

## **Transforming NATO logistics and sustainability today and into the Foreseeable Future**

### **Objective: Building a community of interest**

The attached new concept titled *Transforming NATO Logistics and Sustainability Today and Into the Foreseeable Future*, developed by ACT HQ promotes as a future capability for NATO a vision of **persistent, agile, scalable and resilient** support systems to project and sustain Joint Forces in operations.

This Food For Thought Paper, is meant to generate wide discussions leading to purposeful actions. It describes a view of future solutions emphasizing long-term sustainability, speed of power projection, light footprints and affordability, whilst maximizing civil-military cooperation and preparedness.

The purpose of the strategic *Transforming NATO Logistics and Sustainability* concept is to recognize current and planned initiatives whilst imagining future projection and sustainment challenges, and bridging the two. To achieve this objective the concept first aims at **establishing a shared picture** for the NATO and national concept and capability development communities. Second, it seeks to **drive innovative solutions** to capability development, triggering conceptual and research activities and highlighting policy needs. Finally, it aims at **depicting a long-term vision** as the basis for target setting and common direction into the future.

The future security environment will be comprised of hybrid threats, where nations and non-national actors will combine conventional, non-conventional, and developing new types of warfare to achieve their objectives. It will consist of state and non-state threat networks, working sometimes cooperatively and sometimes at odds. This new global context has implications for projection and sustainment which will force NATO to transform the current paradigm. **These implications include developing ways to minimize support costs across the Alliance, developing multi-national logistics networks where cost and capacity burdens could be shared, in turn developing strategic hubs to support Alliance operations and activities of the future.** Transformation may also entail developing long-term theatre support arrangements to account for the enduring nature of threats. More than anything though, it will force a re-evaluation of where collective and national responsibilities converge, diverge, and overlap, and how smart application of different approaches to logistics could address the seams and gaps.

The proposed strategy for transforming NATO's support functions is focused on carefully arranging available means, through identified ways to achieve the envisioned end state. The means consist of arranging a comprehensive NATO logistics network spanning from national military stores and industrial bases across strategic distances, institutionalized into interoperability that is operationalized collaboratively to ensure commanders receive the required support at the required time, and in the required location. **The ways of shared awareness, operational agility, enhanced resilience, and persistent activity become feasible through updated doctrine, organization, training, materiel, and facilities to**

**improve interoperability.** This will enable NATO to optimize use of Allies' assets cooperatively and collaboratively, in deploying forces, and projecting power, faster.

The concept lays out the broad ideas. A series of related actions and tangible outputs which develop from this concept will be found, in part, in our way ahead. These deliveries are linked together and synchronized by an overarching plan, which strives to implement the full concept. Solutions to the identified challenges are based on three main elements: **A regional and global network of hubs, an effective civil-military interface and technological or other conceptual advances. It will be operationalized through the achievement of the four strategic sustainment objectives; persistence, resilience, operational agility and shared awareness**

**The greatest risk is doing nothing to link today's challenges to the future, or begin preparing for it.** Enabling gaps will continue to grow beyond NATO's capabilities to address them. In an extreme case, NATO could lose the ability to sustain operations and activities, deter aggression and defend its Allies, project stability, or meet the obligations to its core tasks with any breadth or depth.