THE NATO HANDBOOK

50th Anniversary Edition

Office of Information and Press

NATO - 1110 BRUSSELS, BELGIUM

1998

NORTH ATLANTIC TREATY ORGANISATION (NATO)

MEMBER COUNTRIES

Belgium, Canada, Denmark, France, Germany, Greece, Iceland, Italy, Luxembourg, the Netherlands, Norway, Portugal, Spain, Turkey, United Kingdom and United States.

The North Atlantic Treaty, signed in Washington in April 1949, created an Alliance for collective defence as defined in Article 51 of the United Nations Charter. The Treaty is of indefinite duration. The Alliance links 14 European countries with the United States and Canada.

In July 1997, at a Summit Meeting in Madrid, the Heads of State and Government of the Alliance invited the Czech Republic, Hungary and Poland to begin accession talks with a view to becoming members of the Alliance by 1999. In accordance with Article 10 of the Treaty, the Alliance remains open to future accessions by other European states in a position to further its principles and to contribute to the security of the North Atlantic area.

In parallel with the internal and external transformation of the Alliance which has taken place since the end of the Cold War, NATO has established a new Euro-Atlantic Partnership Council as a forum for consultation and cooperation with Partner countries throughout the Euro-Atlantic area. It has created new structures reflecting intensified cooperation with Russia and partnership with Ukraine as well as an enhanced dialogue with interested Mediterranean countries. It has undergone far-reaching internal and external reform and has made itself the instrument of peace and stability in the Euro-Atlantic area as it enters the new millennium.

The fourth of April 1999 marks the 50th anniversary of the North Atlantic Treaty.

The NATO Emblem, which appears on the cover of this book, was adopted as the symbol of the Atlantic Alliance by the North Atlantic Council in October 1953. The circle is the symbol of unity and cooperation and the compass rose suggests the common road to peace taken by the 16 member countries of the Atlantic Alliance.

NOTE

The NATO Handbook is issued by the NATO Office of Information and Press as a reference book on the Alliance and on Alliance polices. The formulations which are used reflect as closely as possible the consensus among the member nations which is the basis for all Alliance decisions. However the Handbook is not a formally agreed NATO document and therefore may not necessarily represent the official opinions or positions of individual member governments on every issue discussed.

The NATO Handbook - Documentation and the NATO Handbook - Chronology are published separately as companion volumes to this edition. Copies may be obtained from the Distribution Unit, NATO Office of Information and Press, NATO - 1110 Brussels. The NATO Handbook and the companion volumes will also be made available on NATO's web site (www.nato.int).

The information contained in the NATO Handbook covers events and policy developments up to the end of May 1998. Appendices listing members of the North Atlantic Council, Military Representatives and officials are correct at the time of going to press (September 1998).

ISBN 92-845-0104-0

TABLE OF CONTENTS

Page

Foreword by the Secretary General 11
Preface 15

Chapter 1 - What is NATO?

Core Functions 23
Origins 25
NATO Today 27

Chapter 2 - The Principal Policy and Decision-Making Institutions of the Alliance

The North Atlantic Council 35
The Defence Planning Committee 38
The Nuclear Planning Group 39
Key to the Principal NATO Committees 39

Chapter 3 - The Transformation of the Alliance

Europe's New Security Environment 59
The Strategic Concept of the Alliance 65
The Role of Allied Military Forces and the Transformation of the Alliance's Defence Posture 69
Building the European Security and Defence Identity within the Alliance 75

Chapter 4 - The Opening Up of the Alliance

The Invitation to New Member Countries 81
Origins and Development of the Euro-Atlantic Partnership Council 84
Partnership for Peace 86
Enhancement of the Partnership for Peace Programme 92
Cooperation between NATO and Russia 97
NATO's Partnership with Ukraine 102
The Alliance's Mediterranean Dialogue 105
Key to the Institutions of Cooperation, Partnership and Dialogue 107

Chapter 5 - The Alliance's Operational Role in Peacekeeping

The Process of Bringing Peace to the Former Yugoslavia 113
The NATO-led Implementation Force (IFOR) 120
The NATO-led Stabilisation Force (SFOR) 123
The Furtherance of the Peace Process in Bosnia and Herzegovina 127

Chapter 6 - The Alliance's Role in Arms Control

Arms Control Policy and NATO's Comprehensive Concept 132
The Treaty on Conventional Armed Forces in Europe (CFE) 133
Verification and Implementation of Arms Control Agreements 134
Nuclear Arms Control and the Challenges of Proliferation 141

Chapter 7 - Policy and Decision-Making

Consensus Politics and Joint Decision-Making 147
Crisis Management 150
The Defence Dimension 151
Nuclear Policy 155
Economic Cooperation 158
Public Information 161

Chapter 8 - Programmes and Activities

Consumer Logistics 171
Armaments Cooperation, Planning and Standardisation 178
Communications and Information Systems 181
Civil /Military Coordination of Air Traffic Management 182
Air Defence 183
Civil Emergency Planning 185
Scientific Cooperation and Environmental Challenges 189

Chapter 9 - Common-Funded Resources: NATO Budgets and Financial Management

The Principles of Common-Funding 198
Cost Sharing 200
Civil Budget 201
Military Budget 202

The NATO Security Investment Programme 202
Resource Management 203
Financial Management 204
Financial Control 206

Chapter 10 - Organisation and Structures

NATO Headquarters 215
Permanent Representatives and National Delegations 215
The Secretary General 215
The International Staff 217
Office of the Secretary General 219
Executive Secretariat 219
Office of Information and Press 220
Office of Security 221
Division of Political Affairs 221
Division of Defence Planning and Operations 223
Division of Defence Support 225
NATO Headquarters Consultation, Command and Control Staff (NHQC3S) 228
Division of Security Investment, Logistics and Civil Emergency Planning 228
Division of Scientific and Environmental Affairs 230
Office of Management 231
Office of the Financial Controller 231
Office of the Chairman of the Senior Resource Board 232
Office of the Chairman of the Budget Committees 232
International Board of Auditors 232
NATO Production and Logistics Organisations 232

Chapter 11 - Military Organisation and Structures

The Military Committee 234
The Chairman of the Military Committee 237
Major NATO Commanders 237
International Military Staff 239

Chapter 12 - The Military Command Structure

The Role of Integrated Military Forces 245
The Current Military Command Structure 247

Evolution of the New Military Structure 258
The Shape of the Future Military Command Structure 263
The Next Phase 269

Chapter 13 - Key to Organisations and Agencies

Subordinate Bodies established by the Council and by other Decision-making Forums in NATO 277
Consumer Logistics 279
Production Logistics 283
Standardisation 285
Civil Emergency Planning 288
Air Traffic Management, Air Defence 289
Airborne Early Warning 290
Communication and Information Systems 292
Radio Frequency Management 294
Electronic Warfare 295
Meteorology 296
Research and Technology 297
Education and Training 301
Project Steering Committees and Project Offices 308

Chapter 14 - The Wider Institutional Framework for Security

The United Nations 313
The Organisation for Security and Cooperation in Europe (OSCE) 316
The European Union (EU) 325
The Western European Union (WEU) 331
The Council of Europe 340

Chapter 15 - Parliamentary and Non-Governmental Organisations

North Atlantic Assembly (NAA) 347
Atlantic Treaty Association (ATA) 350
Interallied Confederation of Reserve Officers (CIOR) 355

APPENDICES

Appendix 1 Members of the North Atlantic Council 363
Appendix 2 Secretaries General of NATO 365

Appendix 3 Members of the Military Committee 367
Appendix 4 Heads of Diplomatic Missions and Liaison Offices of Partner Countries 369
Appendix 5 Principal Officials of the International Staff 371
Appendix 6 Major NATO Commanders 373
Appendix 7 Abbreviations in Common Use 375
Appendix 8 Sources of Further Information 391

List of Illustrations

NATO's Civil and Military Structure 36
Principal NATO Committees 40
Principal Institutions of Partnership Cooperation and Dialogue 108
NATO International Staff 216
Divisions of the International Staff 218
NATO's Military Structure 235
The International Military Staff 238
The Current Military Structure
- Allied Command Europe 250
- Allied Command Atlantic 257
The Future Military Structure
- Allied Command Europe 265
- Allied Command Atlantic 267

The North Atlantic Treaty 395

FOREWORD

by the Secretary General

Fifty years ago, as this new edition of the NATO Handbook goes to press, the North Atlantic Treaty was conceived but as yet unborn. In a few months we shall be celebrating the fiftieth anniversary of its signature. Yet fifty years ago today, the details of the Treaty had yet to be worked out, negotiations over membership were far from finished, the process of ratification had not even begun. The groundwork had been laid and the first steps had been taken. Five European countries had recently signed the Brussels Treaty - a precondition for the negotiation of a transatlantic alliance.

Several years earlier, in August 1941, with the Second World War still raging, the President of the United States and the British Prime Minister, Roosevelt and Churchill, issued a declaration of principles common to both their peoples, directed at the post-war situation. Their declaration became known as the Atlantic Charter. It outlined their aspirations for international cooperation and established a code of conduct based on respect for sovereignty and the right of self-determination. A year later, with the war far from over, they marked the anniversary of the Atlantic Charter and evoked the concept of a union of "United Nations" using its combined resources and efforts to defend freedom and independence. In October 1945, the concept of the United Nations took on concrete form and substance with the signature of the UN Charter.

These were the antecedents of the North Atlantic Treaty signed in Washington on 4 April 1949. In April of the previous year, Louis St Laurent, in the Canadian House of Commons, promoted the idea of a single mutual defence system including the Brussels Treaty powers and the North American democracies. Ernest Bevin, in the British House of Commons, reacted enthusiastically. Preparations were being made simultaneously, by Senator Vandenberg, in the United States Senate, to clear the constitutional path which would allow the United States to enter into this embryonic Alliance with its European partners, for without that, it could not succeed.

As I write this foreword, I am conscious of the speed at which history sometimes moves on. Within less than twelve months it was another story and the Alliance had been launched on a journey which continues today.

What was it which characterised this exceptional Treaty and allowed it to evolve into a vital component of the security structures of the twenty-first century and the new millennium? Above all, consciously and deliberately, the wise drafters of this document developed a simple formula which is not out of place as a statement of Alliance policy today: hands on the security problems of today; eyes on the security needs of tomorrow; confront the immediate and present threats to peace; plan for their elimination and suppression in the future.

Although its focus is not on the past, the Alliance can be proud of its record. When the need to guarantee peace and the survival of freedom and democracy was at its most acute, the Alliance provided the framework which allowed effective defensive structures to be put in place. At the same time, it set about providing the basis which would allow full post war recovery and subsequently the security and stability which have underpinned the success of the European economic model. The tribute which it pays to its past is to place these achievements at the service of the present and the future.

Throughout the years of the Alliance's history, this approach has been the unwritten philosophy which has guided generations of Alliance leaders. The process is well documented and it is not my purpose to review it here. From the immediate security needs of post-war Europe, through the encouraging years of détente in East-West relations and the unhappier years of setbacks, we have come a very long way. However, it is the constants in human progress which leave the greatest mark, rather than the inevitable ups and downs, and the formula bequeathed to the present generation of NATO leaders by their predecessors is one of the most important of those constants.

Today's Alliance is addressing the security problems of today in the most hands-on way it can. It is applying its experience and its capabilities to the full in leading the Stabilisation Force at work in Bosnia and Herzegovina to lay the basis for a lasting peace settlement in that troubled area and to prevent the conflict from spilling over and threatening peace elsewhere.

This is itself an unprecedented approach to the resolution of conflict situations in Europe: a unified NATO-led multinational force working to secure an international peace agreement under a United Nations mandate, with the political support and military backing of some 36 or more nations. How many earlier conflicts in European history would have been prevented from escalating into European or World Wars, if the mechanisms for consultation and cooperation, backed by firmness and political determination, had been as well developed then as they are now?

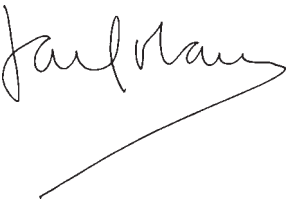
Nevertheless, although the mechanisms we have are working, they are not perfect. The process of building a comprehensive structure for future security is far from over. But the approach has been the right one and it is continuing to move in the right direction.

Hands on the security problems of today; eyes on the needs of tomorrow. The forces led by NATO, working for peace in Bosnia, exemplify the "hands on" approach. Simultaneously, the Alliance and its Partner countries have their eyes turned towards the future and are building the mechanisms and tools they will need to address threats to stability in the 21st century. It is a two-dimensional process which focuses, on the one hand, on putting in place the institutional arrangements and procedures needed to allow consultation and cooperation to take place; and, on the other, building up the confidence and trust which are essential if consultation and cooperation are to continue working successfully in the longer term.

Thus, at every level of Alliance activity, as this Handbook explains, a process is underway which is designed to deliver to the population of the Euro-Atlantic area the conditions which allow stability and security to be taken for granted, so that they can be free to focus on economic development, eradication of poverty, and increased prosperity.

There is little need, here, to enumerate the different steps in achieving this ambitious but perfectly realistic goal. They are described within these pages. Whether addressing the more traditional security goals of arms control, eliminating threats from weapons of mass destruction, and providing for joint defence against any future threats; or exploiting the more recent opportunities for cooperation between NATO and Russia, between NATO and Ukraine, between the Alliance and its partners in the Mediterranean Dialogue, or among all the countries which have joined the Euro-Atlantic Partnership Council or Partnership for Peace, or both - the objectives remain the same: permanent security for all.

The machinery of NATO depends in the first instance on inter-governmental cooperation and decision-making. It then requires the support of the parliamentary and legislative branches of the democratic structures within our countries. And finally, it requires the understanding and support of public opinion and of the voting population in all the countries involved. The governments and institutions of the Alliance know the importance of this and know they can only expect to count on such support if they explain what they are doing and provide the evidence to demonstrate that it works. This Handbook is a contribution to that process and I earnestly entreat all its readers to make the fullest use of it in explaining what the Alliance is about to others, and above all in ensuring that the next generation of voters and decision-makers understands what is at stake and continues to work for the same ends.



PREFACE

In the course of the last decade, European security and the Euro-Atlantic partnership on which it is founded have undergone profound change. Today, on the brink of the new millennium and as the Alliance approaches its fiftieth anniversary, a broad, inclusive framework for addressing security concerns has evolved from which Europe as a whole is benefitting. It offers prospects for cooperation and the furtherance of common goals which could not have been envisaged less than a decade ago. How did this happen?

In 1989 the world witnessed the beginning of a process of fundamental political change in East-West relations. The Berlin Wall, which had stood for almost forty years as the symbol of a divided Europe, was finally dismantled; one-party Communist states disappeared throughout Central and Eastern Europe; free and independent states were established in the republics of the former Soviet Union; and the post-war division of Europe came to an end.

The role played by the North Atlantic Alliance, from its establishment in 1949 to the end of the Cold War four decades later, was fundamental in bringing about the conditions which made these developments possible. As the instrument for guaranteeing the security, freedom and independence of its members and for promoting democratic values and the emergence of European democratic institutions, the Alliance helped overcome the adversarial relationship between East and West in a way that has allowed a new, constructive and inclusive security relationship to develop.

The transformation of the security environment has also had a profound impact on the North Atlantic Alliance itself. It has enabled the Alliance to initiate its own process of adaptation, while continuing to fulfill its core function of ensuring the security of its member states. It has been able to pursue its long-standing political goal of establishing a just and lasting peaceful order in Europe. The Alliance retains the capacity to defend its members against threats to their territorial integrity or political independence. However, the emphasis of its policies is on preventing the development of such threats, through the creation of peaceful and friendly relations throughout the Euro-Atlantic area.

The end of the Cold War has enabled the Alliance to make major reductions in the levels of its armed forces and to permit important changes

in their readiness and deployment. It has also introduced new or much expanded tasks for the North Atlantic Treaty Organisation. These include establishing a process of dialogue, cooperation and partnership with the states of Central and Eastern Europe and other countries in the Organisation on Security and Cooperation in Europe (OSCE[1]); developing a close working relationship with other institutions with a role in European security, such as the United Nations, the OSCE and the Western European Union (WEU); and introducing new military command and force structures reflecting the changed strategic environment.

NATO embarked on the political and military transformation of its structures at the beginning of the 1990s. In July 1990, in a Summit declaration entitled the London Declaration on a Transformed North Atlantic Alliance, Allied leaders announced their intention of adapting the Alliance to the new security environment. A little over a year later, in November 1991 at the Rome Summit, they published a new Strategic Concept and a Declaration on Peace and Cooperation. Together these documents charted the course for reorganising and streamlining Alliance political and military structures and procedures; reducing significantly Alliance force and readiness levels; and reconfiguring Alliance forces to make them better able to carry out the new missions of crisis management and peacekeeping, while preserving the capability for collective defence.

Allied leaders continued along the path of transformation at their next Summit in Brussels in January 1994. Most prominent among the decisions taken at this Summit was the unveiling of the Partnership for Peace initiative. This was an open invitation to states participating in the North Atlantic Cooperation Council (NACC)[2] and other CSCE/OSCE[3] states to join NATO countries in a wide-ranging programme of practical cooperation designed to further the capability of working together in undertaking peacekeeping, crisis management and humanitarian tasks.

---

1 The Organisation on Security and Cooperation in Europe, or OSCE, includes all European countries as well as the United States and Canada. The Alliance's interaction with the OSCE as well as its relationship with the United Nations, the Western European Union (WEU), and other international organisations, are described in Chapter 14.

2 The North Atlantic Cooperation Council, or NACC, was established by NATO in December 1991 as a forum for consultation and cooperation bringing together the members of the Alliance and Partner countries from Central and Eastern Europe. The NACC was replaced in May 1997 by the Euro-Atlantic Partnership Council, or EAPC, in which 44 countries participate.

3 The Conference on European Security and Cooperation, or CSCE, established in 1972, became an organisation and was renamed the OSCE at the beginning of 1995.

A key feature of the Partnership for Peace - which today comprises 27 Partner countries in addition to the 16 Allies - is that each Partner has the possibility of developing intensive cooperative activities with the Alliance on a bilateral basis, in accordance with each Partner's individual interests and capabilities. The Partnership for Peace is described in detail in Chapter 4.

At the Brussels Summit, decisions were also taken to make NATO structures more flexible and responsive to the new security environment in Europe. Among measures introduced was the concept of Combined Joint Task Forces (CJTFs) (see Chapter 3). What is particularly attractive about the CJTF concept is its versatility, providing the Alliance with an improved capability for responding to the full range of its tasks and missions - from collective defence to peacekeeping and crisis management. At the same time, it can support joint operations with the participation of non-NATO Partners. It can also be used as a key instrument by which the Alliance could provide support to operations led by the Western European Union, as part of the Alliance's contribution to building a stronger European Security and Defence Identity within NATO.

The Brussels Summit also initiated other important steps in the process of transforming and adapting the Alliance. One such step was directed towards helping to prevent the proliferation of nuclear weapons and other weapons of mass destruction by means of both political and defensive measures. Another was aimed at promoting dialogue, mutual understanding and confidence-building between NATO member countries and non-NATO countries in the Mediterranean region.

The Berlin meeting of the North Atlantic Council[4] in June 1996 took the Brussels Summit initiatives a decisive step further towards the implementation of measures to adapt the Alliance to the changed circumstances and particularly with regard to the Alliance's internal adaptation. Additional guidance was given to the work of NATO's Military Committee in reforming the Alliance's military command structure and making it better suited to the new security landscape in Europe and possible challenges of the future. In addition, important measures were agreed upon to further the development of arrangements to permit European Allies to play a larger role in NATO's military and command structures, and to provide ways of facilitating the use of NATO assets and capabilities to support future WEU-led peacekeeping and crisis management

4 The role of the North Atlantic Council is described in Chapter 2. The structure of NATO as a whole is described in Chapters 10-13.

operations. Taken together, these measures are designed to ensure the Alliance's continuing military effectiveness, to enable it to undertake new missions, and to contribute to the building of a European Security and Defence Identity within the Alliance.

In the weeks preceding the Madrid Summit of July 1997, two important developments occurred in the Alliance's continuing effort to build partnership and cooperation throughout the Euro-Atlantic region. The first took place on 27 May 1997 in Paris, where Allied leaders and Russian President Yeltsin signed the Founding Act on Mutual Relations, Cooperation and Security between NATO and the Russian Federation. This Founding Act not only creates a mechanism for consultation and cooperation - the NATO-Russia Permanent Joint Council (PJC) - but also sets out specific areas of mutual interest in which NATO and Russia can build a solid, effective and enduring partnership.

The second development took place only days later, on 30 May 1997 in Sintra, Portugal, where the Euro-Atlantic Partnership Council (EAPC) was established and a substantial enhancement of the scope and quality of the Partnership for Peace Programme was agreed. The EAPC provides the overarching framework for all aspects of the Alliance's wide-ranging cooperation with its Partners, including the Partnership for Peace. In particular, it gives greater focus to multilateral political and security-related discussions among all EAPC members.

The Madrid Summit held in July 1997 brought the process of change and of NATO's internal and external adaptation to a crucial stage. Allied Heads of State and Government took key decisions as part of their overall aim of reinforcing peace and stability in the Euro-Atlantic area. They invited the Czech Republic, Hungary and Poland to begin accession talks with NATO, with a view to joining the Alliance as full members. Next, they endorsed the maintenance of an "open door" policy concerning further accessions and the continuation of intensified dialogues with Partners interested in joining NATO. They announced the implementation of a substantially enhanced Partnership for Peace programme, as well as the intensification of consultations with Partners through the Euro-Atlantic Partnership Council and the enhancement of the Alliance's ongoing dialogue with non-NATO Mediterranean neighbours.

In the area of internal adaptation, the Madrid Summit endorsed the progress made in building a European Security and Defence Identity within

the Alliance and in strengthening institutional cooperation with the Western European Union.

On the second day of the Madrid Summit, 9 July 1997, Allied leaders, together with President Kuchma of Ukraine, signed a Charter for a Distinctive Partnership between the North Atlantic Treaty Organisation and Ukraine. This Charter sets out principles for the development of NATO-Ukraine relations, and defines areas of consultation and cooperation. It provides the basis for developing a distinctive and effective NATO-Ukraine partnership, designed to promote further stability and common democratic values in Central and Eastern Europe.

The above events are described in more detail in subsequent chapters. Before turning to them, a reminder of NATO's fundamental role may be appropriate. Chapter 1 describes what NATO is. Subsequent chapters examine the way in which Alliance business is conducted, how the Alliance has adapted to change, its specific role in key areas such as peacekeeping and arms control, and the overall context for multinational cooperation in the field of security.

Chapter 1

WHAT IS NATO?

Core Functions

Origins

NATO Today

CORE FUNCTIONS

NATO's essential purpose is to safeguard the freedom and security of all its members by political and military means in accordance with the principles of the United Nations Charter. The Alliance has worked since its inception for the establishment of a just and lasting peaceful order in Europe based on common values of democracy, human rights and the rule of law. This central Alliance objective has taken on renewed significance since the end of the Cold War because, for the first time in the post-war history of Europe, the prospect of its achievement has become a reality.

The fundamental operating principle of the Alliance is that of a common commitment to mutual cooperation among sovereign states based on the indivisibility of the security of its members. Solidarity within the Alliance ensures that no member country is forced to rely upon its own national efforts alone in dealing with basic security challenges. Without depriving member states of their right and duty to assume their sovereign responsibilities in the field of defence, the Alliance enables them to realise their essential national security objectives through collective effort. In short, the Alliance is an association of free states united in their determination to preserve their security through mutual guarantees and stable relations with other countries.

The North Atlantic Treaty of April 1949 - which is the legal and contractual basis for the Alliance - was created within the framework of Article 51 of the United Nations Charter, which reaffirms the inherent right of independent states to individual or collective defence. As the preamble to the Treaty states, the aim of the Allies is to "promote peaceful and friendly relations throughout the North Atlantic Area." However, at the time of the Treaty's signature, the immediate purpose of NATO was to defend its members against a potential threat resulting from the policies and growing military capacity of the former Soviet Union.

The North Atlantic Treaty Organisation (NATO) provides the structure which enables the goals of the Alliance to be implemented. It is an inter-governmental organisation in which member countries retain their full sovereignty and independence. The Organisation provides the forum in which they consult together on any issues they may choose to raise and take decisions on political and military matters affecting their

security. It provides the structures needed to facilitate consultation and cooperation between them, in political, military and economic as well as scientific and other non-military fields.

NATO embodies the transatlantic link by which the security of North America is permanently tied to the security of Europe. It is the practical expression of effective collective effort among its members in support of their common interests.

The resulting sense of equal security among the members of the Alliance, regardless of differences in their circumstances or in their national military capabilities, contributes to overall stability within Europe. It creates conditions which favour increased cooperation among Alliance members as well as between members of the Alliance and other countries. It is on this basis that new cooperative structures of security are being developed to serve the interests of a Europe no longer subject to divisions and free to pursue its political, economic, social and cultural destiny.

The means by which the Alliance carries out its security policies include the maintenance of a sufficient military capability to prevent war and to provide for effective defence; an overall capability to manage crises affecting the security of its members; and active promotion of dialogue with other nations and of a cooperative approach to European security, including measures to bring about further progress in the field of arms control and disarmament.

To achieve its essential purpose, the Alliance performs the following fundamental security tasks:

- It provides an indispensable foundation for a stable security environment in Europe, based on the growth of democratic institutions and commitment to the peaceful resolution of disputes. It seeks to create an environment in which no country would be able to intimidate or coerce any European nation or to impose hegemony through the threat or use of force.
- In accordance with Article 4 of the North Atlantic Treaty, it serves as a transatlantic forum for Allied consultations on any issues affecting the vital interests of its members, including developments which might pose risks to their security. It facilitates coordination of their efforts in fields of common concern.
- It provides deterrence and defence against any form of aggression against the territory of any NATO member state.

- It promotes security and stability by pursuing permanent and active cooperation with all its Partners through Partnership for Peace and the Euro-Atlantic Partnership Council, and through consultation, cooperation and partnership with Russia and Ukraine.
- It promotes understanding of the factors relating to international security and of the objectives of cooperation in this field, through active information programmes in Alliance and Partner countries as well as through initiatives such as the Mediterranean Dialogue.

The structures created within NATO enable member countries to coordinate their policies in order to fulfil these complementary tasks. They provide for continuous consultation and cooperation in political, economic and other non-military fields as well as the formulation of joint plans for the common defence; the establishment of the infrastructure and basic installations and facilities needed to enable military forces to operate; and arrangements for joint training programmes and exercises. Underpinning these activities is a complex civilian and military structure involving administrative, budgetary and planning staffs, as well as agencies which have been established by the member countries of the Alliance in order to coordinate work in specialised fields - for example, the communications needed to facilitate political consultation and command and control of military forces and the logistics support needed to sustain military forces.

ORIGINS

From 1945 to 1949, faced with the pressing need for economic reconstruction, Western European countries and their North American allies viewed with concern the expansionist policies and methods of the USSR. Having fulfilled their own wartime undertakings to reduce their defence establishments and to demobilise forces, Western governments became increasingly alarmed as it became clear that the Soviet leadership intended to maintain its own military forces at full strength. Moreover, in view of the declared ideological aims of the Soviet Communist Party, it was evident that appeals for respect for the United Nations Charter, and for respect for the international settlements reached at the end of the war, would not guarantee the national sovereignty or independence of democratic states faced with the threat of outside aggression or

internal subversion. The imposition of undemocratic forms of government and the repression of effective opposition and of basic human and civic rights and freedoms in many Central and Eastern European countries as well as elsewhere in the world, added to these fears.

Between 1947 and 1949 a series of dramatic political events brought matters to a head. These included direct threats to the sovereignty of Norway, Greece, Turkey and other Western European countries, the June 1948 coup in Czechoslovakia, and the illegal blockade of Berlin which began in April of the same year. The signature of the Brussels Treaty of March 1948[1] marked the determination of five Western European countries - Belgium, France, Luxembourg, the Netherlands and the United Kingdom - to develop a common defence system and to strengthen the ties between them in a manner which would enable them to resist ideological, political and military threats to their security.

Negotiations with the United States and Canada then followed on the creation of a single North Atlantic Alliance based on security guarantees and mutual commitments between Europe and North America. Denmark, Iceland, Italy, Norway and Portugal were invited by the Brussels Treaty powers to become participants in this process. These negotiations culminated in the signature of the Treaty of Washington in April 1949, bringing into being a common security system based on a partnership among these 12 countries. In 1952, Greece and Turkey acceded to the Treaty. The Federal Republic of Germany[2] joined the Alliance in 1955 and, in 1982, Spain also became a member of NATO.

The North Atlantic Alliance was founded on the basis of a Treaty between member states entered into freely by each of them after public debate and due parliamentary process. The Treaty upholds their individual rights as well as their international obligations in accordance with the Charter of the United Nations. It commits each member country to sharing the risks and responsibilities as well as the benefits of collective security and requires of each of them the undertaking not to enter into any other international commitment which might conflict with the Treaty.

1 The Brussels Treaty of 1948, revised in 1984, represented the first step in the post-war reconstruction of Western European security and brought into being the Western Union and the Brussels Treaty Organisation. It was also the first step in the process leading to the signature of the North Atlantic Treaty in 1949 and the creation of the North Atlantic Alliance. The Brussels Treaty is the founding document of the present day Western European Union (WEU).

2 In 1990, with the unification of Germany, the former German Democratic Republic came under the security protection of the Alliance as an integral part of the united country.

Between the creation of the Alliance and the present day, half a century of history has taken place. For much of this time the central focus of NATO was providing for the immediate defence and security of its member countries. Today this remains its core task, but its immediate focus has undergone fundamental change. The key features of this transformation are summarised below.

NATO TODAY

The present-day NATO began to take shape in 1991. The Strategic Concept adopted by NATO Heads of State and Government in Rome in November 1991 outlined a broad approach to security based on dialogue, cooperation and the maintenance of a collective defence capability. It brought together political and military elements of NATO's security policy into a coherent whole, establishing cooperation with new partners in Central and Eastern Europe as an integral part of the Alliance's strategy. The Concept provided for reduced dependence on nuclear weapons and major changes in NATO's integrated military forces, including substantial reductions in their size and readiness, improvements in their mobility, flexibility and adaptability to different contingencies and greater use of multinational formations. Measures were also taken to streamline NATO's military command structure and to adapt the Alliance's defence planning arrangements and procedures, particularly in the light of future requirements for crisis management and peacekeeping.

At the Rome Summit Meeting, Allied leaders also issued a Declaration on Peace and Cooperation, which defined the future tasks and policies of NATO in relation to the overall institutional framework for Europe's future security and in relation to the evolving partnership and cooperation with the countries of Central and Eastern Europe. It underlined the Alliance's support for the steps being taken in the countries of Central and Eastern Europe towards reform; offered practical assistance to help them to succeed in this difficult transition; invited them to participate in appropriate Alliance forums; and extended to them the Alliance's experience and expertise in political, military, economic and scientific consultation and cooperation. To this end, a North Atlantic Cooperation Council (NACC) was established to oversee the future development of this partnership.

Following the publication of the Rome Declaration, additional measures were taken at Ministerial Meetings of Foreign and Defence

Ministers and by the North Atlantic Council in Permanent Session to further the process of adaptation and transformation of the Alliance. Three areas of activity merit particular mention, namely the institutional political framework created to develop the relationship between NATO and its Cooperation Partners in Central and Eastern Europe; the development of cooperation in the defence and military spheres; and NATO's role in the field of crisis management and peacekeeping.

Firstly, in the institutional context, the first significant event was the inaugural meeting of the North Atlantic Cooperation Council which took place on 20 December 1991, with the participation of the Foreign Ministers or representatives of NATO countries and of six Central and Eastern European countries as well as the three Baltic states. The role of the NACC was to facilitate cooperation on security and related issues between the participating countries at all levels and to oversee the process of developing closer institutional ties as well as informal links between them. The 11 states on the territory of the former Soviet Union forming the Commonwealth of Independent States (CIS) became participants in this process in March 1992. Georgia and Albania joined the process in April and June 1992 respectively and, by 1997, when the NACC was replaced by the Euro-Atlantic Partnership Council (EAPC), there were 22 NACC/PfP Cooperation Partners. NACC cooperation was implemented on the basis of Work Plans initially established annually but from 1995 onwards encompassing two-year periods. The Euro-Atlantic Partnership Council has taken this process a practical step further and has developed an EAPC Action Plan 1998-2000 as the basis for its future work.

Secondly, in the defence and military spheres, NATO Defence Ministers met with Cooperation Partners for the first time on 1 April 1992 to consider ways of deepening dialogue and promoting cooperation on issues falling within their competence. The Military Committee held its first meeting in cooperation session on 10 April 1992. Regular meetings with Cooperation Partners now take place both at the level of Defence Ministers and in the Military Committee forum. In parallel, with these multilateral meetings, bilateral contacts and cooperation are being developed between Ministries of Defence and at the military level.

Thirdly, against the background of the crises in the former Yugoslavia and elsewhere, attention has been directed increasingly during recent years towards NATO's role in the field of crisis management and peacekeeping and particularly its support for UN peacekeeping

activities relating to the former Yugoslavia. The main initiatives undertaken by NATO in this respect are described in Chapter 5.

Consultations and cooperation in the NACC were wide-ranging but focused in particular on political and security-related matters: peacekeeping; conceptual approaches to arms control and disarmament; defence planning issues and military matters; democratic concepts of civilian-military relations; the conversion of defence production to civilian purposes; defence expenditure and budgets; scientific cooperation and defence-related environmental issues; dissemination of information about NATO in the countries of Cooperation Partners; policy planning consultations; and civil/military air traffic management.

In January 1994, at the Summit Meeting of the North Atlantic Council in Brussels, NATO launched a major new initiative to enhance stability and security throughout Europe. An invitation was issued to NACC and other states to join in a new and far-reaching programme of cooperation with NATO known as the Partnership for Peace (PfP). The Partnership has since developed into a fundamental component of security in the Euro-Atlantic area and occupies a central role in the NATO of today. The Partnership for Peace Invitation was addressed to all states participating in the North Atlantic Cooperation Council (NACC)[3], and other states participating in the Conference of Security and Cooperation in Europe (CSCE)[4], able and willing to contribute to the programme. The invitation has been accepted by 27 countries. The activities which each Partner undertakes are based on jointly elaborated Individual Partnership Programmes. The scope and objectives of the Partnership and its evolution and subsequent enhancement are described in Chapter 4.

At Sintra, in May 1997, the NACC was succeeded by the Euro-Atlantic Partnership Council (EAPC), whose purpose was to launch a new stage of cooperation. The principles of the EAPC were developed in close cooperation between the Alliance and Partners and stated in the EAPC Basic Document.

The adoption of the EAPC Basic Document signalled the determination of the 44 participating countries to raise political and military cooperation between them to a qualitatively new level. The document

3 The NACC was replaced by the Euro-Atlantic Partnership Council (EAPC) in July 1997. The EAPC has 44 member Countries.

4 The Conference on Security and Cooperation in Europe (CSCE) became an Organisation (OSCE) at the beginning of 1995. It has 55 member states, comprising all European states together with the United States and Canada.

reaffirmed the joint commitment of the member countries to strengthening and extending peace and stability in the Euro-Atlantic area. The shared values and the principles underlying this commitment are set out in the Framework Document of the Partnership for Peace (PfP) (see NATO Handbook - Documentation, published separately). The EAPC in fact provides the overall framework for political and security-related consultations and for enhanced cooperation under the Partnership for Peace.

In December 1997 the EAPC endorsed the EAPC Action Plan for 1998-2000, reflecting the desire of EAPC members to develop a stronger, more operational partnership between them. One of the underlying aims of the Action Plan is to give political and security-related consultations and cooperation in the EAPC framework even greater focus and depth and to increase transparency among the 44 member states. EAPC Foreign Ministers also endorsed the principle of establishing a Euro-Atlantic Disaster Response Coordination Centre and Euro-Atlantic Disaster Response Unit.

The EAPC provides opportunities for result-oriented multilateral consultations, enhanced practical cooperation, increased consultation and cooperation on regional matters, and increased transparency and confidence in security matters among all EAPC member states. The EAPC retains two important principles which have underpinned the success of cooperation between Allies and Partners; firstly inclusiveness, in that opportunities for political consultation and practical cooperation will be open to all Allies and Partners equally, and secondly mechanisms for self-differentiation, in that Partners will be able to decide individually the level and areas of cooperation with the Alliance. In line with these principles, the EAPC can meet in plenary session in a limited format between the Alliance and open-ended groups of Partner countries, to focus on functional matters or, on an ad hoc basis, on appropriate regional matters.

The number of cooperative activities undertaken under EAPC auspices also increased. Based on the principles of inclusiveness and self-differentiation, these included activities with respect to defence economic issues, science, defence-related environmental issues, cooperation in peacekeeping, and civil emergency preparedness. PfP in its enhanced form remains a clearly identifiable element of practical cooperation in defence-related and military fields within the flexible framework of the EAPC. Most Partner countries have also established Diplomatic Missions and Liaison Offices at NATO, which contribute significantly to communications and contacts in all these spheres.

From time to time, at determining moments in NATO's history, the Alliance meets at summit level with the participation of Heads of State and Government. The presence of Prime Ministers and Presidents at such meetings, and their direct participation in the process of taking decisions by consensus, raises the public profile of such meetings and bestows on them increased historical significance. The Summit Meeting held in Madrid in July 1997 was a landmark event which saw the accomplishment of major initiatives undertaken by the Alliance during the preceding five or six years. At the same time, it heralded the transition to a new and challenging phase in NATO's development, in which innovative structures and policies introduced to respond to new circumstances would be tried and tested in practice. The task of Alliance leaders at Madrid was therefore to pull together the central strands of future Alliance's policy as a whole and to ensure their overall integrity and coherence.

At the Madrid Summit meeting, the extent of the Alliance's commitment to internal and external transformation was fully demonstrated through further concrete and far-reaching measures in all the key areas of concern: the beginning of accession talks and the endorsement of an "open door" policy on future accessions; enhancement of Partnership for Peace and the establishment of a new forum in the shape of the EAPC to take cooperation forward; the opening of a brand new chapter in NATO-Russia relations; the formalisation of a growing partnership with Ukraine; the intensification of the dialogue with Mediterranean countries; progress with respect to the European Security and Defence Identity within NATO; and the definition of the Alliance's radically reformed military command structure. This very full agenda constitutes a NATO of today which is able to take on new challenges without prejudice to its traditional tasks and to base its future role on its proven ability to adapt to evolving security requirements.

Chapter 2

THE PRINCIPAL POLICY AND DECISION-MAKING INSTITUTIONS OF THE ALLIANCE

The North Atlantic Council

The Defence Planning Committee

The Nuclear Planning Group

Key to the Principal NATO Committees

THE PRINCIPAL POLICY AND DECISION-MAKING INSTITUTIONS OF THE ALLIANCE

The principal policy and decision-making forums of NATO which provide the basis for cooperation across the full spectrum of Alliance activities, are as follows:

THE NORTH ATLANTIC COUNCIL

The North Atlantic Council (NAC) has effective political authority and powers of decision and consists of Permanent Representatives of all member countries meeting together at least once a week. The Council also meets at higher levels involving Foreign Ministers, Defence Ministers or Heads of Government but it has the same authority and powers of decision-making, and its decisions have the same status and validity, at whatever level it meets. The Council has an important public profile and issues declarations and communiqués explaining the Alliance's policies and decisions to the general public and to governments of countries which are not members of NATO.

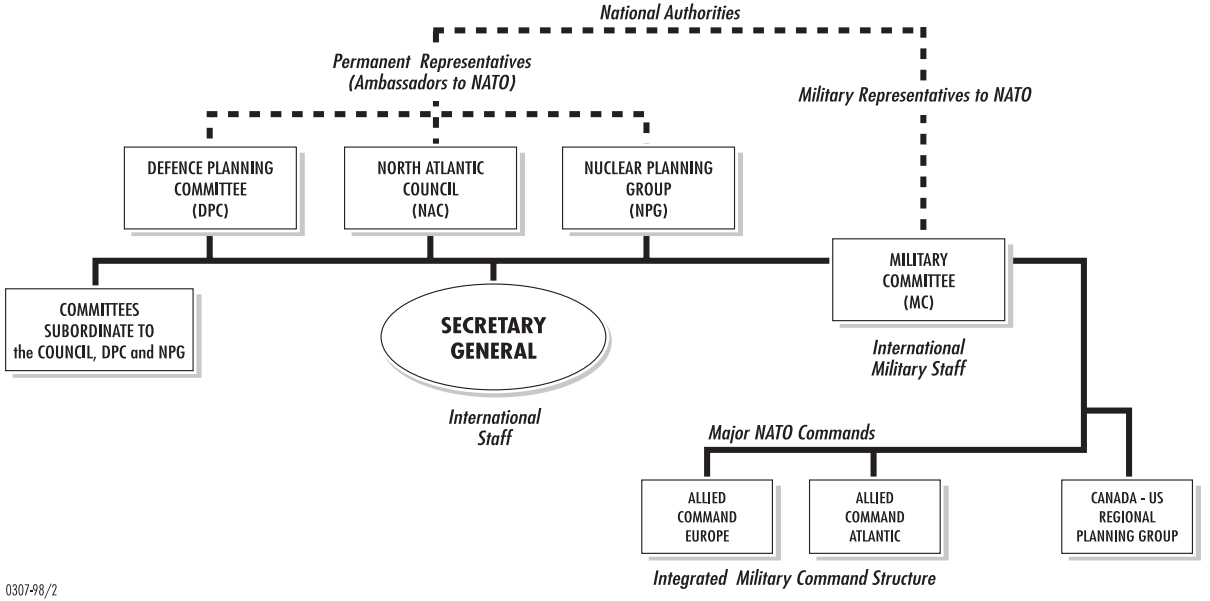
The Council is the only body within the Alliance which derives its authority explicitly from the North Atlantic Treaty. The Council itself was given responsibility under the Treaty for setting up subsidiary bodies. Many committees and planning groups have since been created to support the work of the Council or to assume responsibility in specific fields such as defence planning, nuclear planning and military matters.

The Council thus provides a unique forum for wide-ranging consultation between member governments on all issues affecting their security and is the most important decision-making body in NATO. All 16 member countries of NATO have an equal right to express their views round the Council table. Decisions are the expression of the collective will of member governments arrived at by common consent. All member governments are party to the policies formulated in the Council or under its authority and share in the consensus on which decisions are based.

Each government is represented on the Council by a Permanent Representative with ambassadorial rank. Each Permanent Representative is supported by a political and military staff or delegation to NATO, varying in size.

When the Council meets in this format, it is often referred to as the "Permanent Council". Twice each year, and sometimes more frequently,

NATO's Civil and Military Structure



0307-98/2

the Council meets at Ministerial level, when each nation is represented by its Minister of Foreign Affairs. Meetings of the Council also take place in Defence Ministers Sessions. Summit Meetings, attended by Heads of State or Government, are held whenever particularly important issues have to be addressed or at seminal moments in the evolution of Allied security policy.

While the Council normally meets at least once a week, it can be convened at short notice whenever necessary. Its meetings are chaired by the Secretary General of NATO or, in his absence, by his Deputy. The longest serving Ambassador or Permanent Representative on the Council assumes the title of Dean of the Council. Primarily a ceremonial function, the Dean may be called upon to play a more specific presiding role, for example in convening meetings and chairing discussions at the time of the selection of a new Secretary General. At Ministerial Meetings of Foreign Ministers, one country's Foreign Minister assumes the role of Honorary President. The position rotates annually among the nations in the order of the English alphabet. An Order of Precedence in the Permanent Council is established on the basis of length of service, but at meetings of the Council at any level, Permanent Representatives sit round the table in order of nationality, following the English alphabetical order. The same procedure is followed throughout the NATO committee structure.

Items discussed and decisions taken at meetings of the Council cover all aspects of the Organisation's activities and are frequently based on reports and recommendations prepared by subordinate committees at the Council's request. Equally, subjects may be raised by any one of the national representatives or by the Secretary General. Permanent Representatives act on instructions from their capitals, informing and explaining the views and policy decisions of their governments to their colleagues round the table. Conversely they report back to their national authorities on the views expressed and positions taken by other governments, informing them of new developments and keeping them abreast of movement towards consensus on important issues or areas where national positions diverge.

When decisions have to be made, action is agreed upon on the basis of unanimity and common accord. There is no voting or decision by majority. Each nation represented at the Council table or on any of its subordinate committees retains complete sovereignty and responsibility for its own decisions.

The work of the Council is prepared by subordinate Committees with responsibility for specific areas of policy. Much of this work involves the Senior Political Committee (SPC), consisting of Deputy Permanent Representatives, sometimes reinforced by appropriate national experts, depending on the subject. In such cases it is known as the SPC(R).The Senior Political Committee has particular responsibility for preparing most statements or communiqués to be issued by the Council and meets in advance of ministerial meetings to draft such texts for Council approval. Other aspects of political work may be handled by the regular Political Committee, which consists of Political Counsellors or Advisers from national delegations.

When the Council meets at the level of Defence Ministers, or is dealing with defence matters and questions relating to defence strategy, other senior committees, such as the Executive Working Group, may be involved as the principal advisory body. If financial matters are on the Council's agenda, the Senior Resource Board, or the Civil or Military Budget Committees, or the Infrastructure Committee, depending on which body is appropriate, will be responsible to the Council for preparing its work. Depending on the topic under discussion, the respective senior committee with responsibility for the subject area assumes the leading role in preparing Council meetings and following up on Council decisions.

The Secretariat of the Council is provided by the relevant Divisions and Offices of the International Staff, and in particular by the Executive Secretariat, which has a coordinating role in ensuring that Council mandates are executed and its decisions recorded and disseminated. The Executive Secretary is also the Secretary of the Council.

THE DEFENCE PLANNING COMMITTEE

The Defence Planning Committee (DPC) is normally composed of Permanent Representatives but meets at the level of Defence Ministers at least twice a year, and deals with most defence matters and subjects related to collective defence planning. With the exception of France, all member countries are represented in this forum. The Defence Planning Committee provides guidance to NATO's military authorities and, within the area of its responsibilities, has the same functions and attributes and the same authority as the Council on matters within its competence.

The work of the Defence Planning Committee is prepared by a number of subordinate committees with specific responsibilities and in particular by the Defence Review Committee, which oversees the Force Planning Process within NATO and examines other issues relating to the Integrated Military Structure (see Chapter 12). Like the Council, the Defence Planning Committee looks to the senior committee with the relevant specific responsibility for the preparatory and follow-up work arising from its decisions.

THE NUCLEAR PLANNING GROUP

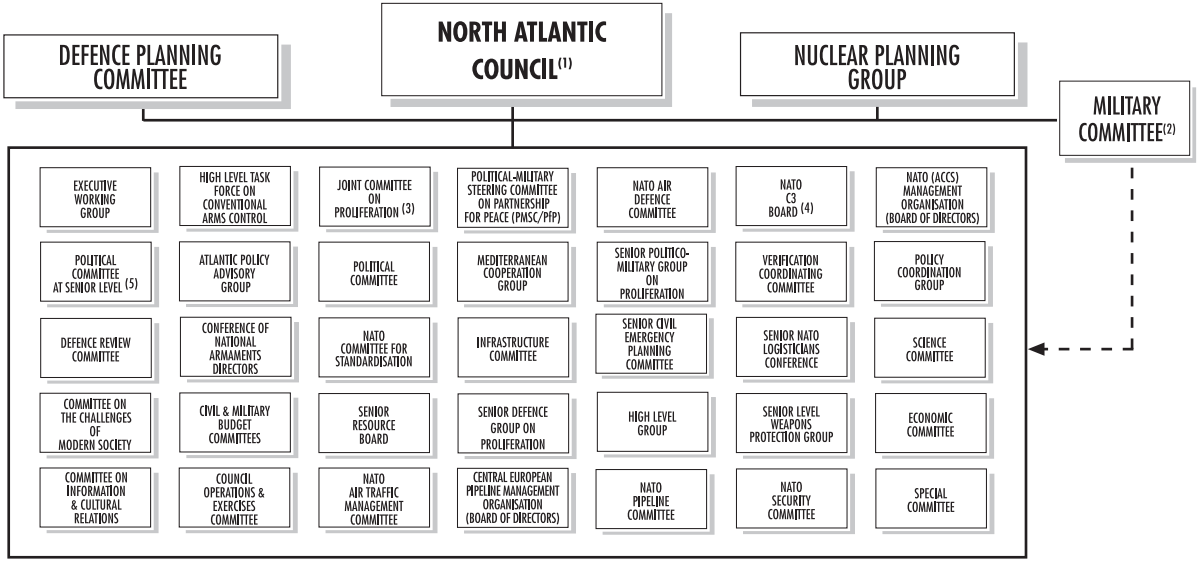
The Defence Ministers of member countries which take part in NATO's Defence Planning Committee meet at regular intervals in the Nuclear Planning Group (NPG), where they discuss specific policy issues associated with nuclear forces. These discussions cover a broad range of nuclear policy matters, including deployment issues, the safety, security and survivability of nuclear weapons, communications and information systems, nuclear arms control and wider questions of common concern such as nuclear proliferation. The Alliance's nuclear policy is kept under review and decisions are taken jointly to modify or adapt it in the light of new developments and to update and adjust planning and consultations procedures.

The work of the Nuclear Planning Group is prepared by an NPG Staff Group composed of members of the national delegations of countries participating in the NPG. The Staff Group carries out detailed work on behalf of the NPG Permanent Representatives. It meets regularly once a week and at other times as necessary. Other senior bodies established by and reporting to the NPG are the NPG High Level Group (HLG) and the Senior Level Weapons Protection Group (SLWPG). These groups, chaired by the United States and composed of national policy makers and experts from capitals, meet several times each year to discuss aspects of NATO's nuclear policy and planning, and matters concerning the safety and security of nuclear weapons.

KEY TO THE PRINCIPAL NATO COMMITTEES

The principal forums for Alliance consultation and decision-making outlined above are supported by a committee structure which ensures that each member nation is represented at every level in all fields of NATO

Principal NATO Committees



(1) Most of the above committees report to the Council. Some are responsible to the Defence Planning Committee or Nuclear Planning Group. Certain committees are joint civil and military bodies which report both to the Council, Defence Planning Committee or Nuclear Planning Group and to the Military Committee.
(2) The Military Committee is subordinate to the North Atlantic Council and Defence Planning Committee but has a special status as the senior military authority in NATO. The role of the Military Committee is described in Chapter II.
(3) Senior Politico-Military Group on Proliferation plus Senior Defence Group on Proliferation.
(4) NATO C3 (Consultation, Command and Control) Board.
(5) Reinforced with experts as required.

0307-98/1

activity in which it participates. A number of committees which have an important role in formulating policies and making recommendations to the principal decision-making bodies are mentioned above, but there are many others.

Some of the committees were established in the early days of NATO's development and have contributed to the Alliance's decision-making process for many years. Others have been established more recently in the context of the Alliance's internal and external adaptation, following the end of the Cold War and the changed security environment in Europe.

The committee structure is shown in the diagram on page 37. References to the work of the principal committees are also to be found in subsequent chapters addressing policies and activities in specific fields.

The following section summarises the membership, chairmanship, role, levels, subordinate structure and principal source of staff support of the principal NATO Committees as shown on the diagram. It should be noted that the Secretary General is titular chairman of a number of policy committees which are chaired or co-chaired on a permanent basis by senior officials responsible for the subject area concerned. The committees are grouped in accordance with their normal, permanent chairmanship. The list does not therefore follow any rigid hierarchical or structural pattern.

The main source of support shown under the respective committees is the Division or Directorate of the International Staff with the primary responsibility for the subject matter concerned. Most committees receive administrative, procedural and practical support from the Executive Secretariat. Many of the committees are also supported by the International Military Staff.

The summaries should not be confused with the detailed terms of reference for each committee which are approved by its parent body at the time of its establishment.

All NATO committees take decisions or formulate recommendations to higher authorities on the basis of exchanges of information and consultations leading to consensus. There is no voting or decision by majority.

