



17th NATO OR&A Conference

IVO PEETS

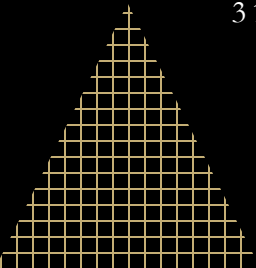
SAS-164 RTG MEMBER

ESTONIA

31.10.2023



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Force Development in the 21st Century: A New Model

- ✓ Bridging the Gap in Force Development Approaches
 - Introduction to Force Development
 - Evolving Security Landscape

Understanding Force Development and Related Concepts

✓ **Setting the Stage for the New Model**

- Definition of Force Development (FD) , Force Planning
- Capability-Based Planning and FD
- Challenges in FD: Costs, Complexity, Technology, Interoperability, Etc.



An hourglass is the central visual element. The top bulb contains models of various military aircraft and a ship. The bottom bulb contains models of a city, a tank, and other ground-based military equipment. The background features a circular grid with numbers, resembling a clock face or a technical diagram. A large, dark, triangular shape is overlaid on the right side of the image, containing the text.

STUDY OBJECTIVE

To develop a generalised analytical model or framework for force development that is fit for purpose for NATO member states, and which can be used to manage the perceived challenges for force development in the future.

Unveiling the SAS-164 Model

- How We Approached It

- Introduction to the SAS-164 Research Task Group
- Survey of National Practices
- Analytical Tools and Methods

- **Activity Lead:** Ben Taylor (Canada)

