NATO Partnerships 360 Symposium

Madrid, Spain
14-16 November 2023

PARTNERSHIPS 360 SYMPOSIUM

2023 REPORT

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NATO Partnerships 360 Symposium

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"NATO's mission extends beyond deterrence and defense and crisis prevention. Cooperative security and partnerships are equally vital. With a network of 36 partners and 31 allies, NATO recognizes the strength that comes from collaboration. This year's P360 symposium emphasizes the importance of addressing shared challenges through cooperative security. Focusing on how to create mutually beneficial relationships to support each other and generate win-win situations for all involved.

At the end the key question is how to foster interoperability and generate a better understanding of each other's challenges in order to enhance our ability to adapt to evolving threats, promote stability, and ensure collective security."

General Chris Badia, Deputy Supreme Allied Commander Transformation

The NATO International Staff's Political Affairs and Security Policy Division (PASP) and Allied Command Transformation (ACT) co-organized the fourth edition of the civil-military "NATO Partnerships 360 Symposium". Hosted by the Kingdom of Spain in Madrid on 14-16 November 2023, the theme of this year's Symposium was "Understand Better, Adapt Faster, Prevent Together".

It aimed to solidify the partnerships community and to enhance Alliance and partners' cohesion, coherence, and unity of effort, through free exchange of ideas, opportunities and challenges. Additionally, it aimed to enhance understanding of the global security environment, inform new concepts, and explore trends and needs most relevant for NATO partners and their relationship with the Alliance.

The Symposium was held in the context of the NATO 2023 Vilnius Summit and Russia's ongoing war of aggression in Ukraine, but it built on a successful series of events, including the 2018 symposium in Germany, the 2019 in Greece and the 2022 in Switzerland.

The event brought together 244 participants from 53 Allied and partner nations, as well as the European Union (EU), the African Union (AU), the Organization for Security Cooperation in Europe (OSCE), the NATO Parliamentary Assembly, NATO Military Commands, NATO Centers of Excellence (COEs), academia, and others.

The Programme of the Symposium kicked off on the evening of 14 November with an icebreaker session hosted by Mr Manuel Selas, EU and

NATO Security Policy Director for the Ministry of Foreign Affairs, EU and Cooperation of the Kingdom of Spain. On the morning of 15 November, Mr Luis Manuel Cuesta Civis, Under-Secretary of the Ministry of Foreign Affairs, EU and Cooperation of the Kingdom of Spain, Mr Javier Colomina, Deputy Assistance Secretary General for Political Affairs and Security Policy Division (DASG/PASP), and General Chris Badia, Deputy Supreme Allied Commander Transformation (DSACT) jointly inaugurated the Symposium.

During the Symposium, a number of key themes emerged:

- Current security threat perceptions are generating increasingly divergent reactions and responses in the partnership community. NATO is determined not to let these threat perceptions divide Allies and partners.

- NATO needs to improve its strategic communication regarding the benefits derived from NATO partnerships.

- NATO should work with and through regional actors and partners who can pass on to interested African nations the experience they have gained through the Alliance.

- Middle Eastern governments are diversifying their partnerships to protect themselves from the consequences of great power competition.

- The security architecture in the Pacific is limited to a system of bilateral alliances with no existing overarching regional architectures.

- Strategic communication should have a more prominent role in efforts to build societal resilience. To be successful, the lines of communication must be conducted in coordination with various stakeholder, including, academia, youth, and the private and public sectors.

- The out-partnering function could provide guidelines on how to set a NATO's clear vision and ambitions for the future of partnerships in the military context.

- There is an increased dualism in NATO and partner nations between shared values and shared interest.

- More consultations between Allies and partners are needed before allocating any resources in the development of Defence Capacity Building.

- Strengthening societal resilience and countering foreign information manipulation and interference need an increase in exchanges of situational awareness, best practices and lessons learned between NATO Allies and partners.

- The technologies developed in conjunction with NATO's Science for Peace Programme (SPS) and academic institutions in partner countries are helping to solve some of the emerging challenges.

- The Symposium closed with a dedicated session taking stock of the event and providing reflections on the "So What for NATO and partners?"

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Speakers:

- Mr Luis Manuel Cuesta Civis, Under Secretary, Spanish Ministry of Foreign Affairs, EU and Cooperation

- Mr Javier Colomina, Deputy Assistant Secretary General, Political Affairs and Security Policy, NATO IS

- General Chris Badia, Deputy Supreme Allied Commander Transformation, NATO ACT

Speakers noted that:

- Russia's illegal and unjustified war of aggression against Ukraine continues as other security challenges emerge. The dramatic events unfolding in the Middle East would have regional and global implications. No country or region is able to address all these global threats and challenges on its own. Allies and partners need to continue to coalesce and redouble efforts through dialogue and practical cooperation to ensure peace and security for all.

- NATO's response to the security challenges it faces has not been Allied-centric or limited to building the Alliance's capabilities, it has equally been about building and enhancing cooperation with partners.

- NATO partnerships offer important strategic value to Allies and partners on issues of international interest, such as the establishment of international norms and standards for modern militaries.

- Madrid Symposium is seen as a platform that can help bridge differences, starting with building an understanding of each other's threat perceptions and responses, identifying the mechanisms needed for Allies and partners to adapt faster to these threats and challenges, and working together to prevent crises from occurring by building more resilient and secure societies.

