Supreme Allied Commander Transformation

Framework for Future Alliance Operations (FFAO) Workshop

Bydgoszcz, Poland

ACT – Leading NATO Military Transformation

Opening Comments

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

FFAO 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

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 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

NATO UNCLASSIFIED-PUBLICLY DISCLOSED

Framework for Future Alliance Operations
March 2018

North Atlantic Treaty Organization
Supreme Allied Commander Transformation
Supreme Allied Commander Europe

NATO UNCLASSIFIED-PUBLICLY DISCLOSED

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

Instability Factors

INSTABILITY

What?

- War
  - Large-Scale
  - Hybrid
  - Unconventional/ Irregular
  - Civil War/ Insurgency
  - WMD/E Use
- Lawfare
- Economic Downturn
- Crime
- Genocide
- Pandemics
- Internal Collapse
- Poor Governance
- Propaganda
- New Technology
- Migration
- Natural Disasters
- Terrorist Attacks

Who?

- Multi-State
- State
- Hybrid
- Non-State
  - NGOs
  - Corporations
  - Criminal Groups
  - Terrorist Groups
  - Individuals
  - Others

Why?

- Chance
- Fear, Honor, Interest
- Trends
- Strategic Shock
- Will
- Power
- History
- Ideology
- Political Decisions
- Resources

Where?

- Cross Domain
- Air
- Land
  - Megacities
  - Critical Infrastructure
  - Regions
  - Internal
- Sea
  - Undersea
- Space
- Cyberspace
- Global Commons
- Electromagnetic Spectrum
- Subterranean

Many variables affect future stability, many of which are outside NATO's control

Instability Situations

- 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

There are a wide-array of possible instability situations that NATO may have to face

Future Ethical Questions

???

Autonomous Systems / Artificial Intelligence

Combatants and Non-Combatants

Cyber Activities

Human Augmentation

The future security environment will likely present NATO with many difficult ethical questions

Opportunities

Future Opportunities
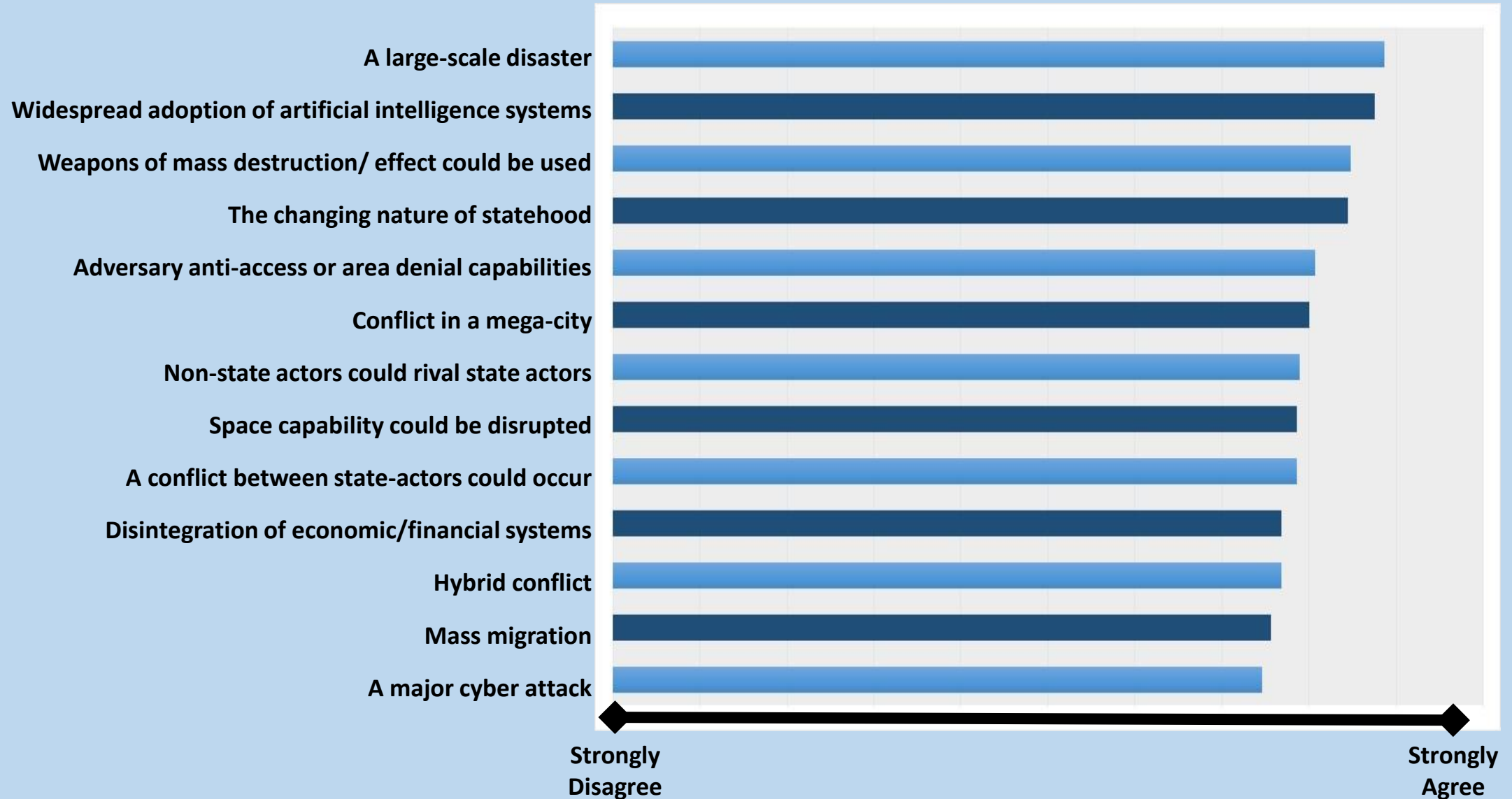
???