NB: The NATO Military Committee is subordinate to the North Atlantic Council and Defence Planning Committee but has a special

status as the senior military authority in NATO. The role of the Military Committee is described separately in Chapter 11.

The Military Committee and most of the Committees described below also meet regularly together with representatives of Partner states included in the Euro-Atlantic Partnership Council (EAPC) and Partnership for Peace (PfP) to deal with EAPC/PfP issues.

1. North Atlantic Council (NAC)

Members : All member countries.

Chairman : Secretary General.

Role : Principal decision-making authority of the North Atlantic Alliance. The only body formally established by the North Atlantic Treaty, invested with the authority to set up "such subsidiary bodies as may be necessary" for the purposes of implementing the Treaty.

Levels : Permanent (Permanent Representatives/Ambassadors). Ministerial (Foreign and/or Defence Ministers). Summit (Heads of State and Government).

Principal Subordinate Committees :
The Council is supported by a large number of committees covering the whole range of Alliance activities.

International Staff Support :
All Divisions and Independent Offices of the International Staff support the work of the Council directly or indirectly. The Council's role as the body responsible for fulfilling the objectives of the Treaty has included the creation of a number of agencies and organisations which also support its work in specialised fields.

2. Defence Planning Committee (DPC)

Members : Member countries participating in NATO's integrated military structure (all member countries except France).

Chairman : Secretary General.

Role : Principal decision-making authority on matters relating to the integrated military structure of NATO.

Levels : Permanent (Permanent Representatives/Ambassadors). Ministerial (Defence Ministers).

Principal Subordinate Committees :
Defence Review Committee.

International Staff Support :
Division of Defence Planning and Operations; Executive Secretariat.

3. Nuclear Planning Group (NPG)

Members : All member countries except France.

Chairman : Secretary General.

Role : Principal decision-making authority on matters relating to Alliance nuclear policy.

Levels : Defence Ministers, Permanent Representatives.

Principal Subordinate Committees :
High-Level Group (NPG /HLG), Senior-Level Weapons Protection Group (SLWPG), NPG Staff Group.

International Staff Support :
Division of Defence Planning and Operations; Executive Secretariat.

4. Military Committee (MC)

Members : All member countries.

Chairman : Chairman of the Military Commitee.

Role : Senior military authority in NATO under the overall authority of the North Atlantic Council and Defence Planning Committee.

Levels : Chiefs of Staff/Chiefs of Defence, National Military Representatives.

Principal Subordinate Committees :
Military Committee Working Groups. A number of joint civil and military bodies also report to the Military Committee as well as to the Council and Defence Planning Committee.

International Staff Support :
International Military Staff.

5. Executive Working Group (EWG)

Members : All member countries.

Chairman : Deputy Secretary General. Permanent Chairman : Assistant Secretary General, Defence Planning and Operations.

Role : Senior advisory body to the North Atlantic Council on defence matters concerning the 16 member countries and relations with other organisations such as the Western European Union (WEU).

Levels : Defence Counsellors of national delegations.

Principal Subordinate Committees : N/A.[1]

International Staff Support :
Division of Defence Planning and Operations; Executive Secretariat.

[1] Not Applicable.

6. High Level Task Force on Conventional Arms Control (HLTF)

Members : All member countries.

Chairman : Deputy Secretary General; Acting Chairman : Assistant Secretary General for Political Affairs.

Role : Consultative and advisory body to Foreign and Defence Ministers on conventional arms control issues.

Levels : Experts from Ministries of Foreign Affairs and Ministries of Defence at the level of Political Directors; Political Advisors to NATO delegations.

Principal Subordinate Committees :
HLTF at Deputies level.

International Staff Support :
Division of Political Affairs (Disarmament Arms Control and Cooperative Security Section); Executive Secretariat.

7. Joint Committee on Proliferation (JCP)

Members : All member countries.

Chairman : Deputy Secretary General.

Role : Senior advisory body providing coordinated reports to the North Atlantic Council on politico-military and defence aspects of the proliferation of weapons of mass destruction.

Levels : Members of the Senior Politico-Military Group on Proliferation (SGP) and the Senior Defence Group on Proliferation (DGP) meeting in joint session.

Principal Subordinate Committees : N/A.

International Staff Support :
Division of Political Affairs; Division of Defence Planning and Operations; Executive Secretariat.

8. Political-Military Steering Committee on Partnership for Peace (PMSC/PfP)

Members : All member countries.

Chairman : Deputy Secretary General. Permanent Chairmen : Assistant Secretary General for Political Affairs, Assistant Secretary General for Defence Planning and Operations/Director, Defence Partnership and Cooperation Directorate (DPAO).

Role : Principal policy-making body and advisory body to the North Atlantic Council for all aspects of the Partnership for Peace and the Enhanced PfP Programme, including the PfP Planning and Review Process (PARP).

Levels : Representatives of national delegations (two members per delegation); membership frequently changes depending on the subjects being discussed.

Principal Subordinate Committees : N/A.

International Staff Support :
Division of Political Affairs; Division of Defence Planning and Operations; Executive Secretariat.

9. NATO Air Defence Committee (NADC)

Members : All member countries

Chairman : Deputy Secretary General.

Role : Advises the North Atlantic Council on all aspects of air defence, including tactical missile defence. Promotes harmonisation of national efforts with international planning related to air command and control and air defence weapons.

Levels : Senior national military or executive officers involved in the management and policy relating to air defence or air command and control systems.

Principal subordinate committees :
Air Defence Representatives (ADREPS); Panel on Air Defence Weapons (PADW); Panel on Air Defence Philosophy (PADP); International Staff Group on Early Warning (IGEW).

International Staff Support :
Division of Defence Support (Air Defence and Airspace Management Directorate); Executive Secretariat.

10. NATO Consultation Command and Control Board (NC3B)

Members : All member countries.

Chairman : Deputy Secretary General.

Permanent Chairman : Assistant Secretary General for Defence Support.

Co Vice-Chairmen : Director of the NATO Headquarters C3 Staff and an elected national Co Vice-Chairman.

Role: Senior body acting on behalf of the North Atlantic Council and Defence Planning Committee on all matters relating to Command Control and Communications (C3) throughout the Organisation.

Levels : As the directing body of NATO's C3 structure the C3 board brings together national representatives with representatives of all other interested parties, including the Military Committee, Major NATO Commanders, CNAD, SCEPC, ACCS, COEC, NADC, NACMO BOD, NAPMO BOD, NSC, PMSC, NCS, SRB, NACOSA and NC3 Agency.

Principal Subordinate Committees :
Group of National C3 Representatives acting as the Board in permanent session, working groups and subcommittees.

International Staff Support :
NATO Headquarters C3 Staff (NHQC3S); Executive Secretariat.

11. NATO Air Command and Control System (ACCS) Management Organisation (NACMO) Board of Directors

Members : 14 participating countries (NATO member countries excluding Iceland and Luxembourg).

Chairman : Deputy Secretary General.
National Chairman (Vice Chairman of the NATO Air Defence Committee (NADC)).

Role : Ensures the planning and implementation of NATO's Air Command and Control System Programme.

Levels : Senior national military or executive officers involved in the management of air defence or air command and control systems.

Principal Subordinate Committees :
ACCS Advisory Committee.

International Staff Support :
Division of Defence Support (Air Defence and Airspace Management Directorate); Executive Secretariat.

12. Political Committee at Senior Level (SPC)

Members : All member countries.

Chairman : Assistant Secretary General for Political Affairs.

Role : Senior advisory body of the North Atlantic Council on political and specific politico-military questions. Reinforced with experts when dealing with some issues (SPC(R)).

Levels : Deputy Permanent Representatives.

Principal Subordinate Committees : N/A

International Staff Support :
Division of Political Affairs; Executive Secretariat and other IS Divisions/Offices as required.

13. Atlantic Policy Advisory Group (APAG)

Members : All member countries.

Chairman : Assistant Secretary General for Political Affairs.

Role : Advisory body to the North Atlantic Council, charged with examining relevant security policy projections in the longer term.

Levels : National representatives at the level of Political Directors, acting in an individual expert capacity. The APAG meets annually, with Partner country participation.

Principal Subordinate Committees : N/A.

International Staff Support :
Division of Political Affairs.

14. Political Committee (PC)

Members : All member countries.

Chairman : Assistant Secretary General for Political Affairs.

Role : Advisory body to the North Atlantic Council on political questions.

Levels : Political Advisers to national delegations, reinforced as required by experts.

Principal Subordinate Committees : N/A .

International Staff Support :
Division of Political Affairs; Executive Secretariat.

15. Mediterranean Cooperation Group (MCG)

Members : All member countries.

Chairman : Assistant Secretary General for Political Affairs. Acting Chairman: Deputy Assistant Secretary General and Director, Political Directorate.

Role : Advisory body to the North Atlantic Council on Mediterranean Dialogue issues.

Levels : Political Advisers to NATO delegations. Also meets with representatives of Mediterranean Dialogue Countries.

Principal Subordinate Committees : N/A.

International Staff Support :
Division of Political Affairs; Executive Secretariat.

16. Senior Politico-Military Group on Proliferation (SGP)

Members : All member countries.

Chairman : Assistant Secretary General for Political Affairs.

Role : Senior advisory body on politico-military aspects of the proliferation of weapons of mass destruction.

Levels : Senior national officials responsible for political and security issues related to non-proliferation.

Principal Subordinate Committees :
Also meets with Senior Defence Group on Proliferation (DGP) becoming the Joint subordinate Committee on Proliferation (JCP).

International Staff Support :
Division of Political Affairs; Executive Secretariat.

17. Verification Coordinating Committee (VCC)

Members : All member countries.

Chairman : Assistant Secretary General for Political Affairs. Acting Chairman: Head, Verification and Implementation Coordination Section.

Role: Principal body for decisions on matters of conventional arms control implementation and verification coordination.

Levels : Plenary sessions, Working Groups, Expert Groups, Seminars/Workshops with experts from Ministries of Foreign Affairs and Ministries of Defence, experts from Verification Units, Secretaries of Delegations.

Principal Subordinate Committees : N/A.

International Staff Support :
Division of Political Affairs (Verification and Implementation Coordination Section); Executive Secretariat.

18. Policy Coordination Group (PCG)

Members : All member countries.

Chairman : Assistant Secretary General for Defence Planning and Operations.

Role : Principal forum for consultation and advisory body to the North Atlantic Council on politico-military matters (including peacekeeping operations, development of the Combined Joint Task Force (CJTF) concept, and review of NATO's Strategic Concept).

Levels : Deputy Permanent Representatives and national Military Representatives.

Principal Subordinate Committees : N/A.

International Staff Support :
Division of Defence Planning and Operations; Executive Secretariat.

19. Defence Review Committee (DRC)

Members : All member countries except France.

Chairman : Assistant Secretary General, Defence Planning and Operations.

Role : Senior advisory committee to the Defence Planning Committee on force planning and other issues relating to the integrated military structure.

Levels : Defence Counsellors of national delegations.

Principal subordinate committees :

DRC Working Group.

International Staff Support :

Division of Defence Planning and Operations; Executive Secretariat.

20. Conference of National Armaments Directors (CNAD)

Members : All member countries.

Chairman : Secretary General.
Permanent Chairman: Assistant Secretary General for Defence Support.

Role : Senior body under the North Atlantic Council dealing with production logistics. Promotes NATO armaments cooperation and considers political, economic and technical aspects of the development and procurement of equipment for NATO forces.

Levels : National Armaments Directors.

Principal Subordinate Committees :

National Armaments Directors' Representatives (NADREPS); NATO Conventional Armaments Review Committee (NCARC); NATO Army Armaments Group (NAAG); NATO Air Force Armaments Group (NAFAG); NATO Navy Armaments Group (NNAG); NATO Industrial Advisory Group (NIAG).

International Staff Support :

Division of Defence Support (Armaments Planning, Programmes and Policy Directorate); Executive Secretariat.

21. NATO Committee for Standardisation (NCS)

Members : All member countries.

Chairman : Secretary General.
Permanent Co-Chairman : Assistant Secretary General for Defence Support and Director of the International Military Staff.

Role : Senior authority of the Alliance responsible for providing coordinated advice to the North Atlantic Council on overall NATO standardisation matters.

Levels : Senior officials from capitals representing coordinated national positions on standardisation. Participants from three invited countries.

Principal Subordinate Committees :

NATO Standardisation Liaison Board (staff forum bringing together representatives from the Divisions of Defence Support and SILCEP

(Logistics Directorate) (IS), IMS Divisions, NATO HQ C3 Staff, and the Military Agency for Standardisation (representing the Standardisation Tasking Authorities and Major NATO Commands).

International Staff Support :
Office of NATO Standardisation (ONS); Executive Secretariat.

22. Infrastructure Committee

Members : All member countries.

Chairman : Assistant Secretary General for Security Investment, Logistics and Civil Emergency Planning. Permanent Chairman: Controller for Security Investment Programme.

Role : Responsible for the implementation of the NATO Security Investment Programme, as screened and endorsed by the Senior Resource Board and approved by the North Atlantic Council or Defence Planning Committee.

Levels : Infrastructure advisers of national delegations; representatives of the Military Committee, Major NATO Commanders and NATO Agencies.

Principal Subordinate Committees : N/A.

International Staff Support :
Division of Security Investment, Logistics and Civil Emergency Planning.

23. Senior Civil Emergency Planning Committee (SCEPC)

Members : All member countries.

Chairman : Secretary General.
Permanent Chairmen: Assistant Secretary General for Security Investment, Logistics and Civil Emergency Planning/ Director, Civil Emergency Planning Directorate.

Role : Senior policy and advisory body to the North Atlantic Council on civil emergency planning and disaster relief matters. Responsible for policy direction and coordination of Planning Boards and Committees.

Levels : Senior officials from capitals with responsibility for coordination of civil emergency activities/ representatives from national delegations.

Principal Subordinate Committees :
Planning Boards and Committees (Ocean Shipping, European Inland Surface Transport, Civil Aviation, Food and Agriculture, Industrial Preparedness, Petroleum Planning, Civil Communications Planning, Civil Protection, Medical Planning).

International Staff Support :
Division of Security Investment, Logistics and Civil Emergency Planning (Civil Emergency Planning Directorate); Executive Secretariat.

24. Senior NATO Logisticians' Conference (SNLC)

Members : All member countries.

Chairman : Secretary General. Permanent Chairmen : Assistant Secretary General for Security Investment, Logistics and Civil Emergency Planning and Deputy Chairman of the Military Committee.

Role : Senior body advising the North Atlantic Council, Defence Planning Committee and Military Committee on consumer logistics matters. Joint civil/military body responsible for assessment of Alliance consumer logistics requirements and ensuring adequate logistics support of NATO forces.

Levels : Senior national, civil and military officials with responsibilities for consumer logistics matters in member countries.

Principal Subordinate Committees :
SNLC Logistics Staff Meeting; Movement and Transportation Advisory Group.

International Staff Support :
Division of Security Investment, Logistics and Civil Emergency Planning (Logistics Directorate). Logistics, Armaments and Resources Division (IMS).

25. Science Committee (SCOM)

Members : All member countries.

Chairman : Assistant Secretary General for Scientific and Environmental Affairs.

Role : Principal decision-making authority for the NATO Science Programme.

Levels : National experts in Science Policy appointed from government or independent bodies in member countries.

Principal Subordinate Committees :
The Science Committee appoints a variety of subcommittees, advisory panels and steering groups to carry out special tasks.

International Staff Support :
Division of Scientific and Environmental Affairs.

26. Committee on the Challenges of Modern Society (CCMS)

Members : All member countries.

Chairman : Secretary General.

Permanent Chairman: Assistant Secretary General for Scientific and Environmental Affairs.

Role: Principal decision-making authority for the NATO programme on the Challenges of Modern Society.

Levels : National representatives with expertise and/or responsibilities for environmental programmes in member countries.

Principal Subordinate Committees :
Nations appoint representatives to a subcommittee responsible for CCMS fellowships.

International Staff Support :
Division of Scientific and Environmental Affairs.

27. Civil and Military Budget Committees (CBC/MBC)

Members : All member countries.

Chairman : National Chairman appointed on a rotational basis by the North Atlantic Council.

Role : Responsible to the North Atlantic Council for the assessment and recommendation of the annual budgets for the International Staff, International Military Staff, Major NATO Commands, and the NAEW&C Force; and for review of budgetary execution.

Levels : Financial Counsellors from national delegations.

Principal Subordinate Committees :
The Budget Committees establish working groups as required.

International Staff Support :
Office of the Chairman of the Budget Committees, Office of the Financial Controller, Office of Management.

28. Senior Resource Board (SRB)

Members : All member countries.

Chairman : National Chairman selected on rotational basis.

Role : Senior advisory body to the North Atlantic Council on the management of military common-funded resources.

Levels : National representatives, representatives of the Military Committee, Major NATO Commanders, Chairmen of the Military Budget Committee, Infrastructure Committee and NATO Defence Manpower Committee.

Principal Subordinate Committees : N/A.

International Staff Support :
Office of the Chairman of the SRB. Division of Security Investment, Logistics and Civil Emergency Planning; Executive Secretariat.

29. Senior Defence Group on Proliferation (DGP)

Members : All member countries.

Chairman : Co-Chairmanship: one North American and one European representative.

Role : Senior advisory body on defence-related aspects of the proliferation of weapons of mass destruction and associated delivery systems.

Levels : Senior NATO officials concerned with defence matters.

Principal Subordinate Committees :
DPG Steering Committee (composed of working-level experts); other temporary ad hoc bodies as required. Also meets with Senior Politico-Military Group on Proliferation (SGP), becoming the Joint Committee on Proliferation (JCP).

International Staff Support :
Division of Defence Planning and Operations; Executive Secretariat.

30. High Level Group (NPG/HLG)

Members : All member countries except France.

Chairman : National Chairman (United States).

Role : Advisory body to the Nuclear Planning Group (NPG). Meets several times per year to consider aspects of NATO's nuclear policy and planning.

Levels : National experts from NATO capitals.

Principal Subordinate Committees : N/A.

International Staff Support :
Division of Defence Planning and Operations (Nuclear Policy Directorate).

31. Senior Level Weapons Protection Group (SLWPG)

Members : All member countries except France.

Chairman : National Chairman (United States).

Role : Advisory body to the Nuclear Planning Group (NPG). Meets several times per year to consider matters concerning safety and security of nuclear weapons.

Levels : National experts from capitals.

Principal Subordinate Committees : N/A.

International Staff Support :
Division of Defence Planning and Operations (Nuclear Policy Directorate).

32. Economic Committee (EC)

Members : All member countries.

Chairman : Director of Economics Directorate.

Role : Advisory body to the North Atlantic Council on economic issues.

Levels : Representatives from NATO delegations (Economic Counsellors). Reinforced meetings attended by experts from capitals.

Principal Subordinate Committees : N/A.

International Staff Support :
Division of Political Affairs, Economics Directorate; Executive Secretariat.

33. Committee on Information and Cultural Relations (CICR)

Members : All member countries.

Chairman : Director of Information and Press.

Role : Advisory body to the North Atlantic Council on information and press issues.

Levels : Representatives from NATO delegations. Reinforced meetings attended by experts from capitals.

Principal Subordinate Committees : N/A.

International Staff Support :
Office of Information and Press; Executive Secretariat.

34. Council Operations and Exercises Committee (COEC)

Members : All member countries.

Chairman : Director, Crisis Management and Operations Directorate, Division of Defence Planning and Operations.

Role : Principal forum for consultation and coordination of crisis management arrangements, procedures and facilities, including communications issues, questions relating to the NATO Situation Centre (SITCEN), and the preparation and conduct of crisis management exercises.

Levels : Political and military representatives from national delegations concerned with crisis management and exercises.

Principal Subordinate Committees : N/A.

International Staff Support :
Division of Defence Planning and Operations (Council Operations Section); Executive Secretariat.

35. NATO Air Traffic Management Committee (NATMC)

(formerly Committee on European Airspace Coordination (CEAC))

Members : All member countries.

Chairman : Elected (currently the Director for Air Defence and Airspace Management, NATO International Staff).

Role : Senior advisory body on matters related to civil/military coordination of air traffic management.

Levels : Senior civil and military air traffic managers from national capitals.

Principal Subordinate Committees :
Communications and Navigation Group. Surveillance and Identification Group. Air Traffic Management Group.

International Staff Support :
Division of Defence Support (Air Defence and Airspace Management Directorate); Executive Secretariat.

36. Central Europe Pipeline Management Organisation Board of Directors (CEPMO BOD)

Members : Seven participating member countries (Belgium, Canada, France, Germany, Netherlands, United Kingdom, United States).

Chairman : National representative.

Role : Senior Directing body for the Central Europe Pipeline System (CEPS).

Levels : Representatives of participating countries plus representatives of the Central Europe Pipeline Management Agency (CEPMA).

Principal Subordinate Committees : N/A.

International Staff Support :
Division of Security Investment, Logistics and Civil Emergency Planning (Logistics Directorate); Executive Secretariat; NATO Military Authorities (CINCENT, AFCENT).

37. NATO Pipeline Committee (NPC)

Members : All member countries.

Chairman : Acting Director, Logistics Directorate.

Role : Senior advisory body in NATO on consumer logistics relating to military petroleum supplies.

Levels : Government experts on military petroleum matters.

Principal Subordinate Committees :
Working Group on Special Tasks, Fuels and Lubricants Working Group. Petroleum Handling Equipment Working Group.

International Staff Support :
Division of Security Investment, Logistics and Civil Emergency Planning (Logistics Directorate); Executive Secretariat; NATO Military Authorities (SHAPE, SACLANT).

38. NATO Security Committee (NSC)

Members : All member countries.

Chairman : Director of the NATO Office of Security (NOS).

Role : Advisory body to the North Atlantic Council on matters relating to NATO security policy.

Levels : National representatives and national delegation security officers.

Principal Subordinate Committees :
Working Group on ADP Security.

International Staff Support :
NATO Office of Security.

39. Special Committee

Members : All member countries.

Chairman : Annual rotating chairmanship amongst member nations.

Role : Advisory body to the North Atlantic Council on espionage and terrorist or related threats which might affect the Alliance.

Levels : Heads of Security Services of member countries.

Principal Subordinate Committees : N/A.

International Staff Support :
NATO Office of Security.

Chapter 3

THE TRANSFORMATION OF THE ALLIANCE

Europe's New Security Environment

The Strategic Concept of the Alliance

The Role of Allied Military Forces and the Transformation of the Alliance's Defence Posture

Building the European Security and Defence Identity within the Alliance

EUROPE'S NEW SECURITY ENVIRONMENT

On the fourth of April 1989, the Alliance celebrated the fortieth anniversary of the signing of the North Atlantic Treaty. The event coincided with the beginning of a period of profound change in the course of East-West and international relations and a far-reaching transformation of the security environment. The role of the North Atlantic Alliance has been fundamental in bringing about the conditions for change described in these pages. By providing the basis for the collective defence and common security of its member countries and preserving a strategic balance in Europe throughout the Cold War period, the Alliance has safeguarded their freedom and independence. In accordance with the North Atlantic Treaty it continues to fulfil these core functions and has assumed new tasks in addition. It is building on the foundations it has created in order to promote stability based on common democratic values and respect for human rights and the rule of law throughout Europe.

The following sections describe the origins and course of these developments; the progress achieved towards the realisation of many of the long-standing goals of the Alliance; and the principal issues of concern facing member countries and their Cooperation Partners, as they continue to adapt their policies and shape their common institutions to meet new challenges.

The Origins of the Changed Security Environment

The roots of the changes which have transformed the political map of Europe can be traced to a number of developments during the 1960s and 1970s which were to have far-reaching implications. While there were many aspects to these developments, three events stand out in particular, namely: the adoption by the Alliance, in December 1967, of the Harmel doctrine based on the parallel policies of maintaining adequate defence while seeking a relaxation of tensions in East-West relations; the introduction by the Government of the Federal Republic of Germany in 1969 of Chancellor Willy Brandt's "Ostpolitik", designed to bring about a more positive relationship with Eastern European countries and the Soviet Union within the constraints imposed by their governments' domestic policies and actions abroad; and the adoption of the CSCE[1] Helsinki Final Act in August 1975, which established new standards for the discussion of human rights issues and introduced measures to increase mutual confidence between East and West.

1 The Conference on Security and Cooperation in Europe (CSCE) was renamed the Organisation on Security and Cooperation in Europe (OSCE) in January 1995.

A series of similarly important events marked the course of East-West relations during the 1980s. These included NATO's deployment of Intermediate-Range Nuclear Forces in Europe following the December 1979 double-track decision on nuclear modernisation and arms control; the subsequent Washington Treaty signed in December 1987, which brought about the elimination of US and Soviet land-based INF missiles on a global basis; early signs of change in Eastern Europe associated with the emergence and recognition, despite later setbacks, of the independent trade union movement "Solidarity" in Poland in August 1980; the consequences of the December 1979 Soviet invasion of Afghanistan and the ultimate withdrawal of Soviet forces from Afghanistan in February 1989; and the March 1985 nomination of Mikhail Gorbachev as General Secretary of the Soviet Communist Party.

In March 1989, in the framework of the CSCE, promising new arms control negotiations opened in Vienna, between the 23 countries of NATO and the Warsaw Treaty Organisation, on reductions in conventional forces in Europe (CFE). The NATO Summit Meeting held in Brussels at the end of May 1989 against this background was of particular significance. Two major statements of Alliance policy were published, namely a declaration marking the fortieth anniversary of the Alliance, setting out goals and policies to guide the NATO Allies during the fifth decade of their cooperation; and a Comprehensive Concept of Arms Control and Disarmament.

The 1989 Summit Declaration contained many extremely important elements. It recognised the changes that were underway in the Soviet Union as well as in other Eastern European countries and outlined the Alliance's approach to overcoming the division of Europe and achieving its long-standing objective of shaping a just and peaceful European order. It reiterated the continuing need for credible and effective deterrent forces and an adequate defence, and endorsed US President Bush's three part arms control initiative calling for a) an acceleration of the CFE negotiations in Vienna; b) significant reductions in additional categories of conventional forces, and c) major reductions in United States and Soviet military personnel stationed outside their national territory. The Summit Declaration set forth a broad agenda for expanded East-West cooperation in other areas, for action on significant global challenges and for measures designed to meet the Alliance's longer-term objectives.

Developments at the End of the Eighties

Developments of major significance for the entire European continent and for international relations as a whole continued as the year

progressed. By the end of 1989 and the early weeks of 1990, significant progress had been made towards the reform of the political and economic systems of Poland and Hungary; and in the German Democratic Republic, Bulgaria, Czechoslovakia and, after a bitter struggle, Romania, steps had been taken towards freedom and democracy which went far beyond expectations.

The promise held out for over 40 years to bring an end to the division of Europe, and with it an end to the division of Germany, took on real meaning with the opening of the Berlin Wall in November 1989. Beyond its fundamental symbolism, the member countries of the Alliance saw this event as part of a wider process leading to a genuinely whole and free Europe. The process was as yet far from complete and faced numerous obstacles and uncertainties, but rapid and dramatic progress had nevertheless been achieved. Free elections had taken place or were planned in most Central and Eastern European countries; former divisions were being overcome; repressive border installations were being dismantled; and, within less than a year, on 3 October 1990, the unification of the two German states took place with the backing of the international community and the assent of the Soviet Government, on the basis of an international treaty and the democratic choice of the German people as a whole.

Both the fact and the prospect of reform brought about major positive changes in the relationships of Central and Eastern European countries with the international community, opening up a new and enriched dialogue involving East and West, which offered real hope in place of the fear of confrontation, and practical proposals for cooperation in place of polemics and stagnation.

Such changes were not accomplished without difficulty and, as events within the former Soviet Union and other parts of Central and Eastern Europe confirmed, could give rise to new concerns about stability and security. The bold course of reforms within the Soviet Union itself led to new challenges as well as severe internal problems. Moreover the dire economic outlook and the major difficulties experienced in many of the countries of Central and Eastern Europe in managing the transition from authoritarian government and a centrally planned economy to pluralist democracy and a free market combined to make political forecasting uncertain and subject to constant revision.

Throughout this period NATO continued to play a key role, providing the framework for consultation and coordination of policies among

its member countries in order to diminish the risk of crises which could impinge on common security interests. The Alliance pursued its efforts to remove military imbalances; to bring about greater openness in military matters; and to build confidence through radical, but balanced and verifiable arms control agreements, verification arrangements and increased contacts at all levels.

The Hand of Friendship and Cooperation

At the Summit Meeting in London in July 1990, in the most far-reaching Declaration issued since NATO was founded, the Heads of State and Government announced major steps to transform the Alliance in a manner commensurate with the new security environment and to bring confrontation between East and West to an end. They extended offers to the governments of the Soviet Union and Central and Eastern European countries to establish regular diplomatic liaison with NATO and to work towards a new relationship based on cooperation. The Declaration had been foreshadowed a month earlier when NATO Foreign Ministers met in Scotland and took the exceptional step of issuing a "Message from Turnberry", extending an offer of friendship and cooperation to the Soviet Union and all other European countries. The announcement made by President Gorbachev in July 1990, accepting the participation of the united Germany in the North Atlantic Alliance, was explicitly linked to the positive nature of this Message and to the substantive proposals and commitments made by Alliance governments in London.

The London Declaration included proposals to develop cooperation in numerous different ways. Leaders and representatives of Central and Eastern European countries were invited to NATO Headquarters in Brussels. Many such visits took place and arrangements for regular contacts at the diplomatic level were made. The Secretary General of NATO also visited Moscow immediately after the London Summit Meeting to convey to the Soviet leadership the proposals contained in the Declaration and the Alliance's determination to make constructive use of the new political opportunities opening up.

A joint declaration and commitment to non-aggression was signed in Paris in November 1990, at the same time as the Treaty on Conventional Forces in Europe and the publication, by all CSCE member states, of the "Charter of Paris for a New Europe". The Joint Declaration formally brought adversarial relations to an end and reaffirmed the intention of the signatories to refrain from the threat or use of force against the territorial integrity or political independence of any state, in accordance

with the purposes and principles of the UN Charter and the Helsinki Final Act (see Chapter 14). All other states participating in the CSCE were invited to join this commitment.

Within a short space of time, new military contacts were established, including intensified discussions of military forces and doctrines. Progress was made towards an "Open Skies" agreement, permitting overflights of national territory on a reciprocal basis in order to increase confidence and transparency with respect to military activities. Further talks were initiated to build on the CFE Treaty on reductions of conventional forces from the Atlantic to the Ural Mountains, including additional measures to limit manpower in Europe. Agreement was reached to intensify the CSCE process and to set new standards for the establishment and preservation of free societies. Measures were taken to enable the CSCE process, which had been successful in enhancing mutual confidence, to be further institutionalised in order to provide a forum for wider political dialogue in a more united Europe. Internally, NATO began a far-reaching review of its strategy in order to adapt it to the new circumstances.

The Gulf Crisis

Despite the positive course of many of these developments, new threats to stability can arise very quickly and in unpredictable circumstances, as the 2 August 1990 Iraqi invasion of Kuwait and subsequent developments in the Gulf area demonstrated. The Coalition Force formed under United States leadership to repel the invasion did not involve NATO directly, but the solidarity achieved within NATO in relation to the conflict played a significant role. The NATO countries used the Alliance forum intensively for political consultations from the outbreak of the crisis and took a prominent part in supporting United Nations efforts to achieve a diplomatic solution. When these failed, the direct contributions to the Coalition Force of NATO member countries, and their experience of sharing assets and working together within NATO, again played a part. Moreover, in an act incumbent upon the Alliance itself, elements of NATO's ACE Mobile Force were sent to Turkey in order to demonstrate the Alliance's collective defence commitment, under Article 5 of the North Atlantic Treaty, in the event of an external threat to Turkey's security developing from the situation in the Gulf.

Significantly, the unity of purpose and determined opposition by the international community to the actions taken by Iraq, offered positive evidence of the transformation which had taken place in relations

between the Soviet Union and the West. The benefits resulting from the establishment of better contacts and increased cooperation between them were clearly apparent. This early recognition of mutual interests with respect to the security and stability of the entire Euro-Atlantic area contributed to the subsequent positive evolution of NATO-Russian relations culminating in 1997 with the signing of the NATO-Russia Founding Act (see Chapter 4).

The dangers inherent in the Gulf crisis reinforced the Alliance's determination to develop and enhance the level of its cooperation with the countries of Central and Eastern Europe, as well as with other countries, in accordance with the goals set by Alliance Heads of State and Government in the London Declaration. This determination was further reinforced by the events of 1991, including the repressive steps taken by the Soviet Government with regard to the Baltic states, prior to conceding their right to establish their own independence; the deteriorating situation and outbreak of hostilities in Yugoslavia, leading to the break-up of the Yugoslav Federation; and the attempted coup d'état in the Soviet Union itself which took place in August 1991.

The North Atlantic Cooperation Council

Against the background of these events, 1991 was marked by an intensification of visits and diplomatic contacts between NATO and the countries of Central and Eastern Europe in accordance with the decisions taken by NATO Heads of State and Government in London. With the publication of the Rome Declaration in November 1991, the basis was laid for placing this evolving relationship on a more institutionalised footing. The establishment of the North Atlantic Cooperation Council (NACC) in December, bringing together the member countries of NATO and, initially, nine Central and Eastern European countries, in a new consultative forum, was a direct consequence of this decision. In March 1992, participation in the NACC was expanded to include all members of the Commonwealth of Independent States (see below) and by June 1992, Georgia and Albania had also become members.

The development of the North Atlantic Cooperation Council and the creation of the Euro-Atlantic Partnership Council (EAPC) which replaced it in 1997 are described in more detail in Chapter 4. The inaugural meeting of the NACC took place on 20 December 1991, just as the Soviet Union was ceasing to exist. Simultaneously, 11 former Soviet republics became members of the new Commonwealth of Independent States, entering a period of intense political and economic transformation, both

internally and with respect to their international relations. Against this background, regional problems became increasingly dominant. In Nagorno-Karabakh, Moldova, Georgia and elsewhere, outbreaks of violence occurred and serious intra- and inter-state tensions developed.

However it was the deteriorating situation, continuing use of force and mounting loss of life in the territory of the former Yugoslavia which were the major causes of concern, marring the prospects for peaceful progress towards a new security environment in Europe. From the start of the crisis, the North Atlantic Council and the North Atlantic Cooperation Council consulted and supported efforts undertaken in other fora to restore peace.

During the same period, discussion of measures designed to strengthen the role of the CSCE in promoting stability and democracy in Europe, including proposals outlined in the Rome Declaration issued by the Alliance, culminated in the signature of the 1992 Helsinki Document ("The Challenges of Change") at the CSCE Summit Meeting held in July 1992. The document described, inter alia, new initiatives for the creation of a CSCE forum for security cooperation and for CSCE peacekeeping activities, for which both the North Atlantic Council and the North Atlantic Cooperation Council expressed full support.

THE STRATEGIC CONCEPT OF THE ALLIANCE

By comparison with the four decades which preceded them, security in the Euro-Atlantic area has substantially improved during the 1990s. The threat of massive military confrontation has gone, and cooperative approaches to security have replaced former confrontation. Nevertheless potential risks to security from instability or tension still exist. Against this background, at its November 1991 Summit Meeting in Rome, the Alliance published a new Strategic Concept. This reaffirmed the core functions of the Alliance and the importance of maintaining the transatlantic link. It recognised that security is based on political, economic, social and environmental considerations as well as defence. Structural and institutional aspects also play an important role.

The Concept therefore projected a broadly-based security policy of which military capabilities are one among a number of significant elements which have to be considered in order to build on the unprecedented opportunity to achieve the Alliance's long-standing objectives by

political means, in keeping with the undertakings made in Articles 2 and 4 of the North Atlantic Treaty.

The Concept set out the most important principles and considerations affecting the future role of the Alliance. These factors were to determine the characteristics of the subsequent transformation of NATO's structures to enable it to fill its continuing tasks and to play its proper role, in cooperation with other international institutions, in the future security of the Euro-Atlantic area.

The development of Alliance policies takes place in the wider framework of international security cooperation as a whole, not in isolation from the other structures and institutions of security. The Alliance thus plays its role alongside and in cooperation with other organisations. This institutional basis for managing Europe's future security was set out in the 1991 Rome Declaration, which recognised that the challenges facing the new Europe cannot be comprehensively addressed by one institution alone. They require a framework of mutually reinforcing institutions, tying together the countries of Europe and North America in a system of inter-relating and mutually supporting structures.

The Alliance is therefore working towards a new European security architecture which seeks to achieve this objective by ensuring that the roles of NATO, the OSCE, the European Union, the Western European Union and the Council of Europe are complementary. Other regional frameworks of cooperation such as those which foster cooperation in the Baltics, in the Black Sea area and in the Mediterranean also play an important part. Preventing the instability and divisions which could result from causes such as economic disparities and violent nationalism depends on effective interaction between these various elements.

The North Atlantic Alliance and the steps taken by the Alliance, initially in the framework of the North Atlantic Cooperation Council and subsequently in the Euro-Atlantic Partnership Council (EAPC), are fundamental to this process. The Alliance itself is the essential forum for consultation among its members and is the venue for reaching agreement on and implementing policies with a bearing on their security and defence commitments under the North Atlantic Treaty. However, as the evolution of Europe's new security architecture progresses, the Alliance is developing practical arrangements, along with the other institutions involved, to ensure the necessary transparency and complementarity between them. This includes closer contacts and exchanges of information and documentation between the institutions themselves, as well as

reciprocal arrangements regarding participation and representation in appropriate meetings.

The Strategic Concept also underlines the need for the Alliance to take account of the more global context of security. It points out the wider risks, including proliferation of weapons of mass destruction and their means of delivery, disruption of the flow of vital resources and acts of terrorism and sabotage, which can affect Alliance security interests. Accordingly it reaffirms the importance of arrangements for consultation among the Allies under Article 4 of the Washington Treaty and, where appropriate, coordination of their efforts including their responses to such risks. The Alliance is addressing these broader challenges through its internal consultations and through the widest possible cooperation with other states in the appropriate multilateral forums.

The Alliance has always sought to achieve its over-riding objectives of safeguarding the security of its members and establishing a just and lasting peaceful order in Europe through both political and military means. This comprehensive approach therefore remains the basis of its security policy. However, in the new security situation, the opportunities to achieve these objectives by political means, and to embrace economic, social and environmental dimensions of security and stability, are much improved.

The Alliance's active pursuit of dialogue and cooperation with new Partners and with other institutions is underpinned by its commitment to maintaining an effective collective defence capability and to building up the indispensable basis for crisis management and conflict prevention. These complementary approaches to today's security environment are helping to reduce the risk of conflict arising out of misunderstanding or design; to increase mutual understanding and confidence among all states in the Euro-Atlantic area; to improve the management of crises affecting the security of the Allies; and to expand opportunities for a genuine partnership among all European countries in dealing with common security problems.

The security policy of the Alliance today is therefore based on three mutually reinforcing elements, namely: dialogue; cooperation; and the maintenance of a collective defence capability. Each of these elements is designed to ensure that crises affecting European security can be prevented or resolved peacefully.

The military dimension of the Alliance remains an essential factor if these goals are to be achieved. It continues to reflect a number of fundamental principles:

- The Alliance is purely defensive in purpose.
- Security is indivisible. An attack on one member of the Alliance is an attack upon all. The presence of North American forces in and committed to Europe remains vital to the security of Europe, which is inseparably linked to that of North America.
- NATO's security policy is based on collective defence, including an integrated military structure as well as relevant cooperation and coordination agreements.
- The maintenance of an appropriate mix of nuclear and conventional forces based in Europe will be required for the foreseeable future.

In the changed circumstances affecting Europe's security, NATO forces have been adapted to the new strategic environment and have become smaller and more flexible. Conventional forces have been substantially reduced and in most cases so has their level of readiness. They have also been made more mobile, to enable them to react to a wider range of contingencies; and they have been reorganised to ensure that they have the flexibility to contribute to crisis management and to enable them to be built up, if necessary, for the purposes of defence. Increased emphasis has been given to the role of multinational forces within NATO's integrated military structure. Many such measures have been implemented. Others are being introduced as the process of adaptation continues.

Much has changed - both within the Alliance and in the wider European security scene - since the Alliance's Strategic Concept was adopted in 1991. In July 1997, Heads of State and Government, recognising that the situation had again undergone profound change, agreed that although the fundamental principles of the Concept remained valid, it should be examined to ensure that it remained fully consistent with Europe's new security situation and challenges. They directed the Permanent Council to develop terms of reference for this examination.

The Council was requested to initiate the work with a view to completing it in time for presentation at the next Summit Meeting in April 1999.

Work is in progress to implement this decision.

THE ROLE OF ALLIED MILITARY FORCES AND THE TRANSFORMATION OF THE ALLIANCE'S DEFENCE POSTURE

Since the establishment of NATO, Allied forces have constituted the basis for effective deterrence and defence against the threat of war, which remained the principal security concern of the Allies for forty years. Their primary role remains that of guaranteeing the security and territorial integrity of member states.

The task of providing security through deterrence and collective defence remains unchanged. However, the quite different security situation of the 1990s has allowed Alliance forces to take on new roles in addition to fulfilling this primary function. For example, through the enhanced Partnership for Peace programme, and within the framework of the EAPC, the NATO-Russia Permanent Joint Council, the NATO-Ukraine Commission, and other forums created to intensify cooperation, Alliance military forces are playing an increasingly important part in facilitating transparency and creating greater confidence between NATO and its Partners. They also play a key role in the verification of arms control agreements. Above all, as operational peacekeeping forces, they have assumed the vital task of underpinning effective crisis management and conflict prevention arrangements, most notably in their role in implementing the Bosnian Peace Agreement.

The peacekeeping and crisis management roles of NATO forces have taken on increasing importance in parallel with the development of the Alliance's overall role in this field. Indeed, of all the challenges the Alliance has faced, none has called for more determination and unity of purpose than that of putting its military forces at the centre of multinational efforts to end the conflict and create the basis for a stable and peaceful future in the former Yugoslavia.

The first major combat mission in which military force was used by NATO as a tool of crisis management to support United Nations efforts to end the Yugoslavian conflict took place in 1995. This action, known as "Operation Deliberate Force", was a significant factor in the process which culminated in the conclusion of a peace settlement in Bosnia. NATO was subsequently tasked at the end of 1995 with the implementation of the military aspects of the agreement by leading a multinational Implementation Force (IFOR), and the following year a Stabilisation Force (SFOR), both of which were established in accordance with United Nations mandates. In so doing NATO moved from a

relatively limited role in supporting UN peacekeeping efforts, to assuming full control of complex peace support operations involving the participation of forces from numerous Partner and other non-NATO countries. This practical, operational experience of cooperation in the military field, described in Chapter 5, has had wide repercussions, for example in generating enhanced political cooperation, not only between NATO and its Partners, but also with other countries. The process is benefitting security and stability in Europe as a whole.

The changing role of Allied military forces also reflects the Alliance's commitment to developing the European Security and Defence Identity within NATO (see below). The implementation of this decision, which is taking place in parallel both in NATO and in the Western European Union, is described later in the chapter. The process implies an additional role for Alliance military forces in providing support, in the form of assets and capabilities, for possible future WEU-led operations and exercises. Within NATO, a European Deputy SACEUR will be responsible for the peacetime planning of such operations. European Command arrangements within the new NATO command structure (see Chapter 12) have been elaborated for the conduct of these operations and work is continuing on mechanisms for increased cooperation, consultation and information sharing between NATO and the WEU.

A further related illustration of the way in which Allied military forces are being adapted to new circumstances is the implementation of the military concept known as "Combined Joint Task Forces" (CJTFs). At the NATO Summit held in January 1994, Heads of State and Government endorsed the concept as an important part of the adaptation of Alliance structures to changes in the European security environment. The concept is designed to provide NATO with a flexible means to respond to new security challenges, including operations involving the participation of nations outside the Alliance. It is aimed at improving NATO's ability to deploy, at short notice, appropriate multinational and multiservice forces matched to the specific requirements of a particular military operation. It will also facilitate the integration of non-NATO participation in NATO-led peace support operations. Many of the features of the CJTF concept have already been put into practice in the context of the NATO-led peacekeeping operations in Bosnia-Herzegovina.

No separate structures are required for CJTFs. Arrangements for the assignment of forces to CJTFs by member nations follow normal NATO force planning procedures. Nevertheless, the flexibility which is

built into the CJTF concept places considerable demands on arrangements for commanding and controlling the task forces, that is to say on CJTF headquarters. Core elements of a small number of CJTF headquarters are therefore being established within selected "parent" headquarters of NATO's Command Structure (see Chapter 12). CJTF headquarters rely primarily on "dual-hatted" personnel - i.e. personnel undertaking other responsibilities when not operating in a CJTF context.

In summary, the continuing transformation of the Alliance's conventional force defence posture is a complex and far-reaching process which has to take into account all the above factors. Ultimately, in the event of crises which might lead to a military threat to the security of the Alliance members, NATO forces must be able to complement and reinforce political actions and contribute to the management of such crises and to their peaceful resolution. The maintenance of an adequate military capability and clear preparedness to act collectively therefore remain central. The structures and arrangements which have been built over many years enable member countries to benefit from the political, military and resource advantages of collective action and collective defence. These arrangements are based on an integrated structure which is discussed in later chapters. Key features of the integrated structure include collective force planning; common operational planning; multinational formations; effective procedures for implementing consultation, crisis management and reinforcement arrangements; common standards for equipment, training and logistics; joint and combined exercises; and cooperation in the fields of infrastructure and of consumer and production logistics (see Chapter 8). All member countries assign forces to the Integrated Military Structure, with the exception of Iceland (which has no military forces) and France, to which specific cooperation and coordination agreements apply. In December 1997, Spain announced that it would join the Alliance's new military structure, Spanish forces having also hitherto been the subject of separate cooperation and coordination agreements.

The principal characteristics of the changes affecting NATO's military forces are reductions in size and readiness and increases in flexibility, mobility and multinationality. Underlying the changes themselves, in addition to the requirements dictated by the Alliance's new roles, two indispensable principles have remained sacrosanct: the commitment to collective defence as a core function which is fundamental to the Alliance; and the preservation of the transatlantic link as the guarantor of the Alliance's credibility and effectiveness.

The threat of war which confronted Europe for over four decades, as a result of ideological conflict, political hostility and military opposition, has been removed. Today, attention is focussed much less on deterrence against the use of force, as foreseen under Article 5 of the North Atlantic Treaty, than on the much more likely peacekeeping, conflict prevention and crisis management tasks which NATO may face, which are described above. There are nevertheless risks from instability inherent in conflict situations which have arisen since the end of the Cold War, such as the situation in the former Yugoslavia, which illustrate the necessity for continued Alliance solidarity and the maintenance of an effective military capability able to meet a wide range of contingencies.

The net effect of changes affecting NATO forces themselves has been to transform NATO forces into a substantially reduced, but more mobile structure. Ground forces committed to the Alliance by member nations through NATO's integrated defence and force planning processes have been cut by 35 per cent. Major naval vessels have been reduced by over 30 per cent and air force combat squadrons by some 40 per cent since the beginning of the decade. There have also been major reductions in the number of forces held at high states of readiness. In general, NATO forces have been reorganised in a manner which will facilitate their flexible regeneration and build-up whenever this becomes necessary for either collective defence or crisis management, including peace support operations.

NATO's Nuclear Forces in the New Security Environment

In the context of the transformation of Alliance forces, reference also has to be made to the role of nuclear forces. The Alliance has taken many far-reaching steps, since the end of the Cold War, to adapt its overall policy and defence posture to the new security environment, and its nuclear strategy and force posture were among the first areas to be reviewed. They are also the areas which have been subjected to some of the most radical changes.

During the Cold War, nuclear forces played a central role in the strategy of flexible response. They were integrated into the whole of NATO's force structure and provided the Alliance with a range of political and military options for deterring major war in Europe.

In the new security environment, reliance on nuclear forces has been radically reduced. The Alliance's strategy remains one of war prevention but it is no longer dominated by the possibility of nuclear escalation. Its nuclear forces are no longer targeted against any specific

country, and the circumstances in which their use might have to be contemplated are very remote. Their role is now more fundamentally political and has only one purpose: to preserve peace and stability. Although they therefore continue to play an essential role in war prevention, they are no longer directed towards repelling a specific threat.

The greatly reduced reliance on nuclear forces has been manifested in radical reductions in the forces themselves. The Strategic Arms Reductions Treaty (START I) will reduce the deployed strategic weapons of the United States from well over 10,000 to 6,000 weapons. START II, which was signed in January 1993, will further reduce the number of weapons which either the United States or Russia can retain to between 3,000 and 3,500. START II will in fact eliminate multiple warhead intercontinental ballistic missiles and reduce strategic nuclear stockpiles by two-thirds. Both countries have also indicated that, following the entry into force of START II, they are prepared to engage in negotiations to further reduce strategic weapons to between 2,000 and 2,500. The United Kingdom and France have also made major reductions in their nuclear programmes.

There have likewise been major reductions in sub-strategic[2] nuclear forces, including nuclear artillery, surface-to-surface missiles and surface -to-air missiles, as well as sub-strategic weapons for surface maritime forces. The withdrawal of these weapons from Europe, announced in September 1991, was completed in July 1992 and represented a reduction of more than 80%. While some of the delivery systems have been retained for conventional purposes, all of the nuclear warheads which had been assigned to these forces have been entirely removed from the NATO inventory. All the warheads are being dismantled.

NATO's only nuclear weapons remaining in Europe for land-based sub-strategic forces are bombs for dual-capable aircraft. These weapons have also been substantially reduced in number and are stored in a smaller number of bases under highly secure conditions. The nuclear readiness status of the aircraft has been progressively reduced as increased emphasis has been given to their conventional roles.

---

2 The terms "strategic" and "sub-strategic" have slightly different meanings in different countries. Strategic nuclear weapons are normally defined as weapons of "intercontinental" range (over 5,500 kilometres), but in some contexts these may also include intermediate-range ballistic missiles of lower ranges. The term "sub-strategic" nuclear weapons has been used in NATO documents since 1989 with reference to intermediate and short-range nuclear weapons and now refers primarily to air-delivered weapons for NATO's dual-capable aircraft (other sub-strategic nuclear weapons having been withdrawn from Europe).

The effect of all these changes has been to reduce the overall NATO stockpile of substrategic nuclear weapons in Europe to about one-fifth of its 1990 level. The Allies have judged that for the foreseeable future, the remaining much smaller sub-strategic force posture will continue to meet the Alliance's requirements. In 1996, they declared they have no intention, no plan and no reason to deploy nuclear weapons on the territory of new member countries, nor any need to change any aspect of NATO's nuclear posture or nuclear policy, and do not foresee any future need to do so.

New members will nevertheless be full members of the Alliance in all respects and will share in the collective security provided to all member countries by NATO's nuclear forces. The participation of non-nuclear countries in the Alliance's nuclear posture demonstrates Alliance solidarity, the common commitment of its member countries to maintaining their security, and the widespread sharing among them of burdens and risks. This is reflected in the political commitment made by all member countries in relation to the concept of deterrence and the role played by nuclear weapons in the Alliance's strategy.

Political oversight of NATO's nuclear posture is therefore also shared between member nations. NATO's Nuclear Planning Group provides a forum in which the Defence Ministers of nuclear and non-nuclear Allies alike participate in the elaboration of the Alliance's nuclear policy and in decisions on NATO's nuclear posture.

The fundamental purpose of the nuclear forces which will remain in place, after the reductions described above have been fully implemented, is to preserve peace and prevent coercion. The presence of United States nuclear forces based in Europe and committed to NATO's security, provides an essential political and military link between the European and North American members of the Alliance. Nuclear forces as a whole continue to contribute to European peace and stability by underscoring the irrationality of a major war in the Euro-Atlantic region, and by making the risks of aggression against NATO incalculable and unacceptable in a way that conventional forces alone cannot. However, the combination of nuclear forces with an appropriate mix of conventional capabilities serves to create uncertainty - for any country which might contemplate seeking military or political advantage by threatening or using weapons of mass destruction against the Alliance - about the way in which the Alliance would respond.

