Professor Pedro Manuel Geada Borda de Agua, and Xavier Santos Lopes, CINAV, Portuguese Naval Academy, IUM, Portugal, Negotiation as a key enabler in Multi-Domain Operations involving non-military entities. A Scenario-based approach. WG8

This study explores how the Alliance can develop its negotiation capability when engaging with non-military actors within the context of MDO (Multi-Domain Operations). In a context marked by increasing operational complexity and cross-sector interdependence, the Alliance's effectiveness relies not only on its military capabilities but also on its ability to align, coordinate and negotiate with civilian actors. The central issue addressed is how NATO can negotiate, reconciling military requirements with the capabilities and constraints of non-military suppliers. The used approach relies on the NATO Defence College Strategic Foresight methodology, which involves the identification and prioritization of trends and uncertainties, the construction of scenarios based on key drivers, and the application of a backcasting process to derive strategic actions. The findings emphasize the strategic role negotiation can play as a core institutional function, which needs doctrinal clarity, sustained stakeholder engagement, modular negotiation capabilities, and interoperable information systems. The scenario analysis illustrates how the negotiation relevance is shaped by its adaptability to divergent geopolitical and institutional conditions. The backcasting results point to a set of actions that remain valid across future trajectories, including the development of an Alliance-wide negotiation doctrine, the integration of civil-military liaison structures, and the institutionalization of early coordination mechanisms.