Romania in „Monitorul Oficial nr. 248/12 aprilie 2002'' in accordance with http://www.cdep ro/pls/legis/legis_pck.lista_mof?idp= 8084 accessed at 20th of December 2010.
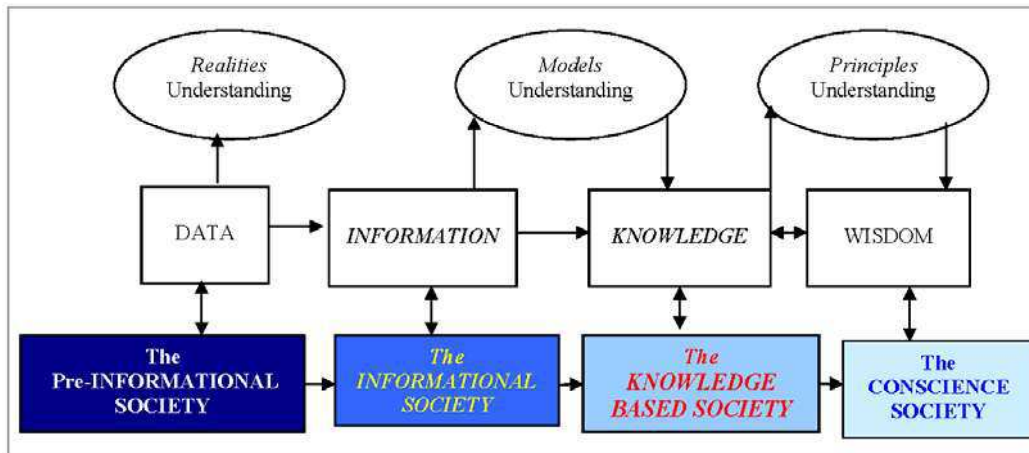
Figure no.1

Information era features that distinguish it from previous ones are: the emergence of information-based society, organizations are dependent on information technology in specific activities (management accounting, human resources records, etc) place transformation of work processes to enhance productivity, business success is largely determined by the efficiency with which information and communication technology is used, information and communication technology is increasingly embedded in many products and services.

As an example of information flow it can be seen in the picture below (figure no.1) that depicts the phases of the evolution of concepts and society, and the path to wisdom and conscience society.[10]

The word "information'' is generally used to define many aspects of the spectrum in which the communication of information and knowledge which „ pyramid''[11] (hierarchy) is shown in figure no. 2.

Taking into consideration the military aspect of the topic of this paper and the tactical level, we can focus at one of the types of information flow, as depicted in the next figure no.3.[12]

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[10] http://www.uvvg ro/studia/economice/plugins/p2_news/printarticle.php?p2_articleid=201 accessed at 10th of February 2011.

[11] Constantin ALEXANDRESCU, Gelu Alexandrescu, Gheorghe BOARU, *Sisteme informaționale – Fundamente teoretice*, Editura Universității Naționale de Apărare, București, 2009, pp.105, 106

