



**Supreme
Allied
Commander
Transformation**

Strategic Foresight Analysis Workshop – I Outbrief Panel Session

Mr. Mehmet KINACI

**Strategic Analysis BH, Strategic Plans and Policy
19/20 April 2016**

Political Theme - 1



Political Group #1 (1 of 3)

- **Trend: The re-distribution of geostrategic power is accelerating, Counter: Black swans**
 - ✓ Freedom of movement could be restricted world-wide
 - ✓ Multiple conflicts could happen at the same time in regions of geostrategic importance, prioritization of resources required
 - ✓ There could be an opportunity for new partnerships
 - ✓ Alliance cohesion and consensus could be challenged, increase recourse to “coalitions of the willing”
 - ✓ NATO will need to innovate, be more proactive (shape), and tell its story more effectively
 - ✓ NATO may need to continue to cooperate with other actors in order to actively secure its base of legitimacy

- **Trend: Challenges to governance are increasing, Counter: None**
 - ✓ There could be more failed and failing states in regions of geostrategic importance
 - ✓ There may be opportunities to enhance partner capacity, but results take time to deliver
 - ✓ There may be an increased need for NATO and partners to conduct defence capacity building
 - ✓ It may be difficult to identify the counterpart
 - ✓ NATO may need to continue to cooperate with other actors in order to actively secure its base of legitimacy
 - ✓ Extremism (e.g., religious, ethnic, etc.) will continue to increase and impact the security environment

Political Group #1 (2 of 3)

- **Trend: Interconnectedness and polycentricism are increasing, Counter: Widespread fragmentation if information or financial networks disrupted**
 - ✓ Complexity and ambiguity will increase and it could be difficult to conceptualize the issue (need to act first)
 - ✓ Institutions will need to adapt and innovate
 - ✓ Due to interconnectivity, chances of failure and unintended consequences are higher
 - ✓ The Alliance will need to be resilient
 - ✓ There is a critical need to use strategic communications to get the Alliance's story out
 - ✓ Domains and actors will be increasingly interconnected, discreet operational theaters will decline (avoid the loss core competencies)
- **Trend: Non-state actor influence in domestic and international affairs is increasing, Counter: States restrict civil-liberties**
 - ✓ NATO must clearly define non-state actors and understand resulting legal issues
 - ✓ NGOs will likely be involved in future crisis management operations; NATO will have to engage
 - ✓ Some transnational actors will work counter to NATO members' interests
 - ✓ NATO will need to cooperate closely with non-NATO organizations, including intelligence sharing

Political Group #1 (3 of 3)

- **Trend: Power politics is returning (consider consolidating under trend 1),**
Counter: A strong international community that enforces rules
 - ✓ Territory matters and traditional roles of defense and deterrence could increase in importance (including nuclear issues)
 - ✓ Countries may use nationalism as a foreign policy to increase legitimacy
 - ✓ Nations may need to influence key regions (e.g., high North, Balkans, etc.)
 - ✓ The increased use of force could risk conflict escalation
 - ✓ Individual countries may act in ways that affect NATO and limit options, continually review deterrence measures and decision making processes
- **Trend: Public discontent and disaffection is increasing (24/7 accountability),**
Counter: Effectively addressing public anxiety; changes to governance resulting in increased social justice
 - ✓ NATO may find it more difficult to reach consensus, national interests may prevail over collective interests (e.g., basing, conscription, etc.)
 - ✓ The willingness to commit new resources could decrease
 - ✓ Domestic political fragmentation may cause some to question NATO's legitimacy
 - ✓ Social transformation could occur among NATO partners limiting options
 - ✓ Countries may need to educate and connect with society to increase resilience

Political Group #1 Conclusions and Observations

- **The Alliance remains the primary tool to address Trans-Atlantic security and defence issues, therefore, it has to proactively engage with its security environment. This is crucial for future planning**
- **The survey and discussion indicated the trends are valid with some modifications due to changes in the geostrategic environment**
- **Nations are proactively shaping the security environment by creating facts and new realities**
- **Domestic and international politics is interconnected and fluid**
- **The political trends affect all other trends; the other trends also affect the political trends**
- **Thinking strategically about how global trends impact the Alliance's future is critical**

Political Theme - 2



Political Group #2

Trend 1: (Shift of Global Power) Rise of new Power Centres

- **Implications:**
 - **Changing/Shifting Alliances**
 - **Potential for dynamic partnerships**
 - **New potential for military challenges**
 - **Negotiations with New Power Centers**
-

Trend 2: Shifting Political Structures

- **Implications:**
 - **Diffusion of power from State to other actors e.g. Regions**
 - **Democratic shift occurs**
 - **Increasing Influence of hegemons**
 - **Instability within as well as outside NATO borders**

Political Group #2

Emergent Trend: Increasing role of non-state actors

- **Implications:**
 - **Non-state actors could be used as state proxies**
 - **Competition between state and non-state actors**
 - **Non-state actors impact governance of international bodies**
-

Emergent Trend: (The Return of) Increase in Power Politics

- **Implications:**
 - **Globally, increasing willingness to engage in conflict - existence and potential**
 - **Thawing of frozen conflicts**
 - **Stress on governing bodies**
 - **Pressure on defense and security assets**
 - **Re-balancing of expenditures in favor of defense**

Political Group #2

Emergent Trend: (Increasing democratic discontent) - Erosion of democracy

- **Implications:**
 - Dissatisfied democracies may become a target for foreign actors
 - Radicalization
 - Threat on Alliance cohesion (exit or expel)
-

Idea: Tensions within the West - it is not a trend

- **Implications:**
 - Increasing willingness to engage in conflict - existence and potential
-

Idea: Potential Trend - Potential disengagement of the West

- **Implications:**
 - Opportunity forces us to go “comprehensive”
 - Expeditionary capabilities at risk
 - Opportunity to focus NATO on collective defense

Political Group #2

Idea: Resurgence of regional dynamics

- **Implications:**
 - **Possibility of emergence of new hegemonal alliances**
 - **More competition for resources**
 - **Possibility for more conflicts and more partnerships**
 - **Security dilemma**
-

Idea: Shift in global institutional structures

- **Implications:**
 - **Creation of interdependencies**
-

Idea: New challenges to NATO decision-making process

- it is not a trend

Human Theme



Working Group Trends

- Asymmetric Demographic Change
 - “Crowding out” will and resources to support military.
 - Destabilization of transit countries/smaller countries.
- Increasing Urbanization
 - Metabolism of a megacity – needs to be understood. Fast growing, lack of resilience.
 - Propensity for difficult human challenges/magnified.
- Increasingly Connected Human Networks
 - Adversaries contesting the “I” domain. Ongoing, direct attacks on Allied will.
 - More “channels” and “self selection” means IO potentially less effective/impactful.
- Fractured and/or Polarized Societies.
 - Increasing societal fractures will stress the fabric that binds society and encourages unity of purpose.
 - When fractures become polarized, the fabric may tear = instability/vulnerability/conflict.

Cross-Cutting Issues

- Migration
- Gender
- Attitudes toward Defense
- Exploitation or Weaponization of Human Trends by Adversaries

Other Issues

- Values – and the relationship to Alliance cohesion (Political Theme, or Characteristics of the Future –Section 1).
- Transparency (to Political Theme but will talk about implications of widespread encryption in Human networks)
- Human Enhancement (to Technology Theme)
- Privatization of security forces (either in Human Networks- as economic network, and as a Characteristic of the Future – Section 1).

- Asymmetric Demographic Change
 - “Crowding out” will and resources to support military.
 - Demographic surplus outside. Difficult to culturally assimilate.
 - Destabilization of transit countries/smaller countries.
 - Alliance, Union solidarity negatively impacted.
 - Attractiveness of military service, aging pool – lowers the willingness to reform/committed to long term engagement. Fewer healthy military-age.
 - Child soldiers
 - Age, education, equality, health, etc.
- Increasing Urbanization
 - Factions, criminality difficulty to govern.
 - Economic polarization
 - Littoral – can be levered by military forces
 - Difference between megacity and host state/tension
 - Difficulty in intervening to solve problems
 - Metabolism of a megacity – needs to be understood. Fast growing, lack of resilience. Propensity for difficult human challenges/magnified. Overshoot resources/Logistics support.
 - Information manipulation/IO
 - Military C2 not optimized for urban environments.

- Increasingly Connected Human Networks

Enemy contesting the “I” domain before you even know it. Ongoing, direct attacks on Allied Will. Potentially decreased effectiveness of Strategic Communications – how to get the message through/Message fatigue/self-selection of sources. Individualized approaches to communications. Monitoring of networks more difficult. Many groups, more protected. Shorter decision times. How to use engagement to “seal up” fractures in society.

- Fractured and/or Polarized Societies

- Fractures can occur differently, different rates, different ways.
- For the west, a particular vulnerability because of the wider scope of individual action.
- Can be peaceful/smooth. –shift in way of life, economic status.
- State: distracted on internal issues. Vulnerability to external pressures. Loss of trust.
- Fractures will find their way into Allied military forces. Support for national military goals can result. Loss of will and determination
- Increasing societal fractures will stress the fabric that binds society and allows unity to flourish. When fractures become politicized this fabric may tear.
- Resulting in inability that may create vulnerabilities that lead to conflict.

- Changing Demographics
- Urbanization
- Fractured Identities
- Human Networks

Science & Technology Theme



Future Trends are complex...
...this is the short version



Outcome of Trend Review

1. Dominance of Commercial Sector in Technological Development
[previously Increased Access to Technology (descriptor)]
2. Reliance on Certain Technologies
[NEW]
3. Access to Technology
[previously Access to Technology (title) and Loss of state/government monopolies over advanced technology]
4. Global Network Development
[previously Centrality of Dynamic Networks]
5. Technology Advance
[previously Technology accelerates change]

Implications of trends

1. Dominance of Commercial Sector in Technological Development
Capability development and acquisition challenge
2. Reliance on Certain Technologies
Increased built-in vulnerabilities, need to ensure redundancy
3. Access to Technology
Lowers the barrier to having an impactful capability
4. Global Network Development
Operational security challenges (transparency / security)
5. Technology Advance
Challenge to keep pace (rules, norms, policy, culture, etc)

Key Take Aways

- Reliance is the only new Trend
- Technology is benign as a trend – it is influenced by social, human, political and economic environment
- Conversely, technology trends impact social, human, political and economic environments
- Technology may be a solution to some challenges in other domains

Economics & Resources



Economics/Resources Syndicate

Trend Reviews:

1. Globalization of Financial Resources

Counter-trends: Regional and national approaches e.g. China and Russia “Panda” bonds and regional capital markets

- Rise of a Network Based Smart Economy (including Financial Technology Innovations including Virtual Currencies and Bitcoin)

Implications:

- Reduction in Defense spending from revenue shortfalls and MNC power
- Threshold for major conflict is rising due to economic interdependencies.
- Financing of Terrorism, Organised Crime and less visible transactions in decentralised networks

2. Global Inequality

Counter-trends: Economic democracy and local empowerment and sharing
3D Printing / Automation. Industry 4.0.

Implications:

- Instability caused by Mass Migration
- Terrorism / Radicalization / Polarization
- Decrease in public revenues
- Falling global income inequality/regional/ national (climate change)

Economics/Resources Syndicate

3. Decreasing Defense Expenditures in the West

Countertrend: More European nations are/will increase defense spending

Implications:

- Limits NATO reaction options
- Nations specialize in Military capabilities

4. Increasing Competition for Natural Resources

Countertrend: Rapid Development of Oversupply vs Scarcity

Implications:

- Global oversupply drives potential for instability
- New technologies demand new resources and change geopolitics
- Increasing interdependence between energy, water and raw material security

Environment Theme



Environment Theme

Trend Review – Environment and Climate Change

1. Trend remains valid, and environment and climate change will continue to be a ‘threat multiplier’ and contributor to instability; and
2. Environment and Climate change impacts will have both direct and indirect effects on all other themes and trends.

Key Takeaways

1. No counter-trends identified – environment and climate change is believed to be locked-in until 2035+ irrespective of global mitigation measures.

Implications

1. Climate change adaptation will need to factor prominently into Alliance strategic considerations;
2. As a result of recent political decisions (21st COP of the UNFCCC), mitigation measures will need to be employed, some with potential ‘benefit multiplier’ effects; and
3. Increase in power vacuums created by environment and climate change, which may be exploited by both state and non-state actors.

Environment Theme

Trend Review – Natural Disasters

1. Trend remains valid; however, distinction made between climate-related disasters (e.g., typhoon or floods) and non-climate-related disasters (e.g., earthquakes or volcanic eruptions); and
2. Increased potential of co-occurring/cascading disasters in vulnerable areas (e.g., where insufficient preparedness infrastructure exists).

Key Takeaways

1. Climate-related, sudden on-set (e.g., floods, hurricanes) and slow on-set (e.g., drought, famine) disasters will increase in both expeditionary and domestic contexts.

Implications

1. Nations will be under increasing pressure to utilize military forces for humanitarian assistance and disaster relief, which may potentially affect availability for military commitments; and
2. Awareness will be needed of current vulnerable areas to anticipate the impact of individual and co-occurring/cascading disasters (based on lessons learned and available data).



**Supreme
Allied
Commander
Transformation**

Strategic Foresight Analysis Workshop – I Outbrief Panel Session

Mr. Mehmet KINACI

Strategic Analysis BH, Strategic Plans and Policy

19/20 April 2016