- Shifts in the strategic landscape require the Alliance to build and maintain broader partnerships networks.

- Any future NATO Multi Domain Operation will require the involvement and support of partners and international organizations.

- ACT works on Strategic Foresight and the development of the out-partnering concept will help to refine the future of partnerships, at the military level. Moreover, incorporating partners in NATO's foresight analysis leads to greater and timely awareness as well as understanding.

Session 1: Perceptions and Responses to the Global Security Environment: Why Dialogue Matters

In the 2022 Strategic Concept, NATO Allies committed to continue to work towards a just, inclusive and lasting peace and remain a bulwark of the rules-based international order. In doing so, Allies also recognised the necessity to retain a global perspective and work closely with partners, other countries, and international organisations to contribute to international peace and security.

Russia's unprovoked war of aggression against Ukraine has heightened and radically altered security threat perceptions within the transatlantic community while continuing to have significant global repercussions. China's stated ambitions, coercive policies, and deepening strategic partnership with Russia is increasingly influencing geopolitical security perceptions at the global level. However, the reactions and responses to the war in Ukraine and the challenges posed by China, have revealed perception gaps between nations. For many, other factors, including historical considerations, economic vulnerabilities, destabilizing conflicts closer to home, the impact of climate change, shape and drive their responses nationally and internationally.

Addressing these competing and wide-ranging security threats and risks will demand continuous open dialogue, robust national, regional, and/or international responses, supported by functioning multilateral structures. There is a clear interest in NATO to having a voice in this global conversation and using its partnership frameworks as a unique platform to facilitate wide-ranging, cross-cutting, and cross-regional dialogue.

This panel will assess threat and risk perceptions globally in the current challenging security environment and how these perceptions, in turn, shape national, regional, and global responses to security challenges. The panel will also aim to articulate initial recommendations on how NATO and its partners can effectively tailor their dialogue and ultimately work better together to address some of these transnational security challenges, even when their interests or threat perceptions differ.

The following framing questions are intended to guide these discussions:

- *What key factors shape national threat perceptions? How do these factors differ depending on geography and history?*

- *Are there differing perceptions about the concept of a rules-based international order? Does the need NATO recognizes in defending it resonate globally?*

- *How can NATO do better at explaining our security environment perceptions and the decisions that Allies take as a result of this, both in terms of deterrence and defence and cooperative security?*

- *How would you compare the benefits of smaller flexible groups of partners meeting on thematic areas, in comparison with traditional/established frameworks?*

- *How should NATO engage with partners and interlocutors who fear being drawn into great power competition?*

- *Does NATO currently have the appropriate frameworks and tools to support these engagements? What tools could we use to better facilitate an open and frank dialogue on global security dynamics?*

Session 1 – Perceptions and Responses to the Global Security Environment: Why Dialogue Matters

Keynote speaker:

- Mr Javier Colomina, DASG PASP

Moderator:

- Col José Luis CALVO ALBERO, Director of the Coordination and Studies Department of Spanish MoD

Panellists:

- Gen Chris Badia, DSACT

- Dr Valbona Zeneli, Senior Fellow Atlantic Council

- Mr Ahmed Abdou, Head of Committee of Intelligence and Security Services in Africa

- Mr Haizam Amirah-Fernandez, Senior Analyst Mediterranean and Arab World Elcano Royal Institute

- Mr Hervé Lemahieu, Director of Research Lowy Institute

Following the introductory video showcasing the evolution of the Munich Security Conference Risk Index rankings from 2020 to 2023, the keynote speaker delivered a speech to set the scene for the first panel discussions on "Threat Perceptions and Reponses to the Global Security Environment: Why Dialogue Matters", reflecting on the current security threat perceptions, as well as the increasingly divergent reactions

and responses these perceptions have elicited in the partnership community.

The first session focused on showcasing the differences in perceptions and regional positions and actions taken in response to these threats. Panelists tried to demonstrate that differences do not and should not prevent dialogue (to the contrary) and by gaining understanding of Allies' and partners' perspectives, partnerships can be leveraged in those areas where interests converge while maintaining dialogue in those areas where we diverge. Panellists commented on the security perceptions and elaborated on the key factors that shape threat perceptions within the Euro-Atlantic area, Africa, the Middle East, and the Indo-Pacific.

Discussion points of note:

- NATO aims to gain a better understanding of the reasons contributing to these different threat perceptions and bridge the differences where possible.

- NATO Heads of State and Government have taken decisions at the Brussels, Madrid, and Vilnius Summits, including the 2022 Strategic concept as illustrative of the determination to continue to work towards international peace and security, while maintaining a global perspective and working closely with partners and international organizations.

- There is a pressing need to come together through dialogue to ensure that the principles of the UN Charter and International Law are preserved, and to agree new and reinvigorated rules and standards that address emerging security challenges.

- It would be a mistake to assume that all partners or interlocutors could be persuaded to see the world through NATO's own threat prism. Threat percetions are broadly determined by where nations sit geopgraphically, and are driven by national interests that may not always align with NATO's.

- Today's security challenges require a 360-degree approach to effectively address the multi-domain challenges the Alliance faces. NATO needs to prepare for competition by establishing frameworks, advancing analysis, as well as creating and activating capabilities in order for NATO to retain its credible deterrence. Partners bring significant contributions in this regard, but there is still a need to improve the way the Alliance works with them.