[12] http://www.globalsecurity.org/military/library/policy/army/fm/6-0/appb htm accessed at 19th of February 2011.
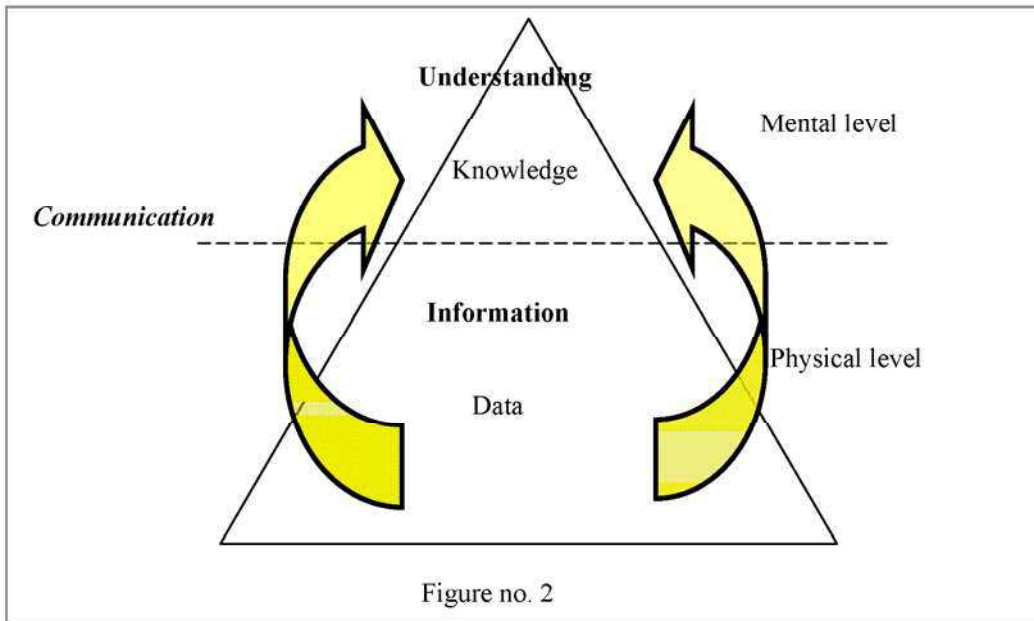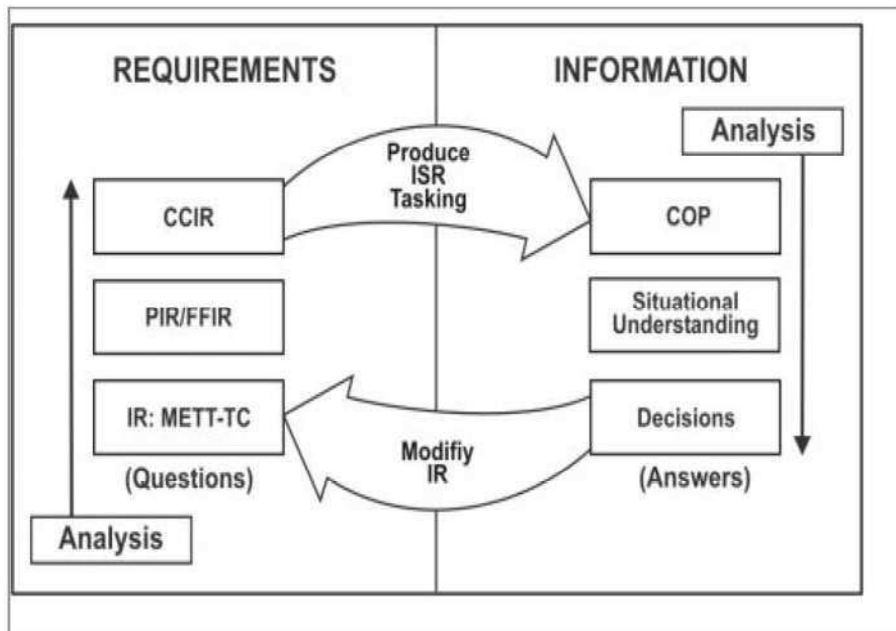
Figure no. 2

Figure no. 2

Figure no. 3

So, CCIR = *Commander's critical information requirements* are elements of information required by commanders that directly affect decision making and dictate the successful execution of military operations.[13]

PIR = *Priority intelligence requirements* are those intelligence requirements for which a commander has an anticipated and stated priority in his task of planning and decision making.[14]

FFIR = *Friendly forces information requirements* are information the commander and staff need about the forces available for the operation.[14]

COP = all information, collectors should focus, as much as possible, only on data needed to determine the information required to build the *Common Operational Picture*.[15]

METT-TC = mission, enemy, terrain and weather, troops.[16]

ISR = intelligence, surveillance, and reconnaissance.

IR = the joint definition of *information requirements* includes only intelligence requirements.[17]

Information management is a *dynamic process* that supports military leaders in the rapid and harmful operational situation.

Based on the information available, throughout operations, the answers to the CCIR, contribute to the assessments that are introduced in the decisions by the staff officers, military leaders and commanders.

These decisions and assessments generate fresh questions that address the changed situation and future command decisions. And the cycle is continuing.