Crisis Management

Technological Advances

Cooperative Security Efforts

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
Adversary anti-access or area denial capabilities
Conflict in a mega-city
Non-state actors could rival state actors
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

Strongly Disagree

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 attact 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**
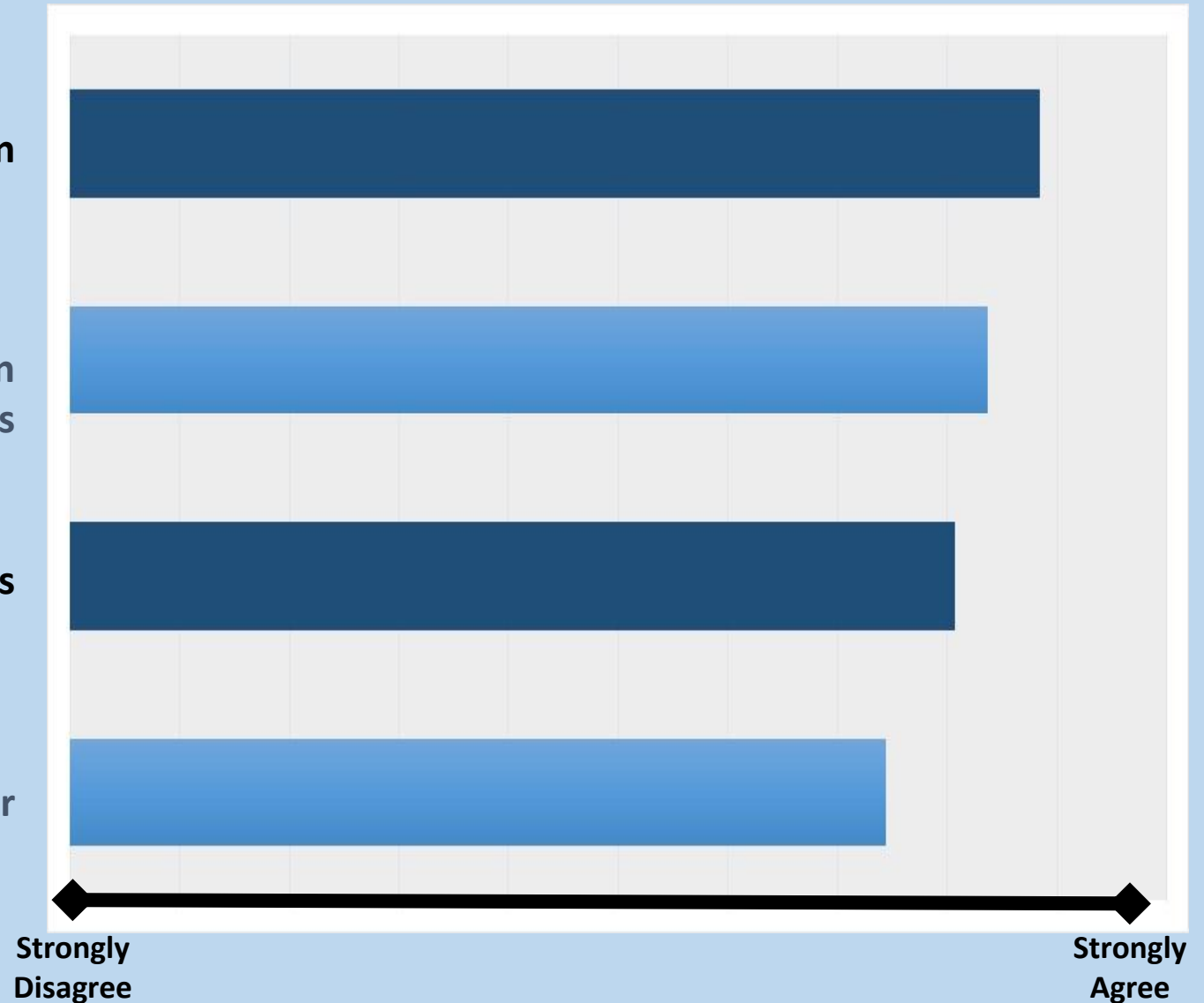
What are the opportunities for NATO in the future?

