



NORTH ATLANTIC TREATY ORGANIZATION

**SUPREME ALLIED COMMANDER
TRANSFORMATION**

SACT Speech at

All hands Joint Warfare Centre

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As delivered

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(Thank you Andrzej for your kind introduction)

Ladies and Gentlemen,

Dear colleagues,

INTRODUCTION

- I am very happy to be here today and address this All Hands, after this morning's excellent update briefings by your Commander, deputy-Commander and some members of the staff.
- Symbolically, the three swords pointed upwards in the crest of the Joint Warfare Centre, represent **preparedness, or readiness in the face of any challenge**.
- **You are part of my Command (one team)** and as you know, our core task is the transformation of the military capacity of the Alliance. This requires the right posture (forces + readiness) for NATO to face these challenges today and in the foreseeable future.
- However, to adapt and to face the new challenges (and this is not new) we must understand where these come from, and this requires to **understand our strategic environment** – and more importantly "what has changed?".



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STRATEGIC CONTEXT

- The security environment is complex, ambiguous and ever-changing at a high pace (**from complicated to complex**)
- **Complicated** meant interacting with many factors, but that we could analyze and draw reasonable conclusions to drive our decisions.
- **Complex** means that there are so many factors interacting with each other that it is impossible to comprehend all the outcomes, thereby making surprise more possible, and decision-making based on imperfect information more commonplace.
- In this complex environment – where surprise will be a factor to take into account, **the threats and challenges** are thus more diverse, and why do we call it “complex”?
 - The same state and non-state actors follow separate agendas but interact differently according to situations which makes understanding more complicated.
 - Not only in the North-Atlantic region, but 360 degrees, in the South, in the East, but also in the (high) North.
 - Not only geographical but also demographic and coupled with transnational risks (climate change, economic instability,...).



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- New forms of threats (Hybrid including Cyber – and in fact more broader in the domain of Information Operations, terrorism, energy security,...)
- The easy access to new technologies makes any form of threat more dangerous.
- The threshold between peace – crisis and conflict (peace and conflict is clear) – but crisis lays in a grey zone and is much more difficult to define.
- **Russia is not an adversary, but a threat** – for the unity of our Alliance, that we need to keep at all price (it's one of our main challenges – stay united!).

ADAPTATION MEASURES IN THE PRESENT

- The complexity of the new security environment called for a new posture whose foundation was laid at the 2014 Wales Summit with the adaptation measures (RAP) but it was only the 1st step.
- The **2016 Warsaw Summit** expanded on this adaptation and went further:
 - The main theme of the Warsaw Summit was building a renewed and robust defence and deterrence posture and projecting stability across NATO's borders.
 - The adaptation of NATO's posture will be conducted in both :
 - **Defence and Deterrence**



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- Projecting Stability

- 2017 is a crucial year for the implementation of the post-Summit tasks.
- **Defence and Deterrence :**
 - eFP.
 - tFP.
 - Definition of cyber as a domain.
 - Ballistic Missile Defence Initial Operational Capacity.
 - Renewed and stronger messaging for nuclear deterrence.
- **Projecting Stability :**
 - Reinforcement of partnerships and overhaul of the function
 - Framework for the South and Hub for the South
 - Reinforced partnership with the European Union (and joint declaration) – part of a greater necessity to increase cooperation with other international organizations.
 - The overarching principle that drives our partnership – and projecting stability – policy is that **no organization holds alone the key to every crisis**. And projecting stability **requires a broader approach than purely military solutions**.



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- In this complex context, even if the assumptions have changed, **the Strategic Concept of 2010 has not changed– as well as the 3 core tasks, but they are more and more overlapping:**
 - We have to be able to carry out these tasks in a more integrated way than before.
 - Because the crises we face are interrelated.
 - This is a huge task! A combination of “Collective Defence – Cooperative Security – Crisis Management” missions requires Forces with an appropriate combination of capabilities with new levels of readiness, and a Command Structure capable to perform simultaneously all the required functions.
 - And to ensure that the Alliance would be able to meet all potential challenges up to its highest level of ambition, the nations also ordered a functional assessment of the NATO Command Structure, which is still in progress.

CHALLENGES NOW AND FOR THE FUTURE

What are the challenges we need to tackle?

- **In a larger perspective and to bring coherence we identified 6 areas:** C2, logistics and sustainability, exercises and training, partnerships, capabilities and human capital, because we believe they are the foundation of our posture.
- C2 (C4ISTAR):



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- MJO+ (CADO) is the most demanding operation, and we need a robust C2 structure – we know we don't have it today – that is why we conduct a NCS FA (functions and tasks), and we must use a C2 structure based on the NCS backbone, with parts of the NFS, national and other structures – through a PFA as a tool to innovate.
- Cyber: Cyber Defence does not mean necessarily that no offensive cyber means can be used to counter an attack...we need deployable Cyber assets with our C2 structure.
- How can we exercise federation and the use of the Cyber range.
- How can we help define Cyber as a domain.
- Logistics and Sustainability :
 - We need to be able to deploy and sustain our forces – this includes strategic lift, reception, staging and onward movement (RSOM) and the use of HNS.
 - To enable SACEUR's AOR we could use the PFA.
 - At the same time we need to enforce the interoperability of Logistics (by linking national Log with NATO Log) – and look towards future developments in shared logistics concepts.
- Partnerships :
 - No NATO operation will take place without Partners, and this includes other nations as well as organizations in the broader sense (UN, EU, AU, etc.), and the coordination effort in the supporting/supported functions must also be part of our training and exercises (Ex. It is likely that a crisis starts with a few nations, before NATO comes in...



