Long Term Military Transformation
SFA/FFAO and Regional Perspectives

SACT SPP SF Branch
Col. Tibor SZABO branch head
Understanding Security Challenges

TO IDENTIFY, ANALYZE, AND ADDRESS FUTURE CHALLENGES AND OPPORTUNITIES, OUR WORK

- DRAWS UPON THE PAST
- INFORMS THE PRESENT
- PROVIDES A LONG-TERM TRAJECTORY
Pilot Study on Improving SFA Methodology

Technology Test Report; Regional Reports (MENA, Arctic, Russia, Asia Pacific)
Adapting NATO for Future Success

Our proposal to the Nations to inform:

- Strategic Discussion
- White Papers
- Alignment of National Defence Plans
- NATO Defence Planning
- Capability Development
- Concept Development
- Regional Perspectives
- Doctrine, Training, Exercises, Leadership, Education

“\textit{You cannot escape the responsibility of tomorrow by evading it today.}”  
Abraham Lincoln

Bi-SCs’ best military advice on the long-term military transformation.
Long Term Military Transformation
SFA/FFAO and Regional Perspectives

SACT SPP SF Branch
Mr. KINACI, SFA Team Lead &
LTC PLEIJSANT, FFAO Team Lead
Long-Term Military Transformation

SFA: Based on the **trends**, what is the future like?

FFAO: The military “So What” What **abilities** will NATO military forces require in the future?

What **capabilities** will NATO military forces require in the future?

NATO Defence Planning Process

SACT’s Focus Areas

- Capabilities
- Command & Control
- Sustainability & Logistics
- Partnerships
- Collective Training & Exercise
- Human Capital

Military Committee Advice on Utilisation of the FFAO.

- A common understanding of the future and its military implications at 29 nations;
- Part of **WARFARE DEVELOPMENT, SACT-SACEUR’s strategic BEST MILITARY ADVICE**;
- **MCM-0199-2015 - PO(2015)0624** - Military Committee Advice on Utilisation of the FFAO.
NATO Defence Planning Process

THE NATO DEFENCE PLANNING PROCESS

ODD YEAR | EVEN YEAR | ODD YEAR | EVEN YEAR | ODD YEAR | EVEN YEAR

HIGHER LEVEL GUIDANCE - e.g. STRATEGIC CONCEPT, SUMMIT OUTCOMES
STRATEGIC SECURITY ENVIRONMENT - INTELLIGENCE (SIE, JTA, ETC)

COMPLEMENTARY ACTIVITY DPPC(R)
STAFF LEAD IS/DPP
"SEE NOTE"

NATO ACT
LONG TERM
MILITARY
TRANSFORMATION

2017 SFA

Consult with Allies
- Identify Long
Term Direction of
Travel

2018 FFAO

Political Guidance incl LOA

MC Input

Supplementary Guidance

Determine Requirements
Phase 1
Phase 2

Apportion Requirements
Set Targets

Summary Report

Bi-SC/MC Impact Analysis

2021 SFA

Consult with Allies
- Identify Long
Term Direction of
Travel

2022 FFAO

Political Guidance incl LOA

MC Input

Sup GIIL

FACILITATE IMPLEMENTATION

STEP 1 DPPC(R)
STAFF LEAD IS/DPP

STEP 2 STAFF LEAD ACT

STEP 3 DPPC(R)
STAFF LEAD ACT
THEN IS/DPP

STEP 4 STAFF LEAD IS/DI

STEP 5 DPPC(R)
STAFF LEAD IS/DPP

Review Results
Capability Report

Review Results
Capability Report

Review Results
Capability Report

Review Results
Capability Report

Review Results
Capability Report

Bi-SC/MC SRA

Bi-SC/MC SRA

Bi-SC/MC SRA

Bi-SC/MC SRA
The confluence of political, social, technological, economic, and environmental trends are redefining the global security context:

• The world is transforming at an exponential rate
• The confluence of trends resulting in complexity, disorder and uncertainty
• Rapid changes are driven by technology and interconnectedness
• Growing inequalities brought on by globalization will continue to undermine Western cohesion
• Global power shift continues toward multi-polarity
• Nationalist reactions are growing
• Polarization
• Ageing populations, are gradually straining social welfare
• Mounting public debt in many economies
• Effects of climate change are more pervasive
• Access and control of resources will likely increase competition and the potential for conflict
SFA Themes & Trends