- NATO needs to improve its strategic communication regarding the benefits derived from NATO partnerships.

- More work is needed to fully grasp the breadth and complexitiy of the challenges African countries face.

- Africa does not necessarily perceived Russia and China as threats, contrary to terrorism, which is omnipresent on the continent. International organized criminal networks and terrorist groups continue to expand their influence over large swaths of ungoverned

- territories by being financially self-sustaining, and by providing essential services to otherwise neglected and remote populations.

- Russian influence will continue to grow in Africa and is generally welcomed by the publics and governments alike. Likewise, China continues to outpace the West in terms of economic development investments and financing.

- NATO needs to improve its strategic communction by tailoring its messages more efficiently to address misconceptions that associate the Alliance with past colonial practices attributed to the West.

- Rather than have a visibile footprint in Africa, NATO should work with and through regional actors and partners that can impart the expertise they have gained through the Alliance to interested African nations.

- In the Middle East, security perceptions of the publics and governments have changed considerably. Whereas in the past, socio-economic factors and security threats posed by non-state actors were the main concern, today fear of regional escalation and war dominates.

- There is a growing sense of frustration with the collective West, which is increasingly perceived in the Middle East as arrogant and ineffective. Governments in the region are diversifying their partnerships in order to hedge against the consequences of great power competition, driven by a new generation of political elites who aim to be more autonomous and assertive internationally.

- If NATO wishes to remain credible

- about supporting the rules-based international order, its reactions to the war in Gaza will likely be its litmus test. The Alliance should strive to avoid the perception that it is being selective in its condemnation of International Humanitarian Law violations.

- China's approach to foreign policy seeks to break the US-Japan-Republic of Korea lines of defences in the maritime domain, and to push back the US in the South China Sea. China also aims to increase its influence in Central Asia through robust economic investments.

- Pacific nations are deeply concerned about threats emanating from big power competition. Countries in the region are adopting more autonomous foreign policy strategies and diversifying their alliances depending on their needs and overall national interests.

- NATO needs to expect different threat perceptions from those nations that are on the frontline of strategic competition between the US and China, and those that are not.

- The security architecture in the Pacific is limited to a system of bilateral alliances with no existing overarching regional architectures. Their main goal is to achieve a managed state of competition that remains below the thresholds of kinetic conflict between the US and China. However, to achieve this, regional stakeholders must establish clear redlines and include third countries as they build these regional architectures, which would give them a greater voice and strengthen their ability to manage big power competition.

- Many Asia-Pacific nations,

particularly island states, the effects of climate change and extreme weather is perceived as the gravest existential threat to their nations. The West could leverage more influence on at-risk Pacific nations by following Australia's model of issuing climate visas in exchange for consultation on security and defense issues.

- Allies and partners are now experiencing an age of unprecedented disruption triggered by the rapid deployment of new technologies, Russia's revisionism, and China's assertiveness.

- 2024 will be a significant year globally with over 40 consequential elections taking place and potentially impacting over half of the World's populations.

- Strategic communication, should be developed in coordination with various stakeholder, including, academia, youth, and the private and public sectors. It should be given a more prominent role in efforts to build societal resilience,

also ensuring that it is reflected in all three of NATO's core tasks. NATO must improve the way it engages with populations and must do more to tailor its messaging according to demographic exigencies, histories, and partners' geographical locations.

The threat perception polling results conducted with the Symposium participants prior to the start of the event showed that most participants viewed cyber-attacks as the most significant threat to their nations, followed by disinformation, terrorism, Russia, climate change, China, and Iran, with most participants believing their nations were insufficiently prepared to address these perceived threats and challenges. At the end of this first session, the participants were asked to re-rank the top five threat perceptions to gage if the discussions had had a discerning impact on their perceptions. Contrary to the pre-event polling, participants ranked Russia as the highest threat, followed by disinformation campaigns, cyber-attacks, terrorism, climate change, China, and Iran.

Break-out Session- Understand Better: Introducing and understanding NATO's 'Out-partnering' function

"Our shared purpose after the Madrid Summit is to enhance our partnerships so that they continue to meet the interests of both Allies and Partners. Our ambition is to continue to make NATO partnerships an ever more interesting and attractive preposition."

-Ambassador Mircea Geona, NATO Deputy Secretary General, Geneva 12 July 2022

The NATO Warfighting Capstone Concept (NWCC) offers a vision in support of maintaining and further developing NATO's decisive military advantage, and continuously adapting the Military Instrument of Power (MIoP) through to 2040. In the future, the military instrument of power should aspire to out-think, out-excel, out-fight, out-pace, out-partner, and out-last any potential adversary.

Recognizing the importance of partnerships at the military level, the out-partnering function underlines their potential future role in the Alliance's MIoP adaptation. It envisions making full use of partnerships to stay ahead of potential adversaries. The out-partnering function seeks to outline the characteristics needed for NATO to remain the partner of choice in the future.

NATO's 2022 Strategic Concept reaffirmed the importance of partnerships, nothing that working together with partners is essential and contributes to NATO's three core tasks. However, current approaches to partnerships remains largely reactive. This means that NATO and partners react to geopolitical developments and events, rather than aiming to proactively shape that environment.