Crisis Management Capacity
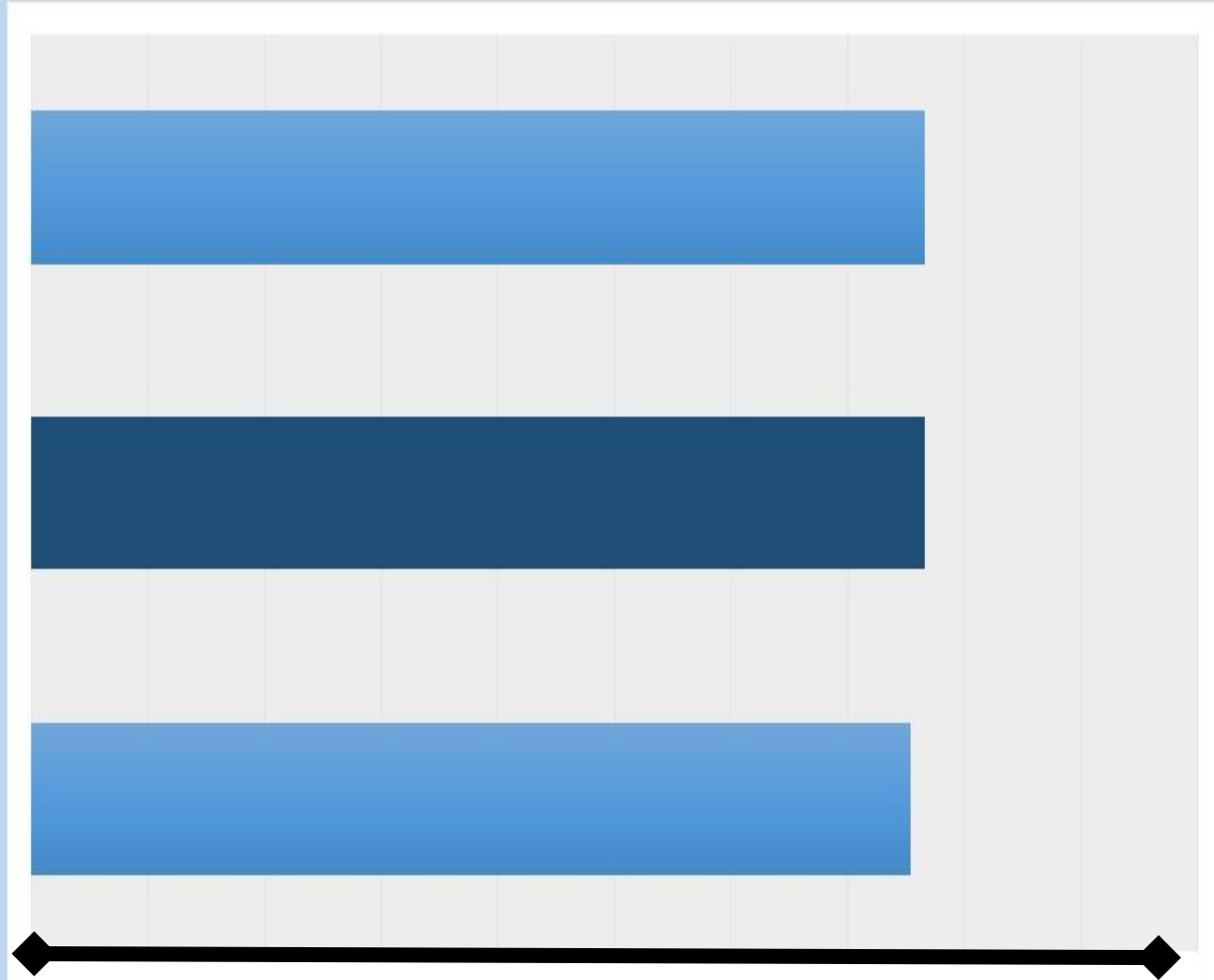
Technology Developments