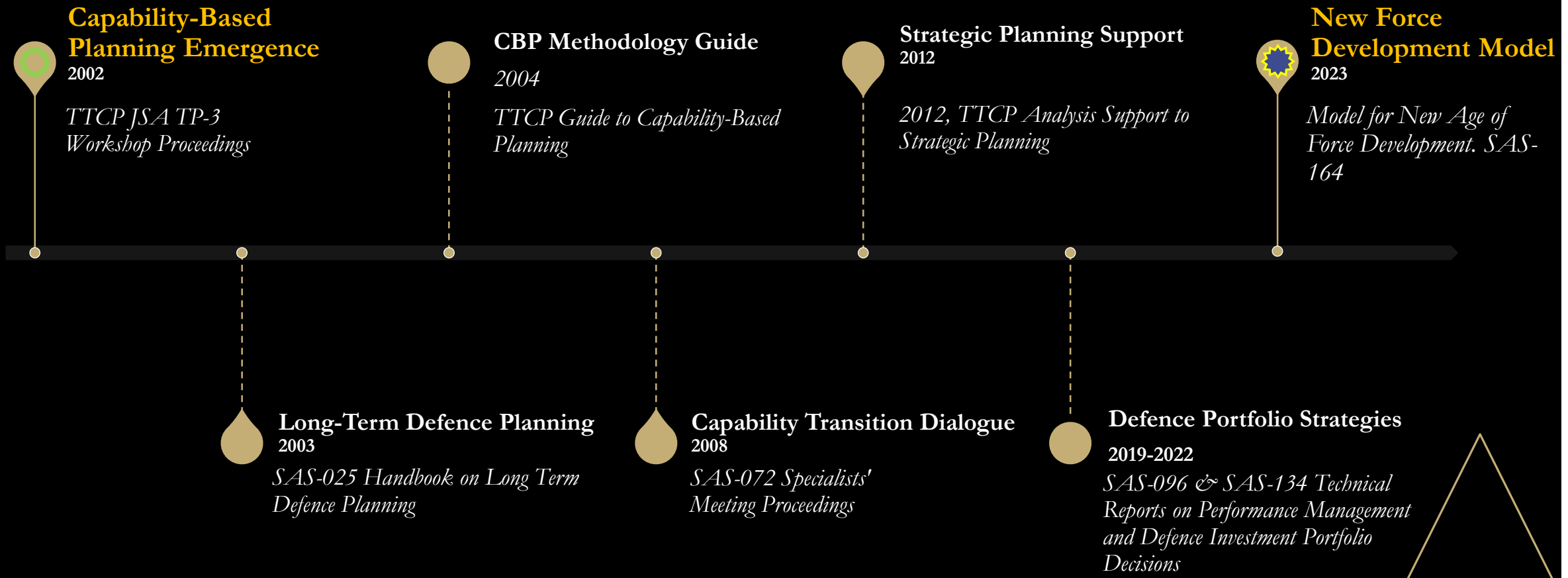
- **Start Date:** JUL/2020

- **End Date (incl. extension):** MAR/2023

- **Participating Nations:** CAN, CZE, EST, GBR, NLD, NOR, SWE, USA

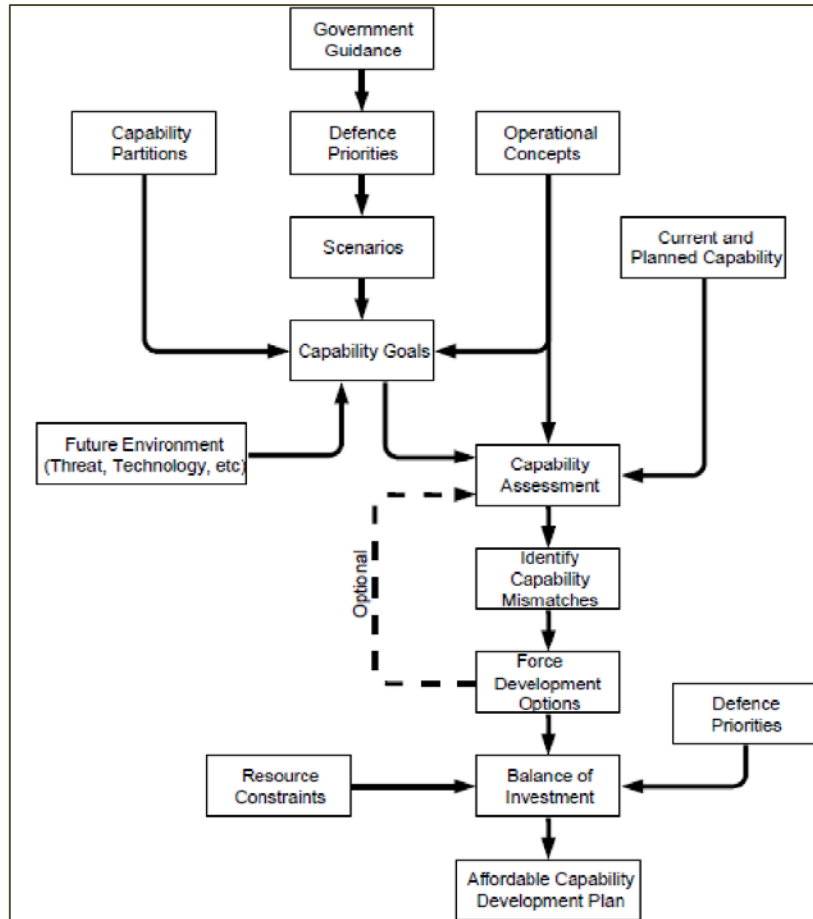
- **Entities Participating:** NCIA

Building on the past – From TTCP to SAS-164

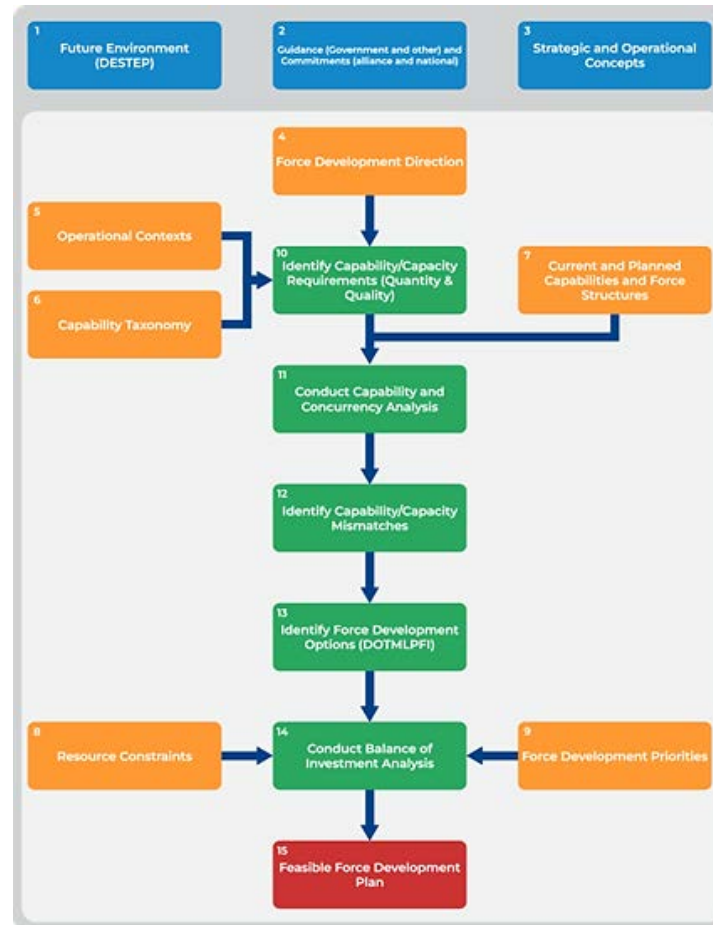


From TTCP to SAS-164

Original TTCP Model





SAS-164 Model



Highlights

What Sets It Apart

- FD process, not CBP
- Better alignment with different Defense Planning approaches
- Focus on information, rather than control flows
- Inputs and outputs re-grouped
- Descriptive, not prescriptive
- Future Ready
- Designed for “Disciplined Interpretations”
- Flexibility and Adaptability



Implementation
Recommendations:
Practical Steps
Forward

Next Steps in Force Development

- Critically Evaluate Force Development
- Consider National Specificity in Implementation
- Balance Art and Science
- Manage Risk and Uncertainty
- Coordinate within NATO
- Create Community of Users



The SAS-164 Model: An Evolution in Force Development

Collaborative
Development:
Countries
Involved

Framework
Flexibility:
Abstract vs.
Detailed

Alignment with
NATO and TTCP

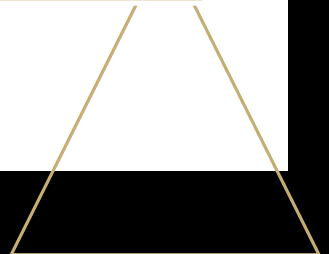
Language
Sensitivity Across
Nations

Execution
Flexibility:
Centralized or
Parallel

Expanded Context
Beyond Planning

Concurrency and
Force Structures

Alliance
Commitments



Concluding Remarks

Why SAS-164 “New Model” Matters

- **Addresses 21st-century Challenges in FD**
- **Flexibility in Implementation**
- **Significant for NATO and Member Nations**
- **Building the Community of Users**



Thank You



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