



NORTH ATLANTIC TREATY ORGANIZATION

**SUPREME ALLIED COMMANDER
TRANSFORMATION**

SACT REMARKS to

MC Conference Session 1
“Road to Warsaw”

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As prepared

Général d’armée aérienne Paloméros

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Thank you Petr,

Since the launch of the RAP at Wales, I can ensure you that we have kept in mind that RAP tasks should follow four main principles: military relevance, affordability sustainability (in terms of resources) and a balanced geographical approach. To do so, it was crucial to capitalize on initiatives which we had already identified and were in the process of implementing. Today, we are on track for most of the tasks, but this morning will focus on two essential strands of efforts: education, training and exercises, and capabilities.

As part of the ongoing reinvestment in the readiness of our forces, the Connected Forces Initiative offered great flexibility in matching the new RAP requirements increasing our level of ambition to plan and execute 4 strategic and operational level exercises per year (for NCS and NFS) and preparation of two for the following year.

With the full support of your Nations to link many of your own exercises with NATO, we have been able to triple the number of our exercises and even more important their value as well as to provide and sustain a dynamic presence of forces over the Eastern Alliance territory with more than 100 exercises dedicated to the Assurance Measures. We must keep on this valuable effort.

The RAP also enabled us to accelerate the qualitative aspects of the scenarios which underpin our exercises, which while fictitious are grounded in the reality of our current challenges. We have increased elements of

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manoeuvre, BMD, cyber and hybrid, and this effort continues through the Joint Warfare Centre. Trident Juncture 15 will be a great demonstration of NATO's will and capability to address the full spectrum of its mission and geography.

The exercise programme is currently also being adapted to match the specific requirements of the stand-up and stand-by year of the VJTF. And, in 2017, we plan to meet SACEUR's requirement to train SHAPE, JFC and the Single Service Commands – in other words all of the NCS.

In addition, to make sure the Alliance can build from the NRF to full MJO+ operations, with Phil, we are also reviewing training for Follow-on forces and examining whether an evaluation process for selected NFS Headquarters and forces beyond the NRF should be offered to Allies.

In terms of capabilities, the Readiness Action Plan is also dependent on the swift development of capability packages for Force Integration Units, pre-positioning, Reception Staging and Onward Movement, Training and Strategic Lift. In conjunction with ACO, who should deliver soon the Minimum Military Requirements for these Capability packages, we strive to expedite the process efficiently.

Initial work on infrastructure projects was done in 6 Eastern countries based on the pre-financing statement or Urgent Requirement. The territorial Host Nations were very involved and accelerated the delivery of their project data.

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In addition, Bulk Fuel and air related capability packages are being advanced and implemented. For air basing, we capitalize on the selection process done in 2013 which qualitatively assessed the existing facilities at those air bases offered by Nations, covering both the Eastern and Southern flank, in a resource efficient manner.

Last, but not least, delivering on our capabilities and goals remains the foundation of NATO's military credibility, the foundation of readiness, operational effectiveness, and resilience. In full cooperation with the HQ we are supporting specific roadmaps for the 16 Defence Planning Priorities and the [other] 27 priority shortfalls we agreed on last year in our Suitability Risk Assessment. Of particular interest for the RAP, we facilitate a connection between NATO and national efforts for usability of land manoeuvre formations. We focus more widely on logistics as a key enabler of readiness. It aims to address the lack of enablers at brigade level and deficiencies in terms of manoeuvrability identified at Corps and Division level.

So, we are on track to implement the RAP tasking but we are still facing the complex, ambiguous, uncertain and volatile nature of the current, and future, security environment, and this is going to place further strain on both our human and financial resources. This is no surprise that the budget allocated by ACT for exercises in 2013 (€17,1 M) has increased now by 67% for the 2016 projection (€28.6M) [During the same timeframe, ACT's budget for capability development correspondingly decreased by 21% from 50.5 to 39.8 MEUR].

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So, today is potentially the opportunity for some strategic thinking on how we best resource the Alliance to reach the political ambition set for us at Wales and in the context of the road to Warsaw. To tell the truth, today in our organization, the levers of resources' command and control do not match the reality of our responsibilities. Strategic Commanders should be given more freedom of maneuver and agility to employ, to optimize their resources in a comprehensive manner, including Investment, Military Budget and Manpower. That would allow better prioritization, unity of effort and responsibility, and at the end, increased efficiency.

This is potentially a significant improvement that would allow us to better deliver the adaptation we need today while developing the capability to meet the requirements needed to win the future battle.

As a former Supreme Allied Commander, Dwight D. Eisenhower observed *"the real problem is not our strength today; it is rather the vital necessity of action today to ensure our strength tomorrow"*.

Thank you for your attention.