Therefore, guided by the partnership framework set out in the 2022 Strategic Concept, Allied Command Transformation is currently exploring what an out-partnering function would look like in the future and how to translate its findings into concrete recommendations. This function is intended to inform the future development of NATO's partnerships at the military level and not be a new stand-alone policy. As a first step, the out-partnering function seeks to understand better in order to identify the common strategic objectives, risks and opportunities for NATO and partners in the long term. Additionally, the out-partnering function aims for a more active approach to partnerships, by considering NATO's and partners' motivations and interests and tries to assess how NATO and partners can work together in the future to proactively shape, contest and, if necessary, fight.[1]

The "Understand Better" breakout session will aim to inform and explore initial ideas regarding the out-partnering function. This discussions will be guided by the following questions:

- *How do you interpret the principle of "mutually beneficial partnerships"?*
- *What do you believe is the biggest challenge when partnering with NATO?*
- *What role do you see for the partnership with NATO in the long-term?*
- *Which mutual strategic objectives will remain? Which will change in the future?*
- *Building on plenary session 1, what are the biggest future risks and threats impacting our partnerships?*
- *How do we need to adapt our partnerships today to be able to counter these trends tomorrow?*

[1]Shaping creates the conditions for opportunities to emerge, and actively seeks to seize them as they do so to positively influence different actors, and to restrain, constrain, or compel adversaries' choices, and thereby build or increase advantage over them. Contesting is a persistent, broad approach to (re)gain advantage over adversaries and negate attempts to build advantage against the Alliance.

Break-out Session – Understand Better: Introducing and understanding NATO's 'Out-partnering' function

Moderator:

- Dr Vlasta Zekulic, Branch Head Strategic Issues and Engagements, NATO ACT

Facilitators:

- CAPT(N) Joshua Fagan, Section Head Policy & Programmes Section, Cooperative Security Division, NATO IMS

- Mr Algirdas Norkus, Deputy Political Director, Lithuanian MoD

Rapporteur:

- Mr Tobias Geissler, Staff Officer, Strategic Engagement and Coordination, NATO ACT

As tasked by the NATO International Military Staff, Allied Command Transformation is exploring an out-partnering[2] function envisioned in the NATO Warfighting Capstone Concept. The session aimed to: improve understating of the out-partnering function; identify common future strategic objectives, risks and opportunities related to partnerships; exchange views on options for a more active approach to partnerships; and consider NATO's and partners' motivations and interests for shaping, contesting and, if necessary, fighting. The participants recognized that:

- The notion of out-partnering is a predominantly positive one, particularly when considered in the context of the other five "outs" and not in isolation.

[2]As agreed by Allies in the NATO Warfighting Capstone Concept: In the future, the military instrument of power should aspire to out-think, out-excel, out-fight, out-pace, out-partner, and out-last any potential adversary.

- Honesty, trustworthiness, and delivering on commitments are at the core of being a relevant partner, now and in the future, but they require time to build. With the best partnerships being the long-lasting ones.

- Allies share the same values, but operationalize them differently, which is also reflected in their approach to partners.

- Partners pursue organizational, multilateral and bilateral cooperation depending on interest and quality of offer. NATO is a go-to partner for achieving interoperability goals and objectives, while multilateral or bilateral partnerships deliver fastest on the operational level of partnership objectives (exercises, deployments, critical courses etc.).

- When considering the future of NATO partnerships, participants highlighted a number of factors:

  i) The most **positive** ones included, increased effectiveness, growth, solidarity, criticality, equilibrium, reshaping, expanding in the private-public domain.

  ii) The most **negative** ones recognized relationships as NATO-centric, risky, lacking in resources, in decline, ineffective, and come with too many reservations.

- Participants also recommended that the Alliance considers the following:

- NATO needs to set a clear vision and ambitions for the future of partnerships. The out-partnering function could provide guidelines on how to set this vision in the military context.

- There is an increased dualism in NATO and partner nations between shared values and shared interest. NATO needs to increase understanding and awareness of this dualism, identify its impact, and find effective ways of communicating on this dualism in order to set clear expectations.

- Stay vigilant and increase understanding of how current complex threats and challenges evolve and where Allies and partners can shape and contest the environment together:

  i) On shaping, NATO should consider how to use partners to support other partners—"exporting benefits to others", particularly when Western colonial practices/suspicion of Western intentions are invoked or in the absence of a political willingness to engage.

  ii) On contesting, particularly in the sub-Saharan Africa, there is a need to carefully identify relevant power players and initiate prudent planning ahead of any engagement.

  iii) The ability to out-partner in the future must include working with industry, academia, other relevant organizations and non-national entities.

Break-out Session – Adapt Faster: NATO capacity building now and in the future

NATO's recent decisions have had significant implications for NATO's capacity building with partners, resulting in the scale up in size and scope of the security and capacity building assistance to vulnerable partners in the Euro-Atlantic region and beyond. NATO's capacity building efforts are focused on strengthening partners' preparedness and resilience, promoting good governance in the defence and security sector, and boosting partners' capabilities to prevent destabilising activities, and counter malign influence and foreign aggression. Significantly, NATO's capacity building will now benefit from Allies' commensurate commitments to boost funding in support of these efforts. As such, capacity building will be a main driver of NATO's broader strategy for practical cooperation with partners for the upcoming decade.

