In the face of a constantly evolving and unpredictable geostrategic environment, Allied Command Transformation must utilise the full spectrum of its Warfare Development levers to ensure that NATO has the right Military Instrument of Power to guarantee a credible and adaptable posture today and in the future.

Allied Command Transformation, as the Alliance’s Warfare Development Command, provides, by design, end-to-end coherence of NATO’s Military Instrument of Power along three lines of effort: Deliver, Disrupt and Implement.

- General André Lanata, Supreme Allied Commander Transformation
Allied Command Transformation defines the future military context, identifying challenges and opportunities in order to maintain a warfighting edge. It ensures maximum interoperability; gives structure and priority to NATO forces through defence planning and capability development; applies innovation to leverage ideas, procedures and technologies to the benefit of our warfare development approaches; and, in all of this, leverages the intellectual horsepower of a large network of industry, academia, military and civilian expertise in nations, in NATO agencies and NATO Centres of Excellence.
Allied Command Transformation analyses the trends that shape our security environment, assesses the inherent risks, threats and opportunities and investigates alternatives. By doing that, we improve the awareness, understanding and unity of effort among the members of the Alliance in order to strengthen NATO’s capabilities to address the challenges of today and tomorrow.

**WE SCAN, INVESTIGATE AND INFORM**

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**WHAT DOES THIS MEAN IN PRACTICE?**

Our signature work is the Strategic Foresight Analysis and the Framework for Future Alliance Operations which describes global trends and military implications. We use the widest possible network and big data techniques to provide the greatest possible depth and breadth of perspectives to NATO HQ and nations. We are undertaking a series of regional studies to inform Strategic Foresight Analysis 2021.
Allied Command Transformation explores and implements new and/or different ideas, methods or solutions that achieve value for the Alliance. By reaching out for new concepts and solutions, generating ideas, bringing them to life, harnessing new technologies and experimenting, we generate solutions to the challenges faced by the Alliance. Allied Command Transformation leverages its creative, experienced and diverse military and civilian staff, empowering them to explore better, faster and more creative solutions to address the most difficult problems. Allied Command Transformation develops concepts that describe new ways of dealing with the emerging challenges we face, we harness lessons learned, we use modelling and simulation to help understand issues and we identify opportunities and constraints in the adoption of new technologies through experimentation. By doing that we help the Alliance adapt at the speed necessary to meet emergent threats and embrace opportunities while assuring continued readiness and responsiveness.

**WE INNOVATE AND CHALLENGE**

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**WHAT DOES THIS MEAN IN PRACTICE?**

The execution of several Hackathons and Innovation challenges each year, the application of modelling and simulation to unwrap complex issues, including Dual Capable Aircraft, the Urbanisation Concept, the Collaborative Resilience Concept, the Future Medical Support Concept and studies into Hybrid threats. We experiment on exercises and on NATO operations, most recently with networked autonomous anti-submarine warfare and mine countermeasures systems and, alternatively, approaches in space, logistics and Command and Control.
Allied Command Transformation harnesses the largest defence and security network in the world to tackle the challenges facing the Alliance. We draw ideas and intellect from Allied and Partner nations (military, civilian, industry and academia), Centres of Excellence, Partnership Training and Education Centres, the United Nations, the European Union, the Science and Technology Organization, the Conference of National Armaments Directors and a wide network of subject matter experts. By doing this we ensure the maximum exchange of ideas in order to enhance Alliance military capability.

WE CONNECT

A series of annual events such as the Partnership 360 Conference, Concept Development and Experimentation Conference, Chiefs of Transformation Conference, Centres of Excellence Directors’ Conference and the NATO Industry Forum. We also manage a portal to share concepts and, through our Innovation Hub, connect thousands of people worldwide who are driven to solve Alliance problems.
Allied Command Transformation defines and manages new programmes to modernise NATO’s capabilities, from Command and Control to logistics and enablers, providing the connective tissue that enables 30 nations to operate as a single force. Allied Command Transformation leads the execution of the Capability Management Function across the Alliance and is the Capability Requirement Authority - ensuring the challenges of the future are met by the right capabilities. By doing that, we improve the capability of the Alliance, enable our forces to fight most effectively and ensure unity of action.

