

23th of January

MCCS Session 9

“SACT will give his view on the FFAO”

Thank you for the opportunity to outline how we are working on the long term in close collaboration with your nations and other stakeholders..

Last year, we released the Strategic Foresight Analysis Report, which describes the main trends that should influence the future strategic environment.

We have now initiated the follow-on effort, called the Framework for Future Alliance Operations or FFAO. FFAO will be a collaborative BiSC work with the Allies. It aims to support defence planners and inform the defence planning process. We want it to be the main vehicle for Strategic Commanders to provide best military advice for future military operations.

We believe this document will perform two important functions; it will identify new mission types that may be required from the year 2020 and beyond, and it will suggest how NATO may have to adapt the way it accomplishes current missions in that same time period.

FFAO is still in its early stage but I would like to share with you some initial ideas.

Three main strategic perspectives seem to emerge in the first instance from FFAO, but there could be more at the end.

First, the need for a robust, coherent and **credible strategic awareness**, for better crisis anticipation, for better information in the decision-making process, for better operational preparation of our forces. This output confirms the need for JISR, AGS and other ISR platforms such as UAVs. This also demands coherent, interoperable, and adaptable C3 capabilities, and suggests a more-developed center of cultural understanding we can use during decision-making.

A second perspective identified is the need **for adaptable shaping capabilities**. Facing the uncertainties of the future operational environment, it is crucial that we improve our flexibility, our responsiveness. Alongside with strategic awareness, the keys to adaptable shaping are mobility, diversity of military effects, and as far as possible multi-rolled platforms and systems. Again, achieving flexibility requires a high level of training and exercises, and needless to say, the highest level of interoperability.

Last but not least, the credibility of our Alliance will rely more than ever on its resilience, **a shared resilience**. Every crisis requires a long-term commitment, and an enduring effort. We are still in Kosovo today, in the Mediterranean Sea, and of course, in Afghanistan. Shared resilience also means organizing ourselves to sustain the effort as long as it is needed. It suggests as well that we have to imagine together the possible impact of new threats and identifying ways to mitigate the risks.

FFAO est de mon point de vue le travail prospectif le plus important dans notre agenda. Il est essentiel pour nous d'imaginer le combat futur, et de développer les doctrines pertinentes en conséquences, non pas en partant des conditions qui seraient les plus favorables a nos capacités d'aujourd'hui mais plutôt en imaginant le cadre le plus probable des interventions a venir, de façon a développer les capacités et les competences dont nous aurons besoin dans le futur.

Merci

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