The information flow can be better understand in military environment, at a glance, watching at the next picture (figure no.4) where is illustrated the relationships among the cognitive hierarchy, IR and CCIR.
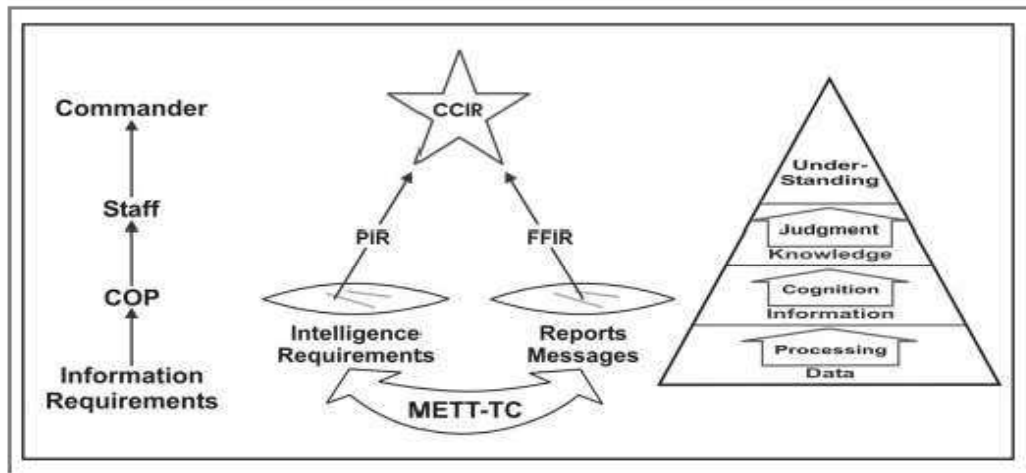

Figure no. 4

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[13] According to *FM3-0, Operations*, 14 June 2001, published at http://web7.whs.osd mil/corres htm and http://www.globalsecurity.org/military/library/policy/army/fm/ 6-0/bib htm#fm3-0 accessed at 19th of February 2011.

[14] According to JP 1-02, *Department of Defense Dictionary of Military and Associated Terms,* available online at http://www.dtic mil/doctrine/jel/doddict/.

[15] http://www.globalsecurity.org/military/library/policy/army/fm/6-0/appb htm#figb-2 accessed at 19th of February 2011.

[16] Idem 15

[17] Idem 15

The chain of command demonstrates where meaning is added to data as the C2 (Command and Control) system processes it. The C2 system collects data from various sources to answer IRs.

And this is, let say, at the tactical and operational level in military environment. For the strategic and political level we can analyze the strategic concept of NATO a little bit later on.

The power of information consists in the fact that the political and military actions are necessary directions based on knowledge.

All the leaders that obtain information have the responsibility to do not ignore them, to analyze them and it must remove any lack of knowledge for the developing of the decision process.

„*When the information are precise and appropriate the chances for the decision makers to have a prompt reaction are raised, and some threats, just intuited, are eliminated. Also, some particularities of the risk factors are better understood and it confers to the decision act a value of the proportions.*''[18]

„*Thus, with all the asymmetric threats, from the nations actors and non-nations, can consists the most important and probable security risk, NATO has to have the capacity for conducting operation of highest intensity, in order to react for much robust and unexpected threats.*''[19]

„*The time, between the risk and threat anticipation and the execution of a course of action, must be shortened.*''[20]

„*One of the last important factor of the waste of the time is the bad functioning of the informational system.*''[21]

Combining the four quotas above we can summarise and emphasize the fact that the speed of the receiving, analyzing and taking the decisions is critical in good flow of information system and the decision making process in military environment and not only.

The New Strategic Concept NATO

The strategy of the North Atlantic Treaty Organization (NATO) is consists into a document known as „*The strategic Concept for the defence of the North-Atlantic area*". The first concept was developed between October 1949 and April 1959 considered that the Alliance „*established a strategy of operations at large scale for territorial defence* ".

The New Strategic Concept (NSC) „*NATO 2020: Active Engagement, Modern Defence*'' implies more than analysis, strategies, but reshaping of what it is today and what will be tomorrow.

„*For more than 60 years, NATO has proven itself as the most successful alliance in history. It's defended the independence and freedom of its members.[…] At no time during these past six decades was our success guaranteed. Indeed, there have been many times when skeptics have predicted the end of this alliance. But each time NATO has risen to the occasion and adapted to meet the challenges of that time. And now, as we face a new century with very different challenges from the last, we have come together here in Lisbon to take action in areas that are critical to the future of the alliance.*''[22]- said the president of the United States of America, HE, mr. Barack OBAMA, after de Summit in his press conference at Lisbon, Portugal.