The purpose of this breakout session is to discuss how NATO's capacity building can adapt faster and better to this new level of ambition for partnerships and to an evolving strategic and security landscape. Discussions will touch on the ability of NATO's civilian and military structures to deliver capacity building effectively, as well as the roles of Allies and partners in this endeavor. Discussions will also focus on how to (1) scale up for faster and better capacity building delivery, (2) generate resources, both financial and human, and (3) leverage lessons learned from the war in Ukraine to inform the strategic direction for NATO capacity building with partners more broadly.

Our discussions should aim to generate recommendations for adapting NATO capacity building and to identify those lessons learned from Ukraine that are applicable to evolving NATO capacity building with partners.

The following framing questions are intended to guide the breakout group discussions:

- *Given the evolving strategic and security environment, is NATO adapting fast enough to deliver capacity building while maintaining a 360 degrees focus on challenges in the Euro-Atlantic area?*

- *What impedes Allies and partners from contributing to NATO capacity building efforts?*

- *How can NATO ensure that Allies' and partners' expectations are met as NATO scales up and increases its capacity building efforts?*

- *What are the lessons learned from the war in Ukraine for NATO capacity building and how can they be used to improve capacity building?*

Break-out Session – Adapt Faster: NATO capacity building now and in the future

Moderator:

- Ms Renata Zaleska, Programme Coordinator, Defence and Security Cooperation Directorate (DSCD), Operations Division, NATO IS

Small Group Moderators:

- Ms Cheryl Icenhour, Defence Planner, DSCD, Operations Division, NATO IS

- Ms Agnieszka Sochan, Staff Officer, DSCD, Operations Division, NATO IS

Facilitators:

- Mr Piers Cazalet, Director DSCD, Operations Division, NATO IS

- Dr Byron Harper, Deputy, J9 Partnership Division, Allied SOFCOM

- COL Bertrand Peytavin, Action Officer MCB-Section South, Cooperative Security Division, NATO IMS

Rapporteur:

- Ms Daniela Carmezim Mota, Capacity Building Coordination Officer, Partnership Directorate, SHAPE

NATO's recent decisions have had significant implications for NATO's capacity building (CB) with partners, resulting in the scale up in size and scope of the security and capacity building assistance. Overall, participants were of the opinion that:

- There is a disconnect between high political expectations and

the delivery of activities (absence of a clear end-state).

- Resources are scarce.

- Partners find it easier to cooperate bilaterally than with NATO.

- Given that the design of Defense Capacity Building (DCB) is inherently strategic, more consultations between Allies and partners are needed before resources are allocated.

- The current level of interaction with partners is insufficient.

- Communication and reporting on CB to Allies could improve.

Participants recommended that the Alliance consider the following:

- Making efficient use of Country Teams to improve communication between NATO stakeholders to better inform subsequent discussions between NATO and partners.

- Increase the involvement of partners in the design of DCB projects (i.e. in addition to the design of DCB packages).

- Ensure that support lies at the intersection of partners' needs and NATO's strategic interests and is measured to align with partners' absorption capacities.

- Prioritize efforts in specific areas in accordance with security needs.

- Use civil and military budgets in addition to trust funds and identify alternative solutions if Allies are unable to resource projects.

- Increase the involvement of the

military authorities and experts in discussions with partners and in the design of DCB packages.

- Improve the mechanisms for interaction between NATO, partners, and stakeholders responsible for delivering CB activities and integrate partners in more thematic tasks.

- Improve the quality of reports by potentially identifying impact and progress.

- Improve the mechanisms for consultation between Allies and the IS on issues of funding.

- Improve the mapping of bilateral contributions and initiate a mapping of a pool of Allied experts to fill resourcing gaps.

Break-out Session – Prevent Together: Resilience through Civil Preparedness and Countering Disinformation

The dual shocks of the COVID-19 pandemic and Russia's war of aggression against Ukraine demonstrates the importance of strengthening societal resilience in support of overall national resilience. It also reveals the degree to which the whole-of-society is increasingly subject to hybrid activities, such as foreign information manipulation and interference, including disinformation campaigns, which seek to undermine social cohesion and trust in democratic systems and public institutions. Consequently, the need for a more sophisticated engagement of the public in support of national civil preparedness and crisis management and response has become more pressing. Societal resilience improves considerably when mutual trust between publics and governments is well established.

NATO's current efforts in enhancing societal resilience focuses on (a) strengthening the role of civil society and the public in the effective preparation for and response to crises and emergencies and (b) increasing public awareness of foreign information manipulation and interference, during peacetime, crisis, and conflict.

This panel will address how Allies and partners can work together and share best practices to improve national resilience. It will particularly focus on how to enhance societal resilience by building trust between governments and the public, and by increasing public awareness of foreign information manipulation and interference and disinformation.

