The end to NATO combat operations in Afghanistan in 2014 is bringing to a close two decades of continuous military operations, apart from a residual NATO peacekeeping force in Kosovo. NATO thus appears to be at another pivotal moment in its history. In addition to the transition in Afghanistan, 2014 will witness a change of secretary general and a NATO Summit to be held in the UK in September. At the summit important aspects of the Alliance’s future direction will be set.

Fundamental questions remain about how NATO will seek to maintain its relevance in the post Afghanistan era. Without engagement in military operations NATO’s political-military narrative will move from ‘deployed’ to ‘prepared.’ However, the roles that NATO should now be prepared for are up for debate. NATO arguably needs to translate the three core missions of the 2010 Strategic Concept (collective defence, crisis management and cooperative security), into a compelling strategic narrative of how the Alliance can help meet the security concerns of its member states.

The core aim of this conference is therefore to contribute to the agenda and content of the September 2014 summit in the United Kingdom by convening senior NATO and member state officials, parliamentarians, journalists, and defence and security experts to identify the elements of a post 2014 strategic narrative for NATO and how to communicate it to member state politicians and publics. A key component of this outline strategic narrative that the conference seeks to produce will be focused on how to revalidate the utility of the military instrument in addressing the security needs of NATO member states.

This event is sponsored by the Foreign and Commonwealth Office, NATO’s Public Diplomacy Division and NATO Defence College

**Monday 17 March**

1300-1430

Participants arrive and buffet lunch available

1445

**Welcome and introduction**

Robert Grant
Programme Director, Wilton Park, Steyning

Daria Daniels Skodnik
Dean, NATO Defence College, Rome

**Programme**

**NATO’s post 2014 strategic narrative**

Monday 17 – Wednesday 19 March 2014 | WP1319
1. NATO’s record since the fall of the Berlin Wall

What has NATO achieved in the 25 years since the fall of the Berlin Wall and where has it fallen short? What are the reasons in both cases? Are there lessons in this history for the Alliance’s post 2014 strategic narrative?

**Fabrice Pothier**
Head of Policy Planning, Private Office of the Secretary General, NATO, Brussels

**Robert Hunter**
Senior Fellow, Center for Transatlantic Relations, School of Advanced International Studies, Washington DC

1600-1645

Photograph followed by tea/coffee

1645-1815

2. The international strategic environment

What are the salient features of the international strategic environment and how are they evolving? What risks and threats to the security interests of NATO member states emanate from the current and future strategic environment? What challenges are most pressing? What might become significantly more demanding in future years? What are the differences between the member states in how risks and threats are perceived? How do different member states view the value of NATO in meeting risks and threats? How will the current crisis in Ukraine potentially shape assessments of risks and threats as well as of NATO’s role in the near and medium term future?

**Ahmet Bülent Meriç**
Director General for International Security Affairs, Ministry of Foreign Affairs, Ankara

**Julian Lindley-French**
Senior Fellow, Institute of Statecraft & Director, Europa Analytica, Alphen

1815-1900

3. Exercise to generate and select scenarios

Participants will divide into pre-assigned, facilitated groups to generate outline scenarios for the break out groups in session five. After the conclusion of this exercise the facilitators and Wilton Park conference team will meet to collate the results into a smaller set of scenario options. Participants will vote to select final scenarios for the session five break out group discussions. The scenarios and session five break out group discussions will serve to explore the utility of military power in meeting risks and threats and NATO’s role in harnessing the political and military power of its member (and key partner) states to help provide security and prosperity.

Facilitators:

**Charles Barry**
Distinguished Research Fellow, Institute for National Strategic Studies, National Defense University, Washington DC

**Xenia Dormandy**
Director, US Project, Chatham House, London

**Andrew Dorman**
Professor of International Security, Defence Studies Department, King’s College London

1930

Reception followed by dinner and after dinner speaker

**Tobias Ellwood**
Member of Parliament and Parliamentary Advisor to the Prime Minister for the 2014 NATO Summit, London
Tuesday 18 March

0800-0845  Breakfast

0900-1030  4. The political, public diplomacy and strategic communications challenge

What are the political and public perceptions across the Alliance of how international risks and threats could undermine national security and prosperity, of the utility of military force in meeting these risks and threats, and of NATO’s role in generating effective politico-military power? What public diplomacy and communications programmes has NATO been implementing to highlight its roles and activities in addressing the security needs of member states? To what extent do parliamentary and public perceptions of NATO’s value converge or diverge with the views of governments?