After analyzing of the NSC it can be observed that the document contains the policies and the new principal directions of the Alliance that will be exposed in the next stage of this paper.

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[18] - unofficial translation from Stan PETRESCU, *About intelligence and power,* Editura Militara, Bucuresti, 2009, p.445

[19] - unofficial translation from Cristea DUMITRU, Ion RONCEA, *The war based on the net /the chalange of the information era in the battle field,* Editura Universitatii Nationale de Aparare Carol I, Bucuresti, 2005, p.17

[20] Idem 23, p.18

[21] - unofficial translation from Peter DRUCKER, *The effective Executive,* Editura Meteor Business, Bucuresti, 2010, p.65

[22] http://www.whitehouse.gov/blog/2010/11/20/president-obama-nato-and-today-we-stand-united-afghanistan accessed at 02nd of February 2011

The Heads of State and Government of the Allied nations determined that *NATO will continue to play its unique and critical position in ensuring the common defence and security* approved the document that will guide the next phase in NATO's evolution, so that it continues to be effective against new threats, *with new capabilities and new partners* as it is described below:

- it reconfirms the connection between all NATO nations to defend one another against attack;

- it commits the Alliance to prevent crises, manage conflicts and stabilize post-conflict situations;

- it offers to the Allied partners around the globe more political engagement with the Alliance, and a substantial role in shaping the NATO-led operations to which they contribute;

- it commits NATO to the goal of creating the conditions for a world without nuclear weapons – but reconfirms that, as long as there are nuclear weapons in the world, NATO will remain a nuclear Alliance;

- it restates our firm commitment to keep the door to NATO open to all European democracies that meet the standards of membership, because enlargement contributes to our goal of a Europe whole, free and at peace;

- it commits NATO to continuous reform towards a more effective, efficient and flexible Alliance, so that the taxpayers get the most security for the money they invest in defence;

- the citizens of NATO countries rely on the Alliance to defend Allied nations, to deploy robust military forces where and when required for the security, and to help promote common security with thr partners around the globe.

The *core tasks and principles* as them have been established in the Lisbon NATO Summit are:

1.NATO's fundamental and enduring purpose is to safeguard the freedom and security of all its members by political and military means. Today, the Alliance remains an essential source of stability in an unpredictable world.

2.NATO member states form a unique community of values, committed to the principles of individual liberty, democracy, human rights and the rule of law. The Alliance is firmly committed to the purposes and principles of the Charter of the United Nations, and to the Washington Treaty, which affirms the primary responsibility of the Security Council for the maintenance of international peace and security.

3.The political and military bonds between Europe and North America have been forged in NATO since the Alliance was founded in 1949; the transatlantic link remains as strong, and as important to the preservation of Euro-Atlantic peace and security, as ever. The security of NATO members on both sides of the Atlantic is indivisible. We will continue to defend it together, on the basis of solidarity, shared purpose and fair burden-sharing.

4.The modern security environment includes a broad and evolving set of challenges to the security of NATO's territory and populations. In order to assure their security, the Alliance must and will continue fulfilling effectively three essential core tasks, all of which contribute to safeguarding Alliance members, and always in accordance with international law:

a. **Collective defence**. NATO members will always assist each other against attack, in accordance with Article 5 of the Washington Treaty;

b. **Crisis management**. NATO has a unique and robust set of political and military capabilities to address the full spectrum of crises – before, during and after conflicts;

c. **Cooperative security**. The Alliance is affected by, and can affect, political and security developments beyond its borders. The Alliance will engage actively to enhance international security, through *partnership* with relevant countries and other international organisations; by contributing actively to arms control, non-proliferation and disarmament; and by *keeping the door to membership in the Alliance open* to all European democracies that meet NATO's standards.

5. NATO remains the unique and essential transatlantic forum for consultations on all matters that affect the territorial integrity, political independence and security of its members, as set out in Article 4 of the Washington Treaty.

6. In order to carry out the full range of NATO missions as effectively and efficiently as possible, Allies will engage in a continuous process of reform, modernisation and transformation.

The Security Environment

Today, the Euro-Atlantic area is at peace and the threat of a conventional attack against NATO territory is low. That is an historic success for the policies of robust defence, Euro-Atlantic integration and active partnership that have guided NATO for more than half a century.