The following framing questions are intended to guide the breakout group discussions:

- *How can NATO Allies and Partners further enhance their cooperation to strengthen national resilience?*

- *What concepts and best practices from partners could NATO draw upon to further advance Alliance resilience?*

- *Which measures should national authorities take to build or restore trust between government and the public?*

- *What measures and mechanisms does your nation use to identify, assess, and address hostile information activities, including disinformation, targeted at your public?*

- *Which steps could nations take to enhance cooperation between civil and military authorities, civil society, and the public during planning, training, and exercises in order to better respond to crises and emergencies?*

- *What are some concrete ways to inform, educate, or enable the public to enhance societal resilience?*

- *How does your nation ensure systemic, audience-driven, timely and proactive strategic communication with clear objectives?*

Break-out Session – Prevent Together: Resilience through Civil Preparedness and Countering Disinformation

Moderator:

- Mr Khan Jahier, Resilience Policy Officer, Defence Policy and Planning Division, NATO IS

Facilitators:

- CPT John Benfield, Layered Resilience Lead, Strategic Plans and Policy Directorate, NATO ACT

- Ms Beaudine Verhoek, Strategic Communications Policy Officer, Public Diplomacy Division, NATO IS

- Mr Ben Crampton, Director for European Government Affairs, Microsoft Threat Analysis Centre

Facilitators:

- Mr Hamza Gurdic, Partnerships West, Political Affairs and Security Policy Division, NATO IS

On resilience and disinformation, participants recognized the importance of strengthening societal resilience in support of overall national civilian and military resilience. Participants strongly welcomed this dedicated breakout session on foreign information manipulation and interference (FIMI), and particularly appreciated the inclusion of the very informative and eye-opening briefing provided by Microsoft on FIMI trends and attribution and societal resilience through cyber vigilance, partnerships, and innovation. The prominence given by participants to FIMI and

disinformation in the event's two polling results is indicative of the overall level of interest in and deep concern with this particular hybrid threat.

Participants recommended that the Alliance, together with interested partners, consider the following:

- Increase strategic communication and engagement with partners to de-bunk existing dominant narratives about the West/NATO.

- Called for more cooperation with the private sector to increase situational awareness and counter FIMI and disinformation.

- Called for more work that feeds into a shared situational awareness picture that identifies priorities, limitations, existing cooperation and opportunities for future work.

- Called for an increase in exchanges of best practices and lessons learned on enhancing societal resilience between NATO, Allies, and partners.

- Provide interested partners with opportunities to be more involved in and supportive of countering FIMI.

- Allow partners access to information and tools available to Allies and NATO on countering FIMI and disinformation, as appropriate.

- Work with interested partners to translate NATO's campaigns into narratives that resonate with home audiences.

- Work with partners interested in learning more about the NATO campaigns' approach of using influencers as drivers that help narrate the Alliance's story in authentic and appealing ways.

- Involve partners in future joint counter-FIMI and disinformation campaigns supported by NATO's Public Diplomacy Division.

- Ensure FIMI and disinformation are included in future Symposium agendas with a focus on more concrete and practical examples of NATO's countering FIMI campaigns, engagements, particularly with young audiences.

Session 2: Addressing Emerging Security Challenges with Partners through Technological Innovations

Emerging security challenges can affect NATO and Partner nations in unpredictable ways. Cyber and hybrid threats, climate change, energy dependency, misuse and adversarial use of emerging and disruptive technologies are non-traditional challenges that require us to re-think many of our basic assumptions to shape new responses. To tackle these challenges, cooperation between NATO and its partners is key. New technologies present both risks and opportunities for Allies and partners. For example, innovative technologies are providing new opportunities for militaries, helping them to become more effective, resilient, cost-efficient, and sustainable. At the same time, such technologies in the hands of state and non-state actors represent new threats to civilians and the military.

The Science for Peace and Security (SPS) Programme approaches these challenges in a unique way by engaging scientists from Allied and partner nations. Together, these scientists explore solutions to challenges of mutual concern, on a local, regional and global scale. In doing so, SPS has established itself as one of NATO's most valuable partnership programmes. Science is not just about experiments, historically, it has proven to be a highly effective medium for international dialogue and enduring collaborations. Today, SPS offers scientists from 31 NATO nations and their partner countries the possibility to develop joint collaborative activities. The topics addressed by the SPS Programme align with NATO's strategic objectives. The Programme's priorities deal with new,

contemporary challenges, such as advanced technologies, defence against hybrid threats, energy and environmental security, which are often multidisciplinary and transboundary in nature.

Through its work as NATO's Strategic Warfare Development Command, Allied Command Transformation (ACT) contributes to the wider NATO effort for military innovation, training, education and capability development. ACT is actively working with industry, academia and public partners to better understand and anticipate the impact of emerging challenges on the operating environment of the future, and to develop key capabilities needed for NATO to remain credible and relevant in the future in the most responsible way. Vision for the future, as well as capabilities and training solutions ACT is developing are often shared with partner nations and organizations. One example for this is the NATO Innovation Challenge, which harness the intellectual power of academic and industry to resolve most pressing Alliance and partner operational challenges efficiently and cost-effectively.

This panel will address, through examples, how researchers from NATO and partner nations are cooperating to address these challenges. The following questions are intended to guide these discussions:

- *Energy security challenges, including those posed by environmental changes, have a profound impact on the security and stability of NATO and partners.*

- *How can innovation, creativity, and new technologies, be leveraged to make us more secure and resilient?*

- *How does scientific cooperation allow us to manage the risks associated with the adversarial use of new technologies?*

- *What are the challenges that NATO and the scientific community face when trying to develop solutions? How should NATO and partners address these?*

- *How can we harness the power of dual-use capabilities leveraging potential needs of both civil and military stakeholders?*

- *How does NATO harnesses power of academia in development of military capabilities?*

Keynote Speaker:

- Mr Edward C. Wack, Head of the Biotechnology and Human Systems Division, MIT Lincoln Laboratory

Moderator:

- Mr Richard Brewin, Innovation Hybrid and Cyber Division, NATO IS

Panellists:

- RADM Placido Torresi, Deputy Chief of Staff for Joint Force Development, NATO ACT

- Mr Edward C. Wack, Head of the Biotechnology and Human Systems Division, MIT Lincoln Laboratory

- Dr Kajal Claypool, Associate Group Leader, MIT Lincoln Laboratory

- Prof Costantino de Angelis, Head of the Electromagnetic Fields and Photonics Group, University of Brescia, Italy

- Prof Mohammed Lahcini, Associate Professor, Cadi Ayyad University, Morocco

- Dr Oleksandr Chemerys, Deputy Director, G.E. Pukhov Institute for Modelling in Energy Engineering, Ukraine

Following the introductory video on the need to anticipate future developments in order to adapt and transform our structures, procedures and capabilities to address the new security challenges, the keynote

speaker delivered a speech to set the scene for the second panel discussions.

The focus was on the range of challenges Allies and partners face that threaten our collective security and well-being, such as emerging infectious diseases (COVID-19), the encroachment into wild areas, increased global connectivity and shifting habitats with climate change, as worrisome developments that increase the likelihood of novel infectious diseases emerging, recognizing that the potential biotechnology holds in the field of medicine, but also voicing concern about its potential deployment to engineer biological threats. Exposure to chemical, biological, radiological and nuclear threats are not the only concerns for human health. Extreme heat weather patterns are increasingly stressing the human physiology of civilians as well as militaries, which can disrupt manual labour-based economies and military training cycles. Also there are challenges emerging from other extreme events, such as this year's incredible rainfall rates and flooding across the globe.

The technologies developed in conjunction with NATO's Science for Peace Programme (SPS) and academic institutions in partner countries are helping to solve some of these challenges.

The panellists provided additional examples of new technologies, including NATO's Next-Generation Incident Command System (NICS)—a web-based collaborative platform that facilitates real-time coordination of disaster responses, among nations from the Western Balkans region; mobile energy supplies to be developed and deployed in Ukraine to enhance the operational power of the Ukrainian armed forces; and CO_2 capture technology to remediate greenhouse gasses in Morocco.

In addition to the expertise and financial support offered through the SPS Programme, panellists were particularly keen to highlight how their academic institutions were able to leverage NATO's partnerships network, to scale up their technology beyond their national borders and to have a larger impact. They expressed the need to test technologies close to operators for immediate feedback, and to continue to strengthen these relationships in order to develop and field new capabilities.

In terms of recommendations, the panellists offered the following:

- Strive for complementarity with academia, taking a step-by-step approach to coordination.

- Ensure that resources and fundamental research is there to feed technology development.

- Test and deploy the technology as much as possible to identify potential shortcomings and need for further functions.

- Test close to operators (end-users) to get swift and hands-on feedback.

- Enhance cooperation with partners, which is paramount for building standards and for enhancing interoperability.

- Consider opening other cooperation opportunities (similar to DIANA)—as a platform for further cooperation and knowledge sharing—to partners.

Keynote Speaker:

- Mr Javier Colomina, Deputy Assistant Secretary General, Political Affairs and Security Policy, NATO IS

- Ms Ángeles Moreno Bau, State Secretary for Foreign and Global Affairs, Ministry of Foreign Affairs, EU and Cooperation of the Kingdom of Spain

- MGEN Dacian-Tiberiu Serban, Director Cooperative Security Division, NATO IMS

- Mr Josip Brkić, Deputy Minister of Foreign Affairs of Bosnia and Herzegovina

The official programme of the 2023 Madrid Partnerships 360 Symposium concluded with final remarks where the speakers expressed the view that regardless of differing threat perceptions, Allies and partners share the same aspirations for peace and stability.

Events such as this edition of the Symposium contribute to enhancing unity of effort though rich exchanges of views, understanding, and the development of recommendations that help inform Allies' and partners' responses to the multitude of threats and challenges all face. In closing, the speakers reiterated the importance of ensuring continuity of topics between symposia.

Finally, Deputy Minister of Foreign Affairs, Mr Josip Brkić, announced that Bosnia and Herzegovina will host the 2024 edition of the Partnerships 360 Symposium in Sarajevo –29 years after the signing of the Dayton Peace Agreement.

Conclusion

- The NATO Partnerships 360 Symposium 2023 in Madrid was an important touchpoint as NATO continues to take concrete steps to strengthen and improving the mutual benefit and understanding of the Alliance and partners in a changed security environment. The event provided timely informal reflection on NATO's broader partnerships agenda, including ACT's ongoing reflection on the 'out-partnering' function. The event allowed Allied and partners civilian and military participants, as well as representatives from International Organizations and academia, to share views and best practices, to strengthen existing relationships and to forge new ones in order to understand better, adapt faster and prevent together the future security challenges.

- The value of organizing the NATO Partnerships 360 Symposium is that it brought together civil and military stakeholders who would not otherwise have had the opportunity to meet and share their knowledge, experiences and proposals on how to improve our partnerships.

- The success of the symposium was a direct reflection of the contributions of the moderators, panellists, facilitators and audience. It would not have been possible without our Spanish hosts, NATO's Allied Command Transformation, the NATO International Political Affairs and Security Policy Staff and the multitude of organizations and individuals that provided support.