James Arbuthnot
Chairman, Defence Select Committee, House of Commons, London

Ted Whiteside
Deputy Assistant Secretary General for Public Diplomacy, NATO, Brussels

Alexandra De Hoop Scheffer
Senior Transatlantic Fellow, Director of the German Marshall Fund of the United States in France, Paris

1030-1100  Tea/coffee

1100-1300  5. Scenario based breakout group discussions

Three breakout groups will meet in parallel, each using one of the scenarios generated during session three on Monday evening.

Chairs
1. Karl-Heinz Kamp
   Academic Director, Federal Academy for Security Policy, Berlin

2. Paul Cornish
   Professor of Strategic Studies, Strategy and Security Institute, University of Exeter

3. Jeffrey Larsen
   Director of Research, NATO Defense College, Rome

1300-1430  Lunch

1500-1615  6. Breakout groups report back to plenary and discussion

What are the key lessons from the scenario based breakout group discussions? In what ways can the results of these discussions help frame NATO’s post 2014 strategic narrative? What do the scenario discussions say about the utility of military power in meeting risks and threats? Based on these scenario discussions, if NATO did not exist would it be missed?

James Appathurai
Deputy Assistant Secretary General for Political Affairs and Security Policy, NATO, Brussels

1615-1645  Tea/coffee
7. Military capabilities
In what ways do military capabilities feed into NATO’s post 2014 strategic narrative? Are perceptions of risks and threats across the Alliance sufficiently robust to halt the decline in military capabilities? If the military forces of NATO member states continue to shrink does that point towards retrenchment on more traditional Article V territorial defence and less involvement in crisis management and collective security? How fundamental are military capabilities to the transatlantic dimension of the narrative? What capabilities will be most important going forward? Beyond operations, what is the role of military power in deterring potential threats? How serious is the risk that military capabilities could lose their deterrent value if they fall below a certain threshold?

Matthew Brand
Deputy Chief of Staff, Strategic Plans & Policy, Allied Command Transformation, Norfolk

Christian Canova
Deputy Commander, NATO Maritime Command, Northwood

Hans Binnendijk
Senior Fellow, Center for Transatlantic Relations, School for Advanced International Studies, John Hopkins University, Washington DC

Wednesday 19 March

0800-0845  Breakfast  and checkout

0900-1100  8. From Strategic Concept to strategic narrative
After withdrawal from Afghanistan, how will NATO translate its Strategic Concept into a credible strategic narrative? What of the previously discussed risks and threats are collective defence, crisis management and cooperative security meant to address? What weight should they each have in the Alliance’s post 2014 strategic narrative in terms of driving security policies and military capabilities? How much weight should the crisis in Ukraine have in shaping NATO’s strategic narrative? How can a single narrative be framed to take into account the range of perceptions and interests across the Alliance? What are its broad outlines? How can the concept most effectively and credibly capture the transatlantic security and defence relationship that is the essence of the Alliance?

Camille Grand
Director, Fondation pour la Recherche Stratégique (FRS), Paris

Richard Hooker
Director for Research and Strategic Support, Director and Distinguished Research Fellow, Institute for National Strategic Studies, National Defense University, Washington DC

1100-1130  Tea/coffee

1130-1300  9. Communicating NATO’s post 2014 strategic narrative
What are the key elements of a proactive communications strategy to convey NATO’s post 2014 strategic narrative and validation of the utility of military force to member state politicians and publics?

Mark Laity
Chief Strategic Communications, NATO, Mons

Tony Quinlan
Chief Storyteller, Narrate Consulting, Maulden

1300  Lunch

1400  Participants depart