However, the conventional threat cannot be ignored. Many regions and countries around the world are witnessing the acquisition of substantial, modern military capabilities with consequences for international stability and Euro-Atlantic security that are difficult to predict.

The proliferation of nuclear weapons and other weapons of mass destruction, and their means of delivery, threatens incalculable consequences for global stability and prosperity. During the next decade, proliferation will be most acute in some of the world's most volatile regions.

Terrorism poses a direct threat to the security of the citizens of NATO countries, and to international stability and prosperity more broadly. Extremist groups continue to spread to, and in, areas of strategic importance to the Alliance, and modern technology increases the threat and potential impact of terrorist attacks, in particular if terrorists were to acquire nuclear, chemical, biological or radiological capabilities.

Instability or conflict beyond NATO borders can directly threaten Alliance security, including by fostering extremism, terrorism, and trans-national illegal activities such as trafficking in arms, narcotics and people.

Cyber attacks are becoming more frequent, more organised and more costly in the damage that they inflict on government administrations, businesses, economies and potentially also transportation and supply networks and other critical infrastructure; they can reach a threshold that threatens national and Euro-Atlantic prosperity, security and stability. Foreign militaries and intelligence services, organised criminals, terrorist and/or extremist groups can each be the source of such attacks.

Key environmental and resource constraints, including health risks, climate change, water scarcity and increasing energy needs will further shape the future security environment in areas of concern to NATO and have the potential to significantly affect NATO planning and operations.

Defence and Deterrence

The greatest responsibility of the Alliance is to protect and defend our territory and our populations against attack, as set out in Article 5 of the Washington Treaty. The Alliance does not consider any country to be its adversary. However, no one should doubt NATO's resolve if the security of any of its members were to be threatened.

Deterrence, based on an appropriate mix of nuclear and conventional capabilities, remains a core element of our overall strategy. The circumstances in which any use of nuclear weapons might have to be contemplated are extremely remote. As long as nuclear weapons exist, NATO will remain a nuclear alliance.

The supreme guarantee of the security of the Allies is provided by the strategic nuclear forces of the Alliance, particularly those of the United States; the independent strategic nuclear forces of the United Kingdom and France, which have a deterrent role of their own, contribute to the overall deterrence and security of the Allies.

Security through Crisis Management

Crises and conflicts beyond NATO's borders can pose a direct threat to the security of Alliance territory and populations. NATO will therefore engage, where possible and when necessary, to prevent crises, manage crises, stabilize post-conflict situations and support reconstruction.

The lessons learned from NATO operations, in particular in Afghanistan and the Western Balkans, make it clear that a comprehensive political, civilian and military approach is necessary for effective crisis management. The Alliance will engage actively with other international actors before, during and after crises to encourage collaborative analysis, planning and conduct of activities on the ground, in order to maximise coherence and effectiveness of the overall international effort.

To be effective across the crisis management spectrum, the Alliance will enhance intelligence sharing within NATO, to better predict when crises might occur, and how they can best be prevented.

Also, in this direction, further develop doctrine and military capabilities for expeditionary operations, including counterinsurgency, stabilization and reconstruction operations will be established.

Promoting International Security through Cooperation

Arms Control, Disarmament, and Non-Proliferation

NATO seeks its security at the lowest possible level of forces. Arms control, disarmament and non-proliferation contribute to peace, security and stability, and should ensure undiminished security for all Alliance members.

The Alliance will explore ways for our political means and military capabilities to contribute to international efforts to fight proliferation.

National decisions regarding arms control and disarmament may have an impact on the security of all Alliance members. We are committed to maintain, and develop as necessary, appropriate consultations among Allies on these issues.

Open Door

The door to NATO membership remains fully open to all European democracies which share the values of our Alliance, which are willing and able to assume the responsibilities and obligations of membership, and whose inclusion can contribute to common security and stability.

Partnerships

The promotion of Euro-Atlantic security is best assured through a wide network of partner relationships with countries and organisations around the globe. These partnerships make a concrete and valued contribution to the success of NATO's fundamental tasks.

Dialogue and cooperation with partners can make a concrete contribution to enhancing international security, to defending the values on which our Alliance is based, to NATO's operations, and to preparing interested nations for membership of NATO. These relationships will be based on reciprocity, mutual benefit and mutual respect.