- Rate of Technology Advance
- Access to Technology
- Global Network Development
- Commercial Sector Dominance
- Technological Dependencies

- Asymmetric Demographics Change
- Increasing Urbanization
- Fractured Polarized Societies
- Increasingly Connected Human Networks

- Environmental/ Climate Change
- Natural Disasters

- Globalization of Financial Resources
- Geopolitical Dimension of Resources
- Defence Expenditures Challenges in the West
- Increased Inequality

- Re-distribution of Geostrategic Power
- Use of Power Politics
- Non-State Actor Influence in Domestic/International Affairs
- Challenges to Governance
- Public Discontent/Disaffection and Polarization
FFAO 2018 Overview

INSTABILITY SITUATIONS, STRATEGIC MILITARY PERSPECTIVES, MILITARY IMPLICATIONS (2015, 2017)

Aim: To identify characteristics and abilities of a future Alliance pool of forces to meet the potential demands of the future security environment today through the foreseeable future, 2035 and beyond.

The Military Problem: Based on the possible instability situations in the future security environment through 2035 and beyond, what is a framework that will enable the success of NATO military forces at its core tasks?

This document provides Bi-Strategic Command best military advice, focused on both challenges and opportunities for the Alliance. To keep the military edge and prevail in the future, NATO forces should continually evolve, adapt, and innovate and be CREDIBLE, NETWORKED, AWARE, AGILE and RESILIENT.

This document is updated on a four-year cycle in concert with the NATO Defence Planning Process.

In development of FFAO 2018, the goal was to retain the best parts of FFAO 2015 but expand analysis into new areas both adding depth and relevance.
FRAMEWORK FOR FUTURE ALLIANCE OPERATIONS
SACT-SACEUR’s strategic BEST MILITARY ADVICE

INSTABILITY SITUATIONS
“THE MILITARY PROBLEM” THROUGH THE NATO’S 3 CORE TASK
- WMD PROLIFERATION/USE
- CONVENTIONAL WAR
- THREAT ESCALATION
- HYBRID WAR
- IRREGULAR WAR
- TERRORISM
- GLOBAL COMMONS DISRUPTION
- CRITICAL INFRASTRUCTURE ATTACK
- INFORMATION WARFARE
- CYBERATTACK
- GOVERNANCE CHALLENGES
- ENDANGERMENT OF POPULATIONS
- MASS MIGRATION
- PANDEMIC DISEASE
- NATURAL/MAN-MADE DISASTERS

STRATEGIC MILITARY PERSPECTIVES
“WHAT THE FORCES NEED TO BE” TO KEEP THE MILITARY EDGE AND PREVAIL IN OPERATIONS
- CREDIBLE
- NETWORKED
- AWARE
- AGILE
- RESILIENT

MILITARY IMPLICATIONS
“WHAT FORCES NEED TO DO” THROUGH NATO’s DEFENSE PLANNING CAPABILITY HIERARCHY

• A common understanding of the future and its military implications at 29 nations
• Be proactive to face the challenges and size the opportunities through 2035 and beyond
• Looking in future to shape the future warfare environment.
Pilot Study on Improving SFA Methodology

Technology Test Report; Regional Reports (MENA, Arctic, Russia, Asia Pacific)
Regional Perspectives

High North/Arctic:

Russia/Eastern Europe:

North Africa:

Asia Pacific:

<table>
<thead>
<tr>
<th>SCENARIOS</th>
<th>RISK</th>
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<tbody>
<tr>
<td>CONVENTIONAL WAR</td>
<td>HIGH</td>
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<tr>
<td>WMD USE</td>
<td>HIGH</td>
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<td>TERRORISM</td>
<td>HIGH</td>
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<td>PANDEMIC DISEASE</td>
<td>MEDIUM</td>
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MERICS China Mapping
One Belt, One Road: With the Silk Road Initiative, China Aims to Build a Global Infrastructure Network
Projects completed and planned: December 2015
Regional Perspectives

**Aim:** Regional Perspectives Workshops (RPWs) will facilitate discussion and interaction between NATO Command Structure and Agencies, NATO and Partner Nations, NATO COEs, International Organizations, Industry, Think Tanks and Academia on developments in regions relevant to NATO and Euro-Atlantic security such as the Arctic/High North, Russia and Eastern Europe, Asia-Pacific, and North Africa.

