"Can NATO continue to perform this twin role – it must be an Alliance that provides us with both immediate protection against immediate threats, and with an instrument to shape the strategic environment in a way that is conductive to our interest and values – in the strategic environment of the 21st century? (Yes), provided that we base our policies on a sound evaluation of what is required."

JAAP DE HOOP SCHEFFER
NATO SECRETARY GENERAL
15 MARCH 2008

"...identify and prioritise the type and scale of future capability and interoperability requirements..."

SACT'S MISSION
MC58/3

"...using our different views of future worlds will strengthen our endeavor to develop a more rigorous and holistic appreciation for future security challenges and implications for the Alliance..."

GEN JAMES MATTIS
SUPREME ALLIED COMMANDER TRANSFORMATION
ADDRESS TO NORTH ATLANTIC COUNCIL
22 JAN 08

Over the past twelve months, our Secretary General has stated clearly that NATO will best perform its role when we base our policies on a sound evaluation of what is required.

With that in mind, ACT undertook this project to develop a more rigorous and holistic approach to the discovery and evaluation of future security challenges and the associated implications that will confront the Alliance in the coming years.

We believe that our project has contributed to this effort and has met the Secretary General's challenge. During the sessions conducted with 45 nations and over 550 participants, without censure, we openly discussed and brainstormed with a diverse set of professionals ranging from military to civilian to include academics, scientists, and parliamentarians in an effort to capture their wisdom and experience.

Achieving a common understanding of the future environment and the associated risks and challenges is essential to reaching consensus on the policies that will allow NATO to contribute to a more stable and prosperous world.   It is ACT's responsibility to provide senior decision-makers with the best military advice – in the words of SACT – we believe we have achieved our aim.
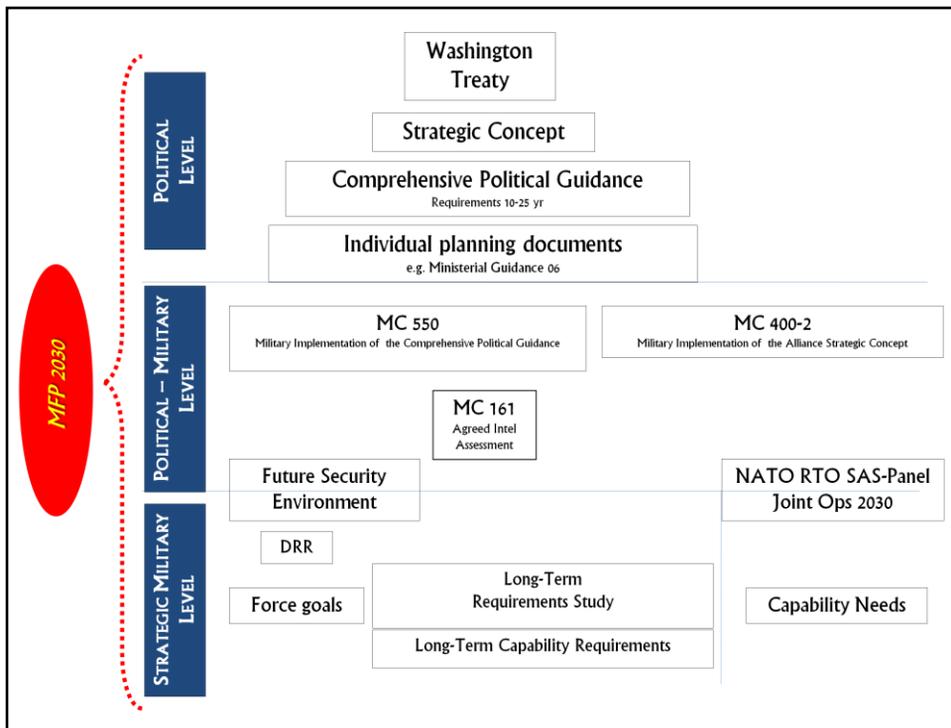
Across the Alliance, military staffs plan against a range of scenarios that help the forces of the Alliance fulfill its role as directed. Our planning process is based on clear political guidance, stemming from the Washington treaty, the Strategic Concept and Communiqués, Ministerial guidance and Comprehensive Political Guidance. Multiple Futures was developed using a rigorous model which helped us to establish a framework for constructing the strategic dialog that we believe will help in developing a revised Strategic Concept.

The Multiple Futures findings and recommendations, when used in accordance with political decisions, will inform the agreed defense planning processes and the ultimate development of capabilities. NATO's defense planning process has adapted and endured for fifty plus years, and we believe the that MFP, properly used, will only enhance that process as together we work to support our customers, the Nations, NATO HQ and Allied Command Operations.

In his letter to the Sec Gen, in advance of the Srasburg/Kehl Summit, President Sarkozy, reflecting on the common security challenges which will face the Alliance, said that NATO has transformed significantly since the end of the cold war, but it must do more. Doing so will require that we innovate and adapt in response to the threats and challenges of the future security environment.

Recently we took MFP one step further by exploring the areas of the Strategic Concept of 1999 which could be considered for revision. In doing so, we found that the Purpose and fundamental Alliance security task of providing security, being a forum for consultation, defending nations, and deterring our adversaries will continue to be enduring pillars.

The future, however, will present opportunities for the Alliance to continue contributing to the peaceful resolution of disputes as set out in the Charter of the United Nations: to promote peaceful and friendly international relations between nations and organizations, but that we should do it by working alongside and in coordination with democratic institutions.

The SC addresses the strategic perspectives, and as stated in the SC 99, the nations of the Alliance do not consider themselves an adversary to any country, on the contrary, the Alliance sees itself actively working with its partners and others in an environment of continuous progress and positive change.

The Alliance would benefit from an improved definition on how to better operate with others as we work together to improve institution´s efficiency and to generate synergy. In this light, Multiple Futures offers a set of specific recommendations that call for improved cooperation, the continuous exchange of liaison officers, more partner involvement in operational planning, and a rigorous policy that guides how we mentor and advise other nations.

The security challenges and risks assessment will need to take into account how an adversary will use technology and human ingenuity, in a hybrid manner, to confront and subvert the Alliance.

Insights	Focus Areas	Concepts & Doctrine Recommendations	Capability Enhancement Recommendations
Insight 1: The evolving nature of risks and threats to vital interests will challenge strategic unity and solidarity within the Alliance, as well as the common understanding of what constitutes an Article 5 attack.

Insight 2: Increased interaction with non-NATO nations and other international actors will create opportunities for the Alliance to extend its role in enhancing security and stability outside traditional areas of engagement.

Insight 3: Determined adversaries enabled by readily available technologies, will attack Alliance vulnerabilities in unexpected ways, requiring the Alliance to consider changes in the character of military operations and warfare.

Insight 4: Increased interaction with other international actors will provide NATO the opportunity to positively shape and influence ideas, values and events in a globalised world. | Adapting to the Demands of Hybrid Threats | • Enhance/develop offensive and defensive concepts, strategies and legal frameworks to deter, respond to and counter attacks in ungoverned/sensitive mission areas.
• Re-evaluate the ability to collect, share, and fuse all sources of intelligence.
• Develop a comprehensive concept/strategy to strengthen partnerships with industry and shorten acquisition time for new technologies. | • Develop culture suited to countering hybrid threats.
• Maintain conventional and nuclear competency.
• Operate across the spectrum of conflict.
• Present credible force to deter in all domains.
• Retain technological advantage - rapidly assess emerging technologies.
• Detect, identify, locate, and engage cyber attackers.
• Ensure C2 systems are agile, configurable, with decision making at lowest appropriate level
• Develop advanced Joint ISR capabilities.
• Strengthen NATO Network Enabled Capabilities (NNEC). |
| | Operating with Others & Building Institutions | • Examine cooperation, roles and exchange of liaison officers with non-NATO actors.
• Implement fully the Comprehensive Approach.
• Strengthen support to good governance; mentor and advise other nations.
• Ensure partner involvement in operational planning.
• Implement fully the UN-NATO Joint Declaration.
• Implement policy to mentor and advise indigenous forces.
• Understand and evaluate outsourcing of security. | • Develop standards for security assistance missions, security sector reform, and the force's cultural awareness.
• Enhance capability to partner with non-NATO actors.
• Strengthen the strategic relationship between NATO, the EU, and the UN.
• Rapidly assess opposing forces' use of technology.
• Create an aggressive capability to translate new technological developments into solutions. |
| | Conflict Prevention, Resolution and Consequence Management | • Adapt organisational structures, authorities and decision-making processes.
• Legal framework, doctrine for non-lethal force.
• Implement fully NATO's partnership with the EU.
• Improve the NATO-EU partnership on non-proliferation and consequence management.
• Establish framework for NATO –EU comprehensive planning and liaison. | • Adapt Headquarters C2 Structures for Comprehensive Approach, including integration of Governmental and International Organisations.
• Adapt force structure and planning to include newer missions, and response to natural disasters. |
| | Counter Proliferation | • Enhance force preparedness to better support national civil authorities.
• Harmonise C2 and information systems. | • Develop, with GO & IO, capability to detect, track, identify, target, & engage WMD/E actors.
• Develop robust consequence management with GO/IO.
• Develop the capability to aid first responders and recovery efforts, and to survive and fight a WMD/E war. |
| | Expeditionary & Combat Capability in Austere Environments | • Ensure better coordination between defence and operational planning.
• Better align defence planning capabilities with evolving political-military requirements.
• Develop a comprehensive maritime strategy to address the threats presented by population shifts, energy scarcity, organised crime, technology savvy adversaries, terrorism and WMD proliferation. | • Maintain the ability to conduct the full range of operations and missions concurrently.
• Switch seamlessly between lead and supporting roles.
• Improve operational planning to take into account the increasing complexity of Rules of Engagement.
• Deploy mobile, credible, interoperable and sustainable forces to remote locations on short notice.
• Deliver modern, capable air-mobility for rapid response and transport in urban environments. |
| | Strat Comms & Winning Battle of Narrative | • Develop coherent messages and an engagement strategy that reflects strategic goals and supports core values, ideas, missions and operations. | • Broaden cooperation to deliver the Alliance narrative.
• Communicate NATO's purpose and operational commitments, both domestically and internationally.
• Improve communications support to operations. |
| | Organisational & Force Development Issues | • Ensure concepts and doctrine support the requirement for flexible command and balanced force structures, to respond to the evolving nature of risks and threats to Alliance vital interests. | • Develop distributed training with enhanced modeling and simulation capabilities.
• Adapt C2 for improved responsiveness, flexibility.
• Adapt force structure for Security Assistance missions.
• Adapt recruitment processes and share best practices.
• Establish education & training standards to develop highly educated, culturally aware forces. |

Findings & Recommendations

The findings and recommendations we have highlighted in the report may help identify the qualities important to an effective Joint Force, leaving the question of quantity to the National Command structure.

Insights	Focus Areas	Concepts & Doctrine Recommendations	Capability Enhancement Recommendations
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Insight 2: Increased interaction with non-NATO nations and other international actors will create opportunities for the Alliance to extend its role in enhancing security and stability outside traditional areas of engagement.

Insight 3: Determined adversaries enabled by readily available technologies, will attack Alliance vulnerabilities in unexpected ways, requiring the Alliance to consider changes in the character of military operations and warfare.

Insight 4: Increased interaction with other international actors will provide NATO the opportunity to positively shape and influence ideas, values and events in a globalised world. | Adapting to the Demands of Hybrid Threats | • Enhance/develop offensive and defensive concepts, strategies and legal frameworks to deter, respond to and counter attacks in ungoverned/sensitive mission areas.
• Re-evaluate the ability to collect, share, and fuse all sources of intelligence.
• Develop a comprehensive concept/strategy to strengthen partnerships with industry and shorten acquisition time for new technologies. | • Develop culture suited to countering hybrid threats.
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• Operate across the spectrum of conflict. |
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| | Conflict Prevention, Resolution and Consequence Management | • Adapt organisational structures, authorities and decision-making processes.
• Legal framework, doctrine for non-lethal force.
• Implement fully NATO's partnership with the EU.
• Improve the NATO-EU partnership on non-proliferation and consequence management.
• Establish framework for NATO-EU comprehensive planning and liaison. | |
| | Counter Proliferation | • Enhance force preparedness to better support national civil authorities.
• Harmonise C2 and information systems. | |
| | Expeditionary & Combat Capability in Austere Environments | • Ensure better coordination between defence and operational planning.
• Better align defence planning capabilities with evolving political-military requirements.
• Develop a comprehensive maritime strategy to address the threats presented by population shifts, energy scarcity, organised crime, technology savvy adversaries, terrorism and WMD proliferation. | |
| | Strat Comms & Winning Battle of Narrative | • Develop coherent messages and an engagement strategy that reflects strategic goals and supports core values, ideas, missions and operations. | |
| | Organisational & Force Development Issues | • Ensure concepts and doctrine support the requirement for flexible command and balanced force structures, to respond to the evolving nature of risks and threats to Alliance vital interests. | • Adapt C2 for improved responsiveness, flexibility.
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Callout (enlarged):

- Enhance/develop offensive and defensive concepts, strategies and legal frameworks to deter, respond to and counter attacks in ungoverned/sensitive mission areas.
- Re-evaluate the ability to collect, share, and fuse all sources of intelligence.
- Develop a comprehensive concept/strategy to strengthen partnerships with industry and shorten acquisition time for new technologies.

Doing so will ensure that the Alliance receives maximum benefit from investments in military capabilities. In this vein, we see a need to improve and develop offensive and defensive concepts, strategies and legal frameworks to deter, respond and counter attacks in ungoverned or sensitive mission areas, by better fusing all sources of intelligence and by strengthening our partnership with industry. This will shorten the time required to acquire and field the necessary capabilities. Maintaining our uncontested technological advantage, now and in the future, will be vital to our success.

Insights	Focus Areas	Concepts & Doctrine Recommendations	Capability Enhancement Recommendations
			• Develop culture suited to countering hybrid threats. • Maintain conventional and nuclear competency. • Operate across the spectrum of conflict.
Insight 1: The evolving nature of risks and threats to vital interests will challenge strategic unity and solidarity within the Alliance, as well as the common understanding of what constitutes an Article 5 attack.	Adapting to the Demands of Hybrid Threats	• Enhance/develop offensive and defensive concepts, strategies and legal frameworks to deter, respond to and counter attacks in ungoverned/sensitive mission areas. • Re-evaluate the ability to collect, share, and fuse all sources of intelligence. • Develop a comprehensive concept/strategy to strengthen partnerships with industry and shorten acquisition time for new technologies.	
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Insight 3: Determined adversaries enabled by readily available technologies, will attack Alliance vulnerabilities in unexpected ways, requiring the Alliance to consider changes in the character of military operations and warfare.	Conflict Prevention, Resolution and Consequence Management	• Adapt organisational structures, authorities and decision-making processes. • Legal framework, doctrine for non-lethal force. • Implement fully NATO's partnership with the EU. • Improve the NATO-EU partnership on non-proliferation and consequence management. • Establish framework for NATO–EU comprehensive planning and liaison.	
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Insight 4: Increased interaction with other international actors will provide NATO the opportunity to positively shape and influence ideas, values and events in a globalised world.	Expeditionary & Combat Capability in Austere Environments	• Ensure better coordination between defence and operational planning. • Better align defence planning capabilities with evolving political-military requirements. • Develop a comprehensive maritime strategy to address the threats presented by population shifts, energy scarcity, organised crime, technology savvy adversaries, terrorism and WMD proliferation.	
	Strat Comms & Winning Battle of Narrative	• Develop coherent messages and an engagement strategy that reflects strategic goals and supports core values, ideas, missions and operations.	
	Organisational & Force Development Issues	• Ensure concepts and doctrine support the requirement for flexible command and balanced force structures, to respond to the evolving nature of risks and threats to Alliance vital interests.	• Establish education & training standards to develop highly educated, culturally aware forces.

Callout box:

- Examine cooperation, roles and exchange of liaison officers with non-NATO actors.
- Implement fully the Comprehensive Approach.
- Strengthen support to good governance; mentor and advise other nations.
- Ensure partner involvement in operational planning.
- Implement fully the UN-NATO Joint Declaration.
- Implement policy to mentor and advise indigenous forces.
- Understand and evaluate outsourcing of security.

The complexity of future operations will require the development of tools and a structure which provides Commanders with a better means to effectively command assigned forces. Organizational and force development issues will need to be developed to ensure that concepts and doctrine, support a flexible command and balanced force structure. Recruiting, training, and educating the force should be a primary focus area for the Alliance. Finally, we will need to improve preparedness by contributing to the implementation of a comprehensive approach as we work with and support both military and civil authorities to resolve crisis and conflict. Harmonizing Command, Control and Information systems are fundamental to achieving this.

Ladies and gentlemen this concludes the presentation of the project, I encourage all of you to go though our reports and make what you may consider its best use, our aim in ACT is, and will continue to be: "how to best serve the Alliance" ---- through this project we hope we have been loyal to our mission.