Participants in chronological order of appearance

CAPT Iñigo MARTIN NIETO
Communications Branch Head
NATO ACT
Master of Ceremony

Mr Luis Manuel CUESTA CIVIS
Under Secretary
Spanish Ministry of Foreign Affairs, EU and Cooperation
Speaker, Welcoming and Opening Remarks

Mr Javier COLOMINA
Deputy Assistant Secretary General
Political Affairs and Security Policy
NATO IS
Speaker, Welcoming and Opening Remarks

General Chris BADIA
Deputy Supreme Allied Commander
Transformation
NATO ACT
<u>Speaker</u>, Welcoming and Opening Remarks

Col José Luis CALVO ALBERO
Director of the Coordination and Studies
Department, Spanish MoD
<u>Moderator</u>, Plenary Session 1: Perceptions
and Responses to the Global Security
Environment: Why Dialogue Matters

Dr Valbona ZENELI
Senior Fellow, Atlantic Council
<u>Panelist</u>, Plenary Session 1: Perceptions
and Responses to the Global Security
Environment: Why Dialogue Matters

Mr Ahmed ABDOU
Head of Committee of Intelligence and Security Services in Africa
<u>Panelist</u>, Plenary Session 1: Perceptions and Responses to the Global Security Environment: Why Dialogue Matters

Mr Haizam AMIRAH-FERNANDEZ
Senior Analyst Mediterranean and Arab World, Elcano Royal Institute
<u>Panelist</u>, Plenary Session 1: Perceptions and Responses to the Global Security Environment: Why Dialogue Matters

Mr Hervé LEMAHIEU
Director of Research, Lowy Institute
<u>Panelist</u>, Plenary Session 1: Perceptions and Responses to the Global Security Environment: Why Dialogue Matters

Dr Vlasta ZEKULIC, NATO ACT
<u>Moderator</u>, Break-out Session Understand Better: Introducing and understanding NATO's 'Out-partnering' function

Cpt Joshua FAGAN, NATO IMS CS
<u>Facilitator</u>, Break-out Session Understand Better: Introducing and understanding NATO's 'Out-partnering' function

Mr Algirdas NORKUS, LTU MoD Deputy POLDIR
<u>Facilitator</u>, Break-out Session Understand Better: Introducing and understanding NATO's 'Out-partnering' function

Mr Tobias GEISSLER, NATO ACT
<u>Rapporteur</u>, Break-out Session Understand
Better: Introducing and understanding
NATO's 'Out-partnering' function

Ms Renata ZALESKA, NATO IS OPS
<u>Moderator</u>, Break-out Session Adapt Faster:
NATO capacity building now and in the future

Ms Cheryl ICENHOUR, NATO IS OPS
<u>Moderator</u>, Break-out Session Adapt Faster:
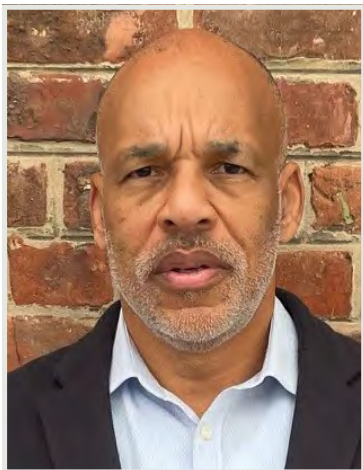NATO capacity building now and in the future

Ms Agnieszka SOCHAN, NATO IS OPS
Moderator, Break-out Session Adapt
Faster: NATO capacity building now and in
the future

Mr Piers CAZALET, Director DSCD, NATO IS OPS
Facilitator, Break-out Session Adapt Faster:
NATO capacity building now and in the future

Dr Byron HARPER, NSHQ
Facilitator, Break-out Session Adapt Faster:
NATO capacity building now and in the future

COL Bertrand PEYTAVIN, NATO IMS CS
<u>Facilitator</u>, Break-out Session Adapt Faster: NATO capacity building now and in the future

Ms Daniela CARMEZIM MOTA, Capacity Building Coordination Officer, Partnership Directorate, SHAPE
<u>Rapporteur</u>, Break-out Session Adapt Faster: NATO capacity building now and in the future

Mr Khan JAHIER, NATO IS DPP
<u>Moderator and facilitator</u>, Break-out Session Prevent Together: Resilience through civil/mil preparedness and countering disinformation

Cpt John BENFIELD US-N, ACT
Facilitator, Break-out Session Prevent
Together: Resilience through civil/
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**Mr Ben CRAMPTON, Microsoft Threat
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Facilitator, Break-out Session Prevent
Together: Resilience through civil/
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Ms Beaudine VERHOEK, NATO IS PDD
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Rapporteur, Break-out Session Prevent Together: Resilience through civil/ mil preparedness and countering disinformation

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Head of the Biotechnology and Human Systems Division
MIT Lincoln Laboratory
Keynote speaker and panellist, Plenary Session 2: Addressing Emerging Security Challenges with Partners through Technological Innovations

Mr Richard BREWIN
Program Manager
Energy AND environmental security NATO IS
Moderator, Plenary Session 2: Addressing Emerging Security Challenges with Partners through Technological Innovations

RADM Placido TORRESI
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<u>Speaker</u>, Closing Remarks, So What for NATO
and Partners?

Ms Ángeles MORENO BAU
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Mr Josip BRKIĆ
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