NATO must therefore retain - and must be seen to retain - a core of military capabilities with an appropriate mix of forces affording it the basic

military strength necessary for collective self defence. Nuclear forces continue to form a vital part of that core capability. At the same time dramatic changes in the security environment have allowed NATO to make equally dramatic reductions in its nuclear forces and in the extent to which it needs to rely on nuclear weapons for protecting the peace in Europe.

BUILDING THE EUROPEAN SECURITY AND DEFENCE IDENTITY WITHIN THE ALLIANCE

In the early 1990s, the European member countries of NATO embarked upon a process designed to strengthen their contribution to the Alliance's missions and activities and to enable them to assume greater responsibility for the common security and defence, as a manifestation of transatlantic solidarity. This was done with a view to providing a genuine European military capability without duplicating the command structures, planning staffs and military assets and capabilities already available within NATO. Such an approach was seen as responding both to the European wish to develop a Common Foreign and Security Policy, and to the need for a balanced partnership between the North American and European member countries of the Alliance.

Strengthening the European identity in security and defence matters (ESDI) became an integral part of the adaptation of NATO's political and military structures. At the same time, it is an important element of the development of both the European Union (EU) and the Western European Union (WEU). Both of these processes have been carried forward on the basis of the European Union's Treaties of Maastricht in 1991 and Amsterdam in 1997 and the corresponding declarations of the Western European Union and decisions taken by the Alliance at successive Summit meetings held in London in 1990, Brussels in 1994 and Madrid in 1997.

With the Treaty on European Union, which was signed in Maastricht in December 1991 and entered into force on 1 November 1993, the leaders of the European Community agreed on the development of a Common Foreign and Security Policy (CFSP) "including the eventual framing of a common defence policy which might in time lead to a common defence". This agreement included the reference to the Western European Union (WEU) as an integral part of the development of the European Union created by the Treaty; and the request to the WEU itself, to elaborate and implement decisions and actions of the European Union which have defence implications. At the meeting of the WEU which took

place in Maastricht in December 1991 concurrently with the meeting of the European Council, WEU Member states issued a declaration agreeing on the need for a genuine European security and defence identity and a greater European responsibility in defence matters.

In January 1994, NATO Heads of State and Government welcomed the entry into force of the Maastricht Treaty and the launching of the European Union as a means of strengthening the European pillar of the Alliance and allowing the European members of NATO to make a more coherent contribution to the security of all the Allies. They reaffirmed that the Alliance was the essential forum for consultation among its members and the venue for agreement on policies bearing on the security and defence commitments of Allies under the Washington Treaty. They also welcomed the close and growing cooperation between NATO and the Western European Union (WEU), achieved on the basis of agreed principles of complementarity and transparency. They further announced that they stood ready to make collective assets of the Alliance available, on the basis of consultations in the North Atlantic Council, for WEU operations undertaken by the European Allies in pursuit of their Common Foreign and Security Policy.

NATO Heads of State and Government directed the North Atlantic Council to examine how the Alliance's political and military structures might be developed and adapted in order to achieve three objectives: to conduct the Alliance's missions, including peacekeeping, more efficiently and flexibly; to improve cooperation with the WEU; and to reflect the emerging European Security and Defence Identity. As part of this process, the concept of Combined Joint Task Forces (CJTFs) was developed. The CJTF concept, to which reference is made earlier in the chapter, is aimed at providing improved operational flexibility and permitting the more flexible and mobile deployment of forces needed to respond to the new demands of all Alliance missions. It is designed inter alia to provide separable but not separate military capabilities that could be employed by NATO or the WEU.

At their meetings in Berlin and Brussels in June 1996, NATO Foreign and Defence Ministers decided that the European Security and Defence Identity should be built within NATO, as an essential part of the ongoing internal adaptation of the Alliance. This would enable all European Allies to make a more coherent and effective contribution to the missions and activities of the Alliance as an expression of their shared

responsibilities. It would allow them to act themselves as required; and it would reinforce the transatlantic partnership. Taking full advantage of the Combined Joint Task Force concept, the strengthened European identity would be based on sound military principles supported by appropriate military planning, and would permit the creation of militarily coherent and effective forces capable of operating under the political control and strategic direction of the WEU.

The European Union's Inter-Governmental Conference, tasked with reviewing the Maastricht Treaty, concluded in June 1997 with the Treaty of Amsterdam. The new Treaty had a number of implications for the further development of ESDI. In particular, the Amsterdam Treaty made specific reference to tasks which WEU member countries had defined as being those which could be carried out under WEU authority - the so-called "Petersberg missions" which WEU Ministers had agreed to at their meeting in June 1992 at Petersberg near Bonn. These are in three categories, namely humanitarian and rescue tasks; peacekeeping tasks; and tasks assigned to combat forces in the context of crisis management situations, including peacemaking.

At the Summit Meeting in Madrid in July 1997, NATO Heads of State and Government welcomed the major steps taken with regard to the creation of the ESDI within the Alliance. The North Atlantic Council in Permanent Session was requested to complete its work in this sphere expeditiously, in cooperation with the WEU.

As a result of the above decisions to develop ESDI within NATO, arrangements have been defined as part of the adaptation of the Alliance to cover all aspects of NATO support for a WEU-led operation. These include :

- taking WEU requirements into account in NATO's new defence planning procedures for developing forces and capabilities. (The WEU began contributing to the Alliance defence planning process in 1997 by providing an input to the 1997 Ministerial Guidance (see Chapter 7));
- introducing procedures for identifying NATO assets and capabilities on which the WEU might wish to draw with the agreement of the North Atlantic Council;
- establishing multinational European command arrangements within NATO, which could be used to prepare, support, command and conduct an operation under the political control and strategic

direction of the WEU. Under these arrangements the Deputy Supreme Allied Commander (Deputy SACEUR) acquires a distinct role, both in normal times and in the context of WEU-led operations, in relation to the forces to be made available to the WEU;

- introducing consultation and information-sharing arrangements to provide the coordination needed throughout a WEU-led operation undertaken with NATO support;
- developing military planning and exercises for illustrative WEU missions.

In practice these arrangements would mean that if a crisis arose in which the WEU decided to intervene (and the Alliance chose not to), it would request the use of Alliance assets and capabilities, possibly including a CJTF headquarters, for conducting an operation under its own control and direction.

The assets requested could then be made available on a case-by-case basis by the North Atlantic Council for the WEU's use. Conditions for their transfer to the WEU, as well as for monitoring their use and for their eventual return or recall, would be registered in a specific agreement between the two organisations. During the operation, NATO would monitor the use of its assets and regular political liaison with the WEU would be maintained. European commanders from the NATO command structure would be nominated to act under WEU political control. The assets would be returned to NATO at the end of the operation or when required. Throughout the operation, including its preparatory phase, NATO and the WEU would consult closely.

The next steps in the further development of ESDI within the Alliance include further work to complete or refine agreements on the use of NATO assets and command arrangements and on information-sharing; and joint testing and evaluation of crisis management procedures, followed by exercising of command elements and forces. These measures will help develop the concrete procedures needed to support WEU operations and to ensure that they are well rehearsed in case they have to be put into action.

Chapter 4

THE OPENING UP OF THE ALLIANCE

The Invitation to New Member Countries

Origins and Development of the Euro-Atlantic Partnership Council

Partnership for Peace

Enhancement of the Partnership for Peace Programme

Cooperation Between NATO and Russia

NATO's Partnership with Ukraine

The Alliance's Mediterranean Dialogue

Key to the Institutions of Cooperation, Partnership and Dialogue

THE OPENING UP OF THE ALLIANCE

THE INVITATION TO NEW MEMBER COUNTRIES

"The Parties may, by unanimous agreement, invite any other European state in a position to further the principles of this Treaty and to contribute to the security of the North Atlantic area to accede to this Treaty. (...)"

Article 10, The North Atlantic Treaty
Washington DC, 4 April 1949

Since the signature of the North Atlantic Treaty, four countries have joined the initial 12 signatories, raising the total number of NATO Allies to 16. In January 1994 at the Brussels Summit, Allied leaders reaffirmed that the Alliance was open to membership of other European states in a position to further the principles of the Washington Treaty and to contribute to security in the North Atlantic area. Allied leaders looked forward to welcoming new members into the Alliance as part of an evolutionary process taking into account political and security developments in the whole of Europe.

Following a decision by Allied Foreign Ministers in December 1994, the "why and how" of future admissions into the Alliance was examined by the Allies during 1995. The resulting "Study on NATO Enlargement" was shared with interested Partner countries in September 1995 and made public. The principles outlined in the Study remain the basis for NATO's open approach to inviting new members to join. With regard to the "why" of NATO enlargement, the Study concluded that, with the end of the Cold War and the disappearance of the Warsaw Treaty Organisation, there was both a need for and a unique opportunity to build an improved security in the whole of the EuroAtlantic area, without recreating dividing lines.

NATO enlargement is a further step towards the Alliance's basic goal of enhancing security and extending stability throughout the Euro-Atlantic area, complementing broader trends towards integration, notably the enlargement of the EU and WEU and the strengthening of the OSCE (see Chapter 14). It threatens no one. NATO will remain a defensive Alliance whose fundamental purpose is to preserve peace in the Euro-Atlantic area and to provide security to its members.

The Study further concluded that the enlargement of the Alliance will contribute to enhanced stability and security for all countries in the Euro-Atlantic area in numerous ways. It will encourage and support democratic reforms, including the establishment of civilian and democratic control over military forces. It will foster the patterns and habits of cooperation, consultation and consensus building which characterise relations among the current Allies and will promote good-neighbourly relations in the whole Euro-Atlantic area. It will increase transparency in defence planning and military budgets, thereby reinforcing confidence among states, and will reinforce the tendency toward integration and cooperation in Europe. Furthermore, it will strengthen the Alliance's ability to contribute to European and international security and support peacekeeping under the UN or OSCE; and will strengthen and broaden the transatlantic partnership.

With regard to the "how" of enlargement, the Study confirmed that, as in the past, any future extension of the Alliance's membership would be through accession of new member states to the North Atlantic Treaty in accordance with its Article 10. Once admitted, new members will enjoy all the rights and assume all obligations of membership under the Treaty. They will need to accept and conform with the principles, policies and procedures adopted by all members of the Alliance at the time that they join. The Study made clear that willingness and ability to meet such commitments, not only on paper but in practice, would be a critical factor in any decision taken by the Alliance to invite a country to join.

Allies also wished to avoid a situation where a new member might "close the door" behind it to new admissions in the future of other countries which may also aspire to membership. States which are involved in ethnic disputes or external territorial disputes, including irredentist claims, or internal jurisdictional disputes, must settle those disputes by peaceful means in accordance with OSCE principles, before they can become members.

The Study also noted that the ability of interested countries to contribute militarily to collective defence and to peacekeeping and other new missions of the Alliance would be a factor in deciding whether to invite them to join the Alliance. Ultimately, the Study concluded, Allies will decide by consensus whether to invite each new member to join, basing their decision on their judgment - at the time such a decision has to be made - of whether the membership of a specific country will contribute to security and stability in the North Atlantic area or not. No country

outside the Alliance has a veto or 'droit de regard' over the process of enlargement or decisions relating to it.

At the Madrid Summit in July 1997, at the end of careful and comprehensive process of deliberation and of intensified, individual dialogue with interested partner countries, Allied Heads of State and Government invited the Czech Republic, Hungary and Poland to begin accession talks with NATO. Following this decision, negotiations took place with each of the invited countries in Autumn 1997 and Accession Protocols for each of the three were signed in December 1997. These Accession Protocols require ratification by all 16 Allies according to their respective national procedures. NATO's goal is for the ratification process to be completed in time for the newly invited countries to deposit their instruments of accession to the Washington Treaty, thereby becoming members of the Alliance, by the 50th Anniversary of the signature of the Washington Treaty in April 1999.

It is important to note that NATO enlargement is an open, continuing process, not a single event. In Madrid, Allies once again underlined that NATO remains open to new members under Article 10 of the North Atlantic Treaty and that the Alliance will continue to welcome new members in a position to further the principles of the Treaty and to contribute to security in the Euro-Atlantic area. The Alliance expects to extend further invitations in coming years to nations willing and able to assume the responsibilities and obligations of membership.

In the meantime, NATO maintains an active relationship with those countries that have expressed an interest in NATO membership as well as those who may wish to seek membership in the future. Countries which have already expressed an interest in becoming NATO members but which were not invited in Madrid to begin accession talks will remain under consideration for future membership on the basis of the 1995 Study on NATO Enlargement, regardless of their geographic location. No European democratic country whose admission would fulfil the objectives of the Treaty will be excluded from consideration. Allies have agreed that further steps in the ongoing enlargement process of the Alliance should balance the security concerns of all Allies, serve the overall interests of the Alliance and enhance overall European security and stability.

As part of this process, the active participation of aspiring members in the Euro-Atlantic Partnership Council and in the Partnership for Peace programme is helping to increase their political and military involvement in the work of the Alliance. Intensified dialogues are continuing

both with countries aspiring to NATO membership and with others which wish to pursue a dialogue with NATO on membership questions. Such intensified dialogues will cover the full range of political, military, financial and security issues relating to possible NATO membership, without prejudice to any eventual Alliance decision. The dialogue process includes meetings within the EAPC framework as well as periodic meetings with the North Atlantic Council in Permanent Session and the NATO international staffs and other NATO bodies as appropriate. NATO Foreign Ministers will keep this process under continual review. NATO Heads of State and Government have undertaken to review the process as a whole at their next meeting in 1999.

ORIGINS AND DEVELOPMENT OF THE EURO-ATLANTIC PARTNERSHIP COUNCIL

The Euro-Atlantic Partnership Council (EAPC) is the body which oversees the development of dialogue, cooperation and consultation between NATO and its Cooperation Partners and provides the practical basis for cooperation and consultation between its individual member countries and the Alliance.

Foreign Ministers of the NACC, building upon the success of NACC and PfP, decided at their Spring meeting in Sintra, Portugal, on 30 May 1997 to establish the Euro-Atlantic Partnership Council (EAPC). On the same day, the Foreign Ministers adopted the EAPC Basic Document and held the EAPC's inaugural meeting. In doing so, they reaffirmed their joint commitment to strengthen and extend peace and stability in the Euro-Atlantic area, on the basis of the shared values and principles which underlie their cooperation, notably those set out in the Framework Document of the Partnership for Peace. The EAPC has become an important part of the European security architecture. Its development takes full account of and complements the respective activities of other international institutions.

The EAPC meets twice a year at both Foreign Ministers and Defence Ministers level and, as a general rule, at Ambassadorial level in Brussels on a monthly basis. It may also meet at the level of Heads of State or Government, when appropriate.

Building on the EAPC Basic Document and the experience gained since March 1992 with NACC Work Plans for Dialogue, Partnership and Cooperation, the EAPC has developed an EAPC Action Plan. The Action Plan consists of four sections:

1. A short-term plan for EAPC consultations and practical cooperation and a corresponding work schedule;

2. Long-term programmes and areas for consultation and cooperation;

3. Civil Emergency Planning and Disaster Preparedness, including the establishment of a Euro-Atlantic Disaster Response Coordination Centre (EADRCC) and the development of a Euro-Atlantic Disaster Response Unit (EADRU)[1];

4. Areas of cooperation in defence-related and military fields under the Partnership for Peace programme. (Topics and activities undertaken in the context of the Partnership for Peace are included in a PfP Partnership Work Programme, which is a separate document).

The EAPC Action Plan includes specific subject areas for political consultations such as: political and security related matters; crisis management; regional matters; arms control issues; nuclear, biological and chemical (NBC) proliferation and defence issues; international terrorism; defence planning and budgets and defence policy and strategy; security impact of economic developments. There is also scope for consultations and cooperation on issues such as: civil emergency and disaster preparedness; armaments cooperation under the aegis of the Conference of National Armaments Directors (CNAD); nuclear safety; defence related environmental issues; civil-military coordination of air traffic management and control; scientific cooperation; and issues related to peace support operations. The EAPC plenary passes on ideas and suggestions for practical cooperation developed in this framework to relevant committees working with Partners for any appropriate follow-up.

After each regular meeting of EAPC Foreign Ministers, EAPC Ambassadors establish a work schedule for political and security-related issues as well as practical cooperation activities foreseen under the EAPC Action Plan for the period up to the next Ministerial meeting. Topics discussed are dictated by political and security-related developments and take into account the results of the Ministerial meetings just completed, including the conclusions of the meeting of EAPC Defence Ministers.

An important achievement within the first year of the EAPC's existence, and a tangible result of enhanced practical cooperation in the field of international disaster relief, was the establishment of the

1 EAPC Foreign Ministers endorsed the establishment of the EADRCC and the EADRU on 29 May 1998.

Euro-Atlantic Disaster Response Coordination Centre (EADRCC) envisaged in the Action Plan, following a proposal by the Russian Federation.

In addition to meetings of the EAPC itself, meetings with representatives of Cooperation Partner countries also take place on a regular basis under the auspices of the North Atlantic Council in Permanent Session and its subordinate NATO bodies.

While the North Atlantic Council derives its authority from the contractual relationship between NATO member countries established on the basis of the North Atlantic Treaty, the status of the Euro-Atlantic Partnership Council is that of a joint consultative forum which facilitates cooperation on political and security issues between NATO and its Partners. The EAPC framework provides for increased involvement of Partner countries in decision-making relating to activities in which they participate. The EAPC Basic Document and the EAPC Action Plan 1998-2000 were approved on the basis of consensus among all 44 of its member contries. The value of the EAPC as a consultative forum lies in the willingness of its members to raise to a qualitatively new level their political and military cooperation and their joint commitment to strengthen and extend peace and stability in the Euro-Atlantic area. This is based on the shared values and principles which underlie their cooperation, notably those set out in the Framework Document of the Partnership for Peace.

There are 44 EAPC members, including all 16 NATO member countries plus: Albania, Armenia, Austria, Azerbaijan, Belarus, Bulgaria, Czech Republic, Estonia, Finland, Georgia, Hungary, Kazakhstan, Kyrgyz Republic, Latvia, Lithuania, Moldova, Poland, Romania, Russia, Slovakia, Slovenia, Sweden, Switzerland, Tajikistan, the former Yugoslav Republic of Macedonia[2], Turkmenistan, Ukraine, Uzbekistan.

PARTNERSHIP FOR PEACE

Scope and Objectives

The introduction of the Partnership for Peace (PfP) initiative in 1994 added a new dimension to the relationship between NATO and its Partner countries, enabling practical military cooperation to be developed in accordance with the different interests and possibilities of participating countries. The programme aims at enhancing respective peacekeeping abilities and capabilities through joint planning, training and

2 Turkey recognizes the Republic of Macedonia with its constitutional name.

exercises, and by so doing increasing the interoperability of the Partner country's military forces with those of NATO. It also aims at facilitating transparency in national defence planning and budgeting processes and in the democratic control of defence forces.

The development of Partnership for Peace, and the Enhanced Partnership for Peace Programme initiated in Spring 1997 are described in more detail below.

Partnership for Peace is a major initiative introduced by NATO at the January 1994 Brussels Summit Meeting of the North Atlantic Council. The aim of the Partnership is to enhance stability and security throughout Europe. The Partnership for Peace Invitation was addressed to all states participating in the North Atlantic Cooperation Council (NACC)[3] and other states participating in the Conference for Security and Cooperation in Europe (CSCE)[4] able and willing to contribute to the programme. The invitation has been accepted by 27 countries. The activities which each Partner undertakes are based on jointly elaborated Individual Partnership Programmes.

The PfP programme focuses on defence-related cooperation but goes beyond dialogue and cooperation to forge a real partnership. It has become an important and permanent feature of the European security architecture which is helping to expand and intensify political and military cooperation throughout Europe. The programme is helping to increase stability, to diminish threats to peace and to build strengthened security relationships based on the practical cooperation and commitment to democratic principles which underpin the Alliance. In accordance with the PfP Framework Document which was issued by Heads of State and Government at the same time as the PfP Invitation Document, NATO undertakes to consult with any active Partner if that Partner perceives a direct threat to its territorial integrity, political independence, or security.

At their Spring 1997 Ministerial Meeting, Alliance Foreign and Defence Ministers agreed on a set of new initiatives to further strengthen the Partnership for Peace as a vehicle for developing closer security relations between NATO and Partner nations. The Enhanced PfP programme,

3 The NACC was replaced by the Euro-Atlantic Partnership Council (EAPC) in July 1997. The EAPC has 44 member Countries.

4 The Conference on Security and Cooperation in Europe (CSCE) became an Organisation (OSCE) at the beginning of 1995. It has 55 member states, comprising all European states together with the United States and Canada.

which is described later in the chapter, has a more operational role, as well as improved political consultations and increased opportunities for Partners to participate in decision-making and planning relating to PfP activities.

All members of PfP are also members of the Euro-Atlantic Partnership Council (EAPC) which provides the overall framework for cooperation between NATO and its Partner countries. However, the Partnership for Peace retains its own separate identity within the flexible framework provided by the EAPC and maintains its own basic elements and procedures. It is founded on the basis of a bilateral relationship between NATO and each one of the 27 countries which have joined PfP.

Evolution of PfP

The Framework Document includes specific undertakings to be made by each participant to cooperate with NATO in fulfilling the objectives of the programme as a whole. They are as follows:

- To facilitate transparency in national defence planning and budgeting processes;
- To ensure democratic control of defence forces;
- To maintain the capability and readiness to contribute to operations under the authority of the United Nations and/or the responsibility of the OSCE;
- To develop cooperative military relations with NATO, for the purpose of joint planning, training and exercises, in order to strengthen the ability of PfP participants to undertake missions in the field of peacekeeping, search and rescue, humanitarian operations, and others as may subsequently be agreed;
- To develop, over the longer term, forces that are better able to operate with those of the members of the North Atlantic Alliance.

The Framework Document also states that active participation in the Partnership for Peace will play an important role in the evolutionary process of including new members in NATO.

Procedures and Operation

Any country wishing to join Partnership for Peace is first invited to sign the Framework Document. In addition to describing the objectives of the Partnership, this describes the basic principles on which PfP is founded. By virtue of their signature, countries reiterate their political

commitment to the preservation of democratic societies and to the maintenance of the principles of international law. They reaffirm their commitment to fulfil in good faith the obligations of the Charter of the United Nations and the principles of the Universal Declaration on Human Rights; to refrain from the threat or use of force against the territorial integrity or political independence of any state; to respect existing borders; and to settle disputes by peaceful means. They also reaffirm their commitment to the Helsinki Final Act and all subsequent CSCE/OSCE documents and to the fulfilment of the commitments and obligations they have undertaken in the field of disarmament and arms control.

After signing the Framework Document, the next step in the procedure is for each Partner to submit a Presentation Document to NATO. This document indicates the steps which will be taken to achieve the political goals of the Partnership, the military and other assets the Partner intends to make available for Partnership purposes, and the specific areas of cooperation which the Partner wishes to pursue jointly with NATO.

Based on the statements made in the Presentation Document, and on additional proposals made by NATO and the Partner country, an Individual Partnership Programme (IPP) is jointly developed and agreed. This covers a two-year period. The IPP contains statements of the political aims of the Partner in PfP, the military and other assets to be made available for PfP purposes, the broad objectives of cooperation between the Partner and the Alliance in various areas of cooperation, and specific activities to be implemented in each one of the cooperation areas in the IPP.

The selection of activities is made by each Partner separately, on the basis of its individual requirements and priorities, from a list of such activities contained in a Partnership Work Programme (PWP). This principle of self-differentiation is an important aspect of PfP which recognises that the needs and situations of each Partner country vary and that it is for each one of them to identify the forms of activity and cooperation most suited to their needs. The Work Programme contains a broad description of the various possible areas of cooperation and a list of available activities for each area. The PWP, like each IPP, also covers a two year period and is reviewed every year. It is prepared with the full involvement of Partners.

The basic working body with responsibility for PfP matters is the Political-Military Steering Committee on Partnership for Peace (PMSC). It meets in various configurations, either with Allies only or with Allies and Partners.

The main responsibilities of the PMSC include advising the Council with respect to PfP questions; being responsible for the overall coordination of the Partnership Work Programme; developing political-military guidelines for use by the NATO Military Authorities for the preparation of their input to the Partnership Work Programme with respect to military exercises and activities; providing guidance for the preparation of the Individual Partnership Programmes, and for submitting them to the Council for approval; and developing and coordinating work in relation to the Partnership Planning and Review Process (PARP) (see below).

The military aspects of cooperation in PfP are developed by the NATO Military Authorities on the basis of guidance proposed by the PMSC and agreed by the Council. The PfP working forum on the military side is the Military Cooperation Working Group (MCWG), which acts as a consultative body for the Military Committee. The MCWG meets either with Allies only or with Allies and Partners. The Military Committee also meets with Partners to discuss military aspects of cooperation in PfP.

The Partnership Coordination Cell (PCC) is a unique PfP structure, based at Mons (Belgium) where the Supreme Headquarters Allied Powers Europe (SHAPE) is also located. It operates under the authority of the North Atlantic Council. The task of the PCC is to coordinate joint military activities within PfP and to carry out the military planning necessary to implement the military aspects of the Partnership Work Programme, notably, in the field of military exercises. Detailed operational planning for military exercises is the responsibility of the military commands conducting the exercise. The Cell is headed by a Director. Its staff, which has international status, consists of NATO personnel and, from 1998, also includes personnel from Partner countries. Staff officers from Partner Missions are also attached to the PCC for liaison purposes.

At NATO Headquarters, Partners are represented by liaison elements consisting of diplomatic and military personnel. However, since the adoption of the Brussels Agreement[5], many Partner countries have established full Diplomatic Missions formally accredited to NATO, as well as senior military representation to the Military Committee.

The Partnership for Peace Planning and Review Process (PARP)

The PfP Framework Document commits NATO to developing with the Partner countries a planning and review process, designed to provide

5 The Brussels Agreement on the Status of Missions and Representatives of Third States to the North Atlantic Treaty Organisation was signed on 14 September 1994 and entered into force on 28 March 1997.

a basis for identifying and evaluating forces and capabilities which might be made available for multinational training, exercises and operations in conjunction with Alliance forces. Initially PfP operations were limited to peacekeeping, search and rescue and humanitarian operations. However, in December 1996, PfP operations and corresponding planning and evaluation requirements were expanded to encompass the full range of the Alliance's new missions, including peace support operations.

The Planning and Review Process is offered to Partners on an optional basis and draws on NATO's extensive experience in defence planning. It is in essence a biennial process involving both bilateral and multilateral elements. For each two-year planning cycle, Partners wishing to participate in the process undertake to provide information on a wide range of subjects including their defence policies, developments with regard to the democratic control of the armed forces, national policy relating to PfP cooperation, and relevant financial and economic plans. The information is provided in response to a "Survey of Overall PfP Interoperability" issued by NATO in the Autumn every second year. Participating countries also provide an extensive overview of their armed forces and detailed information of the forces which they are prepared to make available for PfP cooperation.

On the basis of each Partner's response, a Planning and Review Assessment is developed. A set of Interoperability Objectives is also prepared, in order to set out the measures required by each Partner to make its armed forces better able to operate in conjunction with the armed forces of Alliance countries. After bilateral and multilateral consultations, the Planning and Review Assessment and the Interoperability Objectives are jointly approved by the Alliance and the Partner country concerned. A Consolidated Report, which summarises each of the agreed assessments and the forces being made available by each Partner, is agreed by the representatives of the Allies and of all Partners participating in the process. The report is brought to the attention of EAPC Ministers.

The first PARP cycle was launched in December 1994 with 15 Partners participating. A Consolidated Report on its achievements was presented to Alliance and Partner Ministers in Spring 1995. Building on the success of this first cycle, a number of measures were adopted to broaden and deepen the process for the next cycle which was launched in October 1996. The second cycle, for which 18 Partners signed up, provided a further demonstration of the inherent strength of the process. There was a significant increase in the breadth and quality of information exchanged,

resulting in a much clearer picture of the forces being made available by Partners. The number and substance of Interoperability Objectives were also substantially increased, further adding to the measures available for enhancing the Partner countries' capabilities and their ability to operate with Alliance forces.

The process of developing and preparing the individual assessments and the Consolidated Report in Spring 1997 led the way for the development of recommendations for further enhancement of the process. This coincided with measures being taken to enhance the PfP programme as a whole and contributed to the work of the Senior Level Group on PfP Enhancement (see below). The effect of the recommendations, which were approved by Ministers at their meetings in Spring 1997, is to increase the parallels between the PARP process and the defence planning process which takes place within NATO itself. For example, political guidance is to be developed for each cycle, agreed by the Defence Ministers of the countries participating in PARP in conjunction with the Consolidated Report. This political guidance will play a very similar role to the Ministerial Guidance which has long formed a key part of Alliance defence planning procedure. In addition, the Interoperability Objectives have been renamed Partnership Goals, reflecting the fact that their future scope will extend beyond the development of interoperability, into other defence planning fields.

PARP has contributed significantly to the close cooperation of Partner countries in the NATO-led peace operations in former Yugoslavia. In addition, PARP is helping to strengthen the political consultation element in PfP and to provide for greater Partner involvement in PfP decision-making and planning. PARP is also a crucial element in preparing prospective members of NATO for accession.

ENHANCEMENT OF THE PARTNERSHIP FOR PEACE PROGRAMME

The Partnership for Peace initiative has been uniquely successful in influencing stability and security in Europe and fostering improvements in good-neighbourly relations. It has indeed become a permanent and dynamic feature of European security.

In mid 1996 the Alliance therefore decided to further enhance the role of the Partnership, building on its momentum and success. In Spring 1997 Allied Foreign and Defence Ministers launched a wide range of enhancement

measures which have added a new quality to PfP and have substantively strengthened it in political, security, military and institutional fields.

The enhancement of PfP is an integral part of the external adaptation of the Alliance. Together with the special relationships which are being developed between the Alliance and Russia and the Alliance and Ukraine, it is helping to set the stage for new enhanced security arrangements for Europe.

Areas of Cooperation

Enhanced PfP cooperation covers a wide spectrum of possibilities, both in the military field and in the broader defence-related but not strictly military area. The areas of cooperation now listed in the Partnership Work Programme are as follows:

Air Defence Related Matters;
Airspace Management/Control;
Civil Emergency Planning (including disaster preparedness);
Conceptual, Planning and Operational Aspects of Peacekeeping;
Consultation, Command and Control (including Communications and Information Systems);
Consumer Logistics;
Crisis Management;
Defence Planning and Budgeting;
Defence Policy and Strategy;
Democratic Control of Forces and Defence Structures;
Electronic Warfare;
Language Training;
Medical Services;
Meteorological Support for NATO/Partner Forces;
Military Geography;
Military Infrastructure;
Military Exercises and Related Training Activities;
Military Education, Training and Doctrine;
Movement and Transportation;
Navigation and Identification Systems, Interoperability Aspects, Procedures and Terminology);
Non-military Exercises and Related Training Activities;
Operational, Materiel and Administrative Aspects of Standardisation;
Planning, Organisation and Management of National Defence Research and Technology;
Planning, Organisation and Management of National Defence Procurement Programmes; and International Cooperation in the Armaments Field.

Each one of these areas is supported by numerous events sponsored either by NATO civilian or military bodies or by NATO or Partner nations. These events, which number nearly 2,000 in 1998, serve as a "menu" of possibilities for Partners to choose for inclusion in their respective Individual Partnership Programmes. Practically all NATO bodies are directly or indirectly involved in PfP and conduct joint work with the Alliance's Partner Countries.

Aims of the Enhanced Programme

The overall objectives of PfP enhancement are:

- to strengthen the political consultation element in PfP;
- to develop a more operational role for PfP;
- to provide for greater involvement of Partners in PfP decision-making and planning.

A series of enhancements has been agreed to meet each one of these objectives, aimed not only at building on the existing programme but at adding qualitatively to the nature of the Partnership.

Strengthened Political Consultations and Decision Making

The establishment of the Euro-Atlantic Partnership Council (EAPC), as a new cooperative mechanism replacing the former North Atlantic Cooperation Council (NACC), was itself a significant enhancement of the consultation element in PfP. The EAPC meets in different configurations and at different levels, and consultations can take place on a wide range of subjects. Other enhancements include:

- Increased involvement of Partners in the political guidance and oversight of future NATO-led PfP operations in which they wish to participate;
- The development of a new political-military framework for PfP operations;
- The identification of a range of opportunities for Partners to associate themselves with the PfP decision making process, both in the Political Military Steering Committee on Partnership for Peace and in other relevant bodies. The scope for involvement ranges from simple exchanges of views to full involvement in the consensus process leading to decisions.

The New Operational Role of Partnership for Peace

Numerous enhancements have also been introduced to make PfP more operational. The most significant of these are:

- Participation by Partner nations that so wish, together with NATO Allies, in future PfP operations agreed by the North Atlantic Council;
- Expanded scope of NATO/ PfP exercises to address the full range of the Alliance's new missions, including Peace Support Operations;
- The involvement of Partners in the planning and conduct of PfP activities, including NATO/PfP exercises and other PfP operations, through the establishment of PfP Staff Elements (PSEs) at different NATO Headquarters. Partner countries will thus be able to assume international roles in these spheres and, in addition, will fulfil international functions at the Partnership Coordination Cell (PCC) within NATO's International Military Staff;
- Possibilities for participation of PfP Staff Elements in CJTFs (Combined Joint Task Forces) exercise planning, concept and doctrine development, and operations;
- Possible involvement of national personnel from Partner countries in CJTF headquarters;
- The enhancement of arrangements for national liaison representatives from Partner Countries at NATO Headquarters as part of the establishment of full Diplomatic Missions formally accredited to NATO;
- Expansion of the Planning and Review Process (PARP) modelled on the NATO defence planning system, including the development of Ministerial Guidance and of Partnership Goals. These measures are to be combined with increased opportunities to develop transparency among PARP participants;
- Development of modalities for extending in principle the scope and orientation of the NATO Security Investment Programme (see Chapter 9) to include Partnership projects;
- Increased scope for regional cooperation activities in the context of the Partnership, including consultations on regional security matters and on practical cooperation.

The goal of making the Partnership more operational, in accordance with the decisions taken in 1996 and 1997 to enhance PfP, is materialising in many ways. One of the important steps implemented early on was the establishment of PfP Staff Elements (PSEs) in various NATO headquarters at the strategic and regional levels. A second phase of this process, involving the creation of PSEs at the sub-regional level, is under consideration. Each PSE consists of a nucleus of Allied and Partner

officers with international status working together on planning for exercises and conducting other cooperative functions. Some 38 Partner officers and 37 officers from NATO countries are involved in the eight PSEs so far established.

Partner officers have also been selected to serve at the Partnership Coordination Cell (PCC) at Mons, working under international status and performing staff duties alongside their colleagues from NATO countries.

Partner countries are represented at meetings of the Military Committee in EAPC/PfP format by senior officers serving within the missions of Partner countries established at NATO and designated as their country's military representative.

These various arrangements, combined with other measures such as improvements to the PfP Planning and Review Process (PARP), enhancement of the scope of NATO/PfP exercises, and the development of a political-military framework for PfP operations which is proceeding in the broader context of the examination of the Alliance's Strategic Concept, are establishing the basis for a significantly increased PfP operational role.

Practical Benefits of PfP in the Crisis in Albania

Developments in Albania in the Spring of 1997 led to an internal crisis resulting in the disintegration of many of the nation's institutions including the armed forces. Coordinated efforts to assist Albania were made both bilaterally and by relevant international organisations. In response to Albania's request NATO offered to help to rebuild the armed forces, using PfP as a practical mechanism for doing so, in parallel with specially targeted bilateral assistance by NATO member countries. Multifaceted assistance was provided through a specially tailored programme covering the second half of 1997 and the first half of 1998, enabling the Albanian forces to begin the rebuilding process. The process has begun and is proceeding on course although it will take a considerable time before it is completed because of the extent of the damage caused by the crisis. A small NATO/PfP cell manned by NATO personnel was established in Tirana for a limited duration to assist Albania in obtaining maximum benefit from these measures and to help in the implementation of the special PfP Individual Partnership Programme for Albania. The evolving crisis in Kosovo in the Spring of 1998 accentuated the urgency of rebuilding the Albanian armed forces, as a result of which measures to assist in accelerating the process are being considered.

While the Partnership for Peace continues to evolve, its use as a tool for assisting a NATO Partner country to recover from the effects of a serious internal crisis testify to the utility and flexibility of the programme and to its status as a permanent and important feature of Europe's new security environment.

Cooperation in Peacekeeping

The Political-Military Steering Committee/Ad Hoc Group on Cooperation in Peacekeeping (PMSC/AHG), which operates in the framework of the EAPC, serves as the main forum for consultations on political and conceptual issues related to peacekeeping, and for the exchange of experience and the discussion of practical measures for cooperation. The PMSC/AHG reports periodically to meetings of Foreign and Defence Ministers on these matters. All meetings of the PMSC/AHG include Partners. Ireland, as an interested OSCE member state with specific experience in peacekeeping, also participates in the work of the group and actively contributes to it. A representative of the OSCE Chairman-in-Office regularly attends the meetings of the Group and, occasionally, a representative of the United Nations also participates.

In the course of its work, the Group has produced two detailed reports on cooperation in peacekeeping. The first report from 1993 - known as the "Athens Report" - dealt with conceptual approaches to peacekeeping. A second report, the "Follow-On to the Athens Report" of 1995, revisited these issues in the light of experiences gained since 1993.

In 1995, drawing on the extensive peacekeeping experience available, including the experience of the conflict in the former Yugoslavia, the members of the Ad Hoc Group completed a compendium of "Lessons Learned in Peacekeeping Operations". The paper reflects national experiences gained by Allied and Partner countries in areas such as the preparation, implementation and operational aspects of such operations. By exchanging national experiences, Euro-Atlantic Partnership Council members aim to develop further practical approaches to peacekeeping.

COOPERATION BETWEEN NATO AND RUSSIA

Since the end of the Cold War, NATO has regarded the development of constructive and cooperative relations with Russia as a key element of security and stability which would serve the interests of the whole international community. Building upon their early cooperation in the framework of the North Atlantic Cooperation Council (NACC) from 1991

onwards, and Russia's subsequent decision to join the Partnership for Peace programme, agreement was reached on 22 June 1994, to pursue "Broad, Enhanced Dialogue and Cooperation" in addition to the activities foreseen in the PfP framework. A number of areas for this additional programme of cooperation were specified. Subsequently further topics were added.

Meetings between the 16 members of the Alliance and Russia (so-called "16+1" meetings) held at Ministerial, Ambassadors' and experts' levels, enabled information to be exchanged and consultations to take place on issues of common concern. Areas selected for developing cooperation included peacekeeping, ecological security, science, and humanitarian topics. In the public information field, new initiatives included arrangements for improving access to information about NATO in Russia. As an initial step, a NATO information officer was posted to Moscow in the summer of 1995.

Initiatives have also been taken in other fields. On 20 March 1996, a Memorandum of Understanding on Civil Emergency Planning and Disaster Preparedness was signed between NATO and the Ministry of the Russian Federation for Civil Defence, Emergencies and the Elimination of Consequences of Natural Disasters (EMERCOM), within the framework of Partnership for Peace. This agreement noted the commitment of the Russian Federation to develop cooperation with NATO countries in this field. The work which followed has subsequently borne fruit, in particular through the establishment of a Euro-Atlantic Disaster Response Coordination Centre and a Euro-Atlantic Disaster Response Unit in May 1998 (see Chapter 8).

Close and effective cooperation between Russia and NATO in the implementation of the military aspects of the 1995 Peace Agreement on Bosnia-Herzegovina added a new dimension to the evolving NATO-Russia security partnership. The participation of Russian troops along with contingents of Allied and other Partner countries in the NATO-led Implementation Force (IFOR), and subsequently in the Stabilisation Force (SFOR), reflects shared political responsibility for the implementation of the Agreement. It also provides a concrete demonstration of the fact that NATO and Russia can collaborate effectively in the construction of cooperative security in Europe and has assisted both parties in overcoming misconceptions about each other. The participation of Russian units in Bosnia has been prepared and supported by Russian officers based at SHAPE, who have played an essential role in the development of a

working relationship which, despite its unprecedented nature, has been highly effective and professional throughout.

Against this background, at their meeting on 10 December 1996 in Brussels, NATO Foreign Ministers requested the Secretary General to explore with the Russian side the scope for the conclusion of an agreement to deepen and widen NATO-Russia relations and to provide a framework for their future development. As a result of four months of intensive negotiations between Secretary General Solana and Russian Foreign Minister Primakov, agreement was reached on a document entitled the "Founding Act on Mutual Relations, Cooperation and Security between NATO and the Russia Federation". This was signed in Paris on 27 May 1997 by the Secretary General and the Heads of State and Government of the North Atlantic Alliance, and by the President of the Russian Federation.

The NATO-Russia Founding Act is the expression of an enduring commitment, undertaken at the highest political level, to work together to build a lasting and inclusive peace in the Euro-Atlantic area. It creates the framework for a new security partnership, as one step among others which are being taken to build a stable, peaceful and undivided Europe. It allows the Alliance and Russia to forge a closer relationship, not only in their own interests, but also in the wider interests of all other states in the Euro-Atlantic area.

The four sections of the document outline the principles and mechanisms governing the partnership between NATO and Russia. A preamble sets out the context of their agreement and underlines the determination of both sides to fulfil its objectives, recalling the fundamental transformation both have undergone since the days of the Cold War.

Section I of the Act explains the principles on which the NATO-Russia partnership is based. Section II creates a new forum for putting it into effect: the NATO-Russia Permanent Joint Council (PJC). This is the venue for consultations, cooperation and, wherever possible, consensus building and joint decisions. The Act outlines the following tasks for the PJC:

- It will hold regular consultations on a broad range of political or security related matters outlined in Section III;
- Based on these consultations, it will develop joint initiatives on which NATO and Russia would agree to speak or act in parallel;
- Once consensus has been reached, if appropriate, it will make joint decisions and take joint action on a case-by-case basis.

In implementing this agreement, NATO and Russia are working together on a broad spectrum of tasks. The Permanent Joint Council nevertheless remains entirely separate from the North Atlantic Council, which is NATO's own principal decision-making body responsible for fulfilling the objectives of the North Atlantic Treaty.

Topics on which NATO and Russia consult and cooperate include preventing proliferation of weapons of mass destruction; exchanging information on security and defence policies and forces; nuclear weapons issues; the conversion of defence industries; defence-related environmental issues; civil emergency preparedness; and possible joint actions including peacekeeping operations.

Section IV of the Act covers political-military issues. This section includes the reiteration by NATO member states of their statement of 10 December 1996 that they have "no intention, no plan and no reason" to deploy nuclear weapons on the territory of new member countries of the Alliance, nor any need to change any aspects of NATO's nuclear posture or nuclear policy, and that they do not foresee any future need to do so.

Section IV also refers to the importance of the adaptation of the Treaty on Conventional Armed Forces in Europe (CFE) for the broader context of security in the OSCE area. It notes that the Member States of NATO and Russia will work together in Vienna with the other States-Parties to adapt the CFE Treaty to enhance its viability and effectiveness taking into account Europe's changing security environment.

In addition it reiterates the statement made by NATO members states that "in the current and foreseeable security environment, the Alliance will carry out its collective defence and other missions by ensuring the necessary interoperability, integration, and capability for reinforcement rather than by additional permanent stationing of substantial combat forces."

Finally, Section IV states that to develop cooperation between their militaries, NATO and Russia "will expand political-military consultations and cooperation through the Permanent Joint Council" based on an enhanced dialogue between the senior military authorities of NATO and its member states and of Russia. To support this enhanced dialogue and the military components of the PJC, NATO and Russia agreed to establish reciprocal military liaison missions at various levels.

The Founding Act thus reflects the changing security environment in Europe and constitutes an enduring commitment between NATO and Russia to work together. In addition to the agreements which have been

reached on the principles underlying the NATO-Russia partnership, and on specific areas for furthering their political and military cooperation, the NATO-Russia Permanent Joint Council has become the venue for consultations, coordination, cooperation and consensus-building between the Alliance and Russia on security issues of common concern. Consultations in the Permanent Joint Council do not extend to internal matters concerning NATO or its member states or Russia. The Founding Act does not give NATO or Russia a right of veto over the other's actions, nor can it be used in a way which disadvantages the interests of other states. Its role is rather to strengthen cooperation between NATO and Russia and to identify opportunities for joint decisions and joint action.

The Permanent Joint Council has already become an important vehicle for building confidence, overcoming misperceptions, and developing a pattern of regular consultations and cooperation. It meets on a monthly basis, at the level of Ambassadors and military representatives and twice a year at the level of Ministers of Foreign Affairs and Defence as well as at the level of Chiefs of Staff/Chiefs of Defence. It may also meet at the level of Heads of State and Government.

At the meeting of the Permanent Joint Council in New York on 26 September 1997, Foreign Ministers approved the Work Programme of the NATO-Russia PJC until the end of 1997. The programme mentioned various topics for NATO-Russia consultations, including Bosnia-Herzegovina, non-proliferation, arms control and peacekeeping. Areas of practical cooperation included the retraining of retired military officers, civil emergency preparedness and disaster relief. Also noted were measures to implement other structures mentioned in the Founding Act, including military liaison missions, the establishment of a NATO Documentation Centre in Moscow, and encouraging closer relations between the North Atlantic Assembly and the Russian Federal Assembly.

Foreign Ministers approved the 1998 Work Programme of the Permanent Joint Council in Brussels on 17 December 1997. They agreed on a schedule of political consultations leading up to the Spring Ministerial and decided to continue ongoing work at experts' level in the field of peacekeeping, civil emergency planning, defence-related scientific and environmental issues and possible armaments-related cooperation. They also agreed to hold experts' meetings regarding nuclear weapons issues, defence conversion and non-proliferation issues.

During the meeting of the Permanent Joint Council in Luxembourg on 28 May 1998, Foreign Ministers reviewed the implementation of the

1998 Work Programme and noted the consultations held on the situation in Bosnia and Herzegovina and the crisis in Kosovo, peacekeeping, non-proliferation issues, terrorism, nuclear matters and infrastructure development programmes. Ministers welcomed the opening of the NATO Documentation Centre for European Security Issues in Moscow, in February 1998. They also supported further cooperation regarding the retraining of retired servicemen. Follow-up activities planned for 1998 included seminars and workshops on the retraining of retired military officers as well as on peacekeeping and on terrorism.

A workshop on NATO-Russia relations was held in Moscow on 19-20 June 1998 to commemorate the first anniversary of the signing of the Founding Act. The workshop brought together some 90 policy makers and academics from 14 NATO countries and Russia.

On 18 March 1998 the Russian Federation formally established its Mission to NATO. To facilitate military and defence-related cooperation, Russia appointed a Senior Military Representative as an integral part of its mission. During their meeting in Luxembourg on 28 May 1998, PJC Foreign Ministers agreed that reciprocal Military Liaison Missions (MLMs) would be established by the end of 1998. As foreseen in the Founding Act, the MLMs would involve Russian military liaison officers to be attached to NATO's major military commands and reciprocal arrangements for NATO liaison officers in Russia.

The Founding Act therefore establishes the basis for a stable and lasting security partnership. Work on implementing it is well underway and meetings of the NATO-Russia Permanent Joint Council at Ministerial and Ambassadorial levels, as well as military-to-military contacts, have helped to establish a new spirit of cooperation and confidence.

NATO'S PARTNERSHIP WITH UKRAINE

NATO's relations with Ukraine began to develop soon after the country achieved independence in 1991. Ukraine immediately joined the North Atlantic Cooperation Council, and remained an active participant throughout the life of that body. It joined the Partnership for Peace program in 1994, and was among the founding members of the Euro-Atlantic Partnership Council which replaced the NACC in May 1997.

President Kuchma visited NATO on 1 June 1995, met the Secretary General and signalled his country's wish to upgrade NATO-Ukraine

relations to a new level. Three months later, on 14 September 1995, Foreign Minister Udovenko visited NATO to accept formally the Ukrainian PfP Individual Partnership Programme and to hold a "16+1" meeting with the North Atlantic Council on issues related to European security. On the same day, NATO and Ukraine issued a Joint Press Statement spelling out the general principles of NATO-Ukraine relations in PfP and in other areas. An implementation paper was agreed in March 1996, and the first 16+1 consultation at the Political Committee level took place on 3 April 1996. High-level meetings continued throughout 1996 and the beginning of 1997. A Ukrainian Mission to NATO, including a military representative, has been established and Ukraine is also represented in the Partnership Coordination Cell (PCC) at Mons, Belgium. In accordance with the decision taken by the NATO-Ukraine Commission at its meeting in Luxembourg on 29 May 1998, a NATO Liaison Officer has also been assigned to Kyiv, to facilitate Ukraine's full participation in PfP and to enhance cooperation between NATO and the Ukrainian military authorities in general. Ukraine remains an active participant in PfP activities both at the NATO Headquarters and in Allied and Partner nations and has hosted a number of PfP exercises on its own territory.

Ukraine has made significant contributions to international peacekeeping activities. In particular it made an important contribution to the Implementation Force in Bosnia (IFOR) consisting of an infantry battalion of 550 men. Similarly, it is participating in the Stabilisation Force (SFOR) in Bosnia, contributing a mechanised infantry battalion and a helicopter squadron of 10 heavy helicopters on call, involving a total of 400 men. Ukraine has also participated in the International Police Task Force and in the UN force in Eastern Slavonia.

There have been significant developments with regard to cooperation in other spheres. Secretary General Solana visited Ukraine in April 1996, and made a further visit in May 1997 to inaugurate a NATO Information and Documentation Centre in Kyiv. This was the first such centre opened by NATO in any Partner country. The Centre has since played a crucial role in disseminating information about NATO and in explaining Alliance policies. The Secretary General paid a further visit to Ukraine in July 1998.

At the time of the July 1997 Summit meeting of NATO Heads of State and Government in Madrid, NATO leaders and Ukrainian President Kuchma signed a "Charter for a Distinctive Partnership Between NATO and Ukraine", which had been initialed a few weeks earlier, in

Sintra, Portugal. In the Charter, the member countries of NATO reaffirmed their support for Ukrainian sovereignty and independence, as well as its territorial integrity, democratic development, economic prosperity and status as a non-nuclear weapons state, and the principle of inviolability of frontiers. These are key factors of stability and security in Central and Eastern Europe and in the continent as a whole.

Ukraine's decision to support the indefinite extension of the Treaty on Non-Proliferation of Nuclear Weapons (NPT) and its contribution to the withdrawal and dismantlement of nuclear weapons based on its territory, were also warmly welcomed by NATO. The assurances given to Ukraine, as a non-nuclear weapon state party to the NPT, by all five nuclear-weapon states which are parties to the Treaty were also welcomed.

On 16 December 1997, a Memorandum of Understanding on Civil Emergency Planning and Disaster Preparedness was signed between NATO and Ukraine.

Areas for consultation and cooperation between Ukraine and NATO, in particular through joint seminars, joint working groups, and other cooperative programmes, cover a broad range of topics. These currently include civil emergency planning and disaster preparedness; civil-military relations, democratic control of the armed forces, and Ukrainian defence reform; defence planning, budgeting, policy, strategy and national security concepts; defence conversion; NATO-Ukraine military cooperation and interoperability; military training and exercises; economic aspects of security; science and technology issues; environmental security issues, including nuclear safety; aerospace research and development; and civil-military coordination of air traffic management and control.

The relationship is an evolving, dynamic process. In additional fields such as defence reform, civil-military relations and military reform, resource planning and management, initiatives are also being taken. A NATO-Ukraine Joint Working Group (JWG) on Defence Reform has recently been established to pursue further efforts in these areas.

The North Atlantic Council meets periodically with Ukrainian representatives, as a rule not less than twice a year, in a forum established by the Charter called the NATO-Ukraine Commission. The role of the Commission is to assess implementation of the Charter and to discuss ways to improve or further develop cooperation.