Cooperation between *NATO and the United Nations* continues to make a substantial contribution to security in operations around the world.

An active and effective *European Union* contributes to the overall security of the Euro-Atlantic area. Therefore the EU is a unique and essential partner for NATO. The two organisations share a majority of members, and all members of both organisations share common values. NATO recognizes the importance of a stronger and more capable European defence. For the strategic partnership between NATO and the EU, their fullest involvement in these efforts is essential. NATO and the EU can and should play complementary and mutually reinforcing roles in supporting international peace and security.

NATO-Russia cooperation is of strategic importance as it contributes to creating a common space of peace, stability and security - NATO poses no threat to Russia.

Reform and Transformation

Unique in history, NATO is a security Alliance that fields military forces able to operate together in any environment; that can control operations anywhere through its integrated military command structure; and that has at its disposal core capabilities that few Allies could afford individually.

NATO must have sufficient resources – financial, military and human – to carry out its missions, which are essential to the security of Alliance populations and territory. Those resources must, however, be used in the most efficient and effective way possible.

So, all these values and objectives are universal and perpetual, and determine the defence through unity, solidarity, strength and resolve.

3. Conclusions

Information is one of the fundamental elements for the existence and the future of an organization that operates in a global society, in which everybody exchanges information with each other. To do this, is needed to quickly process extremely large volumes of information, distribute them in an effective and efficient, while ensuring their safety, security and protection (especially in the military).

But in personal or in organizational communication, who receives the information, may understand it or not!

The risk analysis of the flow of the information can be based not only on purely cultural aspects, but also based on elements from organizational, marketing, communication diplomatic representation, military, cultural semiotics and symbols.

Handling, securing, protecting and using it for the preserving of the values and principles of democracy and human rights, peace between nations it is a necessity and an art.

Understanding the risks, de principles of the avoidance of these, and an effective applicability in the information analysis process can improve in real way the quality of the flow of information.

The power of information consists in the fact that the political and military actions are necessary directions based on knowledge.

All the leaders that obtain information have the responsibility to do not ignore them, to analyze them and it must remove any lack of knowledge for the developing of the decision process.

One of our conclusions is the fact that in the „knowledge based society'' of the XXIst century - 2nd decade, the information is crucial.

A well organized, administrated and executed flow of the information could and can conduct to decisional supremacy, first of all, secondly, to a celerity of command act – both in military and politically panels, and thirdly to the reduction of the reaction time for execution of the decision makers and leaders direction and patterns to follow.

The speed of the receiving, analyzing and taking the decisions is critical in good flow of information system and the decision making process in military environment and not only.

Maybe is very difficult to forecast the future, but at least the leaders can and should be prepared and well structured in order to do not be surprised and to have a reply for defend the democracy and to do this in a better way.

The Strategic Concept is an official document that outlines NATO's enduring purpose and nature and its fundamental security tasks. It also identifies the central features of the new security environment, specifies the elements of the Alliance's approach to security and provides guidelines for the adaptation of its military forces.

So, the political leaders of NATO, are determined to continue renewal of our Alliance so that it is fit for purpose in addressing the 21st Century security challenges. NATO is firmly committed to preserve its effectiveness as the globe's most successful political-military Alliance. The Alliance thrives as a source of hope because it is based on common values of individual liberty, democracy, human rights and the rule of law, and because our common essential and enduring purpose is to safeguard the freedom and security of its members. These values and objectives are universal and perpetual, and determine the defence through unity, solidarity, strength and resolve.

While the world is changing, NATO's essential mission will remain the same: to ensure that the Alliance remains an unparalleled community of freedom, peace, and security with shared values.

In summary, combining a good flow of information from military environment, and not only, with the biggest politically and military Alliance New strategic concept, create us the opportunity to emphasize the need of having a good partnership between information and strategy in order to better cope with the XXIst Century challenges.

Post-scriptum of this paper:

….the world is changing in a hustle dynamics with large events….*Jasmine* Revolution, „bloody velvet'' Egyptian Revolution, and Libyans unrest, but Humankind, be careful with the Nature, … earthquakes, tsunamis! Unfortunately…..Japan is today! What will be and how will be the day of tomorrow?

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