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	LUKASZUK
AUSTIN	PIECZARKA
COOK	ROGET
DIVIAK	
GONZÃLEZ DIEZ	
HAKANPAA	

Group 2 – Gro/Isabel/Chuck

ANGELL	LUZNAR
BELL	POSTEK
CYMBALISTA	ROOS
FUCEK	SZAMOSI
GURHAN	
HORVATH	

Group 3 – Hoss/Rik/Sven/Mehmet

BARUCH	MEISEL
BRASWELL	NEUER
BURKHART	PARASHKEVOV
D'IPPOLITO	PETKUS
GARNER	SCHNEIDER
KERSTENS	SCHREINER
KLERX	SIRMA
KREUTTNER	THIELS
KUBISIAK	VEGIÄ
MASTBOOMS	ZACHARIASSEN

Group 4 – Olaf/Dave/Bora

BAXA	MASTROTTO
BUDZISZ	MILLER
COLLÃCN	PAREZ GAMEZ
COZZO	PASTEUR
EFRIM	POLEK
IONITA	SCHOONEN
KILLMANN	SEIPEL
KRASSNITZER	VAN DER BOOR
KRISTENSEN	VERBATEN
LASCONJARIAS	WOYKE

Draft Out-brief Slides

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- ✓ Syndicate Findings
- ✓ Way-Ahead
- ✓ Closing Remarks

Conference Overview

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Product
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- Products
  - Revisions to Chapter 1 of the FFAO

Syndicate Findings

Syndicate 1

- ...
- ...
- ...
- ...

Syndicate 2

- ...
- ...
- ...
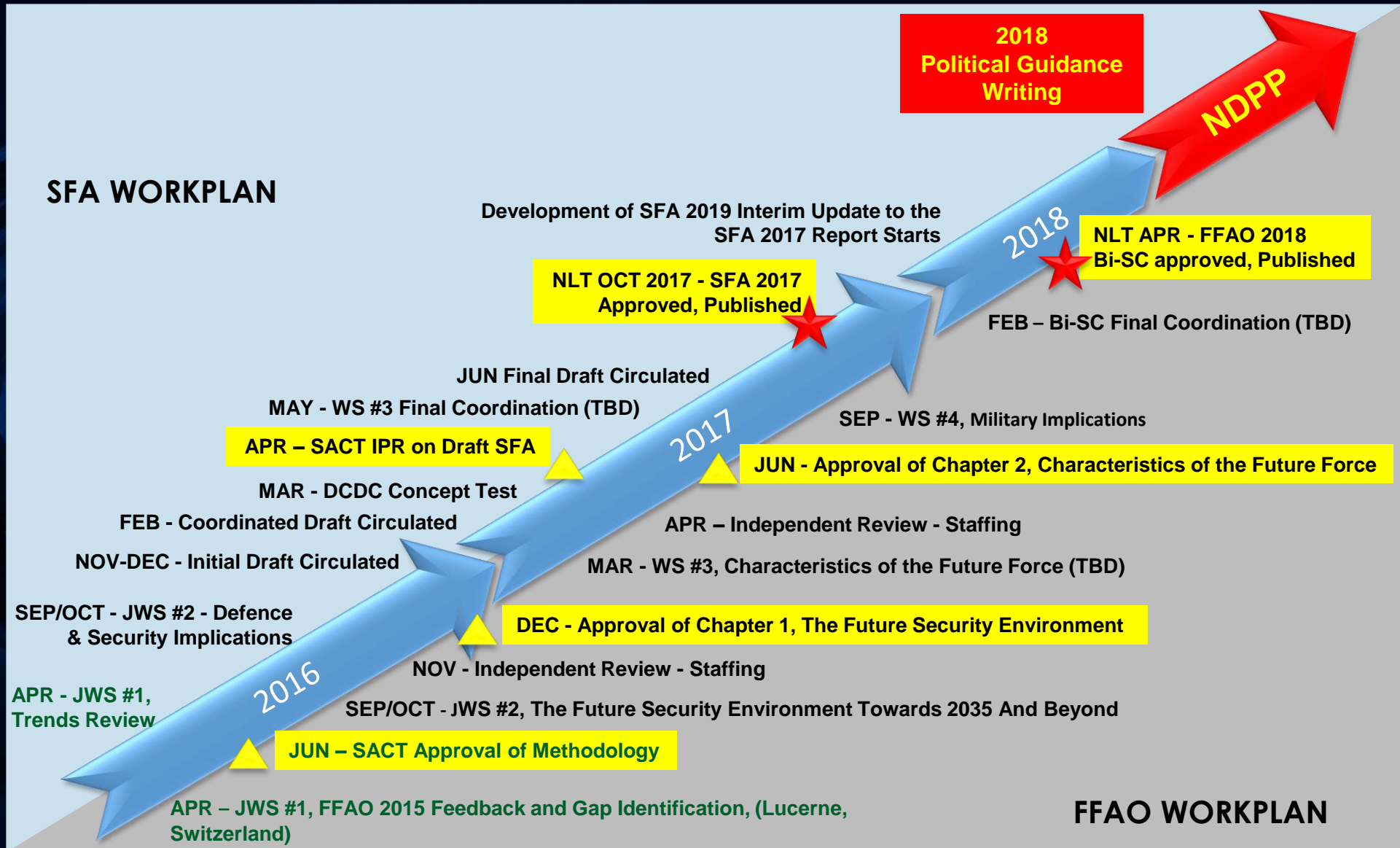- ...