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transition), and this includes of course also the local population, local authorities, etc. (Example of the Stabilisations Operations WS in Washington DC – the principles for coordination + FA of JALLC on Partnerships – same terminologies, different meaning).

- We need to integrate Partners in our exercises, also with focus on MJO+, and include counter-terrorism in our scenarios.
- Capabilities :
 - As much as we put a tremendous effort in bringing coherence in our capability development with the Political Guidance and the Level of Ambition decided by our nations (as I said before, through the NDPP and the 100% apportionment of the Minimum Capabilities Requirements with 100% accepted targets), we are now on the most demanding LoA = re-focus Collective Defence and MJO+ (higher end and higher readiness)
 - Capabilities = both “hard” as “soft” capabilities – messaging or STRATCOM must also be part of it, even for an MJO+.
 - Interoperability is key : we need to include multi-domain, A2AD, high-end capabilities in our exercises - how can we best do this, by new technologies, new ideas to include it in our scenarios.
 - Nuclear: is part of our posture, so we must take it into account in our messaging, and while using conventional and missile defence capabilities, we must take into account that we could be dealing with an adversary that has nuclear capabilities.
- Human Capital :



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- It remains our most important investment, and for future leaders in this complex environment, new technologies, common standards will be essential game-changers (I think our human capital is even more important than it was before).
- These “game changers” can put our human capital at risk, we need to assist our human capital and leadership with these new tools, how can we best do this.

Adding to this:

- Resilience: in the complexity of our environment we will be surprised, and we will need to recover from initial shocks or setbacks; it is important that we also train for failure of communications systems, transport infrastructure, energy supply, medical support, etc. as they are most likely also to occur in reality...(Reference to the Resilience Conference in Norfolk : not just a military problem, need to work together, exchange – our Concept for Urban Warfare is very useful for civilian authorities too).
 - We need specific exercises to assess the interdependencies with the private sector.
- Training and Exercises:



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- This means that within the available resources, the focus of NATO in terms of training and exercises is now put on MJO+ level and realism, while we will rely more on the nations to train for non-article 5 scenarios. **This requires a significant renewal of our training and exercises policy.**
- We also need to bring coherence between the way we will conduct warfare (operations) and the way we train for it (exercises): **we need to include the same realism in the exercises that we could face in crises or conflict (are the elements I described above).**
- Here in the JWC, you have already started to pave the way to adapt. You proactively followed the path of adaptation and innovation to improve the numerous exercises you plan and conduct.

I want to mention the recent (26 -27 Apr) workshop for Collective Training Support POW where you assessed NATO's current collective training support requirements against the resources to mitigate shortfalls, and to gain situational awareness in an effort to develop innovative solutions for the delivery of training in 2018-2019.

- The NEPR (NATO Exercise Programme Review) was initiated a year ago as a response to the new challenges and more specifically to propose a sustainable NATO Exercise Programme baseline from 2019 and onwards.
- SACEUR and myself agreed on a future NATO Major Joint Exercise (MJX) Cycle – which is an important element to maintain the support to all Alliance nations as we transition at the same time towards an MJO+ focussed NATO exercise programme.



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- What we do here is **operate and adapt**, and it is totally in line with ACT's vision, to improve today – shape tomorrow and bridge the two.
 - While doing so, it is important to update our scenarios in the same way.
 - Testing new ideas, challenging interoperability issues: we will not be able to be interoperable day zero in operations, if we cannot do it in exercises...How can we innovate Ex DIREX and Ex conduct...

CONCLUSION : THINK PFA for the future.

That is why I'm also looking for YOUR ideas on how we can manage this adaptation, while we continue to support – because that is what you are doing here on a daily basis!

I'm looking forward to hear your ideas for this adaptation – but keeping in mind that our resources will remain restrained (no sudden augmentation of the PE, etc.)

I want to highlight my extreme satisfaction of the very good work you are delivering, so I know that you are adopting innovation in your daily work, to continue to support the upcoming exercises.

Let me repeat what I said here at the Change of Command in July last year :

A robust exercise programme, is a clear and visible demonstration of our ability to deliver the appropriate strategic effects in different environments, but also a demonstration of force. It assures NATO



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*maintaining a high state of readiness across a full mission spectrum: it serves as the cornerstone of the Alliance's credible deterrence. **This is precisely why JWC's work is so important and contributes immensely to the core tasks of the Alliance.***

I would also like to acknowledge the excellent Norwegian HNS to the JWC, not only several VNC posts but also the continuous support and friendship and integration for the personnel and families of the JWC as well as the excellent relations with the local authorities.

Thank you for your attention.