**WE DELIVER CAPABILITIES**

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**WHAT DOES THIS MEAN IN PRACTICE?**

We manage 31 Common Funded Capability programmes and maintain NATO’s Capability Dashboard. For example, most recently, we have produced the program plans for Special Operations Command and Control; the Capability Programme Plan for North Macedonia; a framework for future medical concepts and requirements; a reset of the Logistics Command and Control programme and drafted the Electro Magnetic Spectrum Warfare Strategy.
Allied Command Transformation contributes to the definition of standards in many areas such as individual training, the connectivity of our equipment and security protocols. Allied Command Transformation is the driving force facilitating the Federated Mission Networking initiative, the incremental definition of a set of standards to be adopted to ensure interoperability from "Day Zero" for future operations. By doing that we promote the Alliance’s unity of action and interoperability.

WE DRIVE STANDARDS

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WHAT DOES THIS MEAN IN PRACTICE?

We establish Federated Mission Networking spirals, we explore ideas at TIDE Sprint and experiment at the Coalition Warrior Interoperability Exercise. We are establishing the framework for an Alliance Defence Cyber picture and have defined the NATO framework for autonomous vehicles.
Allied Command Transformation educates and trains thousands of Army, Navy, Air Force and civilian men and women each year. We deliver Article 5-level joint exercises, small scale exercises and pre-deployment training. By doing this, we homogenise the Alliance’s military culture, develop necessary competences and skills and ensure interoperability in the cognitive dimension of Alliance capability.

**WE EDUCATE AND TRAIN**

We steward NATO’s Education and Training through Global Programming, in which we train 11,000 people every year, and have initiated a Human Capital programme in order to prepare the people we will need to operate effectively in the future.

**WHAT DOES THIS MEAN IN PRACTICE?**
Allied Command Transformation brings efficiency and coherence to the development of NATO forces, as well as, medium and long term planning. Allied Command Transformation leads large parts of the NATO Defence Planning Process and is writing the NATO Warfighting Capstone Concept. By doing this we, respectively; turn political guidance into capability commitments by all NATO Member Nations and frame the path for coherent warfare development for the Alliance.

**WE PLAN**

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**WHAT DOES THIS MEAN IN PRACTICE?**

We conduct extensive dialogue with Nations, NATO HQ and Allied Command Operations to bring coherence to the development of Allied capabilities. We then synthesize the requirements and present options to nations.
Allied Command Transformation applies its capabilities to solving capability shortfalls. We develop operational thinking, capture lessons learned throughout the entire cycle of the operation, facilitate experimentation, deliver pre-deployment training and provide augmentation and enhanced capability development during crises. At the same time, Allied Command Transformation analyses and harnesses emerging security trends and technologies to help shape the landscape of future NATO operations. By doing this we ensure that the maximum output is generated from the NATO Strategic Commands at all levels of crisis.

**WE SUPPORT CURRENT AND FUTURE OPERATIONS**

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**WHAT DOES THIS MEAN IN PRACTICE?**

We work closely with Allied Command Operations to identify priority areas for development to which we apply our warfare development capabilities. We develop tools for Commanders, such as the Information Environment Assessment tool and the Protection of Civilians Immersive Training Tool. We also deliver the pre-deployment training for Resolute Support in Afghanistan and NATO’s mission in Iraq.
The Headquarters of the Supreme Allied Commander Transformation, HQ SACT, is in Norfolk, Virginia, where we are able to take geographic advantage of the opportunities afforded by the United States and act as a physical symbol of the transatlantic security bond. HQ SACT has a diverse workforce of men and women from Allied and Partner Nations; naval, air force, army, military police and civilian. Allied Command Transformation is responsible for connecting the 25 NATO-accredited Centres of Excellence and 33 Partner Training and Education Centres to the Alliance, harnessing their capacity and expertise as part of an indispensable network.

Allied Command Transformation commands three subordinate Headquarters in Europe: the Joint Warfare Centre in Stavanger, Norway; the Joint Force Training Centre in Bydgoszcz, Poland; and the Joint Analysis and Lessons Learned Centre in Lisbon, Portugal. Allied Command Transformation maintains a permanent presence at NATO Headquarters in Brussels, Belgium, (HQ SACT’s Representative in Europe) and at Allied Command Operations in Mons, Belgium, (Staff Element Europe). In addition, HQ SACT’s Representative in the Pentagon (the Pentagon Liaison Officer) ensures close interaction with key United States military entities.
In an unpredictable world, NATO remains an anchor of international stability. Allied Command Transformation, as one of the leaders of the Alliance’s adaptation and NATO’s Warfare Development Command, explores emerging trends and technologies, supports current and future operations, increases interoperability and readiness, mitigates the risk of strategic surprise, draws from the benefits of cooperation and preserves the military edge to position the Alliance to deter, and as needed defeat, all potential adversaries.

- General André Lanata