Syndicate 3

- ...
- ...
- ...
- ...

Syndicate 4

- • …
- • …
- • …
- • …

Way Ahead

LTMT Roadmap

SFA WORKPLAN

2018 Political Guidance Writing

NDPP

Development of SFA 2019 Interim Update to the SFA 2017 Report Starts

NLT APR - FFAO 2018 Bi-SC approved, Published

NLT OCT 2017 - SFA 2017 Approved, Published

FEB – Bi-SC Final Coordination (TBD)

2018

JUN Final Draft Circulated

MAY - WS #3 Final Coordination (TBD)

SEP - WS #4, Military Implications

APR – SACT IPR on Draft SFA

2017

JUN - Approval of Chapter 2, Characteristics of the Future Force

MAR - DCDC Concept Test

APR – Independent Review - Staffing

FEB - Coordinated Draft Circulated

MAR - WS #3, Characteristics of the Future Force (TBD)

NOV-DEC - Initial Draft Circulated

SEP/OCT - JWS #2 - Defence & Security Implications

DEC - Approval of Chapter 1, The Future Security Environment

NOV - Independent Review - Staffing

APR - JWS #1, Trends Review

2016

SEP/OCT - JWS #2, The Future Security Environment Towards 2035 And Beyond

JUN – SACT Approval of Methodology

APR – JWS #1, FFAO 2015 Feedback and Gap Identification, (Lucerne, Switzerland)

FFAO WORKPLAN

Closing Comments

Chapter 2 Logic Map

Enduring Interests

↓

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)

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

Characteristics of the Future Force (Formerly SMPs)

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

Back-Up

Contact Information

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Mr. Mehmet Kinaci, S. A. Branch, SFA Team Lead

LTC Aaron Bazin, S.A. Branch FFAO Team Lead

SFA Report 2013: http://www.act.nato.int/images/stories/events/2012/fc_ipr/sfa_security_implications.pdf
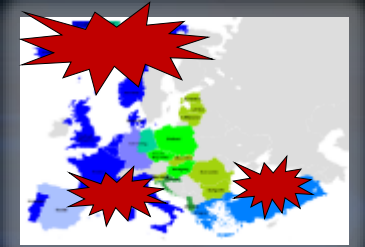
SFA Update Report 2015: http://www.act.nato.int/images/stories/media/doclibrary/160121sfa.pdf

FFAO 2015: http://www.act.nato.int/images/stories/media/doclibrary/ffao-2015.pdf