RPWs will be planned in 2018 and executed in 2019 to provide in-depth analysis and different points of view in support of decision-makers in the development of new Military Strategy as well as to support the development of the SFA 2021 Report.

**The Regional Perspective Reports context:**
- Academic/Think Tank Views (Call for papers)
- National Views (Through think tanks or white papers etc.)
- SFA Team’s Analysis/Findings (Using Computing power when it is available)
SFA & Regional Perspective WS plan

SFA WORKPLAN
Pilot Study

Pilot study on improving Strategic Foresight Analysis (SFA) Methodology

2018

Jun 18 – Statement of Work
10 May 18 – SACT IPR

1102
RFI
NOI
Solicitation
Review
Contract

Contractual Process
Jun 18 – Jan 19

12 Sep 18 - Executive Decision Board

Apr 18 - WS #1
Methodology, Tech. Trends, Regional Perspectives (RP)

Nov WS # 2 - Regional Perspectives

Oct 19 – Recommended Method Report/Pilot Study Report

Apr/May 19 - Technology Test Report

Nov/Dec 19 - RP Report Russia/ Eastern Europe

Jun/Jul 19 RP Report North Africa

16-19 Sep 19 RP WS Arctic/ High North

2-4 Apr 19 RP WS North Africa

Engagement with Nations, NATO HQ, ACO, International Organizations (UN, EU, ICRC etc.), Industry, Think Tanks and Academia

2019

17-19 Jun 19 RP WS Russia/ Eastern Europe

SFA WORKPLAN
Regional Perspectives

06-Nov-2018
SPP/SF Branch

NATO UNCLASSIFIED – Publicly Disclosed
NATO UNCLASSIFIED – Publicly Disclosed

15

ACT – Improving today, Shaping tomorrow, Bridging the two
Aim and Objectives

Aim

• Set the foundation for the Regional Perspectives Workshops (RPWs) and Reports by:
  – Analysing trends and implications for respective regions
  – Identifying key areas/concerns/issues
  – Determining initial ideas that requires in-depth analysis (these will be used for the call for papers)

Objectives

• Update our Community of interest (CoI) on the Pilot Study and introduce ongoing efforts
• Improve our network of experts who could be involved/support regional perspective workshops and reports
• Use large data analytics in support of Regional Perspective Reports
• Improve SFA methodology and supporting inputs by incorporating several regional perspectives for the SFA 2021 Report
Deliverables

One slide for each theme for each region that provides:

• Analysis of trends and implications
• Key areas/concerns/issues
• Initial ideas for call for papers

List of SMEs that could support Regional Perspective Workshops

Reference documents that could be used for future analysis
### Breakout Sessions Out-brief Structure

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<thead>
<tr>
<th>North Africa</th>
<th>Russia &amp; Eastern Europe</th>
<th>High North/the Arctic</th>
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<tbody>
<tr>
<td><strong>Political</strong></td>
<td>LTC Pierre ASENCIO</td>
<td>Dr Regina KARP</td>
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<td>CDR Geir Arne HESTVIK</td>
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<td><strong>Human</strong></td>
<td>LTC Richard ‘Rik’ PLEIJSANT</td>
<td>Col Sven SZABO</td>
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<tr>
<td><strong>Technology</strong></td>
<td>Dr. Gabriele RIZZO</td>
<td>Mr. Mark TOCHER</td>
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<td>Dr Adrian KENDRY</td>
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<td><strong>Environment</strong></td>
<td>LTC Adam RUTHERFORD</td>
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- Provide one slide for each theme (3 mins insights).
- If it’s only one minute – it’s one minute. Let your colleague use the time.
- Overall aim to provide input to the WS Report and allow participants to take away key points from the discussions.
Out-brief Example

Russia & Eastern Europe - Political Theme

Analysis of trends and implications:

• Russia is likely to continue challenge the liberal world order
• Russia may continue to focus on creating an Atlantic divide by using hybrid warfare tools
• EU - Russia competition for increasing influence in Eastern Europe, Balkans, Baltics will continue

Key areas/concerns/issues:

• Russian election 2024 - the future of democracy and power transition
• Breakdown of international structures/agreements and confidence building measures established before and after the end of the Cold War
• Russia-China cooperation

Initial ideas for call for papers:

• Russian use of cyber domain to intervene elections/social structures in Eastern Europe
QUESTIONS?

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