In May 1998, at a meeting of the NATO-Ukraine Commission in Foreign Ministers session, it was agreed to station a NATO Liaison

Officer in Kyiv with a view to facilitating Ukraine's full participation in PfP and, more generally, enhancing cooperation between NATO and the Ukrainian military.

THE ALLIANCE'S MEDITERRANEAN DIALOGUE

Security in Europe is closely linked with security and stability in the Mediterranean. The Mediterranean dimension is one of the security components of the European security architecture. It was therefore a natural development when, in 1994, NATO initiated a dialogue with six countries in the Mediterranean region: Egypt, Israel, Jordan, Mauritania, Morocco and Tunisia.

The Mediterranean Dialogue has its origins in the Brussels Summit Declaration of January 1994. NATO Heads of State and Government referred to positive developments in the Middle East Peace Process as "opening the way to consider measures to promote dialogue, understanding and confidence-building between the countries in the region" and encouraged "all efforts conducive to strengthening regional stability". At their meeting in December 1994 NATO Foreign Ministers declared their readiness "to establish contacts, on a case-by-case basis, between the Alliance and Mediterranean non-member countries with a view to contributing to the strengthening of regional stability". To this end, they directed the Council in Permanent Session "to continue to review the situation, to develop the details of the proposed dialogue and to initiate appropriate preliminary contacts". This resulted, in February 1995, in invitations to Egypt, Israel, Mauritania, Morocco and Tunisia to participate in a Dialogue with NATO. An invitation was extended to Jordan in November 1995.

The aim of the Dialogue is to contribute to security and stability in the Mediterranean, to achieve a better mutual understanding, and to correct misperceptions about NATO among Mediterranean Dialogue countries.

The Dialogue is progressive, and in principle, is based on bilateral relations between each participating country and NATO. However it allows for multilateral meetings on a case-by-case basis. It offers all Mediterranean partners the same basis for discussion and for joint activities and aims to reinforce other international efforts involving Mediterranean Dialogue countries, such as those undertaken

by the Barcelona process[6], the Middle East peace process, the WEU and the OSCE, without either duplicating such efforts or intending to create a division of labour.

The Mediterranean Dialogue consists of a political dialogue combined with participation in specific activities.

The political dialogue consists of regular bilateral political discussions. These provide an opportunity for extensive briefings on NATO's activities, including its outreach and partnership programmes, its internal adaptation and its general approach to building cooperative security structures. In turn, Mediterranean Dialogue countries are invited to share their views with NATO on stability and security in the Mediterranean region.

Mediterranean Dialogue countries have been invited to participate in specific activities such as science, information and civil emergency planning, and to take part in courses at NATO schools in fields such as peacekeeping; arms control and verification; the responsibilities of military forces with regard to environmental protection; civil emergency planning; and NATO European security cooperation. Participation in these courses is on a self-funding basis. In order to increase transparency, certain activities in the military field have been added.

NATO's Mediterranean Dialogue has evolved at a steady pace since it was launched in 1994. The 1997 Madrid Summit added a new and more dynamic direction to it by establishing a Mediterranean Cooperation Group. By involving Allied member states directly in the political discussions with Dialogue countries, a forum now exists in which views can be exchanged on a range of issues relevant to the security situation in the Mediterranean, as well as on the future development of the Dialogue.

---

6 In November 1995, 15 EU member states and 12 non-member Mediterranean countries (Algeria, Cyprus, Egypt, Israel, Jordan, Lebanon, Malta, Morocco, Syria, Tunisia, Turkey and the Palestinian Authority) signed the Barcelona Declaration which spelt out the framework of the Euro-Mediterranean Partnership (also known as the Barcelona Process). The Declaration outlines three major goals: 1. A political and security partnership aimed at creating a common area of peace and stability; 2. An economic and financial partnership designed to establish a common area of prosperity; and 3. A social, cultural and human partnership to increase exchanges between the civil societies of the countries involved. Underpinning the Process are hopes for a complete free trade area by the year 2010.

KEY TO THE INSTITUTIONS OF COOPERATION, PARTNERSHIP AND DIALOGUE

The following section summarises the membership, chairmanship, status or role, levels and associated structures, as well as the principal source of staff support, of the institutions of Cooperation and Partnership shown in the organigram on page 105.

Further details relating to these institutions are to be found in relevant sections of Chapter 4.

Euro-Atlantic Partnership Council (EAPC)

Members : All members of NATO and its 28 Cooperation Partners.

Chairman : Secretary General.

Role : Established in accordance with the EAPC Basic Document of May 1997. The overarching framework for political and security consultations and for enhanced cooperation under the Partnership for Peace (PfP) programme.

Levels : Ambassadorial (Permanent Representatives of NATO member countries and Ambassadors of Partner countries).
Ministerial (Foreign and Defence Ministers).
Summit (Heads of State and Government).

Principal Subordinate Committees :
Subordinate committees of the North Atlantic Council meeting with Partner countries participating in the EAPC/PfP. PMSC/Ad Hoc Group on Cooperation in Peacekeeping.

Staff Support : Supported by Diplomatic Missions and Liaison Offices of EAPC countries and by NATO staffs. Many Divisions and Offices of the International Staff and International Military Staff support the work of the EAPC, directly or indirectly.

NATO-Russia Permanent Joint Council (PJC)

Members : All member countries of NATO and the Russian Federation.

Chairman : Secretary General, the Representative of the Russian Federation and a Representative of a NATO member country on a three-monthly rotational basis.

Role : Established in accordance with the NATO-Russia Founding Act of 27 May 1997. Forum for consultation, cooperation and consensus-building between NATO and Russia.

Levels : Ambassadorial. Ministerial (Foreign and Defence Ministers).
Summit (Heads of State and Government).

Principal Institutions of Partnership Cooperation and Dialogue

(1) Many NATO committees regularly meet in EAPC or Partnership for Peace format (see chart of Principal NATO Committees).

(2) In addition to meeting among Allies, the Mediterranean Cooperation Group also meets with representatives of countries participating in the Alliance's Mediterranean Dialogue.

0307-98/10

Principal Subordinate Committees :

Chiefs of Staff/Chiefs of Defence meet under the auspices of the PJC no less than twice a year. Military representatives meet monthly. The PJC is also supported by a number of expert working groups.

Staff Support : Supported by Russian and NATO staffs. Many Divisions and Offices of the NATO International Staff and International Military Staff support the work of the PJC directly or indirectly.

NATO-Ukraine Commission (NUC)

Members : All member countries of NATO, and Ukraine.

Chairman : Secretary General.

Role : In accordance with the NATO-Ukraine Charter of July 1997, the North Atlantic Council meets periodically with Ukraine as the NATO-Ukraine Commission, as a rule not less than twice a year, to assess the implementation of the relationship and consider its further development.

Levels : Ambassadorial or Ministerial (Foreign Ministers or Defence Ministers).

Principal Subordinate Committees :

Joint Working Group on Defence Reform.

Staff Support : Supported by Ukrainian and NATO staffs. Many Divisions and Offices of the International Staff and International Military Staff support the work of the Commission, directly or indirectly.

Mediterranean Cooperation Group (MCG)

Members : All member countries of the Alliance with Egypt, Israel, Jordan, Mauritania, Morocco, Tunisia.

Chairman : Assistant Secretary General for Political Affairs.

Acting Chairmen : Deputy Assistant Secretary General and Director, Political Directorate.

Role : Consultative body on Mediterranean issues.

Levels : Meetings are held at the level of Political Counsellors with representatives of Mediterranean Dialogue Countries.

Principal Subordinate Committees : N/A

Staff Support : Supported by staffs of participating countries and NATO staffs. Many Divisions and Offices of the International Staff and International Military Staff support the work of the Group, directly or indirectly.

Chapter 5

THE ALLIANCE'S OPERATIONAL ROLE IN PEACEKEEPING

The Process of Bringing Peace to the Former Yugoslavia

The NATO-led Implementation Force (IFOR)

The NATO-led Stabilisation Force (SFOR)

The Furtherance of the Peace Process in Bosnia and Herzegovina

THE ALLIANCE'S OPERATIONAL ROLE IN PEACEKEEPING

THE PROCESS OF BRINGING PEACE TO THE FORMER YUGOSLAVIA

The political basis for the Alliance's role in the former Yugoslavia was established at the North Atlantic Council meeting in Ministerial session in Oslo, in June 1992. At that time NATO Foreign Ministers announced their readiness to support, on a case-by-case basis, in accordance with their own procedures, peacekeeping activities under the responsibility of the Conference on Security and Cooperation in Europe (CSCE) (subsequently renamed the Organisation for Security and Cooperation in Europe or OSCE). This included making available Alliance resources and expertise for peacekeeping operations.

In December 1992, NATO Foreign Ministers stated that the Alliance was also ready to support peacekeeping operations under the authority of the United Nations Security Council, which has the primary responsibility for international peace and security. Ministers reviewed peacekeeping and sanctions or embargo enforcement measures already being undertaken by NATO countries, individually and as an Alliance, to support the implementation of UN Security Council resolutions relating to the conflict in the former Yugoslavia. They indicated that the Alliance was ready to respond positively to further initiatives that the UN Secretary General might take in seeking Alliance assistance in this field.

Monitoring and Enforcement Operations

Between 1992 and 1995, the Alliance took several key decisions, which led to operations by NATO naval forces, in conjunction with the Western European Union, to monitor and subsequently enforce the UN embargo and sanctions in the Adriatic; and by NATO air forces, first to monitor and then to enforce the UN no-fly zone over Bosnia-Herzegovina. The Alliance also provided close air support to the UN Protection Force (UNPROFOR) in Bosnia-Herzegovina and authorised air strikes to relieve the strangulation of Sarajevo and other threatened areas denominated by the UN as Safe Areas. Decisive action by the Alliance in support of the UN, together with a determined diplomatic effort, broke the siege of Sarajevo, led to a genuine ceasefire and made a negotiated solution to the conflict possible in Autumn 1995.

Evolution of the Conflict

The evolution of the conflict and the process which culminated in the signing of the Bosnian Peace Agreement were long and drawn out. The successive actions taken by the Alliance in support of the United Nations between 1992 and 1995 are chronicled below.

Throughout this period, NATO conducted contingency planning for a range of options to support UN activities relating to the conflict. Contingency plans were provided to the UN for enforcement of the no-fly zone over Bosnia-Herzegovina; the establishment of relief zones and safe havens for civilians in Bosnia; and ways to prevent the spread of the conflict to Kosovo and the former Yugoslav Republic of Macedonia[1]. Contingency plans were also made available for the protection of humanitarian assistance, the monitoring of heavy weapons, and the protection of UN forces on the ground.

JULY 1992

NATO ships belonging to the Alliance's Standing Naval Force Mediterranean, assisted by NATO Maritime Patrol Aircraft (MPA), began monitoring operations in the Adriatic. These operations were undertaken in support of the UN arms embargo against all republics of the former Yugoslavia (UN Security Council Resolution (UNSCR 713)) and sanctions against the Federal Republic of Yugoslavia (Serbia and Montenegro) (UNSCR 757).

OCTOBER 1992

Aircraft belonging to NATO's Airborne Early Warning and Control System (AWACS) began monitoring operations in support of UNSCR 781, which established a no-fly zone over Bosnia-Herzegovina. Data on possible violations of the no-fly zone was passed to UN authorities on a regular basis.

NOVEMBER 1992

As an extension of maritime monitoring operations, NATO and WEU forces in the Adriatic began enforcement operations in support of the sanctions and embargo imposed by the UN (UNSCR 787). Operations were no longer restricted to registering possible violations but included stopping, inspecting and diverting ships when required.

MARCH 1993

On 31 March the UN Security Council passed Resolution 816, which authorised enforcement of the no-fly zone over Bosnia-Herzegovina and extended the ban to cover flights by all fixed-wing and rotary-wing

1 Turkey recognises the Republic of Macedonia with its constitutional name.

aircraft except those authorised by UNPROFOR. In the event of further violations, it authorised UN member states to take all necessary measures to ensure compliance.

APRIL 1993

A NATO enforcement operation (Deny Flight) began on 12 April. Initially it involved some 50 fighter and reconnaissance aircraft (later increased to more than 200) from various Alliance nations, flying from airbases in Italy and from aircraft carriers in the Adriatic. (By December 1995, almost 100,000 sorties had been flown by fighter planes and supporting aircraft.)

JUNE 1993

At a joint session of the North Atlantic Council and the Council of the Western European Union on 8 June, a combined NATO/WEU concept of operations was approved for the enforcement of the UN arms embargo in the Adriatic. The resulting operation (Sharp Guard) included a single command and control arrangement under the authority of the Councils of both organisations. Operational control of the combined NATO/WEU Task Force was delegated, through NATO's Supreme Allied Commander Europe (SACEUR), to the Commander Allied Naval Forces Southern Europe (COMNAVSOUTH) in Naples.

During the enforcement operation, approximately 74,000 ships were challenged by NATO and WEU forces, nearly 6,000 were inspected at sea and just over 1,400 were diverted and inspected in port. No ships were reported to have broken the embargo, though six attempted to do so and were stopped.

(With the termination of the UN arms embargo on 18 June 1996, Operation Sharp Guard was suspended. The NATO and WEU Councils stated that both organisations were prepared to resume it, in accordance with UNSCR 1022, if UN sanctions were reimposed.)

JULY 1993

NATO began training missions for providing protective air power (Close Air Support) to the UN Protection Force (UNPROFOR) to assist it in the performance of its overall mandate.

AUGUST 1993

A number of decisions were taken by the North Atlantic Council, following the adoption of a resolution by the UN Security Council in relation to the overall protection of Safe Areas (UNSCR 836). On 2 August, in the face of continued attacks, it agreed to make immediate

preparations for undertaking stronger measures against those responsible, including air strikes, if the strangulation of Sarajevo and other areas continued, and if interference with humanitarian assistance to the region did not cease. NATO Military Authorities were tasked to draw up operational options for air strikes, in close coordination with UNPROFOR.

On 9 August, the North Atlantic Council approved a series of "Operational Options for Air Strikes in Bosnia-Herzegovina" recommended by the NATO Military Committee. These options addressed the targeting identification process as well as NATO/UN command and control arrangements for air strikes.

JANUARY 1994

At the Brussels Summit, Alliance leaders reaffirmed their readiness to carry out air strikes in order to prevent the strangulation of Sarajevo and of other Safe Areas and threatened areas in Bosnia-Herzegovina.

FEBRUARY 1994

On 9 February, the North Atlantic Council, responding to a request by the UN Secretary General, authorised the Commander of Allied Forces Southern Europe (CINCSOUTH) to launch air strikes - at the request of the UN - against artillery and mortar positions in or around Sarajevo determined by UNPROFOR to be responsible for attacks against civilian targets in that city. The Council also decided that all heavy weapons had to be withdrawn from a 20-kilometre exclusion zone around Sarajevo or placed under UNPROFOR control within 10 days. After the expiry of the 10-day period, heavy weapons of any of the Parties found within the exclusion zone, unless under UNPROFOR control, would be subject to air strikes.

On 28 February, four warplanes violating the no-fly zone over Bosnia-Herzegovina were shot down by NATO aircraft in the first military engagement ever to be undertaken by the Alliance.

APRIL 1994

Following a request from the UN Force Command, NATO aircraft provided Close Air Support on 10-11 April to protect UN personnel in Gorazde, designated by the UN as a Safe Area.

On 22 April, in response to a request by the UN Secretary General to support the UN in its efforts to end the siege of Gorazde and to protect other Safe Areas, the North Atlantic Council announced that air strikes would be launched unless Bosnian Serb attacks ceased immediately.

By 24 April, Bosnian Serb forces had pulled back three kilometres from the centre of Gorazde and humanitarian relief convoys and medical teams were allowed to enter the city. The Council declared that air strikes would be launched against remaining Bosnian Serb heavy weapons within a 20-kilometre Exclusion Zone around the centre of Gorazde from 27 April.

Air strikes were also authorised if other UN-designated Safe Areas (Bihac, Srebrenica, Tuzla and Zepa) were attacked by heavy weapons from any range. These areas could also become Exclusion Zones if, in the judgement of NATO and UN Military Commanders, there was a concentration or movement of heavy weapons within a radius of 20 kilometres around them.

JULY 1994

NATO military authorities were tasked to undertake contingency planning to assist the UN forces in withdrawing from Bosnia-Herzegovina and/or Croatia if that became unavoidable.

AUGUST 1994

On 5 August, at the request of UNPROFOR, NATO aircraft attacked a target within the Sarajevo Exclusion Zone. Agreement was reached by NATO and UNPROFOR to order this action after weapons were seized by Bosnian Serbs from a weapons collection site near Sarajevo.

SEPTEMBER 1994

On 22 September, following a Bosnian Serb attack on an UNPROFOR vehicle near Sarajevo, NATO aircraft carried out an air strike against a Bosnian Serb tank at the request of UNPROFOR.

NOVEMBER 1994

On 19 November, in implementation of UNSCR 958, the North Atlantic Council approved the extension of Close Air Support to Croatia, for the protection of UN forces in that country.

NATO aircraft attacked the Udbina airfield in Serb-held Croatia on 21 November, in response to attacks launched from that airfield against targets in the Bihac area of Bosnia-Herzegovina.

On 23 November, after attacks launched from a surface-to-air missile site south of Otoka (north-west Bosnia-Herzegovina) on two NATO aircraft, air strikes were conducted against air defence radars in that area.

MAY 1995

After violations of the Exclusion Zones and the shelling of Safe Areas, NATO forces carried out air strikes on 25 and 26 May against

Bosnian Serb ammunition depots in Pale. Some 370 UN peacekeepers in Bosnia were taken hostage and subsequently used as human shields at potential targets in a bid to prevent further air strikes.

On 30 May, NATO Foreign Ministers meeting in Noordwijk, the Netherlands, condemned the escalation of violence in Bosnia and the hostile acts against UN personnel by the Bosnian Serbs.

JUNE 1995

Plans for a NATO-led operation to support the withdrawal of UN forces were provisionally approved by the North Atlantic Council. The Alliance expressed its hope that its planning and preparations would serve to underpin a continued UN presence in the area.

By 18 June, the remaining UN hostages had been released. UN peacekeeping forces which had been isolated at weapons collection sites around Sarajevo were withdrawn.

JULY 1995

On 11 July, the UN called for NATO Close Air Support to protect UN peacekeepers threatened by Bosnian Serb forces advancing on the UN-declared Safe Area of Srebrenica. Under the control of the UN, targets identified by the UN were attacked by NATO aircraft. Despite NATO's air support, the Safe Area of Srebrenica fell to Bosnian Serb forces. The nearby Safe Area of Zepa was overrun by Bosnian Serb forces shortly after.

An international conference on Bosnia-Herzegovina was held in London on 21 July.

On 25 July, the North Atlantic Council authorised military planning aimed at deterring an attack on the Safe Area of Gorazde, and the use of NATO air power if this Safe Area was threatened or attacked.

AUGUST 1995

On 1 August, the Council took similar decisions aimed at deterring attacks on the Safe Areas of Sarajevo, Bihac and Tuzla. On 4 August NATO aircraft conducted air strikes against Croatian Serb air defence radars near Udbina airfield and Knin in Croatia.

On 30 August, following continued attacks by Bosnian Serb artillery on Sarajevo, NATO aircraft commenced a series of air strikes against Bosnian Serb military targets in Bosnia, supported by the UN Rapid Reaction Force on Mt. Igman. The air operations were initiated after UN military commanders concluded that a mortar attack in Sarajevo two days earlier had come from Bosnian Serb positions.

The operations were decided upon jointly by the Commander in Chief, Allied Forces Southern Europe (CINCSOUTH) and the Force Commander, UN Peace Forces, in accordance with the authority given to them under UN Security Council Resolution 836, in line with the North Atlantic Council's decisions of 25 July and 1 August 1995 endorsed by the UN Secretary General.

The common objectives of NATO and the UN were to reduce the threat to the Sarajevo Safe Area and to deter further attacks there or on any other Safe Area; to bring about the withdrawal of Bosnian Serb heavy weapons from the total Exclusion Zone around Sarajevo; and to secure complete freedom of movement for UN forces and personnel and non-governmental organisations, as well as unrestricted use of Sarajevo Airport.

SEPTEMBER 1995

On 20 September, the NATO and UN Force Commanders concluded that the Bosnian Serbs had complied with the conditions set down by the UN and air strikes were discontinued. They stressed that any attack on Sarajevo or any other Safe Area, or other non-compliance with the provisions of the Sarajevo Exclusion Zone, or interference with freedom of movement or with the functioning of Sarajevo airport, would be subject to investigation and possible resumption of air strikes.

OCTOBER 1995

On 4 October, three missiles were fired by NATO aircraft at Bosnian Serb radar sites at two different locations after anti-aircraft radar had locked on to Alliance aircraft.

On 9 October, in response to a request for air support from UN peace forces which had come under artillery shelling from Bosnian Serb guns for a second consecutive day, NATO aircraft attacked a Bosnian Serb Army Command and Control bunker, near Tuzla.

NOVEMBER 1995

As prospects for peace in Bosnia improved, the Alliance reaffirmed its readiness to help to implement a peace plan. Preparations were stepped up for a NATO-led force to implement the military aspects of the peace agreement.

On 21 November, the Bosnian Peace Agreement between the Republic of Bosnia and Herzegovina, the Republic of Croatia and the Federal Republic of Yugoslavia (Serbia and Montenegro) was initialled in Dayton, Ohio (USA).

The conclusion of the Peace Agreement enabled the UN Security Council to suspend sanctions (UNSCR 1022) and to phase out its arms embargo, subject to certain conditions (UNSCR 1021).

Enforcement of sanctions by NATO and the WEU ceased on 22 November 1995 but could be reinstated if UN conditions were not met.

DECEMBER 1995

The Bosnian Peace Agreement was signed in Paris on 14 December.

The NATO enforcement operation (Deny Flight), begun in April 1993, was terminated. On 15 December, the UN Security Council adopted UNSCR 1031, transferring authority for such operations from the UN to NATO from 20 December and giving NATO a mandate to implement the military aspects of the Peace Agreement.

The airspace over Bosnia-Herzegovina was subsequently controlled by the Implementation Force (IFOR) (see below) as part of its task.

The North Atlantic Council also decided that, in accordance with Security Council Resolution (UNSCR 1037), Operation Joint Endeavour should provide Close Air Support for the UN Task Force in the region of Eastern Slavonia (UNTAES).

Control of the airspace over Bosnia-Herzegovina and the provision of Close Air Support to UNTAES continued under the Stabilisation Force (SFOR), which succeeded IFOR on 20 December 1996. Provision of Close Air Support to UNTAES terminated in January 1998 on completion of the UNTAES mandate.

THE NATO-LED IMPLEMENTATION FORCE (IFOR)

Following the signing of the Bosnian Peace Agreement in Paris on 14 December 1995, a NATO-led multinational Implementation Force was created. Known as "IFOR", it was given the task of implementing the military aspects of the Agreement. IFOR started its work on 16 December 1995 in an operation which was called "Joint Endeavour".

In accordance with the Peace Agreement, IFOR undertook the following primary military tasks:

- ensuring continued compliance with the cease-fire;
- ensuring the withdrawal of forces from the agreed ceasefire zone of separation back to their respective territories and ensuring the separation of forces;
- ensuring the collection of heavy weapons into cantonment sites and barracks and the demobilisation of remaining forces;

- creating conditions for the safe, orderly and speedy withdrawal of UN forces not transferred to the NATO-led IFOR;
- controlling the airspace over Bosnia-Herzegovina.

By carrying out these tasks, IFOR played a pivotal role in the transition to peace in the first year after the Dayton Peace Agreement. It ensured a secure environment in which the other international organisations, responsible for the implementation of the civilian aspects of the Peace Agreement, could carry out their work, and in which a return to normal life could start.

IFOR's Command Structure

As stipulated in Annex 1A of the Peace Agreement, Operation Joint Endeavour was a NATO-led operation, under the political direction and control of the Alliance's North Atlantic Council. The Implementation Force (IFOR) had a unified command structure. Overall military authority rested in the hands of NATO's Supreme Allied Commander Europe (SACEUR), at that time General George Joulwan. General Joulwan designated Admiral Leighton-Smith (NATO's Commander in Chief Southern Command (CINCSOUTH)) as the first Commander in Theatre of IFOR (COMIFOR). In July 1996, Admiral Smith retired and Admiral Joseph Lopez was appointed as CINCSOUTH and COMIFOR. In November 1996, when IFOR Headquarters was transferred from Allied Forces Southern Europe (AFSOUTH) to Allied Land Forces Central Europe (LANDCENT), General Crouch became Commander in Theatre. He was replaced by General Shinseki in July 1997.

Participation of non-NATO nations

Although all NATO nations contributed to IFOR, it was more than just a NATO operation. From the outset, non-NATO forces were incorporated into the unified command structure alongside NATO forces, under the command of the IFOR Commander and his multinational divisional commanders. By the end of the IFOR mission, 18 non-NATO countries were participating in Operation Joint Endeavour, most of them being Partnership for Peace countries.[2] Russian forces joined the Implementation Force in January 1996. Russia's participation in the Implementation Force was subject to special arrangements agreed between NATO and Russia. The Russian contingent was directly subordinated to

2 The 14 PfP nations that contributed to IFOR were Albania, Austria, Bulgaria, the Czech Republic, Estonia, Finland, Hungary, Latvia, Lithuania, Poland, Romania, Russia, Sweden and Ukraine. Four other nations contributed forces: Egypt, Jordan, Malaysia and Morocco, all of which, except Malaysia, are participants in NATO's Mediterranean Dialogue (see Chapter 4).

Col. General Leontiy Shevtsov, as General Joulwan's Russian deputy. In theatre, the Russian Brigade was placed under the tactical control of the US-led Multinational Division (North).

Major IFOR Milestones

An Advance Enabling Force of 2,600 troops began deploying to Bosnia and Croatia on 2 December 1995. Their task was to establish the headquarters, communications and logistics necessary to receive the main body of some 60,000 IFOR troops being deployed to the area. The deployment of the main force was activated on 16 December, after final approval by the North Atlantic Council of the Operational Plan (OPLAN) and the UN Security Council's Resolution 1031 of 15 December authorising IFOR's mission.

The transfer of authority from the Commander of UN Peace Forces to the Commander of IFOR took place on 20 December, 96 hours after the NATO Council's approval of the main deployment. On that day, all NATO and non-NATO forces participating in the operation came under the command and/or control of the IFOR Commander.

By 19 January 1996, 30 days after IFOR's deployment (D+30), the Parties to the Agreement had withdrawn their forces from the zone of separation on either side of the agreed cease-fire line. As of 3 February (D+45), all forces had been withdrawn from the areas to be transferred. The transfer of territory between Bosnian entities was completed by 19 March (D+90), and a new zone of separation was established along the inter-entity boundary line.

Under the terms of the Peace Agreement, all heavy weapons and forces were to be in cantonments or to be demobilised by 18 April (D+120). This represented the last milestone in the military annex to the Peace Agreement. Technical problems prevented the Parties to the Peace Agreement from completing the withdrawal and demobilisation or cantonment of heavy weapons and forces by the deadline. However by 27 June 1996, the revised deadline set by the Supreme Allied Commander Europe (SACEUR), the cantonment of heavy weapons was completed.

Civilian Implementation

To achieve lasting peace in Bosnia-Herzegovina, full implementation of the civilian aspects of the Peace Agreement is also crucial. By implementing the military aspects of the Agreement, IFOR contributed to the creation of a secure environment conducive to civil and political reconstruction. It also provided substantial support for civilian tasks within

the limits of its mandate and available resources. The Implementation Force worked closely with the Office of the High Representative (OHR), the International Police Task Force (IPTF), the International Committee of the Red Cross (ICRC), the UN High Commissioner for Refugees (UNHCR), the Organisation for Security and Cooperation in Europe (OSCE), the International Criminal Tribunal for the former Yugoslavia (ICTY) and many others, including more than 400 non-governmental organisations active in the area. It offered a range of support facilities to these organisations, such as emergency accommodation, medical treatment and evacuation, vehicle repair and recovery, as well as transport assistance, security information and advice, and other logistical support.

IFOR also provided a broad range of support to the OSCE, assisting in that organisation's task of preparing, supervising and monitoring the elections which took place on 14 September 1996. Following these elections, IFOR provided support to the Office of the High Representative in assisting the Parties in building new common institutions.

IFOR military engineers were able to repair and open more than 50% of the roads in Bosnia and Herzegovina, and to rebuild or repair over 60 bridges, including those linking the country with Croatia. They were also involved in the de-mining and repair of railroads and the opening up of airports to civilian traffic, in restoring gas, water and electricity supplies, in rebuilding schools and hospitals, and in restoring key telecommunication assets.

THE NATO-LED STABILISATION FORCE (SFOR)

From IFOR to SFOR

After the peaceful conduct of the September 1996 elections in Bosnia, IFOR had successfully completed its mission. However, it was clear that much remained to be accomplished on the civil side and that the environment would continue to be potentially unstable and insecure. One week after the elections, at an informal meeting in Bergen, Norway, NATO Defence Ministers concluded that the Alliance needed to reassess how it might continue to provide support for the establishment of a secure environment after the end of IFOR's mandate in December 1996.

One month later, the North Atlantic Council approved detailed political guidance for a study to be undertaken by the NATO Military Authorities of post-IFOR security options. In November and December 1996, a two-year consolidation plan was established in Paris and elaborated in London under

the auspices of the Peace Implementation Council established under the Peace Agreement. On the basis of this plan and of the Alliance's own study of security options, NATO Foreign and Defence Ministers concluded that a reduced military presence was needed to provide the stability necessary for consolidating the peace. They agreed that NATO should organise a Stabilisation Force (SFOR), which was subsequently activated on 20 December 1996, the day on which IFOR's mandate expired.

SFOR's Role and Mandate

Under UN Security Council Resolution 1088 of 12 December 1996, the Stabilisation Force was authorised to implement the military aspects of the Peace Agreement as the legal successor to IFOR, operating under Chapter VII of the UN Charter (peace enforcement). Rules of engagement adopted for SFOR were the same as for IFOR, authorising the robust use of force, if it should be necessary for SFOR to accomplish its mission and to protect itself.

The primary task given to SFOR was to contribute to the secure environment necessary for the consolidation of peace. Its specific tasks included:

- deterring or preventing a resumption of hostilities or new threats to peace;
- consolidating IFOR's achievements and promoting a climate in which the peace process could continue to move forward;
- providing selective support to civilian organisations, within its capabilities.

It also stood ready to provide emergency support to UN forces in Eastern Slavonia.

SFOR's size, with around 31,000 troops in Bosnia, was about half that of IFOR. Building on general compliance with the terms of the Dayton Agreement achieved during the IFOR mission, the smaller-sized force was able to concentrate on the implementation of all the provisions of Annex 1A of the Peace Agreement. This involves :

- stabilisation of the current secure environment in which local and national authorities and other international organisations can work; and
- providing support to other agencies (on a selective and targeted basis because of the reduced size of the forces available).

NATO envisaged an 18-month mission for SFOR, reviewing force levels after 6 and 12 months to enable the focus to be moved from

stabilisation to deterrence, with a view to completing the mission by June 1998. The six month review in June 1997 concluded that, with the exception of a force adjustment during the municipal elections in September, no other significant changes to the size and capabilities of SFOR would take place until the North Atlantic Council, in consultation with the non-NATO SFOR contributors, had undertaken a thorough assessment of the security situation in Bosnia and Herzegovina after the elections.

SFOR's Command Structure

The Stabilisation Force has a unified command and is a NATO-led operation under the political direction and control of the Alliance's North Atlantic Council, as stipulated by Annex 1 A of the Peace Agreement. Overall military authority is in the hands of NATO's Supreme Allied Commander Europe (SACEUR). He has designated NATO's Commander of Land Forces Central Europe as the Commander of SFOR (COMSFOR).

Participation of non-NATO Nations

Every NATO nation with armed forces committed troops to SFOR, as was also the case with IFOR. Iceland, the only NATO country without armed forces, provided medical support. All 18 non-NATO nations which participated in IFOR also participated in SFOR, namely Albania, Austria, Bulgaria, Czech Republic, Estonia, Finland, Hungary, Latvia, Lithuania, Poland, Romania, Russia, Sweden and Ukraine - all of which are Partnership for Peace countries - plus Egypt[3], Jordan[3], Malaysia and Morocco[3]. Four more countries (Argentina, Ireland, Slovakia and Slovenia) have also joined SFOR, bringing the total of non-NATO participating nations to 22.

Non-NATO nations have been incorporated into the operation on the same basis as forces from NATO member countries. Special arrangements apply to Russian forces participating in SFOR but, in general, all participating forces receive their orders from the SFOR Commander through the multinational divisional headquarters. The SFOR headquarters in Sarajevo has personnel from 25 NATO and non-NATO nations.

Contributing non-NATO countries have liaison officers at SHAPE (see Chapter 12) and have been involved in planning operations and in generating the necessary forces through the International Coordination Centre. At NATO headquarters, contributing non-NATO countries are consulted at key junctures and have the opportunity to express their views or to associate themselves with the decisions of the North Atlantic Council. The main mechanism for political consultation among the contributing countries was the so-called "NAC+N" format (now referred to as

3 Participants in NATO's Mediterranean Dialogue.

"EAPC(SFOR)"), consisting of the North Atlantic Council, meeting with non-NATO contributing countries. Consultation with non-NATO contributors has also taken place in the context of the meetings of the EAPC and of the Policy Coordination Group (PCG) in SFOR format.

Participation by non-NATO countries not only contributes to the accomplishment of the SFOR mission but has a wider significance. It provides all the participating forces from Partnership Countries with practical experience of operating with NATO forces and demonstrates that NATO and non-NATO countries can work closely together in a NATO-led operation in the cause of peace. This has a broad impact on the region and contributes to enhanced security in the whole of Europe and beyond.

Civilian Aspects

Full implementation of the civilian aspects of the Peace Agreement continues to be a crucial factor in building the basis for a lasting peace. Like the Implementation Force, the Stabilisation Force provides support for civilian tasks, but with fewer forces at its disposal, has to prioritise its efforts and to apply them selectively.

As directed by the North Atlantic Council, SFOR provided the secure environment for the municipal elections that took place in September 1997. It also provided other forms of support to the OSCE in the preparation and conduct of these elections. It continues to support the OSCE in its role of assisting the Parties in the implementation of agreements reached on Confidence and Security-Building Measures and on Sub-Regional Arms Control. The latter limits the holdings of heavy weapons by the Parties in order to eliminate the danger of a sub-regional arms race and to bring about an overall reduction of heavy weaponry in the area.

Direct support to the Office of the High Representative (OHR) is provided by making available technical expertise and assistance in telecommunications and engineering, air transportation, and assets used for information purposes. Support of this kind is provided on a routine basis.

SFOR also continues to support UNHCR in its tasks in arranging for the return of refugees and displaced persons. It does this by helping to implement procedures designed to facilitate returns to the Zone of Separation, negotiated among the various organisations concerned and the Parties to the Peace Agreement, for example by ensuring that no weapons other than those of SFOR itself are brought back into the Zone. SFOR also supports UNHCR by assessing infrastructure, housing, economic and social factors in over 80 cities. Information is then shared with the

Repatriation Information Centre, to assist in maintaining its data base on projects related to the agreements on returns.

Like its IFOR predecessor, SFOR continues to work closely with the UN International Police Task Force (IPTF) through surveillance, communications and transportation, and by providing security for its activities. SFOR's law enforcement support team continues to provide technical assistance to the IPTF and supports the implementation of the IPTF checkpoint policy.

The implementation of the Brcko Arbitration Agreement of 15 February 1997 is also supported by SFOR, by providing a secure environment in and around Brcko and by supporting the Brcko Supervisor, the International Police Task Force, UNHCR and other agencies involved in its implementation.

The support already provided by IFOR to the International Criminal Tribunal for the former Yugoslavia (ICTY) has been maintained by SFOR. This includes the provision of security and logistic support of ICTY investigative teams, and surveillance and ground patrolling of alleged mass grave sites. The North Atlantic Council has authorised SFOR to detain and transfer to the ICTY persons indicted for war crimes when SFOR personnel come into contact with them while carrying out their duties. A number of such persons have been detained and immediately transferred to the jurisdiction of the ICTY in The Hague. Several indicted persons have surrendered themselves voluntarily.

Support for civil implementation is provided by local forces and by SFOR's Civil-Military Task Force (CMTF). The CMTF, located in Sarajevo, consists of approximately 350 military personnel. Initially drawn mainly from US Army reserves, the Task Force has subsequently become multinational. CMTF personnel have mid-level and senior civilian skills in 20 functional areas, including law, economics and finance, agriculture, industry, commerce and business, structural engineering, transportation, utilities, housing, social services (education, public health, etc.), cultural affairs, government, management and political science.

THE FURTHERANCE OF THE PEACE PROCESS IN BOSNIA AND HERZEGOVINA

Continuation of a NATO-led Multinational Military Presence

In December 1997, NATO Foreign and Defence Ministers took a number of additional decisions in relation to the implementation of the

Peace Agreement in Bosnia and Herzegovina. Recognising the fragility of the peace, despite positive achievements in several fields, they reiterated NATO's commitment to the establishment of a single, democratic and multi-ethnic state. They applauded the measures being taken by the Office of the High Representative in Bosnia to facilitate the implementation of the Peace Agreement by using its full authority to promote the resolution of difficulties through binding decisions on issues identified by the Peace Implementation Council. They declared their intention to support all those who supported the Agreement and to oppose all who sought to obstruct the peace process.

The Council reviewed the SFOR operation, confirming that the force would remain at its current level, subject to prudent adjustments, during the continuation of its mandate. It also acted upon the consensus emerging in the Peace Implementation Council and elsewhere on the need for a military presence to continue beyond the expiry of SFOR's mandate, and requested the NATO's Military Authorities to present options.

On 20 February 1998, the Council issued a statement announcing that, subject to the necessary UN mandate, NATO would be prepared to organise and lead a multinational force in Bosnia and Herzegovina following the end of SFOR's current mandate in June 1998, and had directed the Military Authorities to initiate the necessary planning.

The new force would retain the name "SFOR" and would operate on a similar basis, in order to deter renewed hostilities and to help to create the conditions needed for the implementation of the civil aspects of the Peace Agreement. Aspects of the force's capabilities would be strengthened, for example with the deployment of a Multinational Security Unit (MSU), with respect to its cooperation with the Office of the High Representative, the UN International Police Task Force, and the authorities of Bosnia and Herzegovina.

At the same time the Council projected a transitional strategy, involving regular reviews of force levels and progressive reductions, as the transfer of responsibilities to the competent common institutions, civil authorities and international bodies became possible.

Security Cooperation Activities

In parallel with these decisions, the Council initiated a series of further actions labelled Security Cooperation Activities. These are quite distinct from SFOR operations designed to ensure compliance by all sides

with the military aspects of the Peace Agreement. Their purpose is to promote confidence and cooperation among the armed forces of Bosnia and Herzegovina and to encourage the development of democratic practices and central defence mechanisms, such as the Standing Committee on Military Matters (SCMM) established under the agreement.

An initial set of Security Cooperation Activities was endorsed by the Council, involving courses for military and civilian defence officials of Bosnia and Herzegovina at the NATO School in Oberammergau, Germany (see Chapter 13), designed to promote reconciliation among the former warring factions; seminars and visits; and an assessment of how NATO could assist the Bosnian government in making its central defence institution, the Standing Committee on Military Matters (SCMM), fully effective.

The SCMM is one of the common institutions set up by the Peace Agreement and is responsible for coordinating the activities of armed forces in Bosnia and Herzegovina. It is composed of the Presidents of the three ethnic groups within the country, namely the Bosnian Croats, the Bosnian Muslims, and the Bosnian Serbs; the Defence Ministers and Chiefs of Defence of the Bosniac-Croat Federation and of the Republika Srpska; and national and international observers, as well as a Secretariat. It is strongly supported by NATO and is developing its role in relation to issues such as the implementation of the Ottawa Treaty on the banning of land mines, and cooperation with SFOR in putting into effect the amnesty on the handing in of weapons, ammunition and explosives left over from the war.

The Security Cooperation Activities sponsored by NATO are coordinated through the SCMM and involve representation from both the Bosniac-Croat Federation and the Republika Srpska, as well as from the three ethnic groups. Several courses have been conducted on security cooperation issues. Results are judged by participants and organisers alike to be encouraging. Future activities will include further courses extended to include participants from other entities involved in the peace process, as well as seminars on information and on topics such as peacekeeping, civil disaster assistance, and democratic control of armed forces.

Chapter 6

THE ALLIANCE'S ROLE IN ARMS CONTROL

Arms Control Policy and NATO's Comprehensive Concept

The Treaty on Conventional Armed Forces in Europe (CFE)

Verification and Implementation of Arms Control Agreements

Nuclear Arms Control and the Challenges of Proliferation

ARMS CONTROL POLICY AND NATO'S COMPREHENSIVE CONCEPT

Efforts to bring about more stable international relations at lower levels of military forces and armaments, through effective and verifiable arms control agreements and confidence-building measures, have long been an integral part of NATO's security policy. Meaningful and verifiable arms control agreements which respect the security concerns of all the countries involved bring immense benefits by improving stability, increasing mutual confidence and diminishing the risks of conflict.

Defence and arms control policies must nevertheless remain in harmony. Their respective roles in safeguarding security need to be consistent and mutually reinforcing. The principal criterion for securing arms control agreements is therefore that they must maintain or improve stability and must enhance the long-term security interests of all parties. To do this, they have to be clear, precise and verifiable.

The field of arms control includes measures to build confidence as well as measures which result in limitations and reductions of military manpower and equipment. The Alliance is actively involved in both these areas. Extensive consultation takes place within NATO over the whole range of disarmament and arms control issues so that commonly agreed positions can be reached and national policies coordinated. In addition to the consultation which takes place in the North Atlantic Council and in NATO's Political Committees, a number of special bodies have been created to deal with specific arms control issues. One example is the High Level Task Force, an internal coordinating body on conventional arms control questions established in 1986.

In May 1989, in order to take account of all the complex and interrelated issues arising in the arms control context, the Alliance developed a Comprehensive Concept of Arms Control and Disarmament. The Concept provided a framework for the policies of the Alliance in the whole field of arms control.

THE TREATY ON CONVENTIONAL ARMED FORCES IN EUROPE (CFE)

The negotiations on Conventional Armed Forces in Europe (CFE) among the member countries of NATO and of the (then) Warsaw Treaty Organisation, which began in Vienna in March 1989, resulted in the conclusion of a CFE Treaty on 19 November 1990. The Treaty was signed by the 22 member states of NATO and the Warsaw Treaty Organisation during a Summit Meeting in Paris of all 34 countries then participating in the CSCE process. Two further important documents were also signed by all CSCE participants at the Paris Summit, namely the Charter of Paris for a New Europe, and the Vienna Document 1990, containing a large number of confidence and security building measures applicable throughout Europe. In March 1992 this document was subsumed by the Vienna Document 1992, in which additional measures on openness and transparency were introduced. These were further enhanced by the "Vienna Document 1994" adopted by the CSCE in December 1994.

As a result of the political and military developments which have taken place since 1989, some of the initial premises for the CFE Treaty changed during the course of the negotiations. Key factors in this respect were the unification of Germany; substantial Soviet troop withdrawals from Eastern Europe; the advent of democratic governments in Central and Eastern Europe; the disintegration of the Warsaw Treaty Organisation; comprehensive unilateral reductions in the size of Soviet armed forces as well as those of other countries in the region; and subsequently the dissolution of the Soviet Union itself.

These changes had major implications for the CFE Treaty including the subsequent expansion of the Treaty's membership to 30 States Parties. However, the successful outcome of the negotiations and the entry into force of the Treaty have fundamentally enhanced European security. The CFE Treaty is the culmination of efforts initiated by the Alliance in 1986 to reduce the level of armed forces in Europe from the Atlantic Ocean to the Ural Mountains. It imposes legally-binding limits on key categories of equipment held individually and collectively. It includes provisions for exceptionally comprehensive information exchange and intrusive inspection and verification arrangements. The main categories of equipment covered by these provisions are those which constitute offensive military capability, namely tanks, artillery, armoured combat vehicles, combat aircraft and attack helicopters. The limits have brought about dramatic reductions. Over

the three-year Treaty implementation period (1992-1995) some 58,000 pieces of conventional armaments and equipment were eliminated and some 2,500 inspections have taken place.

The members of the Alliance continue to attach paramount importance to the CFE Treaty. It remains a cornerstone of Europe's military security and stability. At the first Treaty Review Conference, held in Vienna in May 1996, the States which are Parties to the Treaty recognised the need to adapt it in order to allow it to continue to sustain its key role in European security arrangements in a changing environment. They stressed their determination to improve its viability and effectiveness.

The scope and parameters for the Treaty adaptation process were agreed at Lisbon in December 1996. A number of "Basic Elements" were also agreed in Vienna in July 1997. These included the elimination of the old bloc-to-bloc structure of the Treaty and its replacement by a system of National and Territorial Ceilings.

The Alliance's objective is to bring the adaptation process to a successful conclusion by the second half of 1998, in accordance with the timetable adopted at Lisbon.

At the Treaty Review Conference in May 1996, the States Parties also agreed on a document modifying the provisions of Article V of the Treaty (the so-called "Flank regime"). This entered into force in May 1997.

At the same time, agreement was reached on arrangements to facilitate the completion of the required destruction of some 15,000 pieces of Treaty-limited equipment held east of the Ural Mountains. This included arrangements for inspection visits by groups of experts, the first of which took place in September 1996.

The Alliance also attaches considerable importance to the parallel implementation of the Concluding Act of the Negotiations on Personnel Strength of Conventional Armed Forces in Europe. Negotiations on the Act, between the parties to the CFE Treaty, began in November 1990. Agreements reached on 6 July 1992 set ceilings on military manpower.

VERIFICATION AND IMPLEMENTATION OF ARMS CONTROL AGREEMENTS

In 1990 the North Atlantic Council established a Verification Coordinating Committee to coordinate verification and implementation

efforts among members of the Alliance with regard to conventional arms control and disarmament agreements in general and particularly with regard to the CFE Treaty. The Committee ensures information exchange among Alliance nations on their inspection plans and on any verification and implementation-related issues. It also oversees the development and operation of a central verification database maintained at NATO Headquarters, containing data from all CFE information exchanges as well as records of certified reductions, and reports on other inspections. In addition, the Committee supervises the inspection support activities of the NATO Military Authorities, such as the development of common field procedures or the conduct of NATO verification courses, providing guidance as necessary. The Committee also serves as a forum for consultations among Allies on concerns about compliance and related issues.

The Verification Coordinating Committee plays a further role as the forum for consultation, coordination and exchange of experience among Allies on activities related to the implementation of the Vienna 1994 CSCE Document. Such activities include evaluation visits, inspections or visits to airbases, and observations of exercises and other military activities. However, there has been a significant reduction in the number of large-scale exercises which take place.

Since 1992, the Verification Coordinating Committee has continuously expanded cooperation in CFE Treaty implementation with Central and East European countries. Seminars with Partners at NATO Headquarters, sponsored by the Committee, have helped to explore feasible measures. As a consequence, many activities are now jointly conducted, among them inspections of military installations and monitoring and the certification of reductions by joint multinational teams. The Committee has sponsored verification courses for Cooperation Partners and, in early 1994, agreed to make the NATO verification database (VERITY) available to them.

In January 1996, the Committee's mandate was amended when it received a new task from the North Atlantic Council to provide support for OSCE arms control efforts in the former Yugoslavia. This involves support for the implementation of the arms control provisions of the Dayton Agreement in the form of inspections planning, training for inspectors and data management.

Verification Theory and Practice

Peace and stability in the modern age requires effective arrangements for verifying the implementation of arms control agreements. The

increase in confidence which arms control is designed to achieve can only be realised if there is confidence on the part of all the parties concerned that agreements are genuinely being put into effect in accordance with the agreed terms. Developing adequate arrangements for verification and putting them into practice is therefore an integral part of NATO's approach to security.

Two arms control achievements in particular have made a fundamental contribution to improving European security, namely the successful implementation, from 1992 onwards, of the "Treaty on Conventional Armed Forces in Europe" (CFE Treaty), and the implementation of the Confidence and Security Building Measures (CSBMs) introduced by the Vienna Documents 92 and 94. These agreements are based on an extensive exchange of information and include detailed arrangements for verification.

Verification can be defined as the reciprocal monitoring, by individual states, of agreements which they have entered into together relating to their armed forces or to their armaments and activities. Verification measures allow compliance with such agreements to be monitored. In particular they render it possible to determine that the strength of forces notified to the monitoring authority is correct and that the agreed reductions and limitations of armaments are observed.

Their main purpose is therefore to prevent or detect any violations of a treaty or agreement as early as possible, and to prevent them becoming political problems or taking on strategic significance. Monitoring compliance in cooperation with the other parties involved also increases transparency and promotes mutual understanding and trust with respect to the intentions of the different parties to an agreement.

Verification is therefore an integral part of cooperative arms control and an indispensable instrument for ensuring its success. It is conducted openly, on the basis of the consent of the state concerned and its willingness to provide information and to cooperate with others. Overlapping and reciprocal verification measures strengthen confidence that military power will not be abused. Verification has therefore become an increasingly important security policy task and an essential element in the political process of confidence and security building.

In practice, verification always implies an empirical comparison of data submitted by parties to the agreement (e.g. on military capacity and activities, deployment, and planning), with the actual situation on site.

This comparison is performed by visual checks conducted during routine evaluation visits or "challenge" inspections on site, and by monitoring changes and undertaking continuous evaluation. Arms control agreements include comprehensive notification obligations, inspection rights and verification procedures to allow these measures to be carried out.

The principle of verification of compliance with arms control agreements was initially given formal recognition in the Stockholm Document of 1986 on Confidence and Security Building Measures. Many of the key arms control treaties and agreements concluded before that date did not contain explicit verification rules or provisions. The first arms control agreement which included stringent monitoring procedures accepted by both parties was the Treaty between the United States of America and the Union of Soviet Socialist Republics on the elimination of their intermediate-range and shorter range missiles (the INF Treaty), which entered into force on 1 June 1988. As a result of the proven effectiveness of the verification regime built into it, this agreement served as a model for the verification provisions of the Vienna Documents and of the CFE Treaty.

Verification of the Treaty on Conventional Armed Forces in Europe (CFE)

The CFE Treaty of 19 November 1990 is a comprehensive, legally binding agreement on conventional arms control. Its objective is to reduce existing imbalances in the number of major conventional weapon systems in Europe so that capabilities for launching a surprise attack or large-scale offensive in Europe are eliminated. Its far-reaching provisions on reductions of armaments and its upper limits or "ceilings" for conventional arms include detailed verification rules based on a practical system for making the relevant information available.

The CFE Treaty officially came into force in November 1992 after ratification by all signatory states. In fact, aspects of the treaty came into force on a provisional basis in July 1992, precisely in order to allow verification procedures to be implemented. At the time of its signature, there were 22 states involved in the CFE Treaty - all of them members of NATO or of the Warsaw Treaty Organisation. With the political changes in Europe which took place at that time, the number of signatory states increased to 30. For both groups of states, the CFE Treaty established equal total ceilings for specific items of military equipment. The total European equipment levels for each group were limited to 20,000 battle tanks, 30,000 armoured combat vehicles, 20,000 pieces of artillery, 6,800 combat aircraft and 2,000 attack helicopters. In addition to these

overall ceilings, regional sub-limits were established. The aim was to achieve a balanced correlation of forces in Central Europe and along the Northern and Southern border regions, or NATO "flanks". Any equipment in the above categories in excess of the overall or regional limits had to be "reduced", i.e. either destroyed, decommissioned, or transferred out of the zone of application of the Treaty.

Verification of the CFE Treaty is built on three main pillars: Exchange of Information; Reduction Liability; and a Verification Regime. All 30 States Parties to the Treaty are obliged to provide data on an annual basis to all other States Parties, listing their holdings of Treaty-limited weapon systems and showing where they are deployed and located as well as their numbers and types. Within 40 months after the entry into force of the Treaty, each State Party was obliged to reduce any holdings of weapon systems beyond the agreed ceilings. Each country has the right to conduct inspections and the obligation to accept inspections, on a reciprocal basis.

The Inspection Protocol, which sets out the arrangements for inspections, allows inspectors from Signatory States to conduct *Inspections of Facilities*, where major weapon systems are present; to conduct "*Challenge Inspections*" throughout the area of application of the Treaty, including non-military installations; and to carry out *Inspections to Monitor Reduction* of weapon systems in excess of the Treaty limitations. The frequency of inspections which a State Party has to expect depends on the number of units, depots or reduction sites (called "objects of verification") located on its territory where equipment limited by the Treaty is held.

During an on-site inspection, an inspecting team consisting of nine people compares the declared equipment capability of the site or facility to be inspected with the equipment present at that moment. The inspecting teams reveal the location where an inspection is to be conducted only a few hours in advance. Attempts to conceal any non compliance with the Treaty or circumvention of its provisions can therefore be excluded.

For reduction inspections, multinational teams visit the reduction site twice: at the start of any reduction process, to prepare an inventory of the equipment to be eliminated; and at the end, to cross-check the initial inventory once the elimination process is completed.

Inspections of national objects of verification, challenge inspections and reduction monitoring are conducted in parallel. So far, none of these inspections has revealed the kind of substantial discrepancies

between the information exchanged and the equipment found to be present which would suggest deliberate circumvention or violation of CFE Treaty provisions.

Confidence and Security Building Measures - The Vienna Document 1994

The successful implementation of the CFE Treaty has been complemented by the Confidence and Security Building Measures stipulated in the Stockholm Document of 1986. These were further developed in the Vienna Documents of 1992 and 1994 and have been effectively verified. The Vienna Document 1994 provides for a complementary set of measures among the 54 OSCE Member States, supporting and supplementing the more stringent CFE-verification regime. The Vienna Document is kept under constant review in order to evaluate and adapt its provisions to fit changing circumstances.

The measures stipulated by the Vienna Document, which are both militarily significant and politically binding, are reinforced by appropriate verification arrangements. These include:

- A comprehensive Annual Exchange of Information. This exchange covers information on military forces and their organisation, major weapon systems and equipment and planned deployments, as well as national defence planning, military budgets and personnel strength;
- The random verification of such information by "evaluation visits" to the units concerned;
- Inspections of notifiable military activities; and
- Visits of observers whose role is to provide reassurances that the above measures have been implemented.

Cooperation activities relating to verification

In 1993, NATO launched an Enhanced Cooperation Programme to provide opportunities for Eastern European CFE participating states or Cooperation Partners to coordinate, cooperate and participate on a practical basis with NATO countries in the implementation of the CFE Treaty. At a seminar with Cooperation partners in January 1993, which took place at NATO Headquarters in Brussels, Allied countries invited their partners to begin participating in a number of joint multinational inspection teams, led by NATO member countries. To ensure that Treaty provisions would be applied on exactly the same basis, Partner countries were also invited to train their inspectors in courses organised by NATO. Invitations to take part in joint inspections are now issued to Partner countries as a matter of routine.

More than 1,000 inspections have been conducted by Allied teams in order to verify declared holdings of CFE Treaty limited equipment. Inspectors from all 14 CFE Partner Countries have participated in many of these events and NATO Inspectors have participated in more than 100 inspections in East and Central Europe in teams led by Partner Countries. Over 200 inspectors from Allied and Partner countries have attended courses for inspectors and escorts at the NATO School in Oberammergau (see Chapter 13) and many have also attended seminars and workshops on verification.

"Open Skies"

Other important elements in the arms control field, which have introduced greater openness and confidence building in the military field, include the agreements achieved in March 1992 on an "Open Skies" Treaty, permitting overflights of national territory on a reciprocal basis. The Alliance strongly supports early ratification of this Treaty by all its 28 signatories.

The Treaty on Open Skies is intended to enhance confidence building, facilitate the monitoring of compliance with existing or future arms control agreements, and strengthen the capacity for the early recognition and subsequent management of crises by permitting reciprocal overflights of national territory.

The overall aim of the Treaty, which has yet to enter into force, is to ascertain that no military activities detrimental to any other state's security are taking place on the territory of any state covered by the Treaty. Under the provisions of the Treaty, it will be possible for observation flights to overfly the entire territory of each participating state unhindered, several times each year depending on the respective flight quotas, using different types of observation sensors specified in the Treaty.

Coordination of verification activities

Implementation of verification provisions and judgements about compliance with treaties and agreements are the responsibility of each of the sovereign states which sign the treaty. However, the scale and complexity of the verification processes are such that they cannot be accomplished by states acting individually. No single country in isolation can insure that all countries are complying with the provisions of the respective agreements. The process therefore involves exchanging information and coordinating activities in a manner which gives each nation a complete picture of all the verification measures being carried out by other nations. This also enables all the countries concerned to derive maximum benefit from their national verification efforts and to reduce costs.

This was the rationale for the decision taken by the North Atlantic Council in 1990, to establish a Verification Coordinating Committee (VCC), responsible for coordinating the verification and implementation efforts of all members of the Alliance with respect to conventional arms control agreements in general, and the CFE Treaty in particular. The role of the Committee is described earlier in the chapter.

Future Objectives

The achievements of cooperative verification and arms control implementation have not yet been fully guaranteed. The monitoring of armed forces and weapon systems on a reciprocal basis, including making adjustments and refinements to procedures to take account of changes in the security environment, remains an essential element of NATO's arms control policy. With respect to verification, the overall objective is to ensure that the process becomes so well established that it can continue to function effectively even in the event of a crisis.

NUCLEAR ARMS CONTROL AND THE CHALLENGES OF PROLIFERATION

The Challenges of Proliferation

In the field of nuclear arms control, the Alliance's objective is to achieve security at the minimum level of nuclear arms sufficient to preserve peace and stability. NATO itself is not a party to nuclear arms control agreements, which are handled on an individual or bilateral basis. However, the Alliance has a keen interest in their successful implementation. The implementation of the July 1991 START I Agreement, providing for approximately 30 per cent cuts in the strategic forces of the United States and the former Soviet Union, and the entry into force of the January 1993 START II Agreement, are key elements of nuclear arms control. The START II Treaty, once implemented, will eliminate land-based intercontinental ballistic missiles (ICBMs) with multiple warheads, and reduce by two-thirds the current levels of strategic nuclear weapons.

The withdrawal of US ground-launched and maritime tactical nuclear weapons (TNW) from Europe was completed by July 1992. France and the United Kingdom are also making reductions in their nuclear arsenals. Other significant elements include the withdrawal of former Soviet tactical nuclear weapons to the territory of Russia, for ultimate dismantlement. This was completed by May 1992.

NATO Allies fully supported the Lisbon Protocol of May 1992, between the United States and the four states of the former Soviet Union which had nuclear weapons on their territory (Belarus, Kazakhstan, Russia and Ukraine), committing them to joint implementation of the START I Treaty. As non-nuclear weapon states, Belarus, Kazakhstan and Ukraine have adhered to the Nuclear Non-Proliferation Treaty (NPT).

The indefinite and unconditional extension of the NPT, in 1995, was a milestone which Allies had worked hard to reach. Other milestones followed soon after, when the Comprehensive Test Ban Treaty (CTBT) was opened for signature in September 1996 and the Chemical Weapons Convention entered into force in April 1997. NATO governments have regularly affirmed their support for these and other important non-proliferation and disarmament measures and strongly support the early entry into force of both the CTBT and START II.

Nuclear arms control and preventing the proliferation of nuclear weapons represent major concerns for the Alliance. This applies equally to preventing the spread of biological and chemical weapons. NATO's response to the challenges posed by such weapons, known collectively as Weapons of Mass Destruction (WMD) or as NBC (Nuclear, Biological and Chemical) weapons[1], is an integral part of the continued adaptation of the Alliance to the new security environment.

At the January 1994 Summit, NATO Heads of State and Government formally acknowledged the security threat posed by the proliferation of weapons of mass destruction and their associated delivery means and recognised the importance of addressing it. They therefore decided to intensify and expand NATO's overall political and defence efforts against proliferation. The first result was a comprehensive statement of NATO's approach, set out in the Alliance Policy Framework issued at the Ministerial meeting of the North Atlantic Council on 9 June 1994.

In common with other security challenges and risks which the Alliance now faces, unlike those of the past, any threat from WMD is multi-faceted, multi-directional, and difficult to predict and assess. In 1996 NATO Foreign Ministers reiterated that the proliferation of nuclear, biological and chemical weapons and their delivery means continues to be a matter of serious concern to NATO as it can pose a direct threat to international security. Of particular concern are growing proliferation risks on NATO's periphery and the role of suppliers of related technology in this context; the continuing risks of illicit

1 The terms Weapons of Mass Destruction (WMD) and Nuclear, Biological and Chemical (NBC) weapons can be used interchangeably.

transfers of WMD and related materials; and political-military uncertainties and future technological trends related to WMD.

Political Aspects

In responding to these risks, the Alliance's principal objective is to prevent proliferation, or, if it occurs, to reverse it through diplomatic means. NATO is supporting, without duplicating, work already underway in other international fora and institutions to achieve these goals.

The Senior Politico-Military Group on Proliferation (SGP) was established by the North Atlantic Council to address the political aspects of NATO's approach to proliferation. The SGP has subsequently considered a range of factors in the political, security and economic fields, that may cause or influence proliferation, and has identified political and economic instruments available to prevent or respond to it. The Group continues to assess proliferation problems in geographical areas of particular concern to the Alliance, with the main focus on developments on the periphery of NATO's territory. It also discusses and shares information on bilateral programmes of Allies to assist in the withdrawal and dismantlement of WMD in Russia, Ukraine, Belarus and Kazakhstan.

The SGP has focussed on current political issues with a view to contributing to the implementation and strengthening of international arms control, disarmament and non-proliferation norms and agreements. It has underlined the serious consequences of efforts to acquire WMD by countries which might seek to do so and the necessity of respecting international non-proliferation norms; and has underscored the importance of creating a climate of confidence and security in order to alleviate regional tensions and reduce possible incentives to acquire WMD.

The SGP holds regular consultations with Partner countries, including meetings with Russia and Ukraine in a "16+1" format, with the aim of fostering a common understanding of and approach to the proliferation problem. In the framework of NATO's Mediterranean Dialogue, information is also being made available to participating countries on the Alliance's approach to WMD proliferation risks.

Defence Aspects

Since political efforts to prevent proliferation may not always be successful, the Alliance is also addressing the defence aspects of proliferation risks, in order to ensure that it can safeguard the security of all its member states, despite the presence, threat or use of NBC weapons. NATO's overall military posture is designed to demonstrate Alliance cohesion, to provide reassurance and to maintain the Alliance's freedom of

action in the face of proliferation risks. NATO's military posture must make it clear to any potential aggressor that the Alliance cannot be coerced by the threat or use of NBC weapons and has the ability to respond effectively to threats to its security.

The NATO Senior Defence Group on Proliferation (DGP) was established by the North Atlantic Council to address the military capabilities needed to discourage NBC proliferation, to deter threats or use of NBC weapons and to protect NATO populations, territory and forces. Building on an initial comprehensive risk assessment, the DGP identified a number of general principles as well as a range of capabilities needed to support NATO's defence posture in relation to proliferation risks. The general conclusions of these deliberations include the following:

- The Alliance's overall military capabilities reinforce and complement international efforts to prevent proliferation. By maintaining effective military capabilities, the Alliance provides an unambiguous statement of the utmost seriousness with which it approaches proliferation risks, demonstrates the Alliance's resolve and refusal to be intimidated by WMD threats, and helps to strengthen internationally-shared norms against proliferation. The Alliance's collective military capabilities all play a role in devaluing weapons of mass destruction, reducing incentives and raising the costs of acquiring or using them;
- The Alliance's overall deterrence posture against proliferation threats is strengthened by complementing its nuclear forces with an appropriate mix of conventional response capabilities and passive and active defences, as well as effective intelligence and surveillance. This combination of capabilities contributes significantly to the Alliance's primary aim of preventing proliferation.

The DGP made recommendations for improving the Alliance's ability to address the risks posed by proliferation, based on specific military capabilities. Its recommendations were endorsed by Defence Ministers in 1996 and a detailed action plan was adopted, including accelerated force goals for the Allies concerned.

Additional force goals have been developed and approved subsequently, giving particular emphasis to enhancing protection for deployed forces and improving defences against biological weapons. Force goals addressing proliferation risks are now recognised as an integral part of the collective defence planning process of the Alliance and are included in existing force planning procedures.

Chapter 7

POLICY AND DECISION-MAKING

Consensus Politics and Joint Decision-Making

Crisis Management

The Defence Dimension

Nuclear Policy

Economic Cooperation

Public Information

CONSENSUS POLITICS AND JOINT DECISION-MAKING

Policy formulation and implementation, in an Alliance of independent sovereign countries, depends on all member governments being fully informed of each other's overall policies and intentions and the underlying considerations which give rise to them. This calls for regular political consultation, whenever possible during the policy-making stage of deliberations before national decisions have been taken.

Political consultation in NATO began as a systematic exercise when the Council first met in September 1949, shortly after the North Atlantic Treaty came into force. Since that time it has been strengthened and adapted to suit new developments. The principal forum for political consultation remains the Council. Its meetings take place with a minimum of formality and discussion is frank and direct. The Secretary General, by virtue of his Chairmanship, plays an essential part in its deliberations and acts as its principal representative and spokesman both in contacts with individual governments and in public affairs.

Consultation also takes place on a regular basis in other forums, all of which derive their authority from the Council: the Political Committee at senior and other levels, the Policy Coordination Group, Regional Expert Groups, Ad Hoc Political Working Groups, an Atlantic Policy Advisory Group and other special committees all have a direct role to play in facilitating political consultation between member governments. Like the Council, they are assisted by an International Staff responsible to the Secretary General of NATO and an International Military Staff responsible to its Director, and through him, responsible for supporting the activities of the Military Committee.

Political consultation among the members of the Alliance is not limited to events taking place within the NATO Treaty area. Increasingly, events outside the geographical area covered by the Treaty have implications for the Alliance and therefore feature on the agenda of the Council and subordinate committees. The consultative machinery of NATO is readily available and extensively used by the member nations in such circumstances, even if NATO as an Alliance may not be directly involved. By consulting together they are able to identify at an early stage areas where, in the interests of security and stability, coordinated action may be taken.

Neither is the need for consultation limited to political subjects. Wide-ranging consultation takes place in many other fields. The process is continuous and takes place on an informal as well as a formal basis with a minimum of delay or inconvenience, as a result of the collocation of national delegations to NATO within the same headquarters. Where necessary, it enables intensive work to be carried out at short notice on matters of particular importance or urgency with the full participation of representatives from all governments concerned.

Consultation within the Alliance takes many forms. At its most basic level it involves simply the exchange of information and opinions. At another level it covers the communication of actions or decisions which governments have already taken or may be about to take and which have a direct or indirect bearing on the interests of their allies. It may also involve providing advance warning of actions or decisions to be taken by governments in the future, in order to provide an opportunity for them to be endorsed or commented upon by others. It can encompass discussion with the aim of reaching a consensus on policies to be adopted or actions to be taken in parallel. And ultimately it is designed to enable member countries to arrive at mutually acceptable agreements on collective decisions or on action by the Alliance as a whole.

Regular consultations on relevant political issues also take place with Partner countries in the context of the Euro-Atlantic Partnership Council, as well as with Russia, principally through the NATO-Russia Permanent Joint Council (PJC); with Ukraine through the NATO-Ukraine Commission; and with participants in NATO's Mediterranean Dialogue, through the Mediterranean Cooperation Group. The principles which guide consultations in these forums are modelled on those which have long formed the basis for consultations within the Alliance itself and are conducted with the same openness and spirit of cooperation. The role of each of these institutions is described in more detail in other chapters. Finally, there are provisions for NATO consultations with any active participant in the Partnership for Peace, if that Partner perceives a direct threat to its territorial integrity, political independence, or security.

In making their joint decision-making process dependent on consensus and common consent, the members of the Alliance safeguard the role of each country's individual experience and outlook while at the same time availing themselves of the machinery and procedures which allow them jointly to act rapidly and decisively if circumstances require them to do so. The practice of exchanging information and consulting

together on a daily basis ensures that governments can come together at short notice whenever necessary, often with prior knowledge of their respective preoccupations, in order to agree on common policies. If need be, efforts to reconcile differences between them will be made in order that joint actions may be backed by the full force of decisions to which all the member governments subscribe. Once taken, such decisions represent the common determination of all the countries involved to implement them in full. Decisions which may be politically difficult, or which face competing demands on resources, thus acquire added force and credibility.

All NATO Member countries participate fully in the political level of cooperation within the Alliance and are equally committed to the terms of the North Atlantic Treaty, not least to the reciprocal undertaking made in Article 5 which symbolises the indivisibility of their security - namely to consider an attack against one or more of them as an attack upon them all.

The manner in which the Alliance has evolved nevertheless ensures that variations in the requirements and policies of member countries can be taken into account in their positions within the Alliance. This flexibility manifests itself in a number of different ways. In some cases differences may be largely procedural and are accommodated without difficulty. Iceland, for example, has no military forces and is therefore represented in NATO military forums by a civilian if it so wishes. In other cases the distinctions may be of a more substantive nature. France, a founding member of the Alliance in 1949, withdrew from the Alliance's integrated military structure in 1966, while remaining a full member of its political structures. Spain joined the Alliance in 1982, but in accordance with a national referendum held in 1986 remained outside NATO's integrated military structure.

At the 1997 Madrid Summit, Spain announced its readiness to participate fully in the Alliance's emerging new command structure, once this had been agreed. In December 1997, an agreement was reached on a new command structure as a whole, and in particular on the type, number and location of military headquarters. In their end of year communiqués, NATO Foreign and Defence Ministers welcomed Spain's announcement that it would join the new military structure and take part in the new command structure which had just been agreed.

Distinctions between NATO member countries may also exist as a result of their geographical, political, military or constitutional situations. The participation of Norway and Denmark in NATO's military dispositions, for example, must comply with national legislation which does not allow nuclear

weapons or foreign forces to be stationed on their national territory in peacetime. In another context, military arrangements organised on a regional basis may involve only the forces of those countries directly concerned or equipped to participate in the specific area in which the activity takes place. This applies, for example, to the forces contributed by nations to the ACE Mobile Force and to NATO's Standing Naval Forces (see Chapter 12).

CRISIS MANAGEMENT

Crisis management, as we use the term today, represents a new approach to security in the Alliance. In the light of the radically different nature of the risks that NATO faces, Alliance crisis management is now based on three mutually reinforcing elements: i.e. dialogue, cooperation with other countries and the maintenance of NATO's collective defence capability. All of these are designed to ensure that crises affecting Euro-Atlantic security can be prevented or resolved peacefully.

Consultation among NATO member countries plays an essential role in crisis management and takes on particular significance in times of tension and crisis. In such circumstances rapid decision-making, based on consensus on the measures which need to be taken in the political, military and civil emergency fields, depends on immediate and continuous consultation between member governments. The principal NATO forums for the intensive consultation required in this context are the Council and the Defence Planning Committee, supported by the Policy Coordination Group, the Political Committee, the Military Committee and the Senior Civil Emergency Planning Committee. Other NATO committees may also play a role when required. The practices and procedures which are then involved form the Alliance's crisis management arrangements. Facilities, including communications, in support of the process are provided by the NATO Situation Centre, which operates on a permanent 24-hour basis. Exercises to test and develop crisis management procedures are held at regular intervals in conjunction with national capitals and Major NATO Commanders. Crisis management arrangements, procedures and facilities, as well as the preparation and conduct of crisis management exercises, are coordinated by the Council Operations and Exercise Committee (COEC), which also coordinates crisis management activities with Partner countries.

In view of the important contribution that Partner countries can make in this field, crisis management is also one of the agreed fields of

activity in the Partnership for Peace Partnership Work Plan and is included in Individual Partnership Programmes. Activities include briefings and consultations, crisis management courses, Partner participation in an annual NATO-wide crisis management exercise, and the development of generic crisis management documents for Partners. Crisis management is also identified as an area for consultation and cooperation in the Founding Act on Mutual Relations, Cooperation and Security Between NATO and the Russian Federation, and in the Charter on a Distinctive Partnership between NATO and Ukraine (see Chapter 4).

THE DEFENCE DIMENSION

The framework for NATO's defence planning process is provided by the underlying principles which are the basis for collective security as a whole: political solidarity among member countries; the promotion of collaboration and strong ties between them in all fields where this serves their common and individual interests; the sharing of roles and responsibilities and recognition of mutual commitments; and a joint undertaking to maintain adequate military forces to support Alliance strategy and policy.

In the present political and strategic environment in Europe, the success of the Alliance's role in preserving peace and preventing war depends, even more than in the past, on the effectiveness of preventive diplomacy and on the successful management of crises affecting security. The political, economic, social and environmental elements of security and stability are thus taking on increasing importance.

Nonetheless, the defence dimension of the Alliance remains indispensable and contributes to the maintenance of stability in Europe as well as to crisis management. Reorganisation of Alliance forces since the end of the Cold War now enables NATO to react to a much wider range of contingencies. However, the maintenance of an adequate military capability and clear preparedness to act collectively in the common defence remain central to the Alliance's security objectives. Ultimately this capability, combined with political solidarity, is designed to prevent any attempt at coercion or intimidation, and to ensure that military aggression directed against the Alliance can never be perceived as an option with any prospect of success, thus guaranteeing the security and territorial integrity of member states and protecting Europe as a whole from the consequences which would ensue from any threat to the Alliance.

In determining the size and nature of their contribution to collective defence, member countries of NATO retain full sovereignty and independence of action. Nevertheless, the nature of NATO's defence structure requires that in reaching their individual decisions, member countries take into account the overall needs of the Alliance. They therefore follow agreed defence planning procedures which provide the methodology and machinery for determining the forces needed for the implementation of Alliance policies, for coordinating national defence plans and for establishing force planning goals which are in the interests of the Alliance as a whole. The planning process takes many factors into account, including changing political circumstances, assessments provided by NATO's Military Commanders of the forces required to fulfil their tasks, technological developments, the importance of an equitable division of roles, risks and responsibilities within the Alliance, and the individual economic and financial capabilities of member countries. The process thus ensures that all relevant considerations are jointly examined to enable the best use to be made of collective national resources which are available for defence.

Close coordination between international civil and military staffs, NATO's military authorities, and NATO governments is maintained through an annual exchange of information on national plans. This exchange of information enables each country's intentions to be compared with NATO's overall requirements and, if necessary, to be reconsidered in the light of new Ministerial political directives, modernisation requirements and changes in the roles and responsibilities of the forces themselves. All these aspects are kept under continual review and are scrutinised at each stage of the defence planning cycle.

As part of the adaptation of the Alliance, a review of the Alliance's defence planning process was carried out. Its conclusions were endorsed by Ministers in June, 1997. A single, coherent and streamlined process is now in place which will ensure that NATO continues to develop the forces and capabilities needed to conduct the full range of Alliance missions. This includes providing support for operations which might be led by the Western European Union (WEU) in the context of the European Security and Defence Identity (see Chapter 3). Also in that context, the process enables support to be made available, within the Alliance, for all European Allies, with respect to their planning relating to the conduct of WEU-led operations.

The starting point for defence planning over recent years has been the Strategic Concept adopted in 1991[1] setting out in broad terms Alliance objectives and the means for achieving them. More detailed guidance is given by Defence Ministers every two years, in a document known as "Ministerial Guidance". This gives guidance on defence planning in general and force planning in particular. It addresses the political, economic, technological and military factors which could affect the development of forces and capabilities of Allies; and sets out the priorities and areas of concern to be addressed by the NATO Military Authorities in drawing up their force goals in the first instance, and secondly by nations in their own planning. It deals with planning for forces and capabilities required both for collective defence and for contingencies falling outside the scope of Article 5 of the Washington Treaty[2]. It also provides guidance, where appropriate, on cooperation with other organisations. As a result of the review of the Alliance's defence planning process, Ministerial Guidance now includes a separate section containing political guidance from the Western European Union (WEU), defining the likely scope of WEU-led operations. Through the involvement of all Allies other elements of Ministerial Guidance also take account of WEU requirements. Specific planning targets for the armed forces of each member country are developed on the basis of this guidance. These targets, known as "Force Goals", generally cover a six-year period, but in certain cases look further into the future. Like the guidance provided by Defence Ministers, they are updated every two years.

Allied defence planning is reviewed annually and given direction by Ministers of Defence in an "Annual Defence Review". In response to a Defence Planning Questionnaire (DPQ) issued every year, governments of member countries prepare and submit to the Alliance their force plans and their defence spending plans for the five-year period covered by the review. The Annual Defence Review is designed to assess the contribution of member countries to the common defence in relation to their respective capabilities and constraints, and in the context of the Force Goals

1 At the Madrid Summit Meeting in July 1997, Heads of State and Government initiated an examination of the Strategic Concept, with a view to updating it if necessary. The Council endorsed Terms of Reference for the review in December 1997 and directed that the results of the work should be presented to Heads of State and Government at their next Summit Meeting in April 1999.

2 Article 5 of the North Atlantic Treaty deals primarily with deterrence against the use of force against members of the Alliance and embodies the principle that an attack against any one of them is considered as an attack against all. Alliance activities falling outside the scope of Article 5 are referred to collectively as "Non-Article 5 Operations".

addressed to them. The Review culminates in the compilation of a common NATO Force Plan which provides the basis for NATO defence planning over a five-year time frame. As part of the review of NATO's defence planning process, the Defence Review process has been adapted. In the Autumn of odd years, a limited Defence Review Update will be carried out, based on a more limited, updated Defence Planning Questionnaire. A full Review will be conducted in the Autumn of even years. The update will normally be limited in scope and will take account only of significant changes in the plans of individual Allies.

National replies to the Defence Planning Questionnaire are examined simultaneously by the International Staff (IS) and the NATO Military Authorities. The International Staff prepares draft "Country Chapters" for each country. These set out in detail any unresolved differences between the NATO Force Goals and the country plans, including the extent to which national plans are consistent with the requirements of WEU-led operations. They describe whether countries have fulfilled, or expect to fulfil, existing force commitments undertaken for the current year. Explanations of any shortcomings are set out, and national efforts are assessed against the background of their capabilities and constraints. The draft Country Chapters are supplemented by Major NATO Commanders' assessments, which focus on force capabilities in relation to their operational requirements and missions. In "Update" years, updated versions of Draft Country Chapter and updated versions of the MNCs' assessments will be developed. These will focus only on changes reported in relation to the previous year.

The Draft Country Chapters are considered in "multilateral examinations". These include a review of the extent to which countries have fulfilled force commitments undertaken for the current year. They are directed particularly towards reconciling possible differences between country force plans and NATO Force Goals or plans. They are also intended to assess the degree to which the plans of appropriate individual Allies could support the requirements of WEU-led operations and contribute to the coordination of the defence planning of individual Allies.

In the light of the Country Chapters and of an assessment by the Military Committee, a General Report is submitted to the Defence Planning Committee. It recommends a NATO five-year force plan for adoption by Defence Ministers, and examines the overall balance, feasibility and acceptability of the force plan. It also contains sections on national compliance with their force commitments for the current year, and an assessment on how far the

overall objectives and specific guidance, laid down in Ministerial Guidance, including that relating to requirements for WEU-led operations, have been met. Once agreed by the Defence Planning Committee the General Report could also provide an opportunity for the Western European Union to take a view on those aspects of the NATO five-year force plan which relate to WEU requirements. In "update" years, a General Report outlining the overall consequences of any significant changes to Allies' plans will be prepared. Similar arrangements will be made for consultation with the WEU as for the General Report on the full Defence Review.

As part of Alliance consultations, additional "out-of-cycle" consultation with Allies is necessary when a country is contemplating important changes to commitments and plans approved by Ministers in the Defence Review and Force Goal process. This also occurs when the timetable for national decisions prevents consideration of these changes in the next Defence Review.

NUCLEAR POLICY

Since the end of the Cold War the Alliance has taken far-reaching steps to adapt its overall policy and defence posture to the new security environment. NATO's nuclear strategy and force posture were among the first areas to be reviewed. They were also the areas which were subjected to some of the most radical changes.

NATO's nuclear strategy and force posture are in fact good examples of the concrete and positive steps which the Alliance has been able to take in order to adapt to change. In the new security environment, it has been able to reduce radically its reliance on nuclear forces. Its strategy remains one of war prevention, but it is no longer dominated by the possibility of escalation involving nuclear weapons. These forces continue to play an essential role in war prevention, but their purpose is more fundamentally political. They are no longer targeted against any specific country or directed towards repelling a particular threat. They are there to preserve peace and to prevent coercion, and the circumstances in which their use might have to be contemplated are regarded as extremely remote.

NATO's nuclear forces contribute to European peace and stability by underscoring the irrationality of a major war in the Euro-Atlantic region. They make the risks of aggression against NATO incalculable and unacceptable in a way that conventional forces alone

cannot. They also create uncertainty for any country that might contemplate seeking political or military advantage through the threat or use of nuclear, biological or chemical (NBC)[3] weapons against the Alliance. By promoting European stability, helping to discourage threats relating to the use of weapons of mass destruction, and contributing to deterrence against such use, NATO's nuclear posture serves the interests not only of the Allies, but also of its Partner countries and of Europe as a whole.

During the Cold War, NATO's nuclear forces played a central role in the Alliance's strategy of flexible response. To deter major war in Europe, nuclear weapons were integrated into the whole of NATO's force structure and the Alliance maintained a variety of targeting plans which could be executed at short notice.

NATO's reduced reliance on nuclear forces has been manifested in major reductions in the forces themselves. In 1991 NATO decided to reduce the number of weapons which had been maintained for its sub-strategic[4] forces in Europe by over 80 percent compared to Cold War levels. These reductions were completed in 1993. As a consequence, all ground-launched sub-strategic forces (including nuclear artillery, surface-to-surface missiles and surface-to-air missiles) have been eliminated, together with all sub-strategic weapons for surface ships. All of the nuclear warheads originally assigned to these sub-strategic forces have been removed entirely from the NATO inventory. Most of these warheads have already been completely dismantled, and the remaining ones will be dismantled in the near future. The effect of reductions was not only to decrease dramatically the relative numbers of nuclear weapons stockpiled in Europe, but to reduce significantly the types of nuclear weapons systems.

In addition to the reductions of sub-strategic forces, the strategic forces available to the NATO Allies are also being reduced. The Strategic

---

3 The terms NBC (Nuclear, Biological and Chemical weapons) and WMD (Weapons of Mass Destruction) and can be used interchangeably.

4 The terms "strategic" and "sub-strategic" have slightly different meanings in different countries. Strategic nuclear weapons are normally defined as weapons of "intercontinental" range (over 5,500 kilometres), but in some contexts these may also include intermediate-range ballistic missiles of lower ranges.
The term "sub-strategic" nuclear weapons has been used in NATO documents since 1989 with reference to intermediate and short-range nuclear weapons and now refers primarily to air-delivered weapons for NATO's dual-capable aircraft (other sub-strategic nuclear weapons having been withdrawn from Europe).

Arms Reductions Treaty (START I) will reduce the deployed strategic weapons of the United States from well over 10,000 to 6,000 weapons. START II will further reduce each side's weapons to between 3,000 and 3,500. Following the entry into force of START II, the United States and Russia have indicated that they are prepared to engage in negotiations to further reduce both sides' strategic weapons to between 2,000 and 2,500 warheads each. France and the United Kingdom have also made major reductions in their strategic forces.

The only land-based nuclear weapons which NATO retains in Europe are bombs for dual-capable aircraft. These weapons have also been substantially reduced in number and are stored in a smaller number of locations in highly secure conditions. The readiness level of dual-capable aircraft associated with them have been progressively reduced, and increased emphasis has been given to their conventional roles. None of NATO's nuclear weapons are targeted against any country.

The Allies have judged that the Alliance's requirements can be met, for the foreseeable future, by this "sub-strategic" force posture. NATO has also declared that enlarging the Alliance will not require a change in its current nuclear posture. NATO countries have no intention, no plan, and no reason to deploy nuclear weapons on the territory of new members, nor any need to change any aspect of NATO's nuclear posture or nuclear policy, and they do not foresee any future need to do so.

The collective security provided by NATO's nuclear posture is shared among all members of the Alliance, providing reassurance to any member that might otherwise feel vulnerable. The presence of US nuclear forces based in Europe and committed to NATO provides an essential political and military link between the European and North American members of the Alliance. At the same time, the participation of non-nuclear countries in the Alliance nuclear posture demonstrates Alliance solidarity, the common commitment of its member countries to maintaining their security, and the widespread sharing among them of burdens and risks.

Political oversight of NATO's nuclear posture is also shared between member nations. NATO's Nuclear Planning Group provides a forum in which the Defence Ministers of nuclear and non-nuclear Allies alike participate in the development of the Alliance's nuclear policy and in decisions on NATO's nuclear posture.

ECONOMIC COOPERATION

The basis for economic cooperation within the Alliance is Article 2 of the North Atlantic Treaty, which states that member countries "will seek to eliminate conflict in their international economic policies and will encourage economic collaboration between any or all of them". NATO's Economic Committee, which was established to promote cooperation in this field, is the only Alliance forum concerned exclusively with consultations on economic developments with a direct bearing on security policy. Analyses and joint assessments of security-related economic developments are key ingredients in the coordination of defence planning within the Alliance. They cover matters such as comparisons of military spending, developments within the defence industry, the availability of resources for the implementation of defence plans, and securing "value for money" in the defence sector of national economies.

The premise on which economic cooperation within the Alliance is founded is that political cooperation and economic conflict are irreconcilable. There must therefore be a genuine commitment among the members to work together in the economic, as well as in the political field, and a readiness to consult on questions of common concern based on the recognition of common interests.

The member countries recognise that in many respects the purposes and principles of Article 2 of the Treaty are pursued and implemented by other organisations and international fora specifically concerned with economic cooperation. NATO therefore avoids duplication of work carried out elsewhere but reinforces collaboration between its members whenever economic issues of special interest to the Alliance are involved. This applies particularly to those which have security and defence implications. The Alliance therefore acts as a forum in which different and interrelated aspects of political, military and economic questions can be examined. It also provides the means whereby specific action in the economic field can be initiated to safeguard common Alliance interests.

In the context of the Alliance's overall security interests and in line with its evolving priorities, a wide range of economic issues have to be addressed. These include the study of defence expenditure and budgetary trends; the restructuring of defence industries; trends in defence industrial employment; and defence spending projections, their affordability and their implications for the size and structure of the armed forces.

In accordance with agreed Work Plans, activities conducted in the economic sphere of NATO cooperation with Partner Countries from 1991 to 1997 concentrated on security aspects of economic developments, including defence budgets and defence expenditures and their relationship with the economy and the restructuring of defence industries. Defence economic issues also feature prominently in the Action Plan of the Euro-Atlantic Partnership Council for 1998-2000, issued in January 1998 (published separately in "The NATO Handbook - Documentation"). The Action Plan specifically addresses the following topics:

- Resource management in defence spending;
- Transparency in defence planning and budgeting;
- Transition from conscript to professional armies;
- Military base closures;
- The restructuring of defence industries, including privatisation.

A fruitful dialogue between Allied and Partner Countries has already taken place in the spheres of defence budgeting, important topics such as defence budget formulation, cost-benefit analysis of defence downsizing, planning and management of national defence programmes, legislative oversight of defence budgets, economic aspects of conscript versus professional armies, and the role of the private sector in defence.

Economic aspects of defence budgeting and defence expenditures will remain core subjects in the context of NATO's cooperation with Partner countries. In particular, efforts made in NATO countries to apply economic yardsticks to the management of defence budgets are likely to be particularly relevant. Examples of areas in which the experience of NATO countries is being made available include:

- New management principles, drawing on experiences in the commercial sector, directed towards the establishment of defence agencies responsible for ensuring reliable delivery of goods and services within the constraints of a given budget;
- The extension of competition to defence services, in the form of contracting out, market-testing, and external financing;
- The improvement of cost-limitation methods, and the reconsideration of priorities in the context of a reduction of available resources.

Economic cooperation is also important in the context of the restructuring of defence industries. The conversion of defence industries

in particular represents one of the specific areas of mutual interest for consultation and cooperation between NATO and Russia. It is also an area for consultation and cooperation between NATO and Ukraine.

Unlike specialised financial institutions, NATO does not have the mandate or resources to fund the development of specific economic cooperation programmes. However, the Alliance has endeavoured to promote dialogue and exchange of experience with experts from Partner countries involved in managing the restructuring process.

In pursuing this type of cooperation, it has become increasingly clear that there is no single model for restructuring of defence industries. Although there are common problems and challenges, it is in the interest of each country to pursue its own specific policies, taking into account its political, social and economic environment. In order to better understand this dualism and to draw appropriate joint lessons, special emphasis is placed on the analysis of practical experiences of defence restructuring. This part of the work includes individual case studies and draws on the experiences of a broad range of relevant agencies, national administrations, the management side of private and public companies, and local and regional authorities. It also allows the sectorial and regional dimensions of defence restructuring to be taken into account.

Cooperation in this area will continue to be centred on practical aspects of the restructuring and adaptation of the defence industry sector, taking into account regional differences. In general terms, developments in the demand side of the defence market, as well as the response of the supply side through industrial restructuring, and the economic consequences of the latter, need to be carefully monitored. Moreover, defence industries are losing their singularity and are being increasingly obliged to bow to market forces. It is therefore also crucial to analyse effects on the economy of the privatisation of defence companies.

Security aspects of economic developments are discussed at an annual NATO Economics Colloquium and other seminars and workshops. The Economics Colloquium is attended by experts from business, universities and national and international administrations, and provides a framework for an intensive exchange of ideas and experiences in the economic sphere. Themes addressed at recent Economic Colloquia have included the social and human dimensions of economic developments and reforms in Cooperation Partner countries; the status of such reforms, their implications for security and the opportunities

and constraints associated with them; and privatisation in Cooperation Partner countries.[5]

PUBLIC INFORMATION

Responsibility for explaining national defence and security policy and each member country's role within the Alliance rests with the individual member governments. The choice of methods to be adopted and resources to be devoted to the task of informing their publics about the policies and objectives of NATO varies from country to country and is also a matter for each member nation to decide. All NATO governments recognise both the democratic right of their peoples to be informed about the international structures which provide the basis for their security, and the importance of maintaining public understanding and support for their countries' security policies.

The role of NATO's Office of Information and Press is to complement the public information activities undertaken within each country, providing whatever assistance may be required; to manage the Organisation's day-to-day relations with the press and media; and to provide information to respond to the interest in the Alliance from non-member nations. A large part of that interest stems from the Alliance's cooperation and partnership with the member countries of the Euro-Atlantic Partnership Council (EAPC), from its special bilateral relationship with Russia and its partnership with Ukraine, and from its developing Mediterranean Dialogue.

In addition, the focus of world public attention on Bosnia and on the NATO-led Implementation Force (IFOR) and subsequently the Stabilisation Force (SFOR) has called for a corresponding increase in information programmes to explain NATO's role in bringing the conflict in the former Yugoslavia to an end and creating the conditions for future stability in the region. Other developments in the Alliance, including the implementation of the Partnership for Peace initiative, the restructuring of NATO military forces and the internal transformation of the Alliance, the strengthening of the European identity within the Alliance as well as the external transformation of NATO, have all contributed to the growth

5 The 1998 Economic Colloquium addressed the role of the state in economic developments and reforms in Cooperation Partner countries with a particular focus on security and defence issues. The proceedings of the Colloquia are published annually in book form and may be obtained from the NATO Information and Press (Distribution Unit). The proceedings are also published on Internet (http://www.nato.int).

of public interest and the need for adequate information to be provided to respond to it.

With the opening up of the Alliance to new members, and specifically the process of accession of three new member countries, a further significant dimension has been added to the information challenge. In the Czech Republic, Hungary and Poland, the individual governments face a continuing need to explain the implications of membership of NATO to their publics and to secure public support for their future participation in the Alliance. In each of their countries, knowledge of NATO, of civil-military relations within the Alliance, and of Alliance decision-making procedures, has been limited and sometimes adversely influenced by earlier negative public perceptions, entrenched attitudes, and lack of reliable information. The NATO Office of Information and Press therefore has a particular obligation to assist each of the three governments and to respond to public interest from their respective countries within the means at its disposal.

The overall objectives of the Alliance's press and information policies are to contribute to public knowledge of the facts relating to security and to promote public involvement in a well informed and constructive debate on the security issues of the day as well as the objectives of future policy. Each of the action plans and work programmes drawn up to implement the goals of the principal initiatives taken by NATO countries in recent years contain specific sections addressing information requirements for meeting these objectives. This applies to the EAPC Action Plan for 1998-2000 adopted by EAPC Foreign Ministers, to the work programmes of the NATO-Russia Permanent Joint Council and of the NATO-Ukraine Commission, and to the work envisaged in the context of NATO's Mediterranean Dialogue.

The programmes administered under the Information budget of the NATO Headquarters consist of activities which take place within the Headquarters itself; external events administered by the Office of Information and Press at NATO; activities which take place under the auspices of governmental or non-governmental organisations outside the confines of the NATO Headquarters but may be supported by conceptual, practical or financial contributions from the Office of Information and Press; and events which are organised by other external agencies with direct or indirect assistance from NATO. The principal activities under each of these headings are described below.

In addition to NATO itself, a number of other organisations and agencies play an important role in providing access to information about

Alliance related topics, disseminating written materials, exploiting the advantages of electronic communications through the Internet, and responding to public inquiries. The list of these additional bodies is extensive and includes national and multinational organisations. The following should be mentioned in particular:

- Public information offices and press offices of NATO member country governments and of governments in EAPC and Partner countries;
- Embassies of NATO member countries serving on a rotational basis as Contact Point Embassies in the capitals of Partner countries;
- National parliaments and the North Atlantic Assembly (NAA), an international parliamentary forum created to promote Alliance goals and policies at the parliamentary level. The NAA has its headquarters in Brussels;
- National Atlantic Councils, Atlantic Committees or Atlantic Associations in Member and Partner countries, established as educational foundations dedicated to improving knowledge and understanding of the Alliance goals and policies;
- Institutes and foundations established on a national or international basis in different countries throughout the Euro-Atlantic area, for the purposes of promoting policy research and academic input into the debate on security issues;
- Public Information Offices of the Alliance's military headquarters located in different member countries;
- Educational and training establishments of the Alliance such as the NATO Defense College in Rome, the NATO (SHAPE) School in Oberammergau, independent institutions such as the Marshall Centre in Oberammergau, and national defence establishments and colleges;
- International structures grouping together national chapters of their organisations, such as the Atlantic Treaty Organisation (ATA), bringing together the Atlantic Committees, Councils and Associations of Member and Partner countries; and the Interallied Confederation of Reserve Officers (CIOR), which incorporates Reserve Officer associations throughout the Alliance. The ATA has a small secretariat in Paris and a contact address in Brussels. The CIOR similarly has a Liaison Office at the NATO Headquarters in Brussels.

The Office of Information and Press maintains a small regional information office in Reykjavik, Iceland. With this exception, there are no regional NATO information offices in member countries. Military headquarters belonging to the Alliance's integrated military structure (see Chapter 12), which are located in different parts of the Alliance, as well as a number of NATO agencies and organisations located outside the Brussels headquarters (see Chapter 13), constitute an important part of the Alliance's identity and represent additional points of contact and sources of information.

As part of its extensive programme of cooperation with Partner countries, and specifically NATO's cooperative relationships with Russia and Ukraine, the North Atlantic Council has undertaken steps to improve access to information relating to the Alliance in these countries. In 1995, it approved the appointment of an Information Officer to be located in Moscow, working within the French Embassy, which was then the Contact Point Embassy for NATO in Russia. This small information office was transferred to the German Embassy in 1996 when Germany took over the Contact Point role. The opening of an Independent NATO Information Office in Moscow is envisaged at a later date.

In January 1998 an independent NATO Documentation Centre, housed within the premises of the Russian Institute for Scientific Information for the Social Sciences (INION), was opened in Moscow. Supported by NATO, the Centre is providing access to publications and documents relating to security issues and also publishes a bulletin ("NATO: Facts and Commentaries") addressed to academic and other interested audiences.

A NATO Information and Documentation Centre opened in Kyiv in 1996. Staffed and financed by the Office of Information and Press, the Centre is accommodated within the Ukrainian Institute of International Affairs and provides access to documentation as well as providing a link to other information activities, including visits to NATO and NATO-sponsored seminars.

The addresses of the various offices and information centres referred to in this chapter are listed at the end of the Handbook, together with details of the NATO Integrated Data Service, which provides worldwide electronic access to NATO-related information.

The communications tools used by the NATO Office of Information and Press both directly, and in support of the above outlets and

intermediaries, draw on conventional oral and written forms of providing information and promoting dialogue. The Office administers a major programme of visits, bringing up to 20,000 opinion formers annually to the political headquarters of the Alliance, for briefings and discussions with experts from NATO's International Staff, International Military Staff and National Delegations, on all aspects of the Alliance's work and policies.

The Office of Information and Press issues a number of publications ranging from compilations of the Alliance official texts and declarations to periodical and non-periodical publications which seek to contribute to an informed public debate on relevant aspects of security policy.

Official texts issued by the Alliance, normally in the form of communiqués and press statements, are formally negotiated documents articulating the agreed policy orientation of member countries on specific subjects or on the collectivity of policy issues reviewed periodically throughout the year. They constitute the Alliance's public archive and allow the process of policy-making and the evolution of decisions to be traced to the political events or circumstances to which they relate. All such texts are published in the two official languages of the Alliance and often in other languages.

In addition to these documents, the Office of Information and Press assists in the dissemination of statements issued by the Secretary General of NATO, who is the Organisation's principal spokesman, and of the texts of speeches by the Secretary General and other senior officials. These documents also assist in explaining policy and giving insights into the objectives and rationale which lie behind it.

Under the authority of the Secretary General, the Information Office publishes a periodical called the NATO Review, and a range of handbooks, brochures, newsletters and other reference materials which can contribute to public knowledge and understanding. These items are printed, according to resources and requirements, in all the languages used in NATO countries in addition to the official languages, as well as in many Partner country languages. The NATO Review, which has a varied production schedule depending on the language edition, appears four to five times per year in six language versions and somewhat less frequently in a further four languages. New editions are being published in the languages of the three countries invited to become members of the Alliance.

A number of the publications issued by the Office of Information and Press are regularly published in Russian and Ukrainian, and

whenever possible in other Central and Eastern European languages. The previous edition of the NATO Handbook was published in seventeen languages and the current edition will appear in over twenty languages.

Distribution of the principal NATO publications is generally undertaken by national authorities within each country, although many items are also centrally mailed from NATO to recipients who have requested that their names be added to NATO's mailing list.

Dissemination of written materials also relies increasingly on electronic media. Most of NATO public documentation and information materials are issued through the NATO Integrated Data Service. Details are given in "Sources of Further Information" (Appendix 8).

NATO has a separate Science Programme described in Chapter 8, which publishes a newsletter and has its own series of scientific publications which are issued separately by specialised publishers in accordance with agreed commercial arrangements.

The personnel resources of the Office of Information and Press include national Liaison Officers responsible for administering information programmes directed towards their own member countries. Such programmes consist of arranging visits to NATO, organising conferences and seminars at different locations throughout the Alliance, and assisting parliamentarians, academics, journalists and other relevant professional groupings in their countries in obtaining access to the publicly available information they require. A Liaison Office for Central and Eastern Europe fulfills a similar role in disseminating information in many of NATO's Partner countries. National Liaison Officers for NATO countries also contribute to this work.

Information programmes for individual nations may include the provision of conceptual, practical and limited financial support for relevant publishing activities of non-governmental organisations in Member and Partner countries. Similar assistance may also be given to the governments of Partner countries in preparing and issuing publications designed to inform public opinion about NATO-related issues.

In the academic field, NATO's information activities include the award of an annual Manfred Wörner Fellowship, named after the late former Secretary General of NATO, and the administration of a series of NATO-EAPC Fellowships open to scholars in NATO and Partner countries alike. The Fellowships, which consist of grants to assist recipients

with travel and research costs, are awarded annually, on a competitive basis, on the recommendations of an independent jury, for the purpose of carrying out studies in subject areas generally relating to NATO policy areas and to the current political agenda of the Alliance.

Under the academic affairs programme, support is also given periodically to multinational conferences addressing major topics and themes in the security field.

The interest of the public in NATO policies and access to information in this sphere is manifested both directly and through the press and media coverage given to NATO-related developments and events. A central part of the work of the Office of Information and Press work is therefore related to press activities and to the support provided by the NATO Press Service for accredited and other media representatives .

Press briefings and interviews with senior officials, background briefings, access to photographs, sound and video facilities and electronic transmission services all form part of the arrangements called for to meet the needs of the world's media. Major events or developments in the Alliance, such as Summit Meetings, may attract upwards of a thousand journalists to the Headquarters, for whom adequate provision must be made. Similar resources are called for at major events taking place away from the Headquarters, for example during Ministerial or Summit meetings held abroad. Support for journalists is provided by both the Press and Information services within the Office of Information and Press, the focus of the Press Office being directed towards the immediate or short-term requirements, while the Information Office provides access to a wide range of background information on which media representatives can draw over a longer time frame.

The Press Spokesman and Press Service work in close daily contact with the Office of the Secretary General and support the Secretary General in his media and press contacts. The Press Service is also responsible for arranging contacts between other senior officials and the media and for the official accreditation of journalists attending NATO press events. Summaries and reviews of the international press and press agency reports are prepared by the Press Service on a daily basis for the benefit of the International Staffs, National Delegations Diplomatic Missions and Liaison Officials working within the headquarters building. Information Liaison Officers and Press Office staff also prepare reviews of the national press in NATO and Partner countries for the use of the Secretary General and assist in the preparation of his official visits to these countries.

Chapter 8

PROGRAMMES AND ACTIVITIES[1]

Consumer Logistics

Armaments Cooperation, Planning and Standardisation

Communications and Information Systems

Civil/Military Coordination of Air Traffic Management

Air Defence

Civil Emergency Planning

Scientific Cooperation and Environmental Challenges

1 Many of the programmes and activities referred to in this chapter are implemented by organisations and agencies established by the North Atlantic Council or the NATO Military Committee to undertake specific tasks. Details are given in Chapter 13.

CONSUMER LOGISTICS

The term "logistics" is used to mean different things in different contexts. There are also differences in the use of the term by NATO nations and in the categories of support for military operations which are regarded as being components of logistics. The NATO definition of logistics refers to "the science of planning and carrying out the movement and maintenance of forces". This includes five principal categories:

- Design and development, acquisition, storage, transport, distribution, maintenance, evacuation and disposition of materiel[2];
- Transport of personnel;
- Acquisition, construction, maintenance, operation and disposition of facilities;
- Acquisition or provision of services;
- Medical and Health Service Support.

The above categories inevitably involve a very wide range of services and responsibilities. In NATO, these are subdivided, from a decision-making as well as from an organisational point of view, into the following sectors:

- Production or acquisition aspects of logistics, which are primarily an individual, national responsibility and are handled nationally. Cooperation and coordination within NATO nevertheless takes place in numerous spheres, largely under the auspices of the Conference of National Armament Directors (CNAD) and its subordinate bodies. Organisationally, production or acquisition aspects of logistics within NATO are principally the responsibility of the Defence Support Division of the International Staff on the civilian side and of the Logistics, Armaments and Resources Division of the International Military Staff on the military side;
- Consumer or operational aspects of logistics, which are the subject of the first part of this chapter, fall mainly under the responsibility of the Senior NATO Logisticians' Conference and the NATO Pipeline

2 Logistics has both materiel and production and acquisition aspects. The term "materiel" refers here to the entire category of equipment and supplies used by armed forces to fulfill their functions.

Committee. The Committee of Chiefs of Military Medical Services in NATO (COMEDS) has responsibility for advising the Military Committee on medical matters. From an organisational point of view, responsibility for consumer or operational aspects of logistics on the civilian side lies with the Security Investment, Logistics and Civil Emergency Planning Division of the International Staff. On the military side, they are the responsibility of the Logistics, Armaments and Resources Division of the International Military Staff.

Logistic Support for the Alliance's Strategic Concept

The Alliance's Strategic Concept, adopted by NATO Heads of State and Government in November 1991, emphasises the mobile and multinational character of NATO forces and the need for flexible Alliance logistics to support them. Recognising that the provision of logistic support, though fundamentally a national responsibility, also needs to be a collective responsibility if this flexibility is to be achieved, the Senior NATO Logisticians' Conference responded to the introduction of the new strategic concept by undertaking an analysis of the key characteristics of NATO's Military Strategy and Force Structures and their implications for logistic principles and policies.

Logistics Principles and Policies

New logistics principles and policies were endorsed by the Defence Planning Committee in 1992 in a document known as MC 319. These have served as the springboard for the subsequent development of more specific principles and policies relating to functional areas of logistics, such as medical support (MC326), host nation support (MC334), and movement and transportation (MC336/1).

The principles and policies enshrined in MC 319 have been thoroughly reviewed in the light of the practical experiences gained from NATO-led peacekeeping operations. A revised version was endorsed by the Council in 1997 (MC 319/1). Its principles and policies apply to peace, crisis and conflict situations, and include operations under Article 5 of the North Atlantic Treaty as well as "non-Article 5" operations[3]. They also apply to operations within the framework of the Combined Joint Task Force concept (see Chapter 3) and for operations involving non-NATO nations in NATO-led operations.

3 Article 5 of the North Atlantic Treaty deals primarily with deterrence against the use of force against members of the Alliance and embodies the principle that an attack against any one of them is considered as an attack against all. Alliance activities falling outside the scope of Article 5 are referred to collectively as "Non-Article 5 Operations".

Key Principles

Responsibility

Member nations and NATO authorities have a collective responsibility for logistic support of NATO's multinational operations. Each NATO military commander establishes logistic requirements and coordinates logistic planning and support within his area of responsibility.

Provision

Nations must ensure, individually or through cooperative arrangements, the provision of logistic resources to support the forces allocated to NATO during peace, crisis or conflict.

Authority

The NATO military commanders at the appropriate level need to have sufficient authority over the logistic assets needed to enable them to employ and sustain their forces in the most effective manner. The same applies to non-NATO commanders of multinational forces participating in a NATO-led operation.

Cooperation and Coordination

Cooperation and coordination among the nations and NATO authorities is essential. Moreover, logistic cooperation between the civilian and military sectors within and between nations must make the best use of limited resources. Cooperative arrangements and mutual assistance among nations in the provision and the use of logistic resources can therefore ease the individual burden on each nation.

In considering the scope for developing different forms of cooperation in the field of consumer logistics in order to maximise such benefits, integrated multinational logistics support, role specialisation, common-funding of resources, and the application of the "lead-nation" principle are all investigated. The potential role of NATO Agencies such as the NATO Maintenance and Supply Agency (NAMSA) (see Chapter 13) is also considered if it is likely to offer cost-effective solutions.

The need for coordination in the field of logistic support occurs at numerous levels and may not be confined to NATO itself. For "non-Article 5" operations[3], cooperation may need to be extended to non-NATO nations and where appropriate to the United Nations, the Western European Union, the Organisation for Security and Cooperation in Europe and relevant non-governmental organisations.

Cooperative Logistics

Cooperative logistics can be defined as the totality of bilateral and multilateral arrangements designed to optimise logistic support in a rational and coordinated manner. The aim of cooperative logistics in NATO is to make use of economies of scale in order to achieve cost savings and greater efficiency. There has been increasing interest in this sphere as a result of major reductions in defence budgets and in force levels. The search has been on in every nation to find more economical methods for providing the support needed to sustain armed forces.

The development of cooperative logistics arrangements in NATO is facilitated by a number of production and logistics agencies which have been created for this purpose. Foremost among these agencies is NAMSA - the NATO Maintenance and Supply Agency. The scope for effective cooperative logistics is enhanced by the use of modern techniques for the management and procurement of materiel. One example is a concept developed by NAMSA known as SHARE (Stock Holding and Asset Requirements Exchange). As its name implies, this is an arrangement which facilitates the sharing or exchange of stock holdings among users by providing an effective link between their specific needs on the one hand, and the availability of the corresponding assets on the other.

Multinational Logistics

Multinational logistics is an important force multiplier which optimises individual logistic support efforts. It involves bilateral or multilateral arrangements which enhance the cost-effectiveness of individual national logistic support activities as well as their efficiency. Such arrangements can contribute significantly to the success of both planning and implementation aspects of logistic operations. Movement control, in particular, is a logistic activity which calls for a multinational approach.

Key Logistic Functions

Mobility

Efficient and timely movement of forces is a pre-requisite for all military operations. Ensuring the strategic mobility of troops and materiel by providing adequate transport facilities is frequently a major operational requirement. It includes the possible use of civilian resources and may involve the deployment of large amounts of materiel and equipment. Planning and

evaluation of capacity and capabilities can therefore be decisive in ensuring that varying political and military requirements can be met.

The focal point for questions relating to strategic mobility in NATO is the Movement and Transportation Advisory Group. A Sub-Group of the Senior NATO Logisticians' Conference, this body was created to foster cooperative approaches to the management side of movement, transportation and mobility matters, between military and civilian agencies and between NATO and member nations.

Host Nation Support

Host nation support means civil and military assistance rendered in peace, crisis or conflict situations, by a Host Nation, to Allied Forces and to organisations located on or in transit through the Host Nation's territory. Arrangements concluded between the appropriate authorities of Host Nations and the "sending nations" and/or NATO form the basis of such assistance.

Host Nation support is crucial to the sustainability of all types and categories of forces. Bilateral or multilateral agreements which take into account NATO's operational requirements contribute to the protection of the forces as well as providing the required logistic support and infrastructure for their reception, movement and employment.

The flexibility needed by multinational forces calls for the involvement of NATO military commanders in formulating requirements for Host Nation support, in negotiating Memoranda of Understanding on behalf of NATO and in coordinating the development of the relevant Host Nation Support agreements. Moreover the increasingly varied nature of deployment options means that the planning of Host Nation support arrangements now has to be based on a more generic approach than in the past.

Medical Support

Medical services make a major contribution to military operations through the prevention of diseases, the rapid treatment of the sick, injured and wounded, and their early return to duty. Medical capabilities in an area where forces are deployed must be in balance with the force strength and their risk of exposure to sickness or injury. Medical support capabilities also need to be in place and operational prior to the start of military operations. The Committee of Chiefs of Medical Services in NATO Countries (COMEDS) advises the Military Committee and provides the focus for cooperation in this field (see Chapter 13).

Logistics Interoperability and Standardisation

Operational interoperability directly influences the combat effectiveness of NATO forces, particularly those involving multinational formations. Standardisation of equipment, supplies and procedures is thus an overall force multiplier which has to be taken into account in the design and production of systems and equipment. The minimum objectives needed to obtain combat effectiveness are interoperability of the principal equipment, interchangeability of supplies and commonality of procedures. These requirements have a direct bearing on logistic support for standardised equipment. Sufficient flexibility also has to be provided in order to facilitate the participation of non-NATO nations in NATO-led operations.

Consumer Logistics and Partnership for Peace

Most consumer logistic activities in the Partnership Work Programme and Individual Partnership Programmes and in nationally-approved bilateral programmes come into the following categories:

- Team visits to the Partner country to consider the scope of possible cooperation on logistic issues and the organisation of logistic courses;
- Information exchange, expert advice, technical assistance, logistic courses, logistic input into peacekeeping courses, and logistic exercises;
- Formal contacts, such as staff talks, seminars and workshops;
- Harmonisation and standardisation of concepts, policies, procedures and other aspects of logistic structures and systems.

The above activities are all supported by meetings of the principal NATO forums dealing with logistics matters with the participation of Partner countries. This applies, for example, to the Senior NATO Logisticians' Conference, which meets twice a year with Cooperation Partners; and to the NATO Pipeline Committee, which also meets twice each year with Partners. In both cases Partners are invited to attend meetings of the subordinate bodies. The Committee of the Chiefs of Military Medical Services in NATO also meets with Partner countries. Further details relating to each of the above are given in Chapter 13.

Logistics Course for Partners

A NATO Logistics Course for Partners is currently held in parallel with the NATO Logistics Course in Aachen, Germany. Various other

courses are offered by NATO and by Partner nations in the disciplines of NATO Logistics, UN and NATO Peacekeeping, Medical Planning and Civil-Military Cooperation in the field of Civil Emergency Planning. The content and frequency of courses are tailored to demand.

Exercise Cooperative Support

This multinational maritime exercise is held annually and is designed to introduce Partner nations to the Alliance's concept for the logistic support of multinational maritime operations. A similar land/air based exercise is under consideration.

Technical Support to PfP Countries

The NATO Maintenance and Supply Organisation (NAMSA) is authorised to render technical assistance, on a reimbursable basis, to Partnership for Peace countries. Initially consultative in nature, such assistance will involve logistics management and operations in the longer term.

In addition to these multinational activities, there are extensive bilateral logistic contacts between individual NATO and Partnership nations.

Consumer Logistics and Peacekeeping

The monitoring and enforcement operations undertaken by NATO in support of United Nations peacekeeping initiatives in the former Yugoslavia highlighted the importance of consumer logistics in relation to peacekeeping. A compendium has been produced under the auspices of logisticians working in the framework of consultations on peacekeeping, addressing "Lessons Learned During Logistics Support of Peacekeeping Operations".[4] The Compendium is not a formally agreed document and so does not necessarily reflect the official doctrine of NATO or other contributors to it, but it has proved to be a useful guide which can assist logisticians in NATO member states and in other countries to prepare their forces for possible support of peacekeeping operations. Most of its contents apply equally to NATO or to UN operations. Revisions incorporated in 1996 take account of the experience gained from the operations of the NATO-led Implementation Force (IFOR) and reflect reports from national and international organisations as well as non-governmental bodies involved in providing logistic support.

Production and Logistics Organisations

The North Atlantic Council has created a number of NATO Production and Logistics Organisations (NPLOs) to carry out specific tasks.

4 Copies of the Compendium, revised in 1996, can be obtained from the Logistics Directorate, Division of Security Investment, Logistics and Civil Emergency Planning, NATO, 1110 Brussels.

Those dealing specifically with consumer logistics are the NATO Maintenance and Supply Organisation (NAMSO) and the Central Europe Pipeline Management Organisation (CEPMO) (see Chapter 13).

Further information on consumer logistics within NATO can be found in the "NATO Logistics Handbook", issued by the secretariat of the Senior NATO Logisticians' Conference and available from the Logistics Directorate, SILCEP Division, NATO, 1110 Brussels.

ARMAMENTS COOPERATION, PLANNING AND STANDARDISATION

Responsibility for equipping and maintaining military forces rests with the member nations of NATO. In general, research, development and production matters relating to military equipment are also organised by each country in accordance with its national requirements and its commitments to NATO. Since the establishment of the Alliance, however, extensive coordination and cooperation in this field has taken place within NATO, a key objective being to promote standardisation in the armaments field at least to the level of interoperability. Successful cooperation in the armaments field provides a practical illustration of the political, military and resource advantages of collective defence and contributes to the cohesion of the Alliance by demonstrating unity among its independent sovereign nations in a key area. It calls for a well-developed and disciplined approach to armaments planning allowing scope for exploiting opportunities for allocating the resources available for research, development and production more efficiently. It also depends on the maintenance of a strong Alliance-wide industrial and technological base.

Armaments Cooperation

Cooperation between NATO countries in the armaments field is the responsibility of the Conference of National Armaments Directors (CNAD), which meets on a regular basis to consider political, economic and technical aspects of the development and procurement of equipment for NATO forces. Army, Air Force and Naval Armaments Groups support the work of the Conference and are responsible to it in their respective fields. A Research and Technology Board, which is an integrated NATO body responsible for defence research and technological development, provides advice and assistance to the CNAD and to the Military Committee. It conducts a programme of collaborative activities across a broad range of defence research and technology issues. Assistance on

industrial matters is provided by a NATO Industrial Advisory Group (NIAG), which enables the CNAD to benefit from industry's advice on how to foster government-to-industry and industry-to-industry cooperation and assists the Conference in exploring opportunities for international collaboration. Other groups under the Conference, formerly known as Cadre Groups and renamed "CNAD Partnership Groups", are active in fields such as defence procurement policy and acquisition practices, codification, quality assurance, test and safety criteria for ammunition, and materiel standardisation.

Within the above structure, working groups and ad hoc groups are established to promote cooperation in specific fields. The overall structure enables member countries to select the equipment and research projects in which they wish to participate. At the same time, it facilitates exchange of information on national equipment programmes and on technical and logistics matters where cooperation can be of benefit to individual nations and to NATO as a whole.

In 1993, the North Atlantic Council approved revised policies, structures and procedures for NATO armaments cooperation. These were designed to strengthen cooperative activities in the defence equipment field; to streamline the overall CNAD committee structure in order to make it more effective and efficient; and to direct the work of the CNAD towards the following key areas:

- Harmonisation of military requirements on an Alliance-wide basis;
- Promotion of essential battlefield interoperability;
- Pursuit of cooperative opportunities identified by the CNAD and the promotion of improved transatlantic cooperation;
- The development of critical defence technologies, including expanded technology sharing.

In 1994, the CNAD agreed on a series of practical cooperation measures with the Western European Armaments Group (WEAG)[5], providing a means of expanding the dialogue on transatlantic armaments issues between European and North American allies.

5 From 1976 to 1992, the Independent European Programme Group (IEPG) provided a forum through which European member nations of NATO could discuss and formulate policies designed to achieve greater cooperation in armaments procurement. The IEPG was dissolved at the end of 1992 when its functions were transferred to the Western European Union (WEU). Subsequently, these matters have been handled by the Western European Armaments Group (WEAG) within the framework of the WEU.

Armaments Planning

In 1989 the North Atlantic Council approved the establishment of a Conventional Armaments Planning System (CAPS). The aims of this system are to provide guidance to the CNAD and orientation to the nations on how the military requirements of the Alliance can best be met by armaments programmes, individually and collectively; to harmonise longer-term defence procurement plans; and to identify future opportunities for armaments cooperation on an Alliance-wide basis.

The outcome of this planning process is a series of recommendations issued every two years by the NATO Conventional Armaments Review Committee under the authority of the CNAD. The recommendations are designed to eliminate unnecessary duplication of effort in meeting the military needs of the Alliance; to provide a framework for the exchange of information and the harmonisation of operational requirements within the CNAD's armaments groups; and to establish more rational and cost-effective methods of armaments cooperation and defence procurement.

A review of NATO's armaments planning procedures is being undertaken, focussing in particular on structures and procedures within the CNAD.

Standardisation

Standardisation amongst NATO forces makes a vital contribution to the combined operational effectiveness of the military forces of the Alliance and enables opportunities to be exploited for making better use of economic resources. Extensive efforts are therefore made in many different spheres to improve cooperation and eliminate duplication in research, development, production, procurement and support of defence systems. NATO Standardisation Agreements for procedures and systems and for equipment components, known as STANAGs, are developed and promulgated by the NATO Military Agency for Standardisation (see Chapter 13) in conjunction with the Conference of National Armaments Directors and other authorities concerned.

By formulating, agreeing, implementing and maintaining standards for equipment and procedures used throughout NATO, a significant contribution is made to the cohesion of the Alliance and to the effectiveness of its defence structure. While standardisation is of relevance in many different areas, the principal forum for standardisation policy issues is the NATO Standardisation Organisation (NSO), which aims to incorporate standardisation as an integral part of Alliance planning and

acts as a coordinator between senior NATO bodies confronting standardisation requirements. The NSO was established in 1995 to give renewed impetus to Alliance work aimed at improving the coordination of allied policies and programmes for standardisation in the materiel, technical and operational fields. Further details are given in Chapter 13.

COMMUNICATIONS AND INFORMATION SYSTEMS

Consultation, command and control matters are known within NATO under the collective name of "C3". The NATO Consultation, Command and Control Organisation (NC3O - See Chapter 13) is responsible for the provision of a NATO-wide, cost-effective, interoperable and secure capability to ensure high level political consultation and command and control of military forces. This is accomplished by a Communications and Information System (CIS) which covers the whole NATO area, linking the NATO Headquarters in Brussels, all Headquarters of the Integrated Military Command Structure, national capitals and the highest levels of national military command. The system interfaces with national fixed and mobile networks. A secure network is also being established for political consultations with nations participating in the Euro-Atlantic Partnership Council (EAPC).

The NC3O consists of a policy body, the NATO Consultation, Command and Control Board (NC3B), with a sub-structure responsible for promoting multinational cooperative programmes and standardisation efforts in the field of C3; coordinating NATO common funded, multinational as well as national procurement programmes; and providing services in support of Operational Research. The Board advises the North Atlantic Council and the Defence Planning Committee, as well as the Military Committee, on all matters pertaining to its role.

Two Agencies come under the NC3O structure. The NATO C3 Agency (NC3A) performs central planning, engineering and integration, technical support and configuration control for NATO C3 systems. The Agency also provides scientific and technical advice and support to the Major NATO Commanders and others on matters pertaining to Operations Research, surveillance, air command and control and technical support for exercises and operations.

The NATO CIS Operating and Support Agency (NACOSA) operates and maintains the NATO Communications and Information System and its supporting structure together with subordinate control elements.

CIVIL/MILITARY COORDINATION OF AIR TRAFFIC MANAGEMENT

The North Atlantic Council established the Committee for European Airspace Coordination (CEAC) in 1955. In 1998 the Committee was reconstituted as the NATO Air Traffic Management Committee (NATMC).

The Committee is responsible for ensuring that all civil and military airspace requirements over the territory of the 16 NATO nations are fully coordinated. This includes the conduct of major air exercises, the harmonisation of air traffic control systems and procedures, and the sharing of communications frequencies. Observers from the International Civil Aviation Organisation, the International Air Transport Association and the European Organisation for the Safety of Air Navigation (EUROCONTROL) also assist the Committee. In the context of new Alliance missions, such as peacekeeping, the Committee is therefore able to provide a unique link between the NATO Military Authorities responsible for the coordination of large-scale military aircraft movements and the civil organisations managing the airspace.

In recent years, the surge in civilian air traffic and delays caused by insufficient capacity of air traffic control and airport structures in many parts of Europe to cope with peak-time traffic have highlighted the need for effective coordination between civil and military authorities in order to ensure that the airspace can be shared by all users on an equitable basis. Moreover, there is also a need to ensure, on a technical level, that military operators are able to maintain the required degree of compatibility with the different elements of the air traffic management system which the civil agencies plan to introduce in the future. Consequently, and in particular in view of current efforts to achieve pan-European integration of air traffic management, the Committee is represented in a number of international forums. It is a participant in the European Air Traffic Control Harmonisation and Integration Programme approved by the Transport Ministers of the European Civil Aviation Conference.

Since exchanges of views on airspace management constitute part of the developing partnership between the NATO Alliance and its Partners, the Committee is also actively engaged in cooperation activities. Since 1991, meetings on civil/military coordination of air traffic management have been held periodically with high-level participation by NATO members and other European countries. In May 1992, the Central and East European and Central Asian states which were members of the North Atlantic Cooperation Council (later replaced by the Euro-Atlantic Partnership Council) took part in a semi-

nar on this issue, together with representatives from NATO countries, as well as the NATO Military Authorities and five international organisations with responsibilities in this field.

From November 1992, Cooperation Partners were invited to take part in plenary sessions of the Committee addressing the civil/military dimension of the integration of Central and Eastern Europe in Western European air traffic management strategies. Early in 1994, other European neutral countries were also invited to participate in its activities. This established the Committee as a unique forum for coordination between civil and military users of the entire continental European airspace, as acknowledged by the European Civil Aviation Conference.

The Partnership for Peace initiative is further increasing concrete cooperation in this area, notably with regard to coordination of air exercises. Regular plenary and working level meetings now constitute part of the cooperation activities related to air traffic management foreseen in the PfP Partnership Work Programme. With the enhancement of the Partnership for Peace it is to be expected that there will be a considerable broadening and deepening of the Committee's activities in this area in the coming years.

Airspace Management and Control is included in the section of the EAPC Action Plan for 1998-2000 which lists agreed areas of cooperation within the Partnership for Peace programme. Cooperation in relation to air safety and airspace management and control is also foreseen in the context of the NATO-Russia relationship and NATO's partnership with Ukraine.

AIR DEFENCE

The NATO Air Defence Committee (NADC) is responsible for advising the North Atlantic Council and Defence Planning Committee on all aspects of air defence, including tactical missile defence. It enables member countries to harmonise their national efforts with international planning related to air command and control and air defence weapons. The air defence of Canada and the United States is coordinated within the North American Air Defence system (NORAD).

In 1994, the NADC began a dialogue with Cooperation Partners under the aegis of the North Atlantic Cooperation Council (NACC) in order to foster mutual understanding and confidence in air defence matters of common

interest. Developments under the Partnership for Peace initiative which are further enhancing cooperation in this area include fact finding meetings of air defence experts and the maintenance of a Cooperative Air Defence Programme. The dialogue is continuing within the framework of the Euro-Atlantic Partnership Council (EAPC), which replaced the NACC, and in the context of the Enhanced Partnership for Peace programme.

Effective air defence is fundamental to Alliance security. It is provided by a complex system which enables aircraft and tactical missiles to be detected, tracked and intercepted, either by maritime and ground-based weapons systems, or by interceptor aircraft. The command and control structure which facilitates air defence comprises the NATO Air Defence Ground Environment (NADGE) which includes sites stretching from Northern Norway to Eastern Turkey, the Improved United Kingdom Air Defence Ground Environment (IUKADGE) and the Portuguese Air Command and Control System (POACCS). These systems integrate the various sites which are equipped with modern radars and data processing and display systems and are linked by modern digital communications.

Much of the existing air defence structure has been commonly financed through the NATO Security Investment Programme (formerly called the Infrastructure Programme (see Chapter 9) and a significant part of the successor system, known as the Air Command and Control System (ACCS), will be similarly funded. The ACCS is designed to combine the tactical planning, tasking and execution of all air defence, air offensive and air support operations. Its scope is therefore much broader than just air defence. It is being implemented under the supervision of the NATO ACCS Management Organisation and will provide an initial operational capability in the early years of the next century.

During the late 1980s, early warning capability was enhanced through the acquisition of a fleet of NATO E-3A Airborne Early Warning and Control (AWACS) aircraft. The fleet is currently being improved through modernisation programmes managed by the NATO AEW&C Programme Management Organisation. These NATO-owned and operated aircraft, together with the E3-D aircraft owned and operated by the United Kingdom, comprise the NATO Airborne Early Warning Force. The French and United States Air Forces also have E-3 aircraft, which can interoperate with the NATO air defence structure.

The NATO Air Defence Committee has reviewed an offer by the United States to share early warning information on Tactical Ballistic

Missile launches and has revised the Alliance Air Defence Programme. This has become the Alliance Extended Air Defence Programme and includes measures to adapt NATO's air defence structures in order to take account of the changed security situation and of corresponding changes in the Alliance's crisis management requirements. It also includes provisions for taking multinational training into account and for examining the potential contribution of maritime assets to continental air defence, as well as possible reinforcements by readily transportable air defence elements. In addition, since tactical missiles are now part of the weapons inventory of many countries, the Alliance is also examining ways of applying countermeasures to such systems.

Work is being undertaken within the CNAD on the development of an Alliance Ground Surveillance capability to complement the AWACS capability and to provide an effective system to assist military operations in the context of extended air defence (e.g. conventional counterforce operations), peacekeeping and crisis management.

CIVIL EMERGENCY PLANNING

Civil Emergency Planning in NATO refers to the development of collective plans for the systematic and effective use of Alliance civil resources at national and NATO levels in support of Alliance strategy. The focus of Civil Emergency Planning is the protection of vulnerable, modern societies against the effects of emergency situations (crisis, war or peacetime emergencies such as disasters).

Although planning for coping with civil emergencies is a national responsibility and civil resources remain under national control, it has long been recognised that the plans of 16 individual nations will be more effective if they are coordinated and share a common goal. Nine technical Civil Emergency Planning Boards and Committees have therefore been established under the Senior Civil Emergency Planning Committee (SCEPC), with responsibility for coordinating planning in the following areas :

- European Inland Surface Transport;
- Ocean Shipping;
- Civil Aviation;
- Petroleum Planning;
- Food and Agriculture;
- Industrial Preparedness;

- Civil Communications;
- Civil Protection;
- Medical Planning.

The members of each of these boards or committees are experts drawn from appropriate ministries or from relevant industries in the individual member countries. Typically, each committee meets two times per year, although in most cases working groups or technical committees established by the main committees meet more frequently.

Overall coordination between the various planning areas is established by the Senior Civil Emergency Planning Committee (SCEPC),which reports directly to the North Atlantic Council. The Permanent Session of the committee, at which nations are represented by members of national permanent delegations to NATO, is chaired by the Director of Civil Emergency Planning.

In order to ensure the full and active participation of all member governments in Civil Emergency Planning arrangements, the SCEPC meets in Plenary Session twice a year. On these occasions, the national representatives are the heads of national Civil Emergency Planning organisations from capitals. Plenary Sessions are chaired by the Assistant Secretary General for Security Investment, Logistics and Civil Emergency Planning.

Overall direction of Alliance efforts in the field of Civil Emergency Planning, at both the national and NATO levels, is provided by Foreign Ministers who approve Ministerial Guidance every two years, which establishes the priority and focus of work for the following two year period.

Current Civil Emergency Planning efforts concentrate on:

- Crisis Management;
- Civil-Military Cooperation;
- Protection of the Population;
- Partnership for Peace activities.

These priorities are reflected in the activities of the SCEPC and in the work programmes of the nine Planning Boards and Committees.

Civil Emergency Planning Activities under Partnership for Peace

At a pace and in accordance with the scope determined by each Partner, NATO and Partner Countries are working in concrete ways to increase transparency in defence budgeting to promote democratic

control of defence ministries, to undertake joint planning and joint exercises, and to develop the ability to operate with NATO forces in different fields. Civil Emergency Planning has been at the forefront of PfP since its inception. Reflecting the interests and priorities of Partners, CEP programmes have expanded dramatically and now constitute one of the most active non-military fields of cooperation under PfP.

The priorities for PfP activities in the CEP fields are Legislation and Crisis Management; Civil-Military Cooperation; Disaster Prevention and Humanitarian Assistance.

These closely correspond to the overall priorities established by NATO Foreign Ministers in CEP Ministerial Guidance. Activities include meetings, seminars and workshops, exercises and training. All 28 Partner Countries have been participants in some of these activities. Since 1994, more than 7,000 civil and military representatives have taken part, from different levels of local, regional and national governments, as well as from non-governmental organisations.

A large number of other international organisations have also participated in these activities. These include the Council of Europe, the European Union, the International Atomic Energy Agency, the International Federation of the Red Cross and Red Crescent Societies, the UN Office for the Coordination of Humanitarian Affairs (UNOCHA), UNESCO, UNHCR and the WEU.

Disaster preparedness and protection of the populations have been common elements in most PfP CEP activities. These have addressed issues such as air-crashes, avalanches, chemical accidents, earthquakes, floods, nuclear accidents and the transportation of dangerous goods. Much of this activity has been undertaken in support of the United Nations Office for the Coordination of Humanitarian Affairs and its Project on the Use of Military and Civil Defence Assets in Disaster Assistance (MCDA).

Following the expansion of practical cooperation and the increased participation in decision-making by Partner countries established under the EAPC, the Senior Civil Emergency Planning Committee, meeting with Partner countries, developed plans for a Euro-Atlantic Disaster Response Capability consisting of a Euro-Atlantic Disaster Response Centre (EADRCC) and a Euro-Atlantic Disaster Response Unit. The establishment of the EADRCC was endorsed by EAPC Ministers on 29 May 1998. The Centre was subsequently used in the coordination of EAPC support (primarily airlift) in support of UNHCR relief operations in Albania.

NATO-Russia Cooperation in Civil Emergency Planning

NATO-Russia cooperation in this field began in December 1991 when the North Atlantic Council tasked the Senior Civil Emergency Planning Committee to assist in coordinating the transportation of humanitarian assistance to the then Soviet Union. Over the next few months, NATO-Russia cooperation in humanitarian activities in the various successor states of the former Soviet Union provided a solid foundation for subsequent activities between NATO and Russia. Co-operation has been established between NATO's CEP structures and the Ministry of the Russian Federation for Civil Defence, Emergencies and Elimination of Consequences of Natural Disasters (EMERCOM of Russia), both of which have been major supporters of the UN Office for the Coordination of Humanitarian Affairs and of its MCDA Project. An initial workshop in this field took place at NATO Headquarters in December 1992. Since then, considerable follow-up work has been undertaken by both NATO and Russia.

On 20 March 1996, in Moscow, EMERCOM of Russia and NATO signed a Memorandum of Understanding on Civil Emergency Planning and Disaster Preparedness. This commits both parties to increasing their efforts and support for practical cooperation and mutual assistance in disaster preparedness and response. Both parties are now considering proposals for cooperation in assisting UNOCHA operations in the event of a major disaster.

From 22-23 April 1997, a high level Civil Emergency Planning symposium on the Humanitarian Challenge for the next Century was organised under the framework of Partnership for Peace (PfP), hosted by EMERCOM of Russia. This event took place in conjunction with a SCEPC Plenary meeting with Cooperation Partners held in Moscow on 24-25 April, marking the first occasion that a SCEPC Symposium has been conducted outside a NATO Country. This was also the first time that a Senior NATO Committee held a formal meeting in the Russian Federation.

Following the signing of the Founding Act on Mutual Relations, Cooperation and Security between NATO and the Russian Federation in Paris on 27 May 1997 and the creation of the NATO Russia Permanent Joint Council, an Expert Group on Civil Emergency Preparedness and Disaster Relief was created, which identified areas for future work. The Group oversees the implementation of the NATO-Russia Memorandum of Understanding. The PJC Pilot Project on the Use of Satellite

Technology in Disaster Management is one example of follow-on work which has since been initiated.

NATO-Ukraine Cooperation

NATO-Ukraine cooperation in Civil Emergency Planning began in 1995, following heavy rains and the flooding of the Ouda and Donets Rivers in eastern Ukraine. The floods incapacitated and partially destroyed the sewage plant of the town of Kharkov, resulting in severe contamination of the water supplies for a city of approximately two million people. NATO's Civil Emergency Planning Directorate coordinated assistance from NATO and Partner countries to overcome these problems.

In 1996 Ukraine hosted the first meeting of a Civil Emergency Planning Board outside NATO. In conjunction with the exercise "Carpathian Safety '96", NATO's Civil Protection Committee with Cooperation Partners held a meeting in Lvov. Successful cooperation between NATO's Civil Emergency Planning Directorate and the Ministry of Emergencies and Protection of the Population from the Consequences of the Chernobyl Catastrophy paved the way for a Seminar on "Aeromedical Evacuation and Rescue Operations in Emergencies', conducted in September 1997 in Kyiv.

Cooperation in the area of Civil Emergency Planning and Disaster Preparedness is a key component of the NATO-Ukraine Charter signed in Madrid in July 1997. A Memorandum of Understanding with NATO in this area was signed on 16 December 1997.

SCIENTIFIC COOPERATION AND ENVIRONMENTAL CHALLENGES

The NATO Science Programme

Scientific cooperation in NATO falls within the ambit of the NATO Science Committee. The Science Committee is responsible for the NATO Science Programme, under which support is available for scientific collaboration between NATO country scientists and scientists in NATO's EAPC Partner countries, in general science or in selected priority areas.

The Science Programme supports the following types of activity - Collaborative Research Grants (CRGs), Linkage Grants (LGs), Expert Visits (EVs), Networking Infrastructure Grants (NIGs), Advanced Study Institutes (ASIs), and Advanced Research Workshops (ARWs). Support for these activities is available in general science or in a number of "priority areas" which are subject to change from time to time. Activities

must be carried out in collaboration between scientists in NATO countries and those in Partner countries.

Support for applied industrial and environmental Research and Development (R&D) projects in Partner countries, in collaboration with NATO country counterparts, is also available under the Science for Peace (SfP) Programme. The objectives of this Programme are to support applied science and technology projects in Partner countries that are associated with industrial, environmental or security-related problems.

Science Fellowships are also supported; while precise eligibility criteria vary from country to country, science fellowships are generally available to both Partner scientists and NATO scientists.

The origins of scientific cooperation in NATO can be traced to the 1956 recommendations of the Committee of Three on Non-Military Cooperation in NATO. This Committee of "Three Wise Men" - Foreign Ministers Lange (Norway), Martino (Italy) and Pearson (Canada) - observed that progress in science and technology was so crucial to the future of the Atlantic community that NATO members should ensure that every possibility of fruitful cooperation be examined. In accepting the report of a subsequent Task Force on Scientific and Technical Cooperation, the Heads of Government of the Alliance, at a meeting in December 1957, approved the establishment of a NATO Science Committee. The Science Committee met for the first time in March 1958.

The Science Programme developed over 30 years on two pillars of scientific excellence and Alliance solidarity, and was designed from the outset to support collaboration between individual scientists, rather than to finance research work or institutions. Collaborative support mechanisms and management methods were devised to stimulate collaboration between scientists in NATO countries, in order to improve the exchange of information which is a key requisite for scientific progress. During recent years the Programme has provided increasing opportunities for collaboration with NATO's Partners in the Euro-Atlantic Partnership Council. In 1998, following a wide-ranging review of the Programme, the Science Committee decided that the Programme will in future provide assistance for scientific collaboration only between NATO country scientists and scientists in NATO's Partner countries, including those participating in the Mediterranean Dialogue.

Today about 13,000 scientists from NATO and Partner countries are involved in the NATO Science Programme each year, as grantees and

meeting participants, or as referees and Advisory Panel members. Some examples of the diverse topics supported are: 'Biomonitoring of Metal Pollution along the Baltic Coast of Poland' (Collaborative Research Grant - Poland and UK); 'Novosibirsk : Prospects for Building Regional Innovation Policy' (Collaborative Research Grant - Russia and UK); 'Management and Policy Issues in Running a National Research and Education Network' (Advanced Research Workshop in Yarosavl, Russia); 'Multispecies Test-Systems for Soil Quality Assessment on Former Military Areas' (Linkage Grant - Belgium, Russia, USA); and 'High Speed Friction at the Atomic Scale' (Linkage Grant - France, Ukraine, USA).

The Science Committee meets three times a year, and annually with Partners in the Euro-Atlantic Partnership Council. The Committee is assisted in its work of assessing and selecting applications for support by Advisory Panels whose members are appointed by the Committee from among the scientists of NATO countries. The EAPC Action Plan provides the framework for the Committee's work.

Committee on the Challenges of Modern Society - CCMS

The environmental challenges facing the international community were recognised by the Alliance in 1969 with the establishment of the Committee on the Challenges of Modern Society (CCMS), created to respond to concerns about environmental issues. Member countries have participated through this Committee in numerous initiatives to take advantage of the potential offered by the Alliance for cooperation in tackling problems affecting the environment and the quality of life.

Under the auspices of the Committee, projects have been undertaken in fields such as environmental pollution, noise, urban problems, energy and human health, and, in particular, defence-related environmental issues. Examples includes pilot studies on 'Defence Environmental Expectations', resulting in guidelines on environmental training and principles which have been adopted by the North Atlantic Council; 'Environmental Aspects of Re-Using Former Military Lands', to assist Partners in converting former military bases to civilian use; 'Environmental Security in an International Context'; and 'Environmental Management Systems in the Military Sector'.

Two important concepts characterise the work of the Committee, namely, that it should lead to concrete action and that its results should be entirely open and accessible to international organisations or individual countries elsewhere in the world. For each project embarked upon, one or more nations volunteer to assume a pilot role, which includes taking

responsibility for planning and financing the work, coordinating its execution, preparing the necessary reports and promoting follow-up action.

Since 1996 the Committee has introduced new tools for cooperation within the framework of the CCMS Programme. These include ad hoc 6-18 month projects focused on specific topics; and workshops to disseminate information in well-defined areas. In this context, two projects have been completed: 'Development of an Environmental Handbook', co-directed by the United States and Sweden; and 'Renewal of on-going Black Sea Projects for the Planning of Future Activities', led by the United States and Turkey.

In accordance with the EAPC Action Plan for 1998-2000, the Committee on the Challenges of Modern Society is broadening its work to include joint meetings with NATO's Partners and seminars on defence-related environmental issues, as well as new pilot studies on topics of particular interest to Partner countries. In future it will be possible for a Partner country to assume the role of co-director of a pilot study, working with a co-director from a NATO country. At least two other Alliance countries must be participants.

Meetings of the CCMS with EAPC Partner country representatives take place annually. Activities initiated or under discussion include pilot studies on aspects of cross border environmental problems emanating from defence-related installations and other activities, focusing particularly on radioactive pollution; damage limitation and clean-up methodology for contaminated former military sites; protection of the ozone layer; environmental security; and work on the interrelationship of defence, the environment and economic issues, designed to identify environmentally sound approaches to the operations of armed forces both in Alliance and Partner countries.

NATO-Russia Cooperation in Science and Environment

Guided by the provisions of the NATO-Russia Founding Act, a Memorandum of Understanding on Scientific and Technological Cooperation between NATO and the Ministry of Science and Technology of the Russian Federation was signed at a meeting of the NATO-Russia Permanent Joint Council at Ministerial Level, in Luxembourg in May 1998. The purposes of the Memorandum are (a) to encourage and promote scientific and technological cooperation between NATO and the Russian Federation in areas of mutual interest; and (b) to support scientific research and development activities which further the advancement of science and technology.

The Memorandum provides for the setting up of a NATO-Russia

Scientific and Technological Cooperation Committee, which will carry out its work under the authority of the Permanent Joint Council. The Commitee will meet once a year, alternatively in the Russian Federation and at NATO Headquarters.

A Memorandum of Understanding is in preparation between the Russian Federation and the Committee on the Challenges of Modern Society.

NATO-Ukraine Cooperation

Cooperation with Ukraine under the NATO Science Programme began in 1991 and is being intensified under the provisions of the NATO-Ukraine Charter.

Cooperation under the Mediterranean Dialogue

The NATO Science Committee also pursues special activities with the Mediterranean Dialogue countries, on a case-by-case basis, and Mediterranean Dialogue partners may be invited to send scientists to participate in Advanced Study Institutes and Advanced Research Workshops supported under the NATO Science Programme. The Committee on the Challenges of Modern Society is also involved in the Mediterranean Dialogue.

Organisation of Programmes under the Division of Scientific and Environmental Affairs

SCIENCE PROGRAMME	CHALLENGES OF MODERN SOCIETY (CCMS)
General Science and Applied Research Programme Advanced Study Institutes Advanced Research Workshops Collaborative Research Grants Linkage Grants Expert Visits Networking Infrastructure Grants Science for Peace Programme Research & Development Projects Science Fellowships Programme NATO-Russia Programme	Environmental Pilot Study Programme Defence-Related Issues Pollution Control Studies Health and Technological Risks Quality of Life Studies

Chapter 9

COMMON-FUNDED RESOURCES: NATO BUDGETS AND FINANCIAL MANAGEMENT

The Principles of Common Funding

Cost Sharing

The Civil Budget

The Military Budget

The NATO Security Investment Programme

Resource Management

Financial Management

Financial Control

COMMON-FUNDED RESOURCES: NATO BUDGETS AND FINANCIAL MANAGEMENT

NATO is an intergovernmental organisation to which member nations allocate the resources needed to enable it to function on a day-to-day basis and to provide the facilities required for consultation, decision-making and the subsequent implementation of agreed policies and activities. It serves a political Alliance supported by an essential military structure which provides for the common defence of the member countries, cooperation with NATO's Partner countries and implementation of Alliance policies in peacekeeping and other fields.

In the military context, apart from a limited number of permanent headquarters and small standing forces, the vast majority of military forces and assets belonging to NATO member countries remain under national command and control until such time as some or all of these, depending on the country, may be assigned to NATO for the purposes of undertaking specific military tasks. The forces of NATO countries contributing to the Stabilisation Force led by NATO in Bosnia and Herzegovina (SFOR) are thus assigned to NATO temporarily in order to fulfill the Alliance's mandate in relation to the Bosnian Peace Agreement but are trained, equipped, maintained and financed by the individual defence budgets of member nations.

In order to facilitate consultation and joint decision-making in the framework of their Alliance, each member country maintains a diplomatic and military presence at NATO headquarters as well as civil and/or military representation at the headquarters of the various NATO agencies and military commands. The costs of maintaining and staffing their national delegations and military missions are also a national responsibility, financed in accordance with the different accounting principles and practices of each country.

The two examples given above - the costs of maintaining military forces and the costs of civil and military representation in Alliance forums - illustrate expenditures which would have to be taken into account in any analysis of the total cost to each nation of its NATO membership. Such expenditures would have to be offset by a similar analysis of the economic benefits obtained by each member country as a result of its participation in the Alliance.

However, the rationale for NATO membership extends far beyond the confines of a financial balance sheet drawn up on the above basis and embraces political, economic, scientific, technological, cultural and other factors which do not lend themselves readily to translation into financial terms. Moreover, to arrive at a meaningful conclusion each member country would have to factor into the calculation the costs which it would have incurred, over time, in making provision for its national security independently or through alternative forms of international cooperation.

The purpose of this chapter is not to attempt any such theoretical calculation, which must remain a matter for each nation to address in accordance with its own procedures and practices. The aim of the chapter is rather to describe the principles of common-funding and cost-sharing which apply throughout the Alliance and the major budgets used to manage the Alliance's financial resources. Taken together, these expenditures represent less than half of one per cent of the total defence expenditures of NATO countries (see Table 3).

THE PRINCIPLES OF COMMON FUNDING

NATO funds are devoted essentially to those expenditures which reflect the interests of all member countries. The common funding structure is diverse and decentralised. Certain multinational cooperative activities relating to research, development, production and logistic support do not involve all and, in some instances, may only involve a small number of member countries. These activities, most of which are managed by NATO Production and Logistics Organisations, are subject to the general financial and audit regulations of NATO but otherwise operate in virtual autonomy under charters granted by the North Atlantic Council. Reference is made to them later in the chapter.

With few exceptions, NATO funding does not therefore cover the procurement of military forces or of physical military assets such as ships, submarines, aircraft, tanks, artillery or weapon systems. Military manpower and materiel are assigned to the Alliance by member countries, which remain financially responsible for their provision. An important exception is the NATO Airborne Early Warning and Control Force, a fleet of radar-bearing aircraft jointly procured, owned, maintained and operated by member countries and placed under the operational command and control of a NATO Force Commander responsible to the Major NATO Commanders. NATO also finances investments directed

towards collective requirements, such as air defence, command and control systems or Alliance-wide communications systems which cannot be designated as being within the responsibility of any single nation to provide. Such investments are subject to maintenance, renewal and ultimately replacement in accordance with changing requirements and technological developments and the expenditures this requires also represent a significant portion of NATO funding.

The starting point for the process of seeking and obtaining approval for common funding of a given project is the identification and recognition of the need for expenditure and a determination that the responsibility for that expenditure cannot reasonably be attributed to a single country and that it will serve the interests of all contributing countries. The requirement must be duly generated, stated and authenticated and this in itself calls for a complex interaction of national and international administrative processes. Once recognised, the requirement for expenditure must be judged eligible for common funding by member countries on a defined scale. The determination of whether the requirement is eligible for common funding is made by consensus of the member countries which would be liable to support the cost.

Over the years since the establishment of the Alliance, the application of these principles has given rise to the elaboration of complex rules involving scales of integral or partial funding support and the exclusion of various cost elements, for example, national or local taxes. Another major and perhaps surprising exclusion dating from the time of NATO's establishment is the remuneration of military personnel serving at NATO headquarters or at any of the international headquarters forming part of the military structure of the Alliance. This remains a charge to the assigning nation. Some 15,000 military personnel are currently posted to international headquarters, all of whom are paid for by their nations. Remuneration of the international civilian staff at NATO Headquarters in Brussels and at NATO military headquarters is financed respectively by NATO's common-funded civil and military budgets (see below). Significant areas of NATO-related funding are subject to conventions of this nature accepted by all the member countries.

The criteria for common funding are held under constant review and changes may be introduced as a result of new contingencies - for example, the need to develop clear definitions of those parts of NATO's peace-keeping costs in Bosnia-Herzegovina which should be imputed to international budgets and those which should be financed by national

budgets. Other changes in existing conventions relating to common funding may result from organisational or technological developments or simply from the need to control costs in order to meet requirements within specific funding limitations. Despite these challenges, the principle of common funding on the basis of consensus remains fundamental to the workings of the Alliance. It continues to be upheld by all the member countries and can be seen as a reflection of their political commitment to NATO and of the political solidarity which is the hallmark of the implementation of agreed NATO policies.

COST SHARING

Expenditures which are accepted for common funding are financed by member countries to the full extent of their interest in the specific activity generating the expenditure and in accordance with agreed cost shares. As a general rule, member countries finance all the expenditures of those parts of the NATO structure in which they participate. Thus all member countries contribute to financing the expenditures of the International Staff, the International Military Staff and Military Committee agencies. The expenditures of the NATO Airborne Early Warning and Control Force are financed by the 12 countries participating in the Force. Expenditure relating to other parts or entities within the international military structure and expenditure under the NATO Security Investment Programme is shared by different groups of member countries according to the nature of their participation in NATO's integrated command arrangements. Within these different configurations, with few exceptions, the general rule applied is that member nations participate in all the expenses associated with the particular entity without exclusion. Where exceptions occur, they are normally a reflection of the current budgetary treatment of special transactional arrangements concluded between member countries in the past.

By convention, the agreed cost-sharing formulae which determine each member country's contributions are deemed to represent each country's "ability to pay". However the basis for the formulae applied is as much political as it is economic. The formulae applied to the Civil and Military Budgets and to the NATO Security Investment Programme were originally negotiated in the early 1950s. They have subsequently been adapted, largely proportionally, to reflect new membership and differing degrees of participation in the integrated command arrangements. Their

relationship to current measurements of relative economic capacity such as GDP or purchasing power parities is consequently imprecise. While proposals have been made from time to time to revise them in the interests of improved burden-sharing or rationalisation, the consensus has indicated a preference to retain the existing structure. However the enlargement of the Alliance will make it necessary to readjust the existing cost shares to take into account the new participating nations.

Currently, the Civil Budget is financed under a single 16-nation formula. The greater part of the Military Budget covering the international military structure is financed under a slightly different 16-nation formula and two 15-nation formulae and one 14-nation formula proportionately derived from it. The NATO Security Investment Programme is similarly financed under four different cost-sharing formulae. The part of the military budget which funds the NATO Airborne Early Warning and Control Force is governed by a 12-nation and a 13-nation formula which reflect the industrial/commercial orientation of the cost-sharing arrangements for the related procurement organisation, NAPMO (see Chapter 13).

Tables 1 and 2, which are to be found at the end of this chapter, summarise the range of member countries' cost-shares and their averages, weighted by reference to the expenditures forecast for 1998 under the civil and military budgets and the currently applicable cost-sharing formulae for the NATO Security Investment Programme.

THE CIVIL BUDGET

The Civil Budget is established and executed under the supervision of the Civil Budget Committee and is primarily funded from the appropriations of Ministries of Foreign Affairs. It covers the operating costs of the International Staff at the NATO Headquarters in Brussels; the execution of approved civilian programmes and activities; and the construction, running and maintenance costs of facilities including the personnel costs associated with providing conference services for all meetings of NATO committees and subordinate groups, security services, etc. During recent years, a growing portion of budgetary resources has been devoted to funding activities with Partner countries. The total budget approved for 1998 amounts to approximately US$ 157 million. Personnel costs absorb approximately 62% (US$ 97 million). Special programme costs, such as those for the NATO Science Programme or for information

activities, consume approximately 24% (US$ 38 million). The balance (14% or approximately US$ 22 million) covers miscellaneous operating and capital costs.

THE MILITARY BUDGET

The Military Budget, established and executed under the supervision of the Military Budget Committee, is largely financed from the appropriations of Ministries of Defence. It covers the operating and maintenance costs and, with the exception of major construction and system investments financed by the NATO Security Investment Programme, the capital costs of the international military structure. This includes the Military Committee, the International Military Staff and associated Agencies, the two Major NATO Commands (ACE and ACLANT) and associated command, control and information systems, research and development and procurement and logistics agencies and the NATO Airborne Early Warning and Control Force. Currently, the budget also supports the operating costs of the NATO command structure for peacekeeping activities in Bosnia and Herzegovina. The total budget approved for 1998 amounts to approximately US$ 680 million. It should be noted that this figure excludes the very substantial costs of assignment of military personnel, which are borne by the respective contributing countries. Of the common-funded total mission operating and maintenance expenses absorb approximately 43%, or US$ 290 million; civilian personnel costs approximately 33%, or US$ 227 million; general administrative expenses approximately 19%, or US$ 129 million; and capital investment approximately 5%, or US$ 34 million.

THE NATO SECURITY INVESTMENT PROGRAMME

The NATO Security Investment Programme is implemented under the supervision of the Infrastructure Committee within annual contribution ceilings approved by the North Atlantic Council. The ceiling agreed for 1998 is approximately equivalent to US$ 688 million. The Programme finances the provision of the installations and facilities needed to support the roles of the Major NATO Commands recognised as exceeding the national defence requirements of individual member countries. The investments cover such installations and facilities as airfields, fuel pipelines and storage, harbours, communications and information systems,

radar and navigational aids and military headquarters. As is the case for the military budget, the Programme also covers the requirements of the NATO command structure in Bosnia and Herzegovina. The Programme has acquired a new cooperative dimension in the context of Partnership for Peace (see Chapter 4) and is currently concerned with provision for the possible use of NATO assets by the Western European Union (see Chapters 3 and 14).

RESOURCE MANAGEMENT

Since the mid-1990s, under pressures to optimise the allocation of military common-funded resources, member countries have reinforced NATO's management structure by promoting the development of "capability packages" and by establishing the Senior Resource Board (SRB) which has responsibility for overall resource management of NATO's military resources (i.e. excluding resources covered by the Civil Budget). The capability packages identify the assets available to and required by NATO military commanders to fulfil specified tasks. They are a prime means of assessing common-funded supplements (in terms of both capital investment and recurrent operating and maintenance costs) as well as the civilian and military manpower required to accomplish the task. These packages are reviewed by the Senior Resource Board composed of national representatives, representatives of the Military Committee and the Major NATO Commanders and the Chairmen of the Military Budget, Infrastructure and NATO Defence Manpower Committees. The Board endorses the capability packages from the point of view of their resource implications prior to their approval by the North Atlantic Council. It also annually recommends for approval by the North Atlantic Council a comprehensive Medium Term Resource Plan, which sets financial and manpower ceilings for the following year and planning figures for the four subsequent years. Within these parameters, the Military Budget, Infrastructure and Defence Manpower Committees oversee the preparation and execution of their respective budgets and plans. The Board further produces an Annual Report, which allows the North Atlantic Council to monitor the adequacy of resource allocations in relation to requirements and to review the military common-funded resource implications for NATO's common-funded budgets of new Alliance policies. The Board has thus been closely concerned with assessments of the financial implications for NATO's common-funded budget of the enlargement of the Alliance to include prospective new member countries (the Czech

Republic, Hungary and Poland) (see Chapter 4). These costs are estimated at US$ 1.5 billion over a period of ten years, with US$ 1.3 billion being imputable to the Security Investment Programme.

FINANCIAL MANAGEMENT

Financial management within NATO is structured to ensure that the ultimate control of expenditure rests with the member countries supporting the cost of a defined activity and is subject to consensus among them. Control may be exercised, at all levels of decision-making, either in terms of general limitations or by specific restrictions. Examples of general limitations are the allocation of fixed resources or ceilings for operating costs and capital investment (as agreed by the Senior Resource Board) or civilian and military manpower complements, within which financial managers (the Secretary General, Major NATO Commanders and Subordinate Commanders and other designated Heads of NATO bodies) have relative discretion to propose and execute their budgets. Specific restrictions may take many forms, ranging from the imposition of specific economy measures to the temporary immobilisation of credits for a given purpose or the restriction of credit transfers. Such restrictions or controls may be stipulated in the terms in which approval of the budget is given or exercised by contributing countries through exceptional interventions in the course of the execution of the budget. Approval of the respective budgets can be seen as the translation into concrete measures of policies - political, organisational or financial - which contributing member countries wish to implement. Such policies evolve over time in response to the changing international environment and the requirement for corresponding adaptation of the Organisation's structures and tasks.

This dynamic process of adjustment over the five decades of the Alliance's existence largely explains the diversity and decentralisation of the financial management structure of NATO. No single body exercises direct managerial control over all four of the principal elements of the Organisations financial structure, namely the International Staff (financed by the Civil Budget); the international military structure (financed by the Military Budget); the Security Investment Programme; and specialised Production and Logistics Organisations. The latter fall into two groups: those which are financed under arrangements applying to the international military structure; and those which operate under charters granted by the North Atlantic Council, with their own Boards of Direc-

tors and finance committees and distinct sources of financing within national treasuries.

The financial management of the organisational budgets (i.e. the Civil and Military Budgets) differs from that of the Security Investment Programme. The diversity and decentralisation of the financial management structure of the organisational budgets is sanctioned by Financial Regulations approved by the North Atlantic Council. The Regulations, which are complemented by rules and procedures adapting them to the particular requirements of the various NATO bodies and programmes, provide basic unifying principles around which the overall financial structure is articulated.

The Regulations prescribe that each NATO body shall have its own budget, expressed in the currency of the host country, with exchange counter-values being determined via a common accounting unit. The budget is annual, coinciding with the calendar year. It is prepared under the authority of the Head of the respective NATO body, reviewed and recommended for approval on the basis of consensus by a finance committee composed of representatives of contributing member countries, and approved for execution by the North Atlantic Council. Failure to achieve consensus before the start of the financial year entails non-approval of the budget and the financing of operations, under the supervision of the finance committee, through provisional allocations limited to the level of the budget approved for the preceding year. This regime may last for six months, after which the Council is required to decide either to approve the budget or to authorise continuation of interim financing. This contingency measure, though rarely applied, reinforces the principle of collective inter-governmental control of expenditure implicit in the requirement for unanimous approval of the budget by all contributing member countries.

When the budget has been approved, the Head of the NATO body has discretion to execute it through the commitment and expenditure of funds for the purposes authorised. This discretion is limited by different levels of constraint prescribed by the Financial Regulations, regarding such matters as recourse to restricted or full international competitive bidding for contracts for the supply of goods and services, or transfers of credit to correct over or under-estimates of the funding required. Discretionary authority to execute a budget may be further limited by particular obligations to seek prior approval for commitments and expenditure. These may occasionally be imposed by the finance committee in the

interests of ensuring strict application of new policies or of monitoring the implementation of complex initiatives such as organisational restructuring. While budgetary credits must be committed, to the extent justified by actual requirements, during the financial year for which they are approved, the liquidation of commitments by expenditure is permitted during the two succeeding financial years.

Implementation of the NATO Security Investment Programme has its starting point in the capability packages. Once these have been approved, authorisation of individual projects can commence under the responsibility of the Infrastructure Committee. The Host Nation (usually the nation on whose territory the project is to be implemented) prepares an authorisation request which includes the technical solution, the cost, a specification of eligibility for common-funding, and the bidding procedure to be followed. Particular arrangements apply with regard to international competitive bidding procedures designed to facilitate maximum participation by member countries. If a nation wishes to carry out any type of bidding procedure other than international competitive bidding, it must request exemption from the Infrastructure Committee. When the Committee has agreed to the project, the Host Nation can proceed with its physical implementation.

The financial management system which applies to the Security Investment Programme is based on an international financial clearing process. Nations report on the expenditure foreseen on authorised projects within their responsibility. Nations will in most cases have expenditure either exceeding or below their agreed contribution to the budget. With international financial clearing these inequalities are balanced out by the transfer of funds between nations. Once a project has been completed, it is subject to a Joint Final Acceptance Inspection to ensure that the work undertaken is in accordance with the work authorised. Only when this report is accepted by the Infrastructure Committee does NATO formally take responsibility for the work and for the capability which it provides.

FINANCIAL CONTROL

Although the Head of the respective NATO body is ultimately responsible for the correct preparation and execution of the budget, the administrative support for this task is largely entrusted to his Financial Controller. The appointment of this official is the prerogative of the North Atlantic Council, although the latter may delegate this task to the relevant finance committee. Each Financial Controller has final recourse to

the finance committee in the case of persistent disagreement with the Head of the respective NATO body regarding an intended transaction.

The Financial Controller is charged with ensuring that all aspects of execution of the budget conform to expenditure authorisations, to any special controls imposed by the finance committee and to the Financial Regulations and their associated implementing rules and procedures. He may also, in response to internal auditing, instal such additional controls and procedures as he deems necessary for maintaining accountability. A major task of the Financial Controller is to ensure that the funds required to finance execution of the budget are periodically called up from contributing member countries in accordance with their agreed cost-shares and in amounts calculated to avoid the accumulation of excessive cash holdings in the international treasury. The outcome of all these activities is reflected in annual financial statements prepared and presented for verification to the International Board of Auditors.

The International Board of Auditors is composed of representatives of national audit institutions. It operates under a Charter guaranteeing its independence, granted by the North Atlantic Council, to which it reports directly. It has powers to audit the accounts of all NATO bodies, including the Production and Logistics Organisations, and the NATO Security Investment Programme. Its mandate includes not only financial but also performance audits. Its role is thus not confined to safeguarding accountability but extends to a review of management practices in general.

Table 1

Cost Shares of NATO Member Countries - Civil and Military Budgets

(based on 1998 estimates)

NATO Member Country	Civil Budget		Military Budget (Headquarters, Agencies and Programmes)		Military Budget (NATO Airborne Early Warning and Control Force)	
	%	US $ (millions)	%[1]	US $ (millions)	%[1]	US $ (millions)
Belgium	2.76	4.33	3.29	15.62	3.38	6.96
Canada	5.60	8.79	6.47	30.68	9.42	19.37
Denmark	1.59	2.50	1.95	9.23	2.00	4.11
France	16.50	25.91	6.44	30.54	0.00	0.00
Germany	15.54	24.40	17.98	85.29	28.10	57.81
Greece	0.38	0.60	0.44	2.08	0.62	1.27
Iceland	0.05	0.08	0.05	0.25	0.00	0.00
Italy	5.75	9.03	6.83	32.40	7.26	14.93
Luxembourg	0.08	0.12	0.10	0.47	0.11	0.22
Netherlands	2.75	4.32	3.29	15.60	3.74	7.70
Norway	1.11	1.74	1.34	6.37	1.46	3.00
Portugal	0.63	0.99	0.72	3.42	0.69	1.42
Spain	3.50	5.49	1.07	5.06	0.00	0.00
Turkey	1.59	2.50	1.84	8.71	1.62	3.34
United Kingdom	18.82	29.55	20.30	96.27	0.12	0.26
United States	23.35	36.67	27.89	132.24	41.48	85.34
Total:	100.00	157.02	100.00	474.23	100.00	205.73

1 Weighted by reference to expenditures forecast for 1998.

Table 2

Cost Shares of NATO Member Countries
NATO Security Investment Programme

NATO Member Country	Expenditures shared by 14 countries[2]	Expenditures shared by 15 countries (including Spain)	Expenditures shared by 15 countries (including France)	Expenditures shared by all member countries
Belgium	4.96	4.76	4.26	4.126
Canada	3.2	3.0	2.8	2.75
Denmark	3.941	3.7875	3.42	3.33
France	0	0	13.3436	12.9044
Germany	26.7555	25.7443	23.1597	22.3974
Greece	1.07	1.05	1.01	1.0
Iceland	0	0	0	0
Italy	9.4	9.1	8.0929	7.745
Luxembourg	0.2377	0.2281	0.2065	0.1973
Netherlands	5.48	5.2725	4.72	4.58
Norway	3.379	3.271	2.935	2.83
Portugal	0.41	0.392	0.37	0.345
Spain	0	3.7793	0	3.2916
Turkey	1.17	1.13	1.08	1.04
United Kingdom	12.1757	11.7156	10.5394	10.1925
United States	27.8211	26.7697	24.0629	23.2708

[2] The NATO Security Investment Programme is a long-term programme which includes continuing expenditures relating to projects initiated at different times in the framework of the integrated military structure of the Alliance in which France does not participate. Some of these expenditures also predate Spain's membership of the Alliance and Spanish membership of the integrated military structure. During the period from 1992 to 1997, Spain did not participate in NATO's integrated military structure but, like France, contributed to certain aspects of the Security Investment Programme. Table 2 therefore reflects agreed cost shares for expenditures in which 14 countries participate (all member countries excluding France and Spain); in which 15 countries participate (countries participating in the integrated military structure + Spain); in which fifteen countries participate (countries participating in the integrated military structure + France); and expenditures in which all current member countries participate. Following the accession of prospective new member countries, adjustments will affect future cost-sharing arrangements but cost-sharing formulae will continue to reflect the differing configurations indicated above with respect to programmes initiated before their accession. The figures given above reflect the percentages applicable in September 1998.

Defence Expenditures of NATO Countries (1980-1997)

(Based on current prices and exchange rates. Currency unit = millions)

Note: The figures given in Table 3 represent payments actually made during the course of the fiscal year. They are based on the NATO definition of defence expenditure which differs from national definitions. Figures shown here may therefore differ significantly from those published by individual national authorities. For countries providing military assistance abroad the relevant amounts are included in the expenditure figures. For countries receiving such assistance, the value of the items received is not included. Expenditures for research and development are included in equipment expenditures. Pensions are included in personnel expenditures. National differences in the definition of the fiscal year also affect the data shown here. As a result the precise period covered by the figures indicated in the tables may differ in some cases. The defence data relating to France, which does not participate in NATO collective force planning, are indicative only.

Table 3

Defence Expenditures of NATO Countries (1980-1997)

(Based on current prices and exchange rates. Currency unit = millions)

	1980	1985	1990	1993	1994	1995	1996	1997
Belgium (Belgian francs)	115.754	144.183	155.205	129.602	131.955	131.156	131.334	134.835
Denmark (Danish Kroner)	9.117	13.344	16.399	17.390	17.293	17.468	17.896	18.594
France (French francs)	110.514	186.715	231.911	241.199	246.469	238.432	237.375	242.485
Germany (DM)	48.518	58.650	68.376	61.529	58.957	58.986	58.671	57.947
Greece (Drachmas)	96.975	321.981	612.344	932.995	1.052.760	1.171.377	1.343.276	1.510.684
Italy (1000 Italian lire)	7.643	17.767	28.007	32.364	32.835	31.561	36.170	37.190
Luxembourg (Lux. francs)	1.534	2.265	3.233	3.740	4.214	4.194	4.380	4.612
Netherlands (Dutch guilder)	10.476	12.901	13.513	13.103	12.990	12.864	13.240	13.441
Norway (Norw. Kroner)	8.242	15.446	21.251	22.528	24.019	21.433	23.704	23.598
Portugal (Escudos)	43.44	111.375	267.299	352.504	360.811	403.478	401.165	448.544
Spain (Pesetas)	350.423	674.883	922.808	1.054.902	994.689	1.078.805	1.091.432	1.099.202
Turkey (1000 Turk. lira)	203	1.235	13.866	77.717	156.724	302.864	611.521	1.101.665
United Kingdom (Pounds sterling)	11.593	18.301	22.287	22.686	22.490	21.439	22.095	21.824
Total NATO Europe (US dollars)	111.981	92.218	186.189	172.825	172.070	184.227	186.617	184.753
Canada (Canadian dollars)	5.788	10.332	13.473	13.293	13.008	12.457	11.511	10.741
United States (US dollars)	138.191	258.165	306.170	297.637	288.059	278.856	271.417	272.955
Total North America (US dollars)	143.141	265.731	317.717	307.941	297.585	287.933	279.860	280.817
Total NATO (US dollars)	255.122	357.949	503.906	480.765	469.655	472.160	466.477	465.569

Table 4

Defence Expenditures of NATO Countries as % of gross domestic product

(Based on current prices) (averages)

	1980 - 1984	1985 - 1989	1990 - 1994	1993	1994	1995	1996	1997 (est.)
Belgium (Belgian francs)	3.3	2.8	2.0	1.8	1.7	1.7	1.6	1.6
Denmark (Danish Kroner)	2.4	2.1	2.0	2.0	1.9	1.8	1.8	1.7
France French francs	4.1	3.8	3.5	3.4	3.3	3.1	3.0	3.0
Germany (DM)	3.4	3.0	2.2	1.9	1.8	1.7	1.7	1.6
Greece (Drachmae)	5.4	5.1	4.5	4.4	4.4	4.4	4.5	4.6
Italy (1000 Italian lire)	2.1	2.3	2.1	2.1	2.0	1.8	1.9	1.9
Luxembourg (Lux. francs)	1.1	1.0	0.9	0.8	0.9	0.8	0.8	0.8
Netherlands (Dutch guilder)	3.1	2.9	2.4	2.3	2.1	2.0	2.0	1.9
Norway (Nor. Kroner)	2.7	2.9	2.8	2.7	2.8	2.3	2.4	2.2
Portugal (Escudos)	3.0	2.8	2.7	2.7	2.6	2.7	2.5	2.6
Spain (pesetas)	2.4	2.2	1.7	1.7	1.5	1.5	1.5	1.4
Turkey (1000 Turk. lira)	4.0	3.3	3.8	3.9	4.1	3.9	4.1	4.3
United Kingdom (Pounds sterling)	5.2	4.5	3.8	3.6	3.4	3.1	3.0	2.8
Total NATO Europe (US dollars)	3.6	3.3	2.7	2.6	2.4	2.3	2.3	2.2
Canada (Can. dollars)	2.1	2.1	1.9	1.9	1.8	1.6	1.5	1.3
United States (US dollars)	5.8	6.3	4.9	4.8	4.3	4.0	3.7	3.6
Total North America (US dollars)	5.4	6.0	4.7	4.5	4.1	3.8	3.6	3.4
Total NATO (US dollars)	4.6	4.8	3.7	3.6	3.3	3.0	2.9	2.8

Chapter 10

CIVILIAN ORGANISATION AND STRUCTURES

NATO Headquarters
Permanent Representatives and National Delegations
The Secretary General
The International Staff
Office of the Secretary General
Executive Secretariat
Office of Information and Press
Office of Security
Division of Political Affairs
Division of Defence Planning and Operations
Division of Defence Support
NATO Headquarters Consultation, Command and Control (NC3) Staff
Division of Security Investment, Logistics and Civil Emergency Planning
Division of Scientific and Environmental Affairs
Office of Management
Office of the Financial Controller
Office of the Chairman of the Senior Resource Board
Office of the Chairman of the Budget Committees
International Board of Auditors
NATO Production and Logistics Organisations

NATO HEADQUARTERS

The NATO Headquarters in Brussels is the political headquarters of the Alliance and the permanent home of the North Atlantic Council. It houses Permanent Representatives and national delegations, the Secretary General and the International Staff, national Military Representatives, the Chairman of the Military Committee and the International Military Staff. It also accommodates the diplomatic missions or liaison offices of a number of Partner countries, the NATO Headquarters Consultation, Command and Control (C3) Staff and a number of NATO agencies.

There are approximately 3,150 people employed at NATO Headquarters on a full-time basis. Of these, some 1,400 are members of national delegations and national military representatives to NATO. There are approximately 1,300 civilian members of the International Staff or agencies and 350 members of the International Military Staff including about 80 civilian personnel. Officials representing the diplomatic missions or liaison offices of Partner countries also have offices at NATO Headquarters.

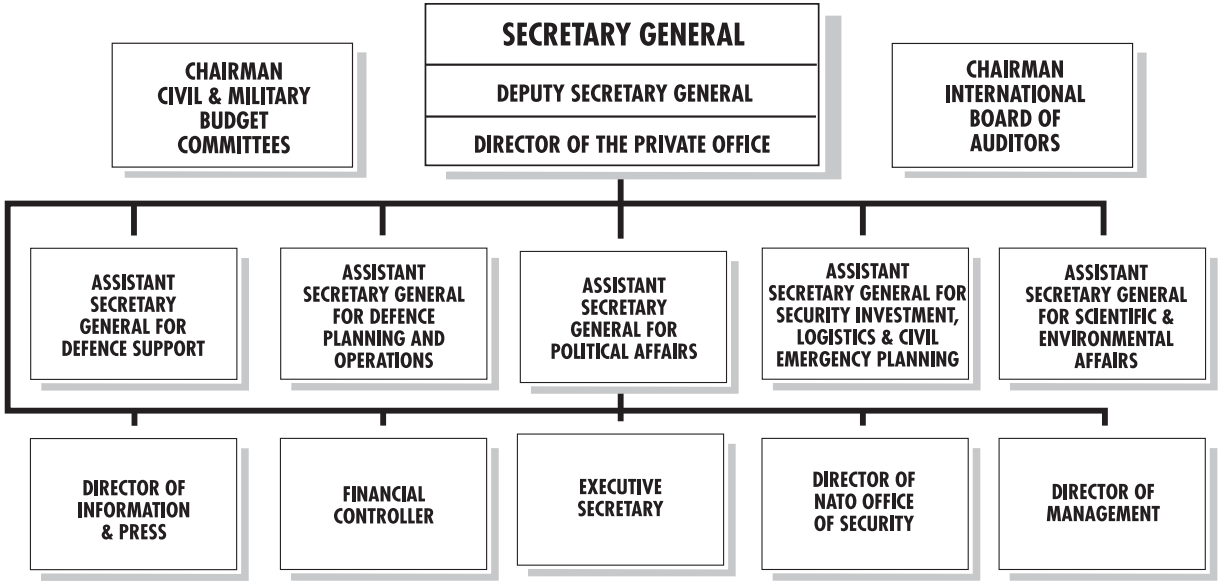
PERMANENT REPRESENTATIVES AND NATIONAL DELEGATIONS

Each member nation is represented on the North Atlantic Council by an Ambassador or Permanent Representative supported by a national delegation composed of advisers and officials who represent their country on different NATO committees. The delegations are similar in many respects to small embassies. Their collocation within the same headquarters building enables them to maintain formal and informal contacts with each other, as well as with NATO's international staffs, and with the representatives of Partner countries, easily and without delay.

THE SECRETARY GENERAL

The Secretary General is a senior international statesman nominated by the member governments as Chairman of the North Atlantic Council, the Defence Planning Committee, and the Nuclear Planning Group; as titular Chairman of other senior NATO committees, and as Secretary General and chief executive of NATO. He is also Chairman of

NATO International Staff



0307-98/11

the Euro-Atlantic Partnership Council and of the Mediterranean Cooperation Group, and Joint Chairman (together with the representative of Russia and the representative of the NATO country acting as Honorary President) of the NATO-Russia Permanent Joint Council. He is also Joint Chairman, together with the Ukrainian representative, of the NATO-Ukraine Commission.

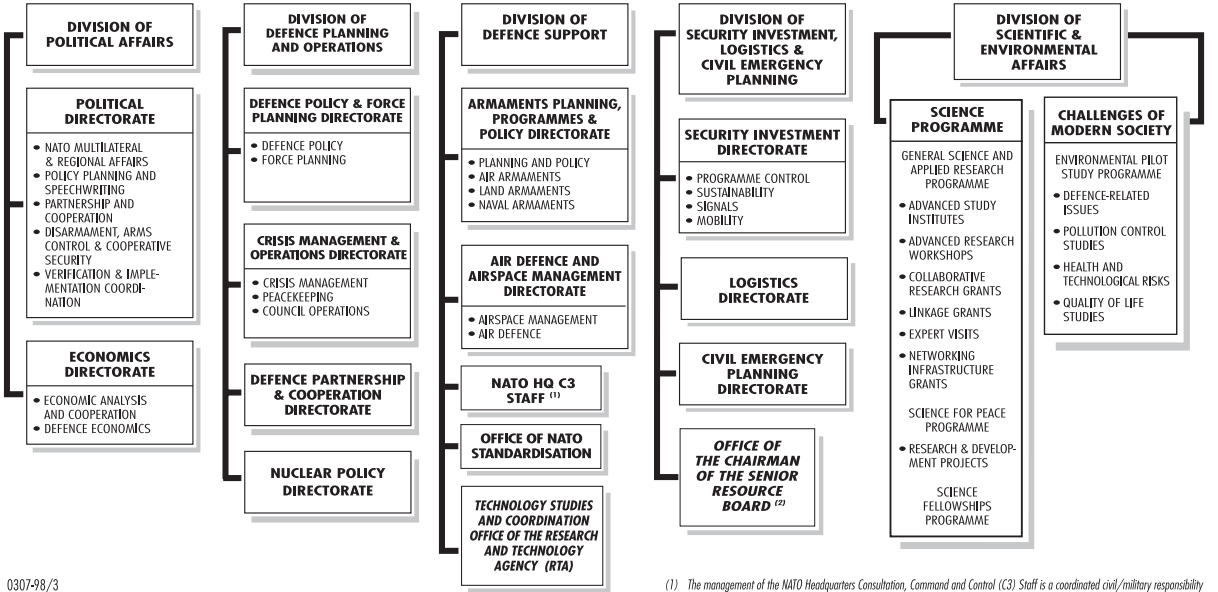
The Secretary General is responsible for promoting and directing the process of consultation and decision-making throughout the Alliance. He may propose items for discussion and decision and has the authority to use his good offices in cases of dispute between member countries. He is responsible for directing the International Staff and is the principal spokesman for the Alliance, both in its external relations and in communications and contacts with member governments and with the media. The Deputy Secretary General assists the Secretary General in the exercise of his functions and replaces him in his absence. He is Chairman of the High Level Task Force on Conventional Arms Control, the Executive Working Group, the NATO Air Defence Committee, the Joint Consultative Board, the Joint Committee on Proliferation and a number of other Ad Hoc and Working Groups.

The Secretary General is responsible for the direction of the International Staff as a whole and has under his direct authority a Private Office and the Office of the Secretary General. The International Staff is drawn from the member countries and serves the Council and the Committees and Working Groups subordinate to it as well as the Euro-Atlantic Partnership Council, the NATO-Russia Permanent Joint Council, the NATO-Ukraine Commission, and the Mediterranean Cooperation Group. It acts as a secretariat as well an advisory political and operational staff and works on a continuous basis on a wide variety of issues relevant to the Alliance and to its Partner countries.

THE INTERNATIONAL STAFF

The work of the North Atlantic Council and its subordinate committees is supported by an International Staff consisting of personnel from member countries, either recruited directly by the Organisation or seconded by their governments. The members of the International Staff are responsible to the Secretary General and owe their allegiance to the Organisation throughout the period of their appointment.

Divisions of the International Staff



0307-98/3

(1) *The management of the NATO Headquarters Consultation, Command and Control (C3) Staff is a coordinated civil/military responsibility and comes under the authority of both the Assistant Secretary General for Defence Support and the Director of IMS.*
(2) *Not an International Staff appointment.*

The International Staff comprises the Office of the Secretary General, five operational Divisions, the Office of Management and the Office of the Financial Controller. Each of the Divisions is headed by an Assistant Secretary General, who is normally the chairman of the main committee dealing with subjects in his field of responsibility. Through their structure of Directorates, Sections and Services, the Divisions support the work of the committees in the various fields of activity described in other chapters.

The International Staff supports the process of consensus-building and decision-making between Member and Partner countries and is responsible for the preparation and follow-up of the meetings and decisions of NATO committees, as well as those of the institutions created to manage the different forms of bilateral and multilateral partnership with non-member countries established since the end of the Cold War. In addition, there are a number of civil agencies and organisations located in different member countries, with responsibilities in fields such as communications and information systems and logistic support (see Chapter 13).

The **Private Office** supports the Secretary General and Deputy Secretary General in all aspects of their work. Its staff includes a Legal Adviser and a Special Adviser for Central and East European Affairs.

The **Office of the Secretary General** consists of the Private Office and the Executive Secretariat, the Office of Information and Press and the NATO Office of Security.

The **Executive Secretariat** is responsible for the smooth functioning of the North Atlantic Council (NAC), the Euro-Atlantic Partnership Council (EAPC), the NATO-Russia Permanent Joint Council (PJC), the NATO-Ukraine Commission (NUC), the Mediterranean Cooperation Group (MCG), the Defence Planning Committee (DPC) and the Nuclear Planning Group (NPG), as well as the work of the whole structure of committees and working groups set up to support those bodies. It is also responsible for the planning and organisation of all Ministerial and Summit meetings, both at NATO Headquarters and abroad. The Executive Secretariat is, furthermore, responsible for the administrative arrangements concerning the EAPC and other bodies meeting in the EAPC or Partnership for Peace formats, and for the coordination of arrangements for the accreditation of diplomatic missions of Partner countries to NATO. Members of the Executive Secretariat act as Committee Secretaries and Minute Writers, providing administrative and secretarial back-up to the

Council and its senior committees. They prepare agendas, decision sheets, summary records and documents of a procedural nature required by the bodies concerned and act as advisers to committee chairmen and points of contact for the committees themselves.

The *Executive Secretary*, as the Secretary of all Ministerial and Ambassadorial level bodies, is responsible to the Secretary General for ensuring that the work of the different divisions of the International Staff is carried out in accordance with the directives given. Through the Information Systems Service, his office ensures information technology support to both the International Staff and the International Military Staff and office communications for NATO Headquarters. He is also responsible for the implementation of the NATO-wide Information Management Policy and for the declassification, release to the public and archiving of NATO documents, in accordance with agreed procedures, when authorised by Member countries.

The **Office of Information and Press** consists of a Press and Media Service and an Information Service divided into a Planning and Productions Section and an External Relations Section. The Director of Information and Press is Chairman of the Committee on Information and Cultural Relations. He is assisted by a Deputy Director, who is also the official spokesman for the Secretary General and the Organisation in contacts with the media.

The *Press and Media Service* arranges accreditation for journalists; issues press releases, communiqués and speeches by the Secretary General; and provides a daily press review and press cutting service for the staff of the NATO Headquarters in Brussels. It organises media interviews with the Secretary General and other NATO officials and provides technical assistance and facilities for radio and television transmissions.

The Office of Information and Press assists member governments and Partner countries to widen public understanding of NATO's role and policies through a variety of programmes and activities (see Chapter 7). These make use of periodical and non-periodical publications, video production, photographs and exhibitions, group visits, conferences and seminars and research fellowships. The Office includes a Library and Documentation Service, a Media Library and a Distribution Unit.

The Office maintains close contacts with national information authorities and non-governmental organisations and undertakes activities designed to explain the aims and achievements of the Alliance to public

opinion in each member country. It also organises or sponsors a number of multinational programmes involving citizens of different member countries and, in conjunction with NATO's Cooperation Partners, undertakes information activities designed to enhance public knowledge and understanding of the Alliance in the countries represented in the Euro-Atlantic Partnership Council and in the Mediterranean Cooperation Group.

The **NATO Office of Security** coordinates, monitors and implements NATO security policy. The Director of Security is the Secretary General's principal adviser on security issues and is Chairman of the NATO Security Committee. He directs the NATO Headquarters Security Service and is responsible for the overall coordination of security within NATO.

The **Division of Political Affairs** comes under the responsibility of the Assistant Secretary General for Political Affairs who chairs the Senior Political Committee and is (acting) chairman of a number of other committees (see Chapter 2). The Division has a Political Directorate and an Economics Directorate. The Director of the Political Directorate is Deputy Assistant Secretary General for Political Affairs, Deputy Chairman of the Senior Political Committee and Acting Chairman of the Political Committee. The Director of the Economics Directorate is Chairman of the Economic Committee.

The day-to-day work of the *Political Directorate* is handled by five sections:

- The *NATO Multilateral and Regional Affairs Section* focuses on the development of NATO's relations with other European security institutions, notably the EU and the WEU; preparation of NATO Foreign Ministers' and Summit meetings; NATO-related political developments in member countries; NATO-related developments in a number of other countries which are not participants in the Euro-Atlantic Partnership Council or Partnership for Peace (notably Japan and some European states); the development of NATO's Mediterranean Dialogue and the preparation and follow-up of the work of the Mediterranean Cooperation Group; and the preparation and follow-up for meetings of working groups of experts from capitals on regional questions;
- The *Policy Planning and Speechwriting Section* is responsible for the drafting of relevant speeches, articles and notes for the Secretary General and other leading Alliance officials; the preparation of

policy planning papers; and giving briefings on NATO's political agenda. It maintains contacts with the academic community and think tanks and undertakes the preparatory work and follow-up for the Atlantic Policy Advisory Group (APAG -see Chapter 2). Assisting with the preparation of communiqués and other texts and contributing to the drafting process which takes place in the context of meetings of NATO Foreign Ministers and meetings at Summit level also form part of the Section's work;

- The *Partnership and Cooperation Section* focuses on: political developments in, and NATO's bilateral relations with, the Countries of Central and Eastern Europe; overall coordination of the NATO enlargement process; the preparation and follow-up of the meetings of the Euro-Atlantic Partnership Council at different levels; the elaboration and implementation of EAPC Action Plans; fostering of civil-military relations and democratic control of the armed forces, as well as other political aspects of the Partnership for Peace; overall coordination of NATO cooperation with Russia through the NATO-Russia Permanent Joint Council and with Ukraine through the NATO Ukraine Commission; and political aspects of NATO's role with respect to the former Yugoslavia;

- The *Disarmament, Arms Control and Cooperative Security Section* focuses on: staffing of the High Level Task Force, including development of common positions and/or proposals on conventional arms control and confidence and security building measures; development of NATO's relations with the OSCE and peacekeeping policy aspects of NATO's relations with the UN; staffing of the Senior Politico-Military Group on Proliferation; staffing of the PMSC Ad Hoc Group on Cooperation in Peacekeeping and of the NATO-Russia PJC Working Group on Peacekeeping; crisis management exercise planning; and political aspects of the crisis in the former Yugoslavia.

- The *Verification and Implementation Coordination Section* is responsible for preparing and following up the work of the Verification Co-ordinating Committee (VCC); overall coordination of Allied implementation of arms control treaties and agreements, including the organisation of NATO multinational CFE inspection teams; management and development of the NATO verification data base (VERITY); support of arms control efforts in the former Yugoslavia; and management, on behalf of the VCC, of a programme

of enhanced cooperation with 14 Central and Eastern European signatory states to the CFE Treaty (see Chapter 6), comprising joint training, organisation of joint multinational inspection teams, access to the VERITY data base and regular seminars and workshops at NATO.

The *Economics Directorate* provides advice concerning economic developments which have defence and security implications for NATO. It undertakes studies of economic trends and defence economic issues for the attention of the Secretary General; carries out studies on security-related economic issues on behalf of the Economic Committee; prepares economic assessments relating to NATO countries for the Defence Review Committee, in the context of NATO defence planning; and maintains contacts with international economic organisations. The Economics Directorate also has responsibility for implementing cooperation activities with Partner Countries in the framework of the Euro-Atlantic Partnership Council, the NATO-Russia Permanent Joint Council and the NATO-Ukraine Commission. These activities are focused on security-related economic questions, including defence budgeting, defence restructuring and economic problems in the area of defence policy.

The **Division of Defence Planning and Operations** comes under the responsibility of the Assistant Secretary General for Defence Planning and Operations, who is Chairman of the Defence Review Committee (the senior defence planning body in NATO under the authority of the Defence Planning Committee) and Vice-Chairman of the Executive Working Group. He is Chairman of the Policy Coordination Group (PCG). The Division also supports the Political-Military Steering Committee on Partnership for Peace (PMSC) in the coordination and development of Partnership for Peace (PfP) activities. The Division has a Defence Policy and Force Planning Directorate, a Defence Partnership and Cooperation Directorate, a Crisis Management and Operations Directorate and a Nuclear Planning Cell.

The *Defence Policy and Force Planning Directorate* consists of a *Defence Policy Section* and a *Force Planning Section*. It is responsible for defence policy issues and the preparation, in collaboration with national delegations, of all papers and business concerned with the Defence Review, including the analysis of national defence programmes; for other matters of a politico-military nature considered by the Defence Planning Committee; for the preparation of studies of general or particular aspects of NATO defence planning and policy on behalf of the

Executive Working Group and Defence Review Committee; for supporting the PfP programme and managing the PfP Planning and Review Process (PARP); for developing the Combined Joint Task Forces (CJTF) concept; for the maintenance of a computerised data base of information on NATO forces; and for the organisation and direction of statistical studies required to assess the NATO defence effort. The Director for Defence Policy and Force Planning is the Deputy Assistant Secretary General and is also Vice-Chairman of the Defence Review Committee.

The *Crisis Management and Operations Directorate* includes the Nuclear Policy Section, the Crisis Management Section, the Council Operations Section, and the Peacekeeping Staff. The Director of Crisis Management and Operations is also responsible on behalf of the Secretary General for the development and control of the NATO Situation Centre (SITCEN).

The *Crisis Management Section* provides staff support to the Secretary General, the Council and Defence Planning Committee, and relevant subordinate groups on major politico-military crisis management policy issues. It is responsible for implementing, monitoring and reporting on Council decisions associated with crisis management and the preparation and conduct of NATO operations. It also has a liaison and coordination function with NATO and non-NATO nations and appropriate international organisations such as the United Nations, the Organisation for Security and Cooperation in Europe, the European Union, the Western European Union, the Office of the High Representative and the United Nations High Commissioner for Refugees.

The *Council Operations Section* supports NATO crisis management by the development and improvement of procedures, organisation and facilities to support the needs of the Council and Defence Planning Committee and to facilitate consultation in periods of tension and crisis. This includes coordinating and updating NATO's two crisis management manuals, developing an annual crisis management exercise, reviewing crisis management communications requirements, supporting the development of ADP support for crisis management, and conducting activities with PfP Partners to enhance their capacity to undertake crisis management and to improve cooperation in the crisis management field.

The *Peacekeeping Staff* supports the crisis management process by providing conceptual and technical advice on peace support operations. The Peacekeeping Staff also support other aspects of NATO's work in the field of peacekeeping, including the development of Alliance peace-

keeping policy, the development of CIMIC (Civil-Military Cooperation) policy, and support for the PMSC Ad Hoc Group on Peacekeeping.

The *Situation Centre*, known as the SITCEN, has three specific roles: to assist the North Atlantic Council, the Defence Planning Committee and the Military Committee in fulfilling their respective functions in the field of consultation; to serve as a focal point within the Alliance for the receipt, exchange, and dissemination of political, military, and economic intelligence and information; and to act as a link with similar facilities of member nations and of the Major NATO Commands. The situation Centre is supported by a Communication Centre or "COMCEN".

The *Defence Partnership and Cooperation Directorate* was established in 1997. It is responsible for PfP policy and implementation. It chairs the Politico-Military Steering Committee on Partnership for Peace (PMSC) and contributes to the work of other NATO bodies on issues relating to the EAPC, military cooperation in the context of PfP, NATO-Russia and NATO-Ukraine relations and the Mediterranean Dialogue. In the context of PfP implementation, the Directorate stays in close contact with all PfP Partner countries and chairs meetings of the NATO teams established to help Partner countries to develop their Individual Partnership Programmes (IPPs).

The *Nuclear Policy Directorate* provides staff support to the Secretary General, the Nuclear Planning Group and its senior bodies, and to the Senior Defence Group on Proliferation. Its main functions are to assist in the development of all matters of nuclear policy and strategy, including the development of nuclear planning and procedures, exercises and training activities; and to assist in the coordination of NATO's defence-related activities in response to risks stemming from the proliferation of weapons of mass destruction and their associated delivery means. The Cell is also responsible for the preparation of meetings of the Nuclear Planning Group at Ministerial, Permanent Representative and Staff Group levels, and for the development of public information on NATO's nuclear posture and defence-related response to proliferation risks.

The **Division of Defence Support**, under the responsibility of the Assistant Secretary General for Defence Support, has the following tasks:

- advising the Secretary General, the North Atlantic Council, the Defence Planning Committee and other NATO bodies on all matters relating to armaments research, development, production, procurement, and extended air defence;

- promoting the most efficient use of the resources of the Alliance for the equipment of its forces.

The Division provides liaison with NATO production and logistics organisations concerned with cooperative equipment projects and liaison with NATO military agencies dealing with defence research and related issues. It participates in all aspects of the NATO defence planning process within its responsibility and competence. The Assistant Secretary General for Defence Support serves as the permanent Chairman of the Conference of National Armaments Directors (CNAD) and of the NATO C3 Board and as Co-Chairman of the NATO Committee for Standardisation. The Division consists of two Directorates:

The *Armaments Planning, Programmes and Policy Directorate* supports the Assistant Secretary General in addressing broad policy and programming issues related to defence equipment procurement and Alliance armaments cooperation. Its Director is Deputy Assistant Secretary General for Defence Support. The Directorate is responsible for the formulation of policy initiatives in the armaments field designed to help to orient CNAD activities towards the accomplishment of the Alliance's missions, using the Conventional Armaments Planning System for that purpose. It is also responsible for the harmonisation of NATO armaments planning with other aspects of the Alliance's overall defence planning process.

The Directorate provides support to the Army, Navy and Air Force Armaments Groups and their subordinate bodies. Their role is to facilitate the exchange of information and the harmonisation of materiel concepts and operational requirements for future Alliance land, maritime, and air capabilities in order to promote cooperative solutions based on the programming steps and milestones of the Phased Armaments Programming System, and in order to achieve a high level of equipment standardisation in implementing the NATO Standardisation Programme.

In addition, the Directorate is responsible for the implementation of the Enhanced Partnership for Peace programme within the area of responsibility of the CNAD, including the Partnership Planning and Review Process; the management of the CNAD's contribution to the work led by the Senior Defence Group on Proliferation (DGP) in regard to the defence dimension of NATO's Proliferation policy; the support of CNAD's activities in the field of Extended Air Defence and Theatre Missile Defence and their coordination with parallel activities by the NATO Military Authorities, the NATO Air Defence Committee and the DGP; and

the oversight of CNAD's work on the defence equipment aspects of peace support operations. The Directorate maintains liaison with external bodies such as the Western European Armaments Group (WEAG), and agencies such as the NATO EF 2000 and Tornado Development, Production and Logistics Management Agency (NETMA), the NATO Helicopter Design, Development, Production and Logistics Management Agency (NAHEMA) and the SACLANT Undersea Research Centre (SACLANTCEN).

A section of the Staff of the Research and Technology Agency (RTA) is co-located with the Armaments Planning, Programmes and Policy Directorate within the Division of Defence Support. The NATO Research and Technology Agency, which has its headquarters in Paris, supports the activities of the NATO Research and Technology Board (RTB). The RTA and RTB together form the NATO Research and Technology Organisation (RTO). The Director of the RTA reports to the Assistant Secretary General for Defence Support, as well as to the Director of the International Military Staff. (Further details about the RTA and other organisations and agencies referred to above can be found in Chapter 13.)

The former Directorate of Air Defence Systems is now called the *Air Defence and Airspace Management Directorate*, reflecting the important relationship between air defence and military as well as civil airspace and air traffic management. The Directorate, in close cooperation with the NATO Military Authorities, is responsible for promoting and coordinating efforts to assure the continuing adequacy, effectiveness and efficiency of NATO's Air Defence System from a policy point of view and the extension of the system to provide air defence against tactical missiles. It provides support to the NATO Air Defence Committee, whose role is to advise the Council and Defence Planning Committee on all aspects of air defence programme development.

Within the framework of cooperation activities, it also has responsibility for contributing to the consultation process on air defence and airspace management with future Member countries and with Partner countries, as well as with Russia and Ukraine in the respective frameworks of NATO-Russia Permanent Joint Council and the NATO-Ukraine Commission. The Directorate provides liaison with the agencies responsible for the implementation of air defence related systems, the NATO Airborne Early Warning Programme, the NATO Air Command and Control System Programme, the improved HAWK Surface-to-Air Missile System, and the Medium Extended Air Defence System (MEADS).

The Directorate is, in addition, responsible for providing support to the NATO Air Traffic Management Committee (NATMC) (formerly Committee for European Airspace Coordination or "CEAC"), whose role is to ensure the coordination of civil and military airspace requirements. It plays an important role in the cooperative efforts being undertaken with Partner countries in relation to the improvement of air traffic management. The Committee's role has been expanded to ensure, at the technical level, that military operators are able to maintain the required degree of compatibility with the different elements of the air traffic management system which the civil agencies plan to introduce in the future. In the context of current efforts towards future pan European integration of Air Traffic Management, the Directorate represents the Airspace Management Committee in a number of international forums and is a participant in the European Air Traffic Control Harmonisation and Integration Programme approved by the Transport Ministers of the European Civil Aviation Conference.

NATO Headquarters Consultation, Command and Control Staff (NHQC3S)

The NHQC3S combines the former C3 elements of both the International Staff and the International Military Staff in a single integrated staff. The main task of the NHQC3S is to develop policies and guidance for planning, implementation, operation and maintenance of the NATO Communications and Information System (CIS), and to monitor their application. The staff provides support to the NATO Consultation, Command and Control Board and to its substructure. It also provides support to the North Atlantic Council, the Military Committee, the Conference of National Armaments Directors and the Senior Resource Board and other committees with responsibilities relating to C3 matters. The Staff is organised in four Branches, i.e. Policy and Requirements, Interoperability, Information Security and Frequency Management, and operates under the coordinated management of the Assistant Secretary General for Defence Support and the Director of the International Military Staff. The Director of the NHQC3S is a co-Vice-Chairman of the NC3 Board and Chairman of the National C3 Representatives (NC3 Reps).

The **Division of Security Investment, Logistics and Civil Emergency Planning** comes under the responsibility of the Assistant Secretary General for these matters. He is the Chairman of the Senior Civil Emergency Planning Committee in Plenary Session, and

Co-Chairman of the Senior NATO Logisticians' Conference. He is also the Chairman of the Infrastructure Committee. The Division consists of three Directorates:

The *Security Investment Directorate* comes under the direction of the Controller, Security Investment Programme, who is Deputy Assistant Secretary General and permanent Chairman of the Infrastructure Committee. The Security Investment Directorate is responsible for supporting the Senior Resource Board and the Infrastructure Committee by:

- developing, in coordination with the relevant resource bodies, policy proposals and planning documents on overall resource issues affecting the Alliance;
- developing proposals on policy issues, on funding issues related to the shape and size of the NATO Security Investment Programme, and on improved procedures for its management;
- screening Capability Packages from the technical, financial, economic and political points of view. (Capability Packages set out the military requirements of the Major NATO Commanders in terms of capital investment, operation and maintenance costs and manpower);
- providing technical and financial supervision of the NATO Security Investment Programme;
- screening, from a technical and financial point of view, requests to the Infrastructure Committee for authorisations of scope and funds for projects which may be eligible for common-funding;
- providing support to other NATO committees (SPC(R), PCG, PMSC) that touch on NSIP issues specifically and on resource issues in general.

The *Logistics Directorate* comes under the direction of the Director of Logistics, who is the Chairman of the NATO Pipeline Committee and Deputy Co-Chairman of the Senior NATO Logisticians' Conference. The Directorate is responsible for:

- the development and coordination of plans and policies designed to achieve a coherent approach on consumer logistics matters within the Alliance and through the Partnership for Peace Programme, in order to increase the effectiveness of forces by achieving greater logistical readiness and sustainability;

- providing staff support to the Senior NATO Logisticians' Conference and its subsidiary bodies;
- providing technical staff support to the NATO Pipeline Committee;
- supporting, coordinating and maintaining liaison with NATO military authorities and with NATO and other committees and bodies dealing with the planning and implementation of consumer logistics matters; and
- maintaining liaison, on behalf of the Secretary General, with the directing bodies of the Central Europe Pipeline System (CEPS) and the NATO Maintenance and Support Organisation (NAMSO).

The *Civil Emergency Planning Directorate*, under the direction of the Director of Civil Emergency Planning, who is the permanent Chairman of the Senior Civil Emergency Planning Committee, is responsible for:

- the coordination and guidance of planning aimed at the rapid transition of peacetime economies of the nations of the Alliance to an emergency footing;
- development of the arrangements for the use of civil resources in support of Alliance defence and for the protection of civil populations; and
- providing staff support to the Senior Civil Emergency Planning Committee and the nine civil emergency planning boards and committees responsible for developing crisis management arrangements in the areas of civil sea, land and air transport; energy; industry; food and agriculture; civil communications; medical care; and civil defence.

The Director of Civil Emergency Planning also oversees civil emergency planning activities undertaken in the context of the EAPC, Partnership for Peace, the NATO-Russia Permanent Joint Council, the NATO-Ukraine Commission, and the Mediterranean Cooperation Group.

The **Division of Scientific and Environmental Affairs** comes under the responsibility of the Assistant Secretary General for Scientific and Environmental Affairs, who is Chairman of the NATO Science Committee and Acting Chairman of the Committee on the Challenges of Modern Society. He is assisted by a Deputy Assistant Secretary General and has the following responsibilities:

- advising the Secretary General on scientific and technological matters of interest to NATO;
- implementing the decisions of the Science Committee; directing the activities of the sub-committees created by it and developing ways to strengthen scientific and technological capabilities of Alliance countries;
- supervising the development of pilot projects initiated by the Committee on the Challenges of Modern Society;
- ensuring liaison in the scientific field with the International Staff of NATO, with NATO agencies, with agencies in the member countries responsible for implementation of science policies and with international organisations engaged in scientific, technological and environmental activities;
- overseeing activities to enhance the participation of scientists from Partner countries in NATO science programmes and in projects of the Committee on the Challenges of Modern Society.

Office of Management

The Office of Management comes under the responsibility of the Director of Management who is responsible for all matters pertaining to the organisation and structure of the International Staff, and for advising the Secretary General on civilian staff policy and emoluments throughout the Organisation. He is charged with the preparation, presentation and management of the International Staff budget. He supervises a Coordination and Policy Section (which addresses management matters relating to the Organisation as a whole); a Budgets and Financial Analysis Section; and a Management Advisory Unit, which has responsibility for advising the Secretary General on matters related to organisation, work methods, procedures and manpower.

The Deputy Director of Management is responsible for the general administration of the International Staff including personnel services, the maintenance of the headquarters, the provision of conference, interpretation and translation facilities and the production and distribution of internal documents.

Office of the Financial Controller

The Financial Controller is appointed by the Council and is responsible for the call-up of funds and the control of expenditures within the

framework of the Civil and Military Budgets and in accordance with NATO's financial regulations. His Office consists of a Budget and Treasury Service and an Internal Control Service.

Office of the Chairman of the Senior Resource Board

The Senior Resource Board (SRB) is the principal advisory body to the Council on the requirements for, and availability of, military common-funded resources. The SRB is chaired by a national Chairman selected by the nations. The Chairman is supported by a small staff provided by the International Staff.

Office of the Chairman of the Budget Committees

The Chairman of the Budget Committees is provided by one of the member countries. His position is nationally funded in order to maintain the independence of the Budget Committees. He has a small staff provided by the International Staff.

International Board of Auditors

The accounts of the various NATO bodies and those relating to expenditure under NATO's common-funded Infrastructure programme are audited by an International Board of Auditors. The Board is composed of government officials from auditing bodies in member countries. They have independent status and are selected and remunerated by their respective countries. They are appointed by and are responsible to the Council.

NATO Production and Logistics Organisations

There are a number of NATO Production and Logistics Organisations (NPLOs) established by NATO and responsible to the North Atlantic Council for carrying out specific tasks. While there are differences in their mandates, funding, financial authority and management, they all report to a Board of Directors or Steering Committee responsible for supervising their activities. Further details are given in Chapter 13.

Chapter 11

MILITARY ORGANISATION AND STRUCTURES

The Military Committee

Chairman of the Military Committee

Major NATO Commanders

International Military Staff

THE MILITARY COMMITTEE

Earlier chapters have already described the NATO Headquarters in Brussels, which is the political Headquarters of the Alliance and is where the Permanent Representatives, at Ambassadorial level, meet in the North Atlantic Council under the Chairmanship of the Secretary General to discuss and approve NATO policy. At regular intervals the Council and other senior level policy committees (principally the Defence Planning Committee (DPC) and the Nuclear Planning Group (NPG)) meet in Brussels, or in other Alliance capitals, at higher levels involving Foreign or Defence Ministers and from time to time, when Summit meetings are convened, Heads of State and Government. The decisions taken by each of these bodies have the same status and represent the agreed policy of the member countries, irrespective of the level at which they are taken. Subordinate to these senior bodies are specialised committees also consisting of officials representing their countries. It is this committee structure which provides the basic mechanism giving the Alliance its consultation and decision-making capability, ensuring that each member nation can be represented at every level and in all fields of NATO activity.

In a similar fashion, in order to assist and advise the North Atlantic Council, DPC and NPG on military matters, senior military officers serve as national Military Representatives to NATO and as members of the Military Committee in permanent session, under the chairmanship of an elected Chairman (CMC). Like the political decision-making bodies, the Military Committee also meets regularly at a higher level, namely at the level of Chiefs of Defence (CHODs). Iceland, which has no military forces, is represented at such meetings by a civilian official. The Committee is the highest military authority in NATO, working under the overall political authority of the Council, DPC and NPG.

On a day-to-day basis, the work of the Military Committee is undertaken by the Military Representatives, acting on behalf of their Chiefs of Defence. They work in a national capacity, representing the best interests of their nations while remaining open to negotiation and discussion so that consensus can be reached. This often involves reaching agreement on acceptable compromises, when this is in the interests of the Alliance as a whole and serves to advance its overall objectives and policy goals. The Military Representatives therefore have adequate authority to

NATO's Military Structure

(1) Major NATO Commander (MNC)

0307-98/8

enable the Military Committee to discharge its collective tasks and to reach prompt decisions.

The Committee is responsible for recommending to NATO's political authorities those measures considered necessary for the common defence of the NATO area. Its principal role is to provide direction and advice on military policy and strategy. It provides guidance on military matters to the Major NATO Commanders (see below) whose representatives attend its meetings, and is responsible for the overall conduct of the military affairs of the Alliance under the authority of the Council, as well as for the efficient operation of Military Committee agencies (see Chapter 13). The Committee assists in developing overall strategic concepts for the Alliance and prepares an annual long term assessment of the strength and capabilities of countries and areas posing a risk to NATO's interests. Its additional responsibilities in times of crises, tension or war are to advise the Council and Defence Planning Committee of the military situation and to make recommendations on the use of military force, the implementation of contingency plans and the development of appropriate rules of engagement.

The Military Committee also meets every Thursday, following the regular Wednesday meeting of the Council, so that it can follow up promptly on Council decisions. In practice, meetings can also be convened whenever necessary and both the Council and the Military Committee often meet much more frequently. As a result of the Alliance's role in Bosnia-Herzegovina, the internal and external adaptation of Alliance structures, the development of partnership and cooperation with other countries and of the new institutions to oversee these developments, the frequency of meetings of all the decision-making bodies of the Alliance has greatly increased.

The Military Committee in Chiefs of Defence Session (CHODS) normally meets three times a year. Two of these Military Committee meetings occur in Brussels and one is hosted by NATO nations, on a rotational basis.

In the framework of the Euro-Atlantic Partnership Council (EAPC) and Partnership for Peace (PfP), the Military Committee meets regularly with EAPC/PfP Partner countries at the level of national Military Representatives (once a month) and at CHODS level (twice a year) to deal with military cooperation issues. Further details are given at the end of Chapter 12, together with details of meetings of the Military Committee with Ukraine.

THE CHAIRMAN OF THE MILITARY COMMITTEE

The Chairman of the Military Committee (CMC) is selected by the Chiefs of Defence and appointed for a three year term of office. He acts exclusively in an international capacity and his authority stems from the Military Committee, to which he is responsible in the performance of his duties. He normally chairs all meetings of the Military Committee. In his absence, the Deputy Chairman of the Military Committee (DCMC) takes the chair.

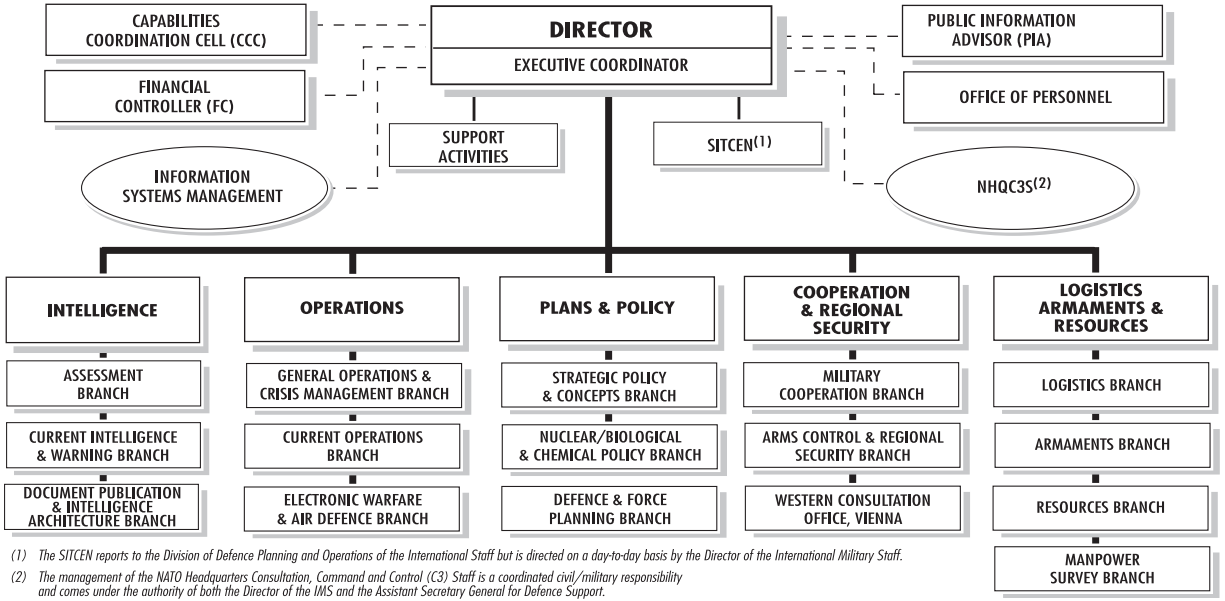
The Chairman of the Military Committee is both its spokesman and representative. He directs its day-to-day business and acts on behalf of the Committee in issuing the necessary directives and guidance to the Director of the International Military Staff (see below). He represents the Military Committee at high level meetings, such as those of the North Atlantic Council, the Defence Planning Committee and the Nuclear Planning Group, providing advice on military matters when required.

By virtue of his appointment, the Chairman of the Committee also has an important public role and is the senior military spokesman for the Alliance in contacts with the press and media. He undertakes official visits and representational duties on behalf of the Committee, both in NATO countries and in countries with which NATO is developing closer contacts in the framework of the Partnership for Peace programme, the Euro-Atlantic Partnership Council, the NATO-Russia Permanent Joint Council, the NATO-Ukraine Commission, and the Mediterranean Cooperation Group. The Chairman is also ex-officio Chairman of the NATO Defense College Academic Advisory Board. The role of the Defense College is described in Chapter 13.

MAJOR NATO COMMANDERS

The Major NATO Commanders (MNCs), namely the Supreme Allied Commander Europe (SACEUR) and the Supreme Allied Commander Atlantic (SACLANT), are responsible to the Military Committee for the overall direction and conduct of all Alliance military matters within their areas of command. They also provide advice to the Military Committee. They each have representatives at NATO of General or Flag Officer rank, who assist them by maintaining close links with both the political and military staffs within the headquarters and by ensuring that

The International Military Staff



(1) The SITCEN reports to the Division of Defence Planning and Operations of the International Staff but is directed on a day-to-day basis by the Director of the International Military Staff.

(2) The management of the NATO Headquarters Consultation, Command and Control (C3) Staff is a coordinated civil/military responsibility and comes under the authority of both the Director of the IMS and the Assistant Secretary General for Defence Support.

0307-98/5

the flow of information and communications in both directions works efficiently. The MNC Representatives attend meetings of the Military Committee and provide advice on Military Committee business relating to their respective Commands.

INTERNATIONAL MILITARY STAFF

The International Military Staff (IMS) is headed by a General/Flag officer, selected by the Military Committee from candidates nominated by member nations for the position of Director of the International Military Staff (DIMS). The IMS, under his direction, is responsible for planning, assessing and recommending policy on military matters for consideration by the Military Committee, as well as ensuring that the policies and decisions of the Committee are implemented as directed.

The IMS consists of military personnel who have been sent by their nations to take up staff appointments at NATO Headquarters, to work in an international capacity for the common interest of the Alliance rather than on behalf of their nation. Some posts within the International Military Staff are filled by civilian personnel, who work in clerical and support roles. The International Military Staff supports the work of the Military Committee, preparing and following up its decisions, and is also actively involved in the process of cooperation with the countries of Central and Eastern Europe under the Partnership for Peace (PfP) initiative.

Coordination of staff action, and controlling the flow of information and communications both within the IMS and between the IMS and other parts of the NATO Headquarters, is the responsibility of an Executive Coordinator located within the Office of the Director of the IMS. The Executive Coordinator and his staff also provide secretarial support to the Military Committee as well as procedural advice. The Director of the International Military Staff is also supported by five Assistant Directors, each of whom heads a separate functional Division.

The **Plans and Policy Division** develops and coordinates the Military Committee contribution to NATO defence policy and strategic planning. This includes contributing to the development of politico-military concepts, studies, assessments and related documents, NATO force planning, the Force Goal process, the annual defence review, the PfP Planning and Review Process (PARP) and long term conceptual thinking. The Division also participates on behalf of the Military Committee in NATO's overall defence planning process and develops and represents

the views of the Military Committee and of the Major NATO Commanders on military policy matters in various NATO bodies.

The **Operations Division** supports the Military Committee in the development of current operational plans and in addressing questions relating to the NATO force posture and military management issues relating to NATO's role in international crises. The Division promotes and coordinates multinational training and exercises, including those involving PfP nations; and coordinates efforts relating to the development of an effective NATO electronic warfare operational capability and associated training and exercises. It is responsible for monitoring and assessing Electronic Warfare programmes and requirements. It provides support for the NATO Air Defence Committee and has responsibility within the International Military Staff for air defence matters. The Division also acts as the point of contact for the NATO Liaison Officer to the United Nations, a position which is filled by a serving member of the International Military Staff, on behalf of the Organisation as a whole, when required.

NATO has no intelligence gathering function or capacity of its own but acts as a central coordinating body for the collation, assessment and dissemination of intelligence provided by national authorities. The **Intelligence Division** of the IMS coordinates the production and dissemination of NATO agreed intelligence, including intelligence policy and basic intelligence documents, thus enabling the Military Committee to give directions for and to make well informed decisions on the composition, organisation, logistics and operation of NATO forces. The Division is responsible for assessing the strengths and disposition of military forces which could represent a risk to NATO's security interests; and monitoring and reporting on world wide events of interest to the Alliance.

The **Cooperation and Regional Security Division** is the focal point for military contacts and cooperation in the framework of the Euro-Atlantic Partnership Council (EAPC) and Partnership for Peace (PfP). It is responsible for the development and coordination of all IMS staff work on EAPC and PfP related issues. The Military Cooperation Branch of the Division includes a Partnership for Peace Staff Element (see below) consisting of a small group of Partner country staff officers working alongside their NATO counterparts on questions relating to PfP participation. The Arms Control and Regional Security Branch coordinates and develops military advice on NATO involvement in different aspects of disarmament, arms control and cooperative security issues; and is the channel

for the Military Committee's focus on issues dealt with by the Organisation for Security Cooperation in Europe (OSCE) in the field of disarmament, arms control and cooperative security. A section of the Division is located in the Western Consultation Office (WCO) in Vienna, in order to facilitate and enhance NATO's cooperation with the OSCE.

The **Logistics, Armaments and Resources Division** was established in 1996 to assume some of the responsibilities formerly carried out by its predecessor (the former Logistics and Resources Division), as well as some of those undertaken by the former Armaments and Standardisation Division. The Division is responsible for the development and assessment of NATO military policy and procedures in the area of manpower, resources, military budgets, infrastructure, armaments planning and cooperation, as well as standardisation[1]

In addition, as part of the structural changes introduced in 1996, a Capabilities Coordination Cell was formed as an integral part of the International Military Staff. Headed by an officer of Colonel or equivalent rank, depending on the Service from which the officer comes, the Capabilities Coordination Cell works under the direction of the Director of the IMS and the Military Committee, providing staff support to the Military Committee on contingency related matters, especially in the context of the Combined Joint Task Force (CJTF) concept (see Chapters 3 and 12).

The **NATO Situation Centre** assists the North Atlantic Council, the Defence Planning Committee and the Military Committee in fulfilling their respective functions in the field of consultation. It serves as the focal point within the Alliance for the receipt, exchange and dissemination of political, military and economic information. It monitors political, military and economic matters of interest to NATO and to NATO member countries on a 24 hour basis. The NATO Situation Centre also provides facilities for the rapid expansion of consultation during periods of tension and crises and maintains and updates relevant background information during such periods.

The **Financial Controller** of the IMS is responsible for advising the Chairman of the Military Committee, the Deputy Chairman of the

1 It should be noted that the Logistics, Armaments and Resources Division of the IMS is responsible for both consumer and materiel logistics. Within the civilian International Staff, these matters come under the respective responsibilities of the Division of Security Investment, Logistics and Civil Emergency Planning, and the Division of Defence Support. More detailed explanations of the management of the different aspects of logistics are to be found in Chapter 8.

Military Committee and the Director of the International Military Staff on all financial matters related to the IMS budget. He is responsible to the Military Budget Committee (MBC) for the financial management of the budget. He is also responsible for preparing, justifying, administering and supervising all budget-related matters within his areas of responsibility, for presentation to the Military Budget Committee; and for conducting internal audits of accounts and activities which have a financial impact on the International Military Staff or on the agencies which are responsible to the Military Committee. Further details about the management of the Military Budget are to be found in Chapter 9.

The **NATO HQ Consultation, Control and Communications Staff (NATO HQC3 Staff)** is a single integrated organisation composed of personnel from both the International Staff and the International Military Staff. Further details are given in Chapters 10 and 13.

Partner Country Representation

Since 1994 a number of Partner countries have opened Liaison Offices and, more recently, diplomatic Missions, at NATO Headquarters. Military links with Partner nations are being further strengthened by the establishment of positions known as "Partnership for Peace Staff Elements". These elements, located both at NATO Headquarters in Brussels and elsewhere within the NATO military structure, consist of posts for which Partner nations can put forward candidates. Officers from Partner countries filling such posts work alongside officers from NATO nations, participating in the preparation of policy discussions and the implementation of policy decisions dealing with relevant Partnership for Peace military matters.

Chapter 12

THE MILITARY COMMAND STRUCTURE

The Role of Integrated Military Forces

The Current Military Command Structure

Evolution of the New Military Structure

The Shape of the Future Military Command Structure

The Next Phase

THE MILITARY COMMAND STRUCTURE

THE ROLE OF INTEGRATED MILITARY FORCES

All nations opting to be members of the military part of NATO contribute forces which together constitute the integrated military structure of the Alliance. In accordance with the fundamental principles which govern the relationship between political and military institutions within democratic states, the integrated military structure remains under political control and guidance at the highest level at all times.

The role of the integrated military structure is to provide the organisational framework for defending the territory of member countries against threats to their security and stability, in accordance with Article 5 of the North Atlantic Treaty. However, the development of the Partnership for Peace initiative and of the Alliance's role in peacekeeping and other fields has meant that the integrated military structure has also been called on to undertake many other tasks. The most significant example of this extended role is the unprecedented deployment of NATO military forces alongside those of other countries in Bosnia-Herzegovina, where NATO was given responsibility by the United Nations, at the end of 1995, for implementing the military aspects of the Dayton Peace Agreement.

At the end of 1996, the Implementation Force (IFOR), created to undertake this task, was replaced by a NATO-led multinational Stabilisation Force (SFOR), also consisting of forces drawn from NATO countries working alongside those of other countries participating in the effort to create the conditions for peace in the former Yugoslavia. At the end of 1997, member governments announced that from mid 1998, subject to a new mandate from the UN Security Council, NATO would organise and lead a further multinational force to consolidate the achievements to date, retaining the name SFOR.

These decisions and the political process leading up to them, are described in other chapters, as well as other aspects of the new roles and responsibilities of the Alliance, including the implementation of the Partnership for Peace programme and the development of the European Security and Defence Identity within the Alliance (ESDI). Together, they have made extensive demands on NATO's existing military command structure and have exercised a major influence on its adaptation and on the emergence of the new command structure described later in the chapter.

The reorganisation of its forces has changed the Alliance's overall defence posture. Adjustments relating to the availability and readiness of NATO forces continue to reflect the strictly defensive nature of the Alliance. However, the former concept of forward defence no longer applies in continental Europe, although regional differences remain with regard to the challenges which the forces may be required to face and their respective needs for forward deployment. United States forces in Europe have been cut by about two-thirds, and the majority of Allied forces previously stationed in Germany have left. These manifestations of the transformation of the defence posture are described more fully in Chapter 3.

Other aspects have also played an important part in the transformation. For example, the flexibility and mobility of the current overall defence posture includes provisions to ensure that NATO has the means to address challenges and risks posed by weapons of mass destruction (nuclear, biological and chemical weapons) and their means of delivery. Increased attention is devoted to ensuring that these challenges are reflected in Alliance defence capabilities.

Increased "multinationality" has also been an important factor in the development of the new defence posture. It has provided enhanced opportunities for multinational task sharing among Allies, allowing military capabilities available to NATO to be maintained or enhanced and ensuring that the most effective use can be made of resources allocated for defence purposes. The principle of "multinationality" is applied throughout Alliance structures and is of key importance for NATO's solidarity and cohesion, for the conduct of Alliance missions, and as a disincentive for the renationalisation of defence policy.

The Alliance's overall policy towards its military forces is reflected in a statement issued by the North Atlantic Council in March 1997 that, in the current and foreseeable security environment, NATO will carry out its collective defence and other missions by ensuring the necessary interoperability, integration and capability for reinforcement rather than by additional permanent stationing of substantial combat forces[1].

The adaptation of the Alliance and the changes in its defence posture have therefore had major implications for its integrated command structure, which is being reorganised to better reflect the new security situation. It will remain a single multinational structure, ensuring unity of command, and with the ability to undertake the full range of Alliance

1 Statement by the North Atlantic Council of 14 March 1997 (PR(97)27).

missions. However, it is being adapted in line with new requirements, which include facilitating the implementation of the Combined Joint Task Force (CJTF) concept, accommodating the Alliance's smaller but more flexible and deployable forces and providing for the further development of the European Security and Defence Identity (ESDI) within the Alliance (see below). Furthermore, the command structure will take full account of the increased participation of EAPC states in cooperation activities, including peace support operations, and will permit the accession and assimilation of new Alliance members into the structure. Cost-effective arrangements which respond to political and military requirements are central to the process of adaptation.

In September 1994, against the background of the changes and considerations described above, the Military Committee agreed on the Terms of Reference for a NATO Long Term Study. This was initiated by the North Atlantic Council, which tasked the Military Committee to examine the integrated military structure and to propose a new military structure for NATO which would be better fitted to the new environment. Of paramount importance in this work was the need to develop an efficient, effective and flexible military command structure to meet future requirements, including peace support operations.

The purpose of the Long Term Study is to provide a new command structure which will be sufficiently flexible to accommodate the conclusions of the review of NATO's Strategic Concept which is being carried out in the period leading up to the fiftieth anniversary of the North Atlantic Treaty in 1999. A number of decisions relating to the future structure were taken by Defence Ministers at the end of 1997. These are reflected in the paragraphs following the description of the current structure.

THE CURRENT MILITARY COMMAND STRUCTURE

The integrated military structure consists of forces made available to NATO by the member nations participating in the structure, in accordance with prescribed conditions. Under the present structure, these forces are in three main categories, namely **Immediate and Rapid Reaction Forces, Main Defence Forces,** and **Augmentation Forces**.

Reaction Forces are versatile, highly mobile ground, air and maritime forces maintained at high levels of readiness and available at short notice for an early military response to a crisis. **Immediate Reaction**

Forces consist of land and air components as well as the Alliance's Standing Naval Forces in the Channel and Mediterranean. **Rapid Reaction Forces** are composed of Standing Naval Forces in the Atlantic, Mediterranean and Channel area (see below) as well as other land, air and maritime components. The air and maritime components are selected and deployed from high readiness units assigned by member nations.

Main Defence Forces include active and mobilisable ground, air and maritime forces able to deter and defend against coercion or aggression. These forces comprise multinational and national formations at varying levels of readiness. There are four multinational main defence corps: one Danish-German, one Dutch-German and two German-United States. Some of these forces could also be employed for sustaining "non-Article 5 operations"[2]. In addition, an agreement is in place setting out arrangements under which the European Corps, consisting of units from Belgium, France, Germany, Luxembourg and Spain, would be made available to NATO in times of crisis.

Augmentation Forces consist of other forces at varying degrees of readiness and availability which can be used to reinforce any NATO region or maritime area for deterrence, crisis management or defence.

The majority of the military forces available to NATO are provided by the conventional forces of member countries participating in the integrated military structure. They are essentially of two kinds: those which come under the **operational command** or **operational control** of a Major NATO Commander when required, in accordance with specified procedures or at prescribed times; and those which member states have agreed to assign to the operational command of a Major NATO Commander at a future date if required.

Some of the above terms have precise military definitions. The terms "command" and "control", for example, relate to the nature of the authority exercised by military commanders over the forces assigned to them. When used internationally, these terms do not necessarily have the same implications as they do when used in a purely national context. In assigning forces to NATO, member nations assign operational command or operational control as distinct from full command over all aspects of

2 Article 5 of the North Atlantic Treaty deals primarily with deterrence against the use of force against members of the Alliance and embodies the principle that an attack against any one of them is considered as an attack against all. Alliance activities falling outside the scope of Article 5 are referred to collectively as "Non-Article 5 Operations".

the operations and administration of those forces. These latter aspects continue to be a national responsibility and remain under national control.

In general, most NATO forces remain under full national command until being assigned to the Alliance for a specific operation decided upon at the political level. Exceptions to this rule are the integrated staffs in the various NATO military headquarters; parts of the integrated air defence structure, including the Airborne Early Warning and Control Force (AWACS); some communications units; and the Standing Naval Forces as well as other elements of the Alliance's Reaction Forces described later in this chapter.

The Supreme Allied Commander Europe (SACEUR)

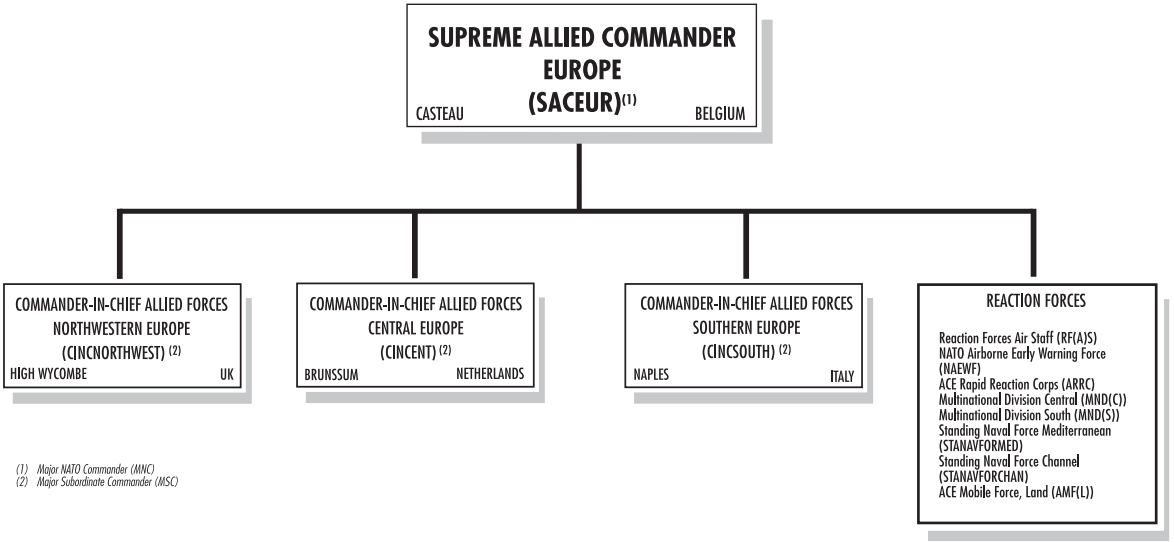
The primary task of SACEUR, under the overall political authority of the North Atlantic Council or the Defence Planning Committee, is to contribute to preserving the peace, security and territorial integrity of Alliance member states. In the event of aggression, he is responsible for taking all military measures, within the capability and authority of Allied Command Europe, to demonstrate Alliance solidarity and preparedness to maintain the integrity of Allied territory; to safeguard freedom of the seas and economic lifelines; and to preserve or restore the security of Allied Command Europe.

SACEUR also has responsibility for developing the capabilities and maintaining the force readiness needed to contribute to crisis management, peace support, humanitarian aid and protection of the vital interests of the Alliance. He makes recommendations to NATO's political and military authorities on any military matter which might affect his ability to carry out his responsibilities. When the need arises, he has direct access to the Chiefs of Defence, the Defence Ministers and Heads of Government of NATO member countries.

Like the Chairman of the Military Committee, the Supreme Allied Commander, Europe, also has an important public profile and is the senior military spokesman for the Supreme Headquarters Allied Powers Europe (SHAPE). Through his own activities and those of his public information staff he maintains regular contacts with the press and media and undertakes official visits within NATO countries and in the countries with which NATO is developing dialogue, cooperation and partnership. He is also responsible for developing military contacts with NATO's PfP Partners.

The Current Military Structure

Allied Command Europe



(1) Major NATO Commander (MNC)
(2) Major Subordinate Commander (MSC)

0307-98/6

Allied Command Europe (ACE)

The Headquarters of Allied Command Europe (ACE) is referred to as the Supreme Headquarters Allied Powers Europe (SHAPE) which is located at Casteau, near Mons, Belgium.

The task of Allied Command Europe is to safeguard the area extending from the northern tip of Norway to Southern Europe, including the whole of the Mediterranean, and from the Atlantic coastline to the eastern border of Turkey. This equates to nearly two million square kilometres of land, more than three million square kilometres of sea, and a population of about 320 million people. In the event of crisis, the Supreme Allied Commander Europe becomes responsible for implementing military measures to defend, preserve the security, or restore the integrity, of Allied Command Europe within the framework of the authority given to him by the Alliance's political authorities.

Within Allied Command Europe, there are three Major Subordinate Commands responsible to the Supreme Allied Commander Europe:

Allied Forces North West Europe (AFNORTHWEST): High Wycombe, United Kingdom.

The area of this Command encompasses Norway, the United Kingdom and the adjacent seas. The Commander is a British four-star officer. His command comprises three Principal Subordinate Commands (PSC):

- Allied Air Forces North Western Europe (AIRNORTHWEST): High Wycombe, United Kingdom;
- Allied Naval Forces North Western Europe (NAVNORTHWEST): Northwood, United Kingdom;
- Headquarters, North (NORTH) Stavanger, Norway;

Allied Forces Central Europe (AFCENT): Brunssum, the Netherlands.

The AFCENT area extends from the south of the AFNORTHWEST area to the southern German border. The Commander is a German four-star general. His command comprises three Principal Subordinate Commands (PSC):

- Allied Land Forces Central Europe (LANDCENT): Heidelberg, Germany;

- Allied Air Forces Central Europe (AIRCENT): Ramstein, Germany;
- Allied Forces Baltic Approaches (BALTAP) (reporting to CINCENT for air and land forces and to CINCNORTHWEST for maritime and maritime air forces): Karup, Denmark.

Allied Forces Southern Europe (AFSOUTH): Naples, Italy.

AFSOUTH covers an area of some four million square kilometres including Italy, Greece, Turkey, the Mediterranean Sea from the Straits of Gibraltar to the coast of Syria, the Sea of Marmara and the Black Sea. The region is physically separated from the AFCENT region by non-NATO countries (Switzerland and Austria)[3]. The Commander of AFSOUTH is an American four-star admiral. His command comprises six Principal Subordinate Commands (PSC):

- Allied Land Forces Southern Europe (LANDSOUTH): Verona, Italy;
- Allied Land Forces South Central Europe (LANDSOUTHCENT): Larissa, Greece (yet to be activated);
- Allied Land Forces South Eastern Europe (LANDSOUTHEAST): Izmir, Turkey;
- Allied Air Forces Southern Europe (AIRSOUTH): Naples, Italy;
- Allied Naval Forces Southern Europe (NAVSOUTH): Naples, Italy;
- Naval Striking and Support Forces Southern Europe (STRIKFORSOUTH): Naples, Italy.

A number of headquarters below PSC level are retained by nations as a link between NATO and national forces and to act as sub-PSC NATO headquarters when required. The peacetime facilities and operation and maintenance costs for those headquarters are generally funded nationally.

The staffs or commands responsible to the Supreme Allied Commander Europe and dealing principally with Reaction Forces consist of :

- Reaction Forces Air Staff (RF(A)S): Kalkar, Germany;

3 Switzerland and Austria are not members of NATO and their national territory is not therefore part of the North Atlantic Treaty area. Both countries are members of the Euro-Atlantic Partnership Council and participate in the Partnership for Peace programme.

- NATO Airborne Early Warning Force (NAEWF) : Geilenkirchen, Germany;
- ACE Rapid Reaction Corps (ARRC): Rheindahlen, Germany;
- Multinational Division (Central)(MND(C)):Rheindahlen, Germany;
- Multinational Division (South) (MND(S)): (yet to be activated; location to be determined);
- Standing Naval Force Mediterranean (STANAVFORMED);
- Standing Naval Force Channel (STANAVFORCHAN);
- ACE Mobile Forces, Land (AMF(L)): Heidelberg, Germany.

The Reaction Forces (RFAS) Air Staff

The RFAS was created to facilitate detailed planning for Reaction Forces Air. The staff of approximately 80 personnel is located at Kalkar, Germany and is headed by a three-star German Air Force general as Director.

NATO Airborne Early Warning Force (NAEWF)

The NATO Airborne Early Warning Force was established following a NATO Defence Planning Committee decision in December 1978 to acquire a NATO-owned Airborne Early Warning air defence capability to provide air surveillance and command and control for all NATO commands. The NATO AEW Force (NAEWF) is the largest commonly funded acquisition programme undertaken by the Alliance.

The NAEWF is a fully operational, multinational force consisting of two components: the E-3A component, which comprises 18 NATO E-3A aircraft and operates from a Main Operating Base (MOB) at Geilenkirchen in Germany and the E-3D component which consists of seven UK-owned and operated E-3D aircraft based at RAF Waddington in the United Kingdom. The NAEWF provides an air surveillance and early warning capability which greatly enhances effective command and control of NATO forces by enabling data to be transmitted directly from Airborne Warning and Control System (AWACS) aircraft to command and control centres on land, sea or in the air. Each aircraft is equipped with sophisticated radar systems capable of detecting aircraft at great distances over large expanses of territory.

The ACE Rapid Reaction Corps (ARRC)

The ARRC is the land component of the ACE Rapid Reaction Forces. Its role is to be prepared for employment throughout Allied

Command Europe (ACE) in order to augment or reinforce local forces in a NATO country whenever necessary. Its peacetime planning structure includes 10 divisions plus corps troops from 12 NATO nations, allowing a rapid response to a wide range of eventualities. Its broad spectrum of capabilities enables forces to be tailored appropriately to multi-faceted and unpredictable risks.

The operational organisation, composition and size of the ARRC would depend on the type of crisis, area of crisis, its political significance, and the capabilities and availability of regional and local forces. The transportability of components, the availability of lift assets, the distances to be covered and the infrastructure capabilities of the receiving member nation also play a significant, determining role. The ARRC Headquarters could deploy up to four divisions and corps troops. The major units available to the ARRC consist of:

- National divisions from Germany, Greece, Turkey, and the United States. The Spanish FAR (Fuerza de Acción Rapida) may also be available under special coordination agreements;
- Framework divisions under the lead of one nation: one British with an Italian component; one British with a Danish component; and one Italian with a Portuguese component;
- The Multinational division in the Central Region (MND(C)) including Belgian, Dutch, German, and British units;
- The Multinational Division in the Southern Region (MND(S))including Greek, Italian and Turkish units;
- Corps troop units - predominantly British but with significant contributions from other participating Allies.

The Headquarters of the ARRC is multinational. It is located in Rheindahlen, Germany. The Headquarters of the ARRC and the two Multinational Divisions are under the command and control of the Supreme Allied Commander Europe (SACEUR) in peacetime. The remaining divisions and units come under SACEUR's operational control only after being deployed. The commander of the ARRC is a British three-star general.

Immediate Reaction Forces (Maritime)

There are two Maritime Immediate Reaction Forces operating in ACE. The Standing Naval Force Mediterranean (STANAVFORMED) consists of destroyer or escort ships and provides the core of SACEUR's

multinational maritime force in periods of tension or crisis. A Standing Naval Force for mine countermeasures (STANAVFORCHAN), consisting of minehunters and minesweepers, operates primarily in the AFNORTHWEST area and provides NATO with a continuous mine countermeasures capacity. Both are under the operational command of SACEUR. They can be deployed NATO-wide, when required.

These forces provide NATO with a continuous naval presence and are a constant and visible reminder of the solidarity and cohesiveness of the Alliance. They are an immediately available deterrent force and make an important contribution to the Alliance's operational capabilities.

The Commanders of the Standing Naval Forces are naval officers from the participating nations, normally of the rank of Commodore in the case of the Standing Naval Force Mediterranean and the rank of Commander for the Standing Naval Force Channel.

The Standing Naval Force Mediterranean (STANAVFORMED) was established in April 1992, replacing the former Naval On-Call Force for the Mediterranean (NAVOCFORMED) created in 1969. It is composed of destroyers and frigates contributed by Germany, Greece, Italy, the Netherlands, Spain, Turkey, the United Kingdom and the United States. Ships of other NATO nations participate from time to time.

The Standing Naval Force Channel (STANAVFORCHAN) was commissioned in May 1973. Belgium, Germany, the Netherlands and the United Kingdom are regular contributors to the force. Danish and Norwegian ships are among the naval forces of other nations which also join the force from time to time.

The ACE Mobile Force (AMF)

The AMF was created in 1960 as a small multinational force which could be sent at short notice to any threatened part of Allied Command Europe. The Headquarters of the AMF is at Heidelberg, Germany. Its role is to demonstrate the solidarity of the Alliance and its ability and determination to resist all forms of aggression against any member of the Alliance. The AMF was deployed for the first time in a crisis role in January 1991, when part of its air component was sent to south-east Turkey during the Gulf War, as a visible demonstration of NATO's collective solidarity in the face of a potential threat to Allied territory. The land component of the force, consisting of a brigade-sized formation of about 5,000 men, is composed of units assigned to it by 14 NATO nations.

The composition of the AMF has been adapted to meet the requirements of its new role as part of NATO's Immediate Reaction Forces (IRF). It consists of air and land elements (IRF(A) and IRF(L)) to which most NATO Allies contribute.

The Supreme Allied Commander Atlantic (SACLANT)

The Supreme Allied Commander Atlantic prepares defence plans for his command; conducts joint and combined training exercises; sets training standards and determines the establishment of units; and advises NATO military authorities on his strategic requirements.

The primary task of Allied Command Atlantic is to contribute to security in the whole Atlantic area by safeguarding the Allies' sea lines of communication, supporting land and amphibious operations, and protecting the deployment of the Alliance's sea-based nuclear deterrent.

Like SACEUR, SACLANT has direct access to Chiefs of Staff, Defence Ministers and Heads of Government when it is required.

Allied Command Atlantic (ACLANT)

The Headquarters of Allied Command Atlantic (ACLANT) is in Norfolk, Virginia, USA.

Allied Command Atlantic extends from the North Pole to the Tropic of Cancer and from the coastal waters of North America to those of Europe and Africa, including Portugal, but not including the Channel and the British Isles, which are part of Allied Command Europe.

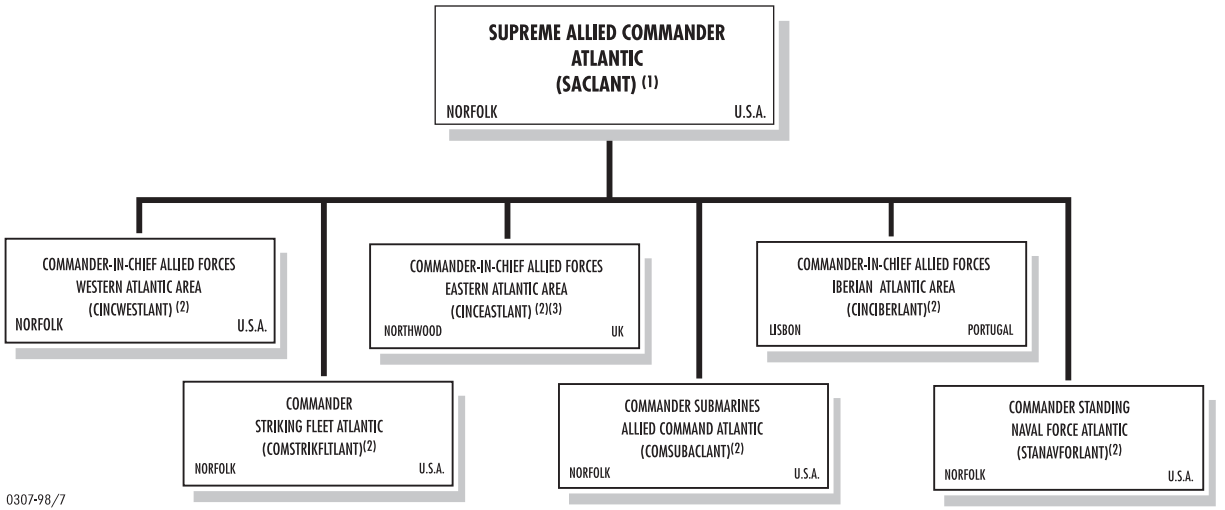
Under the revised force structures introduced in 1994, ACLANT retains the general characteristics of its former structure. However, the number of Island commands at Principal Subordinate Commander level has been reduced to one - Island Commander Iceland (ISCOMICELAND). Savings are also being achieved through internal reorganisation.

Within ACLANT, the Major Subordinate Command structure responsible to the Supreme Allied Commander Atlantic is as follows:

- The Western Atlantic Command comprising, as Principal Subordinate Commands, the Submarine Force Western Atlantic Area Command; the Ocean sub-Area Command, and the Canadian Atlantic Sub-Area Command;
- The Eastern Atlantic Command, comprising the Maritime Air Eastern Atlantic Area; the Northern Sub-Area; the Central Sub-Area;

The Current Military Structure

Allied Command Atlantic



0307-98/7

(1) Major NATO Commander (MNC)
(2) Major Subordinate Commander (MSC)
(3) CINCEASTLANT simultaneously serves as COMNAVNORTHWEST and as such also comes under the Major Subordinate Command CINCNORTHWEST and under the Major NATO Command ACE.

the Submarine Forces Eastern Atlantic Area; and the Island Command of Iceland (ISCOMICELAND);

- The Striking Fleet Atlantic Command, comprising the Carrier Striking Force, the Anti-Submarine Warfare Striking Force and the Amphibious Striking Force;
- The Submarines Allied Command Atlantic;
- The Iberian Atlantic Command;
- The Standing Naval Force Atlantic (STANAVFORLANT);
- Immediate Reaction Forces.

Canada-US Regional Planning Group

The Canada-US Regional Planning Group, which covers the North American area, develops and recommends to the Military Committee plans for the defence of the Canada-US Region. It meets alternately in one of these two countries.

EVOLUTION OF THE NEW MILITARY STRUCTURE

The evolution towards NATO's new military command structure has been influenced by many factors, of which the most significant are the development of the European Security and Defence Identity within the Alliance; the implementation of the Combined Joint Task Force concept; the reductions and restructuring of Allied military forces as a whole, rendered possible by the transformation of the security environment following the end of the Cold War; and the assumption by the Alliance of new tasks and responsibilities, in particular in the sphere of peace support operations and crisis management. The influence of each of these factors on the military structure of the Alliance is described below.

Development of the European Security and Defence Identity

The rationale for the decision made by NATO governments to strengthen the European Security and Defence Identity (ESDI) within the Alliance is described in Chapters 3 and 14, together with the implications of that decision and the resulting interaction which takes place between NATO and the Western European Union (WEU).

The emergence of a more clearly identifiable and strengthened European role within NATO has both political and military significance

and has played a key role in defining the parameters of the Alliance's internal and external transformation. The process is a continuing one which has been influenced at different stages over the past decade by decisions taken by the European Union; those taken by the Western European Union, and those taken by the Alliance itself. While these decisions have been interlinked and form part of the adaptation of European and Euro-Atlantic institutions to the changed security environment brought about by the end of the Cold War, other factors have also played a key role. Three factors should be mentioned in particular.

The first of these has been the intensification of cooperation in the security field between the European and North American democracies represented in NATO and the newly independent states of the former Soviet Union and of Central and Eastern Europe, as well as European countries which adopted a neutral or non-aligned political position during the Cold War period. With the end of the division of Europe, the former opposition between East and West ceased to be relevant and allowed a broader, inclusive concept of security to be developed, in the interests of the Euro-Atlantic area as a whole. This has involved the participation of Central and Eastern European countries and of former neutral or non-aligned countries, as well as NATO member countries.

The second essential factor in this context has been the growing importance of crisis management, peacekeeping and peace-support operations, thrown into sharp relief above all by the conflict in the former Yugoslavia.

The third fundamental series of developments to exert a major influence on the restructuring of security after the end of the Cold War began with the wish expressed by a significant number of Central and Eastern European countries to become members of the Alliance, followed by the decision by NATO countries to open the Alliance to new members in accordance with Article 10 of the North Atlantic Treaty, and finally the historic decision taken in July 1997 to invite three countries to begin accession negotiations. The military impact of this development is described later in this chapter.

These developments taken together have provided the context in which the discussion of the European Security and Defence Identity within the Alliance has taken place.

In the political sphere, the development of the ESDI is aimed at strengthening the European pillar of the Alliance while reinforcing the

transatlantic link. It is designed to enable European allies to assume greater responsibility for their common security and defence and to enable a more coherent contribution to be made by the European Allies to the security of the Alliance as a whole.

In the military sphere, the development of the ESDI calls for assets of the Alliance together with the forces of non-NATO countries, in agreed circumstances, to be placed under the authority of the Western European Union for operations in which the Alliance itself may not be directly involved.

One of the central requirements of ESDI is accordingly for arrangements which enable the necessary elements of the NATO command structure to be used to assist in the conduct of operations led by the Western European Union. These elements have therefore been described as "separable, but not separate", since they can be placed under the authority of the Western European Union while remaining integral parts of the Alliance's own military structure.

A further central aspect in the development of the European Security and Defence Identity is the concept known as "Combined Joint Task Forces" or "CJTFs". This concept and its significance for the adaptation of NATO's military structure are described below.

Combined Joint Task Forces (CJTFs)

Decisions leading to the development of the CJTF concept were taken at the Summit Meeting of the North Atlantic Council held in Brussels in 1994. The need which it was created to fulfil arose from the changing security situation in Europe and the emergence of smaller but diverse and unpredictable risks to peace and stability. In particular, it was agreed that future security arrangements would call for easily deployable, multinational, multi-service military formations tailored to specific kinds of military tasks. These included humanitarian relief, peacekeeping and peace enforcement, as well as collective defence. The forces required would vary according to the circumstances and would need to be generated rapidly and at short notice.

At the core of the CJTF concept which was evolved to meet these needs are the command and control arrangements essential to allow such forces to operate effectively. A CJTF headquarters will be formed around core elements (the "nuclei") from selected "parent" headquarters of the command structure. It will be augmented from other NATO headquarters and by nations and contributing Partner countries as necessary, using

a modular approach, in order to meet the requirements of the specific mission.

A number of trials of the CJTF concept have been completed, for example, in the context of the Exercise Allied Effort in November 1997, in which a number of Partner countries participated as observers; and in the context of the Exercise Strong Resolve in March 1998, in which Partner countries participated and were integrated throughout the structure of the CJTF. The aim of the trials was to validate the evolving CJTF Headquarters concept.

Internal Adaptation of Alliance Forces

The internal adaptation of the Alliance's military forces is a further development of the reductions and restructuring undertaken in recent years to enable the Alliance to confront more effectively the circumstances of the changed security environment.

This process can be traced back to the London Declaration of July 1990, when Heads of State and Government of NATO nations called for a process of adaptation commensurate with the changes that were reshaping Europe. The London Summit was a decisive turning point in the history of the Alliance and led to the adoption, in November 1991, of a new Strategic Concept, reflecting a much broader approach to security than had been envisaged hitherto. This was reflected in the evolution in the European security situation in 1992 and 1993 and, in January 1994, NATO Heads of State and Government called for a further examination of how the Alliance's political and military structures and procedures might be developed and adapted to conduct the Alliance's missions, including peacekeeping, more efficiently and flexibly.

In September 1994, the Military Committee launched the NATO Long Term Study (LTS) to examine the Alliance's Integrated Military Structure and to put forward "proposals for change to the Alliance's Force Structures, Command Structures and Common Infrastructure". As work continued on the Study, Foreign Ministers provided further crucial guidance at their meeting in Berlin in June 1996, defining the scope of missions for NATO for which the new command structure would need to be equipped.

At their meeting in Berlin in June 1996, NATO Foreign Ministers affirmed that an essential part of the Alliance's adaptation is to build a European Security and Defence Identity within NATO, to enable all European allies to make a more coherent and effective contribution to the

missions and activities of the Alliance as an expression of shared responsibilities; to act themselves as required; and to reinforce the transatlantic partnership. They also called for the further development of the Alliance's ability to carry out new roles and missions relating to conflict prevention and crisis management and efforts against the proliferation of weapons of mass destruction and their means of delivery, while maintaining the capability for collective defence. This was to be complemented by enhancing the Alliance's contribution to security and stability throughout the Euro-Atlantic area by broadening and deepening cooperation with NATO Partner countries.

This essential impetus for the Military Committee's work on internal adaptation resulted from decisions taken collectively by all 16 member countries. In December 1997, Spain announced its intention to join the new military structure. France, which participates in the Military Committee's work on internal adaptation, has indicated that it is not in a position to participate fully in NATO's integrated structures, but has expressed its continued positive attitude towards the continuing process of internal adaptation and selective participation in NATO-led operations.

As part of the Alliance's efforts designed to improve its capability to fulfil all its roles and missions, three fundamental objectives had to be achieved. The Alliance's military effectiveness had to be ensured; the transatlantic link preserved; and the European Security and Defence Identity (ESDI) developed within the Alliance.

The overriding imperative in developing any new structure was that it must be "mission oriented". It needed to provide NATO with the capability to cope with the full range of Alliance roles and missions, ranging from its traditional task of undertaking collective defence, to fulfilling new roles in changing circumstances, including "non-Article 5" missions such as peace support operations. Furthermore, factors such as flexibility, force effectiveness, Alliance cohesion, the principle of multinationality, and affordability all had to be taken into account.

The new structure also had to incorporate the ESDI and Combined Joint Task Force requirements described above. The minimum baseline for Alliance planning was the principle that at least two CJTF Headquarters had to be able to undertake large-scale operations. This capability should be complemented by the ability to form a number of smaller-scale land-based and sea-based CJTF headquarters. These must be able to command land forces of brigade or division size with comparably

sized maritime and air force components. With CJTF trials yet to be completed, the proposed structure had to be able to meet CJTF HQ "nuclei" requirements and to provide the requisite ability to generate CJTF HQ staff for both NATO and WEU-led operations.

The new structure also had to have growth potential and the flexibility to accommodate new member nations without the need for major restructuring. In this context, it was determined that the accession of the Czech Republic, Hungary and Poland would not require any additional NATO command structure headquarters. Finally, the structure had to afford adequate opportunity for the participation of Partner countries.

Against this complex political and military background, the process of adaptation of the Alliance's military structure reached a key stage at the end of 1997, when agreement was announced on the new military headquarters structure described below.

THE SHAPE OF THE FUTURE MILITARY COMMAND STRUCTURE

NATO's Military Committee put forward its proposals for the new military command structure to Defence Ministers on 2 December 1997. At their meeting a few days later, the Defence Ministers agreed to the structure as a whole and, in particular, on the type, number and location of the military headquarters on which the structure would be based. This restructuring will entail a reduction from the present 65 headquarters to 20. It will consist of two overarching Strategic Commands (SC), one for the Atlantic and one for Europe, with three Regional Commands under SC Atlantic and two under SC Europe. Reporting to the Regional Commands in Europe will be Component Commands and Joint Sub-Regional Commands. The Canada-United States Regional Planning Group will be retained within the new structure.

The new structure will enable the Alliance to perform the whole range of its roles and missions more effectively and flexibly, while providing suitable roles for participating allies. It will offer appropriate involvement with Partner countries and ease the integration of the future new members into the Alliance's military structures. Defence Ministers have tasked NATO Military Authorities to develop a detailed plan for the transition to the new command structure, for consideration by Ministers in autumn 1998.

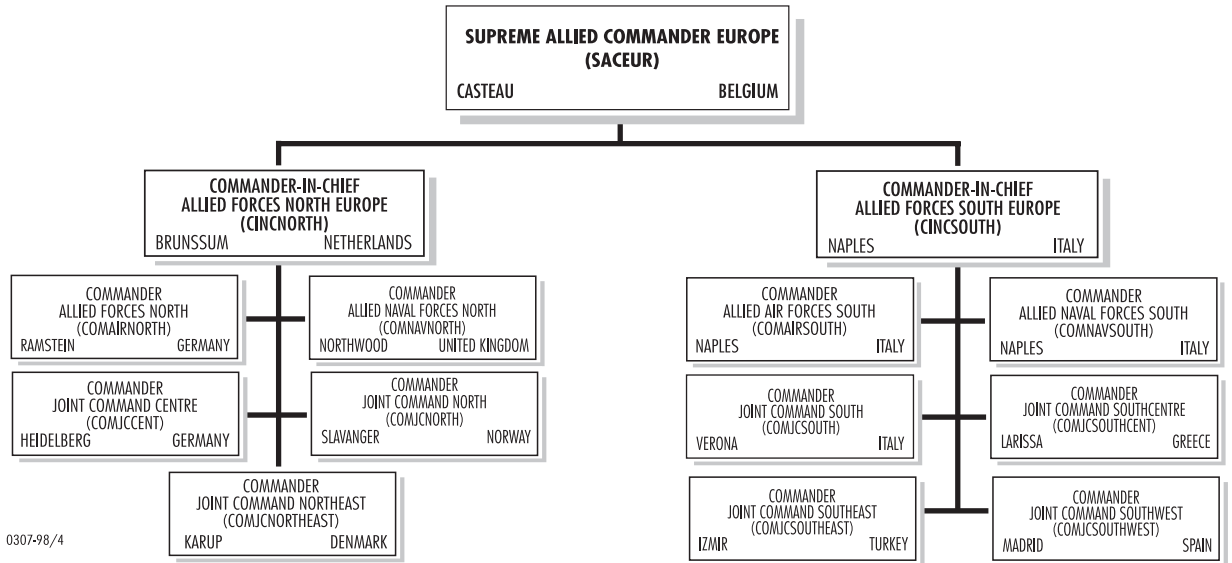
The New Headquarters

The number and location of the Headquarters of the Strategic Commands (SC), Regional commands (RC), Component Commands (CC) and Joint Sub-Regional Commands (JSRC) in the new military command structure are planned as follows:

- ***Allied Command Europe (ACE)*** in Mons, Belgium, will be responsible for the overall planning, direction and conduct of all Alliance military activities and matters within its command area and beyond, according to the mandate it receives. There will be two Regional Commands subordinate to it:
- *Allied Forces North Europe* in Brunssum, Netherlands will command the northern region of ACE. It will be directly responsible to Allied Command Europe for the planning and execution of all Alliance military activities and matters, in the northern region, including additional tasks delegated to it in or beyond the region. The following subordinate commands report directly to the Commander-in-Chief, Allied Forces North Europe:
  - Two Component Commands:
    - Allied Air Forces North in Ramstein, Germany;
    - Allied Naval Forces North in Northwood, United Kingdom.
  - Three Joint Sub-Regional Commands:
    - Joint Command Centre in Heidelberg, Germany;
    - Joint Command Northeast in Karup, Denmark;
    - Joint Command North in Stavanger, Norway.
- *Allied Forces South Europe* in Naples, Italy, will command the southern region of ACE. It will assume similar responsIbilities to Allied Forces North Europe and will include the following subordinate commands:
  - Two Component Commands:
    - Allied Air Forces South in Naples, Italy;
    - Allied Naval Forces South in Naples, Italy.
  - Four Joint Sub-Regional Commands will be:
    - Joint Command South in Verona, Italy
    - Joint Command southcentre in Larissa, Greece
    - Joint Command southeast in Izmir, Turkey
    - Joint Command southwest in Madrid, Spain.

The Future Military Structure

Allied Command Europe



0307-98/4

- ***Allied Command Atlantic*** in Norfolk, Virginia (US), will be responsible for overall planning, direction and conduct of all Alliance military activities and matters within its command area. It may also be given tasks which extend outside this area. Within Allied Command Atlantic, Regional Commands will be directly responsible for the planning and execution of all Alliance military activities and matters. This includes fulfilling tasks delegated to them within the Area of Responsibility (AOR) assigned to Allied Command Atlantic or beyond it if required.

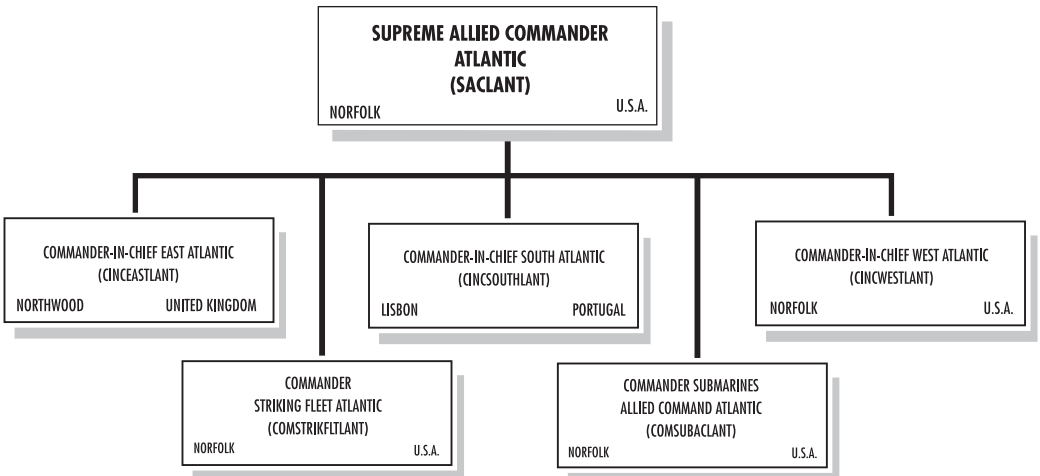
The following will be subordinate Atlantic commands:

- *Regional Headquarters West Atlantic* based in Norfolk, Virginia, USA, will focus on the western part of the Atlantic Area of Responsibility;
- *Regional Headquarters East Atlantic*, based in Northwood, in the United Kingdom, will focus on the north-eastern and eastern part of the Atlantic, including Iceland. It will be "double-hatