

New Tricks for Old Dogs?

NATO Defence Planning & the wider Capability Development process

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Outline

Old Dogs and New Tricks

What is NATO Capability Development (Cap Dev)?

Where does NDPP fit in?

“The Iron Triangle of Painful Trade-offs”

Conclusion – So what for OR&A Community?



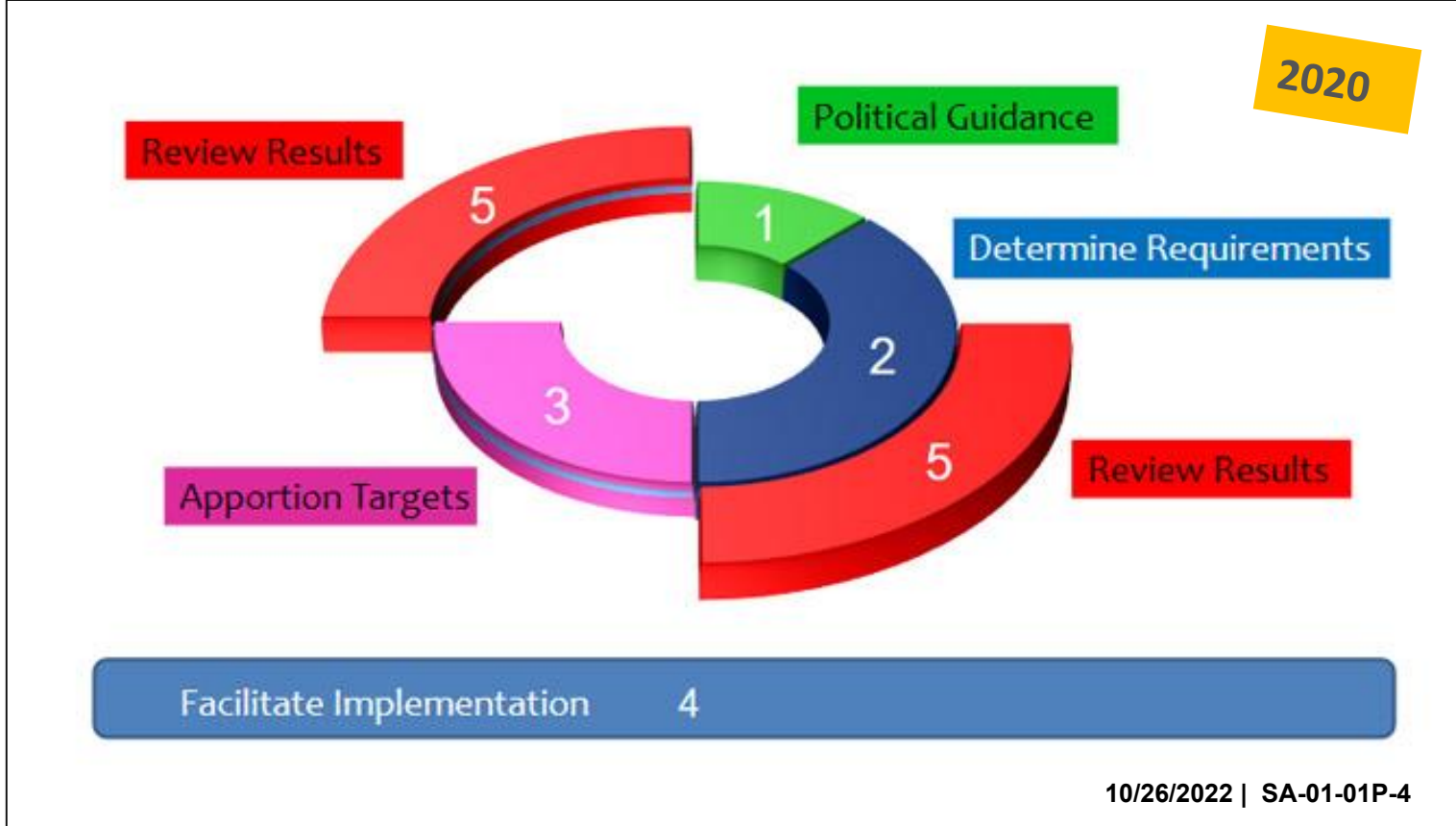
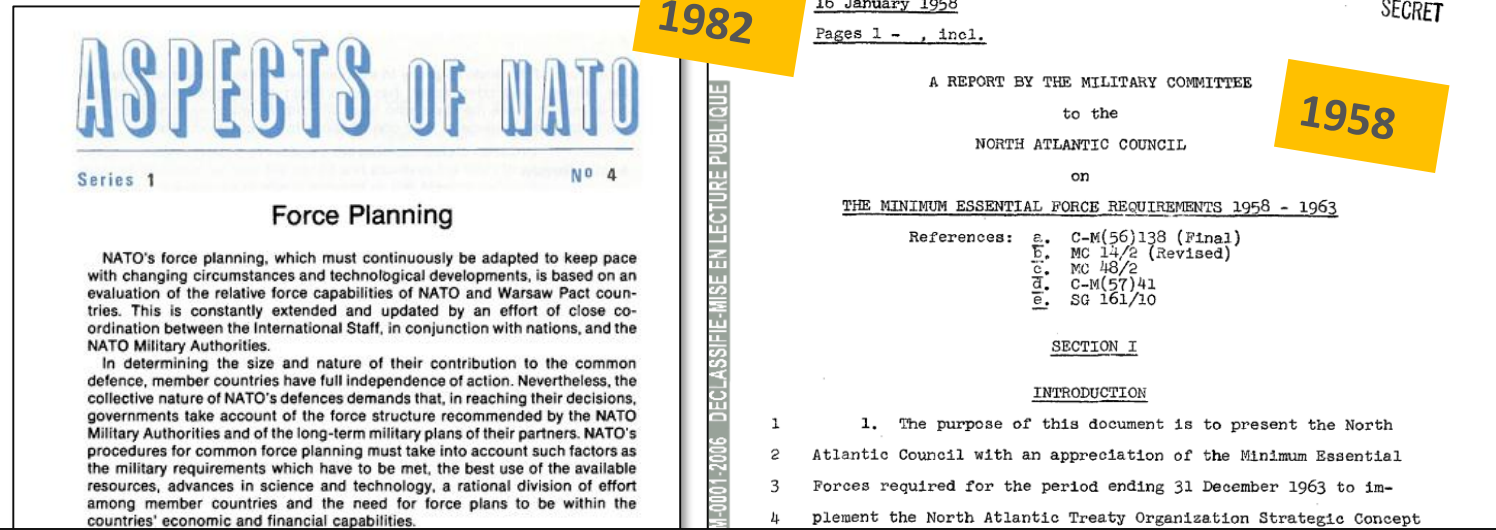
New “Tricks”...

- | A flood of new “change imperatives” since 2019 and more to come...
- | High expectations that NATO should “do better “
- | Unclear how



NATO Defence Planning: “The Old Dog”

- | Enduring, cyclical effort since early days of Alliance (then called “Force Planning”)
- | **Step 1:** What do we want to do?
- | **Step 2:** What do we need to do this?
- | **Step 3:** Who should do what?
- | **Step 4:** How do we help deliver these capability targets?
- | **Step 5:** How are we doing at delivering capability targets?



NATO Capability Development?

| More difficult than you would think to find a NATO definition

“the process from political guidance through requirement identification and the subsequent planning steps, through acquisition, fielding, in-service management and disposal” ...

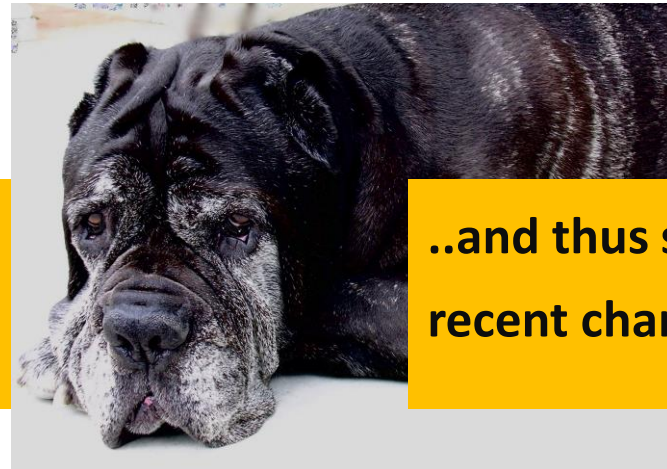
Not just ‘materiel’ but doctrine, organisation, training, leadership development, personnel, facilities and interoperability (DOTMLPFI) aspects”

Reference: International Board of Auditors for NATO (IBA-AR(2016) 05))

| Only true for NATO funded capabilities.... ?

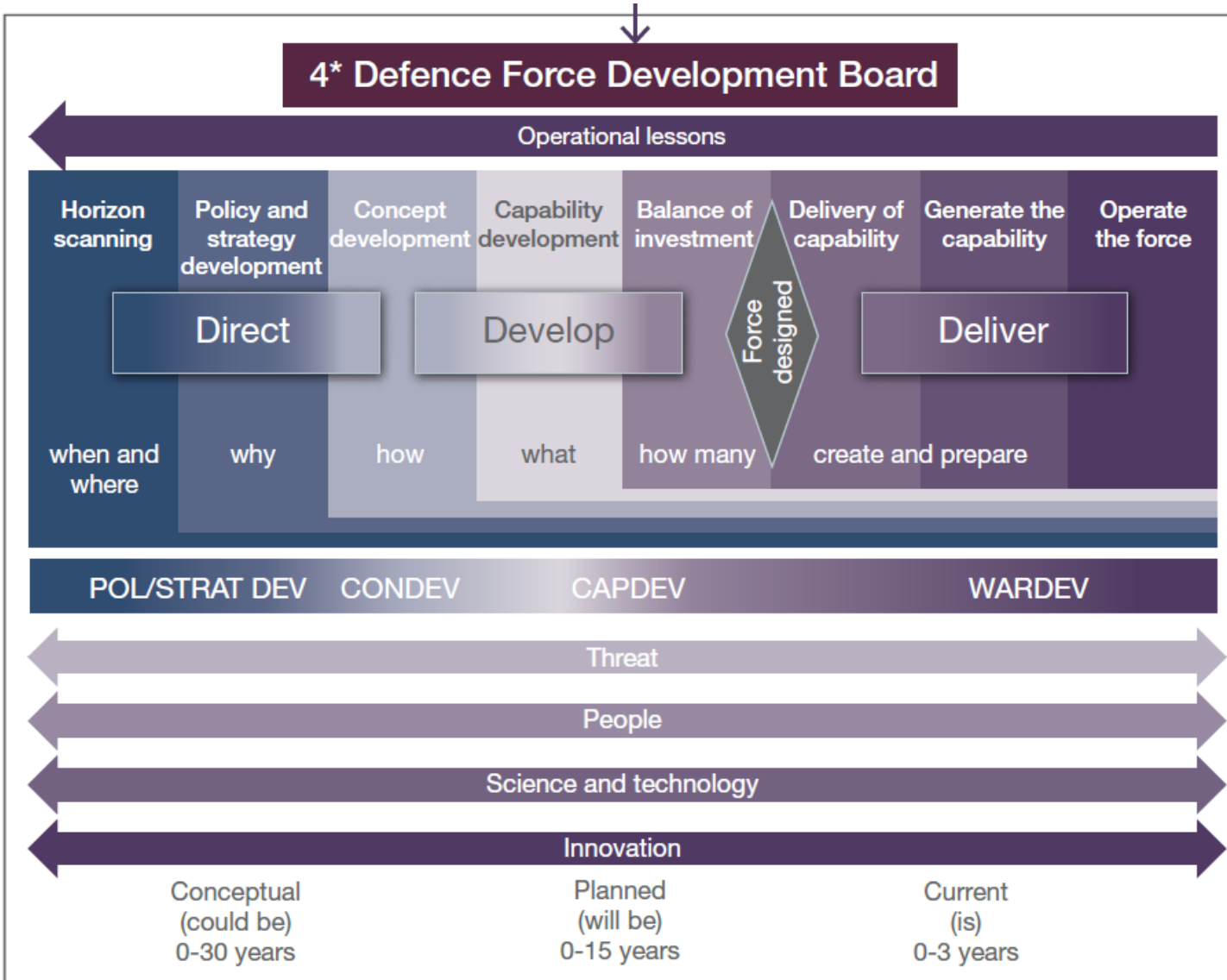
| Responsibility overall is diffuse

NDPP is not just an “old dog” - it is seen (by some) as being the *only* Cap Dev dog in town ...



..and thus should reflect all the recent change imperatives

What should NATO Capability Development Look Like ?



Example: UK Model

[UK Force Development Handbook \(v2\) 2021](#)

Points to note

Semantics less important than recognizing a “federation” of contributing processes

Coordination challenging even at National level (now imagine @ 30+):

Allies have much sharper focus on affordability than simply “burden sharing”

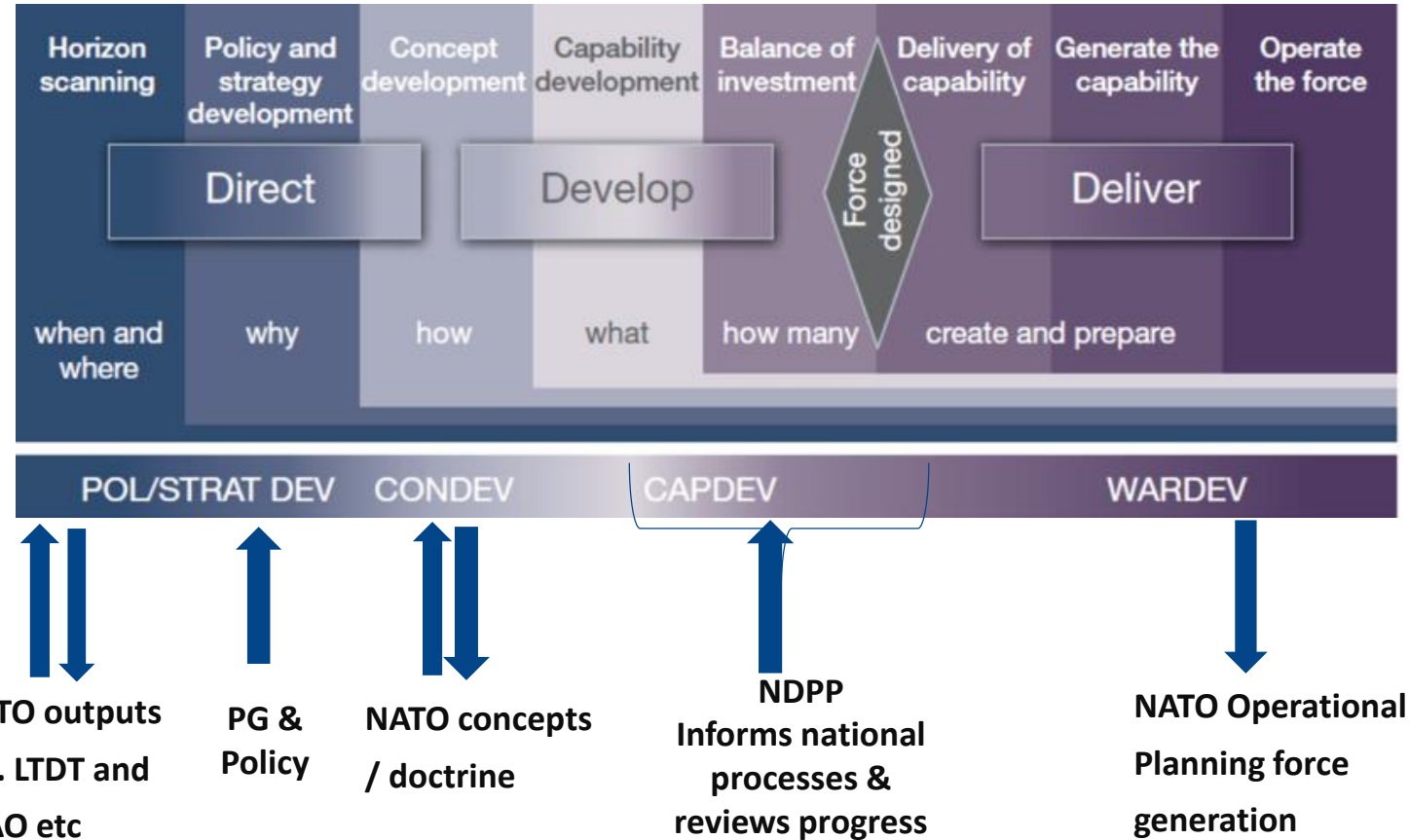
Why is NDPP ≠ CAP DEV ?

NDPP does not

NDPP is

just one part of the

**Force/Capability
development space**



Analysis to support Advice/Decisions

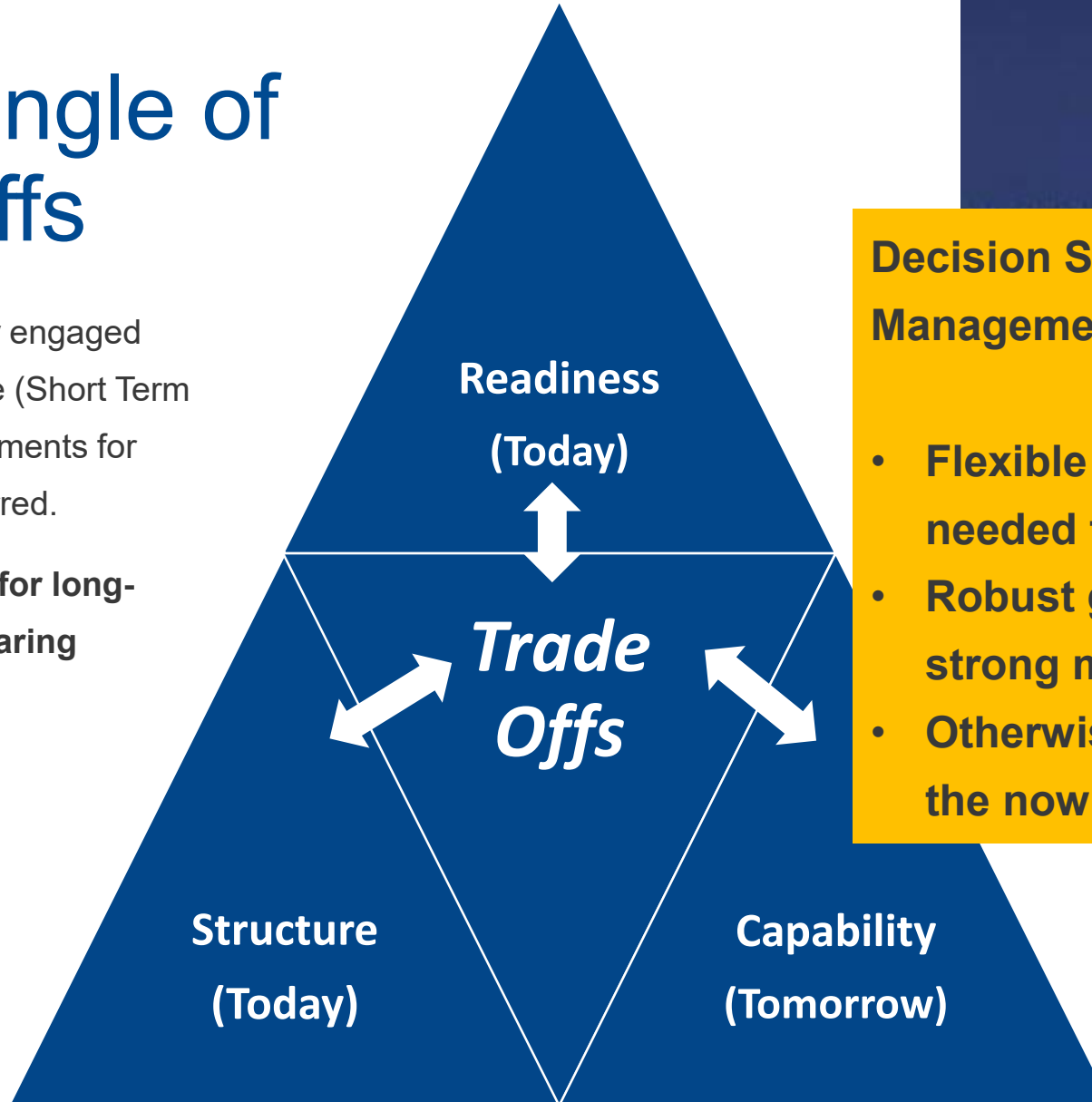
How to take into account ACO plans?

Hicks' Iron Triangle of Painful Tradeoffs

“...As long as the military is operationally engaged today, squeezing readiness and structure (Short Term Imperatives) seems irrational, and investments for the future are the costs most easily deferred.

The paradox: a worst-choice strategy for long-term military preeminence while appearing rational choice...”

US Asst Sec Defense Kathleen Hicks



Decision Support = Tradeoff Management

- **Flexible tools & analysis needed for traceable advice**
- **Robust governance with strong mandate**
- **Otherwise inevitable “pull of the now”**

The Iron Triangle of NATO Cap Dev

NATO dimension adds further complexity

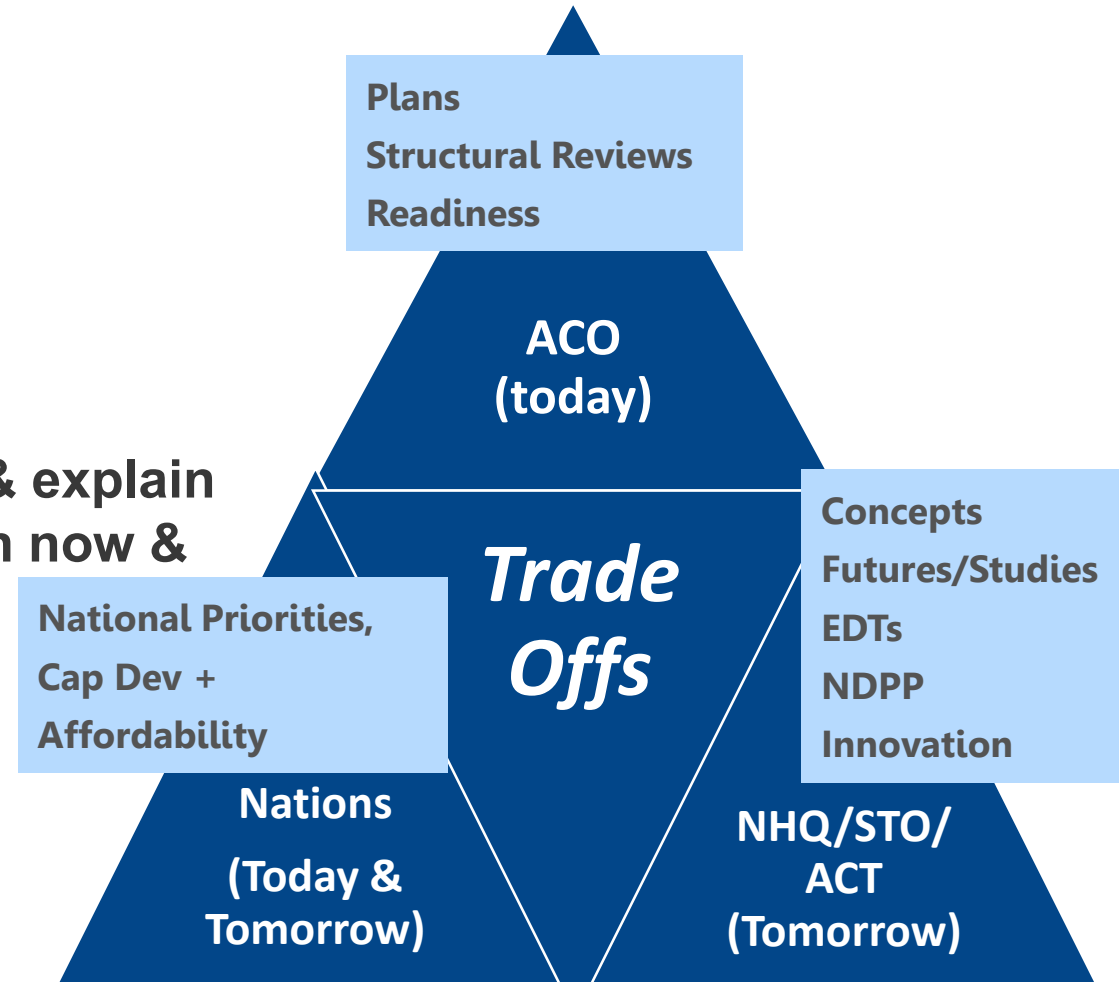
ACO short term needs (threat based)

ACT shaping the future

National concerns (both about now and the future)

Need better education and tools explore & explain the “painful trade-offs” - not only between now & tomorrow, but also with Allies

Given the unique positioning NDPP can be the glue to help harmonise



OA focus (arguably) now in the corners - needs to move to the middle!

Conclusions

| **Capability Development in NATO lacks coherence**

... part of the challenge is due to the unique relationship between NATO and Allies

There is a need for a simple, clearly defined model for the 99%, not the 1%

Current OR&A activities are fragmented and stove-piped - as no process

| **NDPP is not complete solution, but can be “glue” that binds NATO and National processes**

There is no shortage of new concepts and good ideas, experimentation

..but much less focus on the linkages between stakeholders, timeliness, coordination

Is there a need for an overall process owner?

| **Hicks Iron Triangle has a special relevance to NATO Cap Dev**

Very hard to rebalance efforts between now and the future

Education, analysis and “buy in” from allies key to managing tradeoffs

Proposals

| Revisit end-to-end Capability Development process

Focus on supporting Allies not just the common funded efforts

Specifically NDPP Step 4 - (Facilitate Implementation)

No need to start from scratch – many components already exist - exploits what already works

e.g. Exploit outputs of NDPP to identify new Concepts or test them

| Education, analytical support and buy-in

Support the most difficult decisions at the heart of the iron triangle i.e managing tradeoffs

Build coherent and aligned OR tools and analysis

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