



**NORTH ATLANTIC TREATY ORGANIZATION**

**SUPREME ALLIED COMMANDER  
TRANSFORMATION**

**SACT's intervention**

**MC/CS  
Partnerships**

**Brussels, 17 Jan 2017, 16.00-17.00 Hr**

**As delivered**

**Général d'armée aérienne Denis MERCIER**

**NORTH ATLANTIC TREATY ORGANIZATION**



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Thank you very much Petr,

Admirals, Generals, Chiefs of Defence,

Ladies and Gentlemen,

Building on the results of the ongoing work strands to improve partnerships in NATO, let me present some points with you.

NATO's partners, whether they are nations or organizations, are critical to our collective security concerns when considering the new and complex security environment. With the recent shifts in the strategic landscape, the necessary integration of NATO's core tasks stresses the importance of building a broader network of partners.

Since more than 23 years, NATO has developed a huge partnership network with numerous initiatives. Notwithstanding the good results, they have their own structures and pursue separate objectives, multiple of them are overlapping and conducted by different entities, adding complexity and sometimes confusion to the whole process.

As Partnerships is a key factor for Projecting Stability, there's a need for streamlining the many partnership initiatives in a more comprehensive approach. The bottom line is to make the tools for partnerships easier to use, and to avoid duplication of efforts and resources.

I support the idea to develop an approach which is more partner driven, based on win-win objectives for both NATO and Partners. The effort must be tailored to Partners and objectives driven, instead of activity driven as it is the case today for many initiatives.



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Through these objectives, efforts must be made to simplify core areas of work, making interaction with NATO much easier to cope with.

For example : both the Interoperability Platform Roadmap on Crisis Management and Interoperability for 2016-2017 and the Trial period for Individually Tailored Roadmaps are the two main work strands in support of interoperability with Partners. But they pursue similar goals in the same domains.

In the areas of Capability Development, Education and Training, and Logistics and Sustainability, a large number of similar functions are being conducted both in the Operational Capabilities Concept and the Defence and Related Security Capacity Building.

These are just a few examples of the existing overlaps and duplications that are done in separate forums.

I'm interested to hear the feedback from the partners on this.

I've tasked my staff to conduct a functional analysis of all partnership initiatives to propose improvements to better streamline these different work strands while maintaining the on-going effort.

The Individually Tailored Roadmaps are intended to be the first step for a more tailor-made, objective based, individual and flexible approach to partnerships at the military level. Their intent is to build a simplified, optimised, and synchronised programmatic relationship to clarify partnership efforts throughout NATO.

In this way, the aim of an ITR is to connect all aspects of NATO military activities open to a partner by linking distinct but related objectives into one comprehensive plan and offer a platform to interconnect and merge existing initiatives. And ITRs

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are tailored, which means they will include only those modules that are supporting the agreed goals with a partner translated into actionable military objectives, ensuring both unity and economy of effort.

The ongoing effort is focussed on the development of a concept for a trial period that will consist of the execution and assessment of 2 main pilot projects. The Capstone Concept for Individually Tailored Roadmaps is a living document that we will continue to update throughout the trial period.

However, while ITRs were aimed at simplifying partnership initiatives, the risk is that they are becoming another tool in the box and too limited in scope.

Based on these experiences, we could develop a more comprehensive tool, tailored and modular, objectives based, simplifying the initiatives and the management, expanding to all domains of military and political partnerships.

This comprehensive approach could form the basis for further exchange with other international organizations and nations, through their bi-lateral initiatives or activities conducted on behalf of NATO. The aim is to avoid duplication of efforts through a coordinated approach when dealing with the same partners.

It would also offer a valuable tool to build a longer-term perspective for nations such as Afghanistan or Iraq to develop a structured partnership together with NATO, Nations and other organisations.

Such an approach would really support the Alliance's efforts to enhance its role in Projecting Stability.

Thank you.