Framework for Future Alliance Operations (FFAO) Workshop

Bydgoszcz, Poland
Agenda

✓ Conference Overview
✓ Survey Results
✓ Syndicate Breakdown
FFAO Conference Overview

• Problem Statement: Based on current trends, what are the *challenges and opportunities* for NATO in the security environment of 2035 and beyond?

• Syndicate 1 & 2:
  - 28 Sep: Understanding that war has an enduring nature, what are the anticipated *characteristics of future armed conflict* in 2035 and beyond?
  - 29 Sep: Based on the current trends in the security environment, what are the *potential ethical questions* NATO leaders may have to face in 2035 and beyond?

• Syndicate 3 & 4:
  - 28 Sep: Based on the current trends in the security environment, what are possible *instability situations* which would present challenges to NATO’s military forces in 2035 and beyond?
  - 29 Sep: Based on the current trends in the security environment, what are the *opportunities* for NATO’s military forces in 2035 and beyond?

• Product
  - Revisions to Chapter 1 of the FFAO
# FFAD Conference Schedule

**Day 3 – SEP 28**
- **08:00-08:30** Coffee and Welcome
- **08:30-09:30** Opening Remarks/Summary
- **09:30-10:00** Break
- **10:00-11:30** Syndicate Work
- **11:30-13:00** Lunch
- **13:00-16:45** Syndicate Work
- **16:45-17:30** Moderator, SME meeting

**Day 4 – SEP 29**
- **08:00-08:30** Coffee and Welcome
- **08:30-11:30** Syndicate Work
- **11:30-13:00** Lunch
- **13:00-16:45** Syndicate Work
- **16:45-17:30** Moderator, SME meeting

**Day 5 – SEP 30**
- **08:00-08:30** Coffee and Welcome
- **08:30-10:30** Plenary, Syndicate Presentations
- **10:30-10:45** Closing Remarks
- **10:45-11:45** Moderator, SME meeting
- **12:00** Conference Closeout
- **12:10** Transport Departs

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**Product**
Revisions to Chapter 1, “The Future Security Environment”
Rules of Engagement

✓ This is about the future, not today
✓ Put all issues on the table, but bring solutions
✓ Remain focused (parking lot)
✓ Remember everyone holds a piece of the puzzle
✓ There can never be too much communication, but do not monopolize time
✓ Don’t interrupt others
✓ Avoid acronyms if possible
✓ Remember the final output
FFAO Lucerne Conference Summary

- The development of FFAO 2018 should follow the same general development process as the last FFAO

- The FFAO 2018 should add the use of independent reviews and expanded its list of contributors

- Chapter 1, The Future Security Environment should include opportunities and challenges

- The instability situations are valid but should be refined

- The Strategic Military Perspectives in Chapter 2 should be renamed

- The FFAO should include a general operational approach that illustrates how NATO might employ its forces to overcome the challenges of the future
FFAO 2018 Overview

- Problem Statement: The Alliance must adapt, evolve and innovate to constantly meet an ambiguous, complex, and rapidly changing security environment.
- Aim: To identify characteristics and abilities of a future Alliance pool of forces to meet the potential demands of the future security environment of 2035.
- Scope:
  - Bi-Strategic Command best military advice
  - Updated on a four-year cycle to inform the NATO Defence Planning Process
  - Not intended to constrain NATO decision making, National-defence planning, or detailed capabilities development efforts
  - Unclassified/disclosed to the general public
  - Not intended as an intelligence estimate
Key Assumptions

- This document is intended for multiple audiences and may have impact outside of NATO
- NATO’s foundational documents will remain unchanged
- The future security environment is inherently complex and continually changing
- The SFA and other references used in development of this report are valid indicators of the future
- As the future unfolds, further work is necessary to refine this document and challenge the conclusions as required

ACT will develop this document in concert with ACO, and will staff this document through representatives of all Nations and all appropriate NATO bodies and it will be bi-SC approved.
Chapter 1 - The Future Security Environment
Working Draft
Challenges
Nature

“The inherent character or basic constitution of a person or thing: essence”

- A contest of human wills
- Driven by fear, honor, and interest
- Primordial violence, hatred, and enmity
- Play of chance, fog, and friction
- An instrument of policy

Character

“A set of qualities that make a place or thing different from other places or things”

- Technological advances
- New operating concepts
- Changes in the security environment
- Shifts in the geopolitical landscape
- Changes in capabilities, objectives, and will

In war and conflict, some things change, some remain the same
Many variables affect future stability, many of which are outside NATO’s control.
There are a wide-array of possible instability situations that NATO may have to face:

- Anti-Access/Area Denial (A2/AD)
- Artificial Intelligence Society
- Changing Nature of Statehood
- Cyber Conflict
- Disruption of Space Capability
- Disruptive Migration
- Hybrid Conflict
- Mega-city Conflict
- Natural Disasters
- Non-State Actor Conflict
- State-Actor Conflict
- Structural Disintegration of Economic/Financial Systems
- Weapons of Mass Destruction/Effect Use/Threat
The future security environment will likely present NATO with many difficult ethical questions.
The future security environment will likely present NATO with many unique opportunities that should be capitalized on.
Survey Results
In the period of 2035 and beyond do you agree/disagree that the following situations could cause instability?

- A large-scale disaster
- Widespread adoption of artificial intelligence systems
- Weapons of mass destruction/ effect could be used
- The changing nature of statehood
- Non-state actors could rival state actors
- Adversary anti-access or area denial capabilities
- Conflict in a mega-city
- Space capability could be disrupted
- A conflict between state-actors could occur
- Disintegration of economic/financial systems
- Hybrid conflict
- Mass migration
- A major cyber attack

[Bar chart showing agreement levels for each situation from Strongly Disagree to Strongly Agree]
Open Ended Question - Which instability situations should be removed from the FFAO & why?

- Space capability. Space is too expensive as a conflict venue at this time and age.
- Megacities. Why they should be more conflict prone than any other type of human habitation. Is this not a country’s internal problem? These kind of conflicts would not be the responsibility of military.
- Hybrid conflict. Reflects the ongoing discussion following Crimea, is it a valid base for 2035 a beyond? Too vague meaning and many controversies around its definition. Potential overlaps with cyber, space WMD and other situations.
- Large scale disaster. This is valid right now, can happen at all times, so there is nothing NEW. Risks that nations already know how to mitigate, even with difficulties. A large scale disaster might significantly affect one or few countries, but overall the Alliance’s capability to fulfill its mission will endure.
- A2/AD. Should be perceived as an adversary policy, tactics or type of means which are used to achieving the required objectives. A2AD is just another way of saying warfighting, it is defence.
- Artificial Intelligence. It does not create any effects by itself. Everything depends on human use of it.
- Mass migration. This is something that we are experiencing now and could potentially be solved or managed in a 2035 time horizon. Even flows as intended now could change in direction and goals.
Open Ended Question - Which instability situations should be added to the FFAO & why?

- Population increase. Pressure on resources, mega cities can not be controlled, rule of law not respected as enforcement not capable, clash of ethnic groups resulting from migrations
- Territorial claims and control of economic/resource zones (High North; Asia-Pacific Region) Military or commercial dominance of space
- The melting of the third pole. i.e. the glaciers of the mountain chains in Central Asia (Himalayas) is progressing at an unprecedented speed
- Transnational organized crime. It might not be always classified as a non-state actor attack or even conflict because of it’s nature
- Internal NATO conflict. Weakening of cohesion of the Alliance because of domestic problems (religious, political, etc.)
- The augmented era. The consideration that the era we live in has evolved from hunter-gatherer over agri-cultural, industrial and informational towards the augmented era might lead to a believe that 'anything is possible
- Clash of religions
- Attacks to the economic sources of a country
- Large scale disinformation campaigns
The following ethical question areas should be included in FFAO... Agree/Disagree?

Human Augmentation

Combatants v Non Combatants

Autonomous Systems

Cyber

Anything missing?
• Collecting intel v privacy
• Protection of civilians
• Hybrid diplomacy
• Science & tech in general

- Strongly Disagree
- Strongly Agree
What are the opportunities for NATO in the future?

Crisis Management Capacity

Technology Developments

Cooperative Security Efforts

Anything missing?
- Changes in org, trg & education
- Using tech to promote NATO
- NATO operate as knowledge hub
- Common Defence Planning
- Compliance with Rule of Law

Strongly
Disagree

Strongly
Agree
## Syndicate Break-Down

### Group 1 – Bazin/Pierre/JL
- ABRHAM
- AUSTIN
- COOK
- DIVIAK
- GONZÁLEZ DIEZ
- HAKANPAA
- LUKASZUK
- PIECZARKA
- ROGET

### Group 2 – Gro/Isabel/Chuck
- ANGELL
- BELL
- CYMBALISTA
- FUCEK
- GURHAN
- HORVATH
- LUZNAR
- POSTEK
- ROOS
- SZAMOSI

### Group 3 – Hoss/Rik/Sven/Mehmet
- BARUCH
- BRASWELL
- BURKHART
- D’IPPOLITO
- GARNER
- KERSTENS
- KLERX
- KREUTTNER
- KUBISIAK
- MASTBOOMS
- MEISEL
- NEUER
- PARASHKEVOV
- PETKUS
- SCHNEIDER
- SCHREINER
- SIRMA
- THIELS
- VEGIÄ
- ZACHARIASSEN

### Group 4 – Olaf/Dave/Bora
- BAXA
- BUDZISZ
- COLLĂCN
- COZZO
- EFRIM
- IONITA
- KILLMANN
- KRASSNITZER
- KRISTENSEN
- LASCONJARIAS
- MASTROTTO
- MILLER
- PAREZ GAMEZ
- PASTEUR
- POLEK
- SCHOONEN
- SEIPEL
- VAN DER BOOR
- VERBATEN
- WOYKE
Draft Out-brief Slides
Agenda

✓ Conference Overview
✓ Syndicate Findings
✓ Way-Ahead
✓ Closing Remarks
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• Products
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Syndicate Findings
Way Ahead
Chapter 2 Logic Map

Enduring Interests

Operational Centre of Gravity

Central Idea:
Integrated Cross Domain Operations (IXO)

Characteristics of the Future Force
(Formerly SMPs)

To meet the demands of the future security environment in 2035 and beyond, how does NATO successfully conduct operations?

What are the general traits NATO forces will need to be successful in the future?

Specifically, how do we envision operations for each of the core tasks in 2035 and beyond?

Collective Defence

Tenets:
1)...
2)...
3)....

Operational Graphic

Crisis Response

Tenets:
1)...
2)...
3)....

Operational Graphic

Collective Security

Tenets:
1)...
2)...
3)....

Operational Graphic

What are the general traits NATO forces will need to be successful in the future?

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Operational Centre of Gravity

To meet the demands of the future security environment in 2035 and beyond, how does NATO successfully conduct operations?

Central Idea:
Integrated Cross Domain Operations (IXO)

Characteristics of the Future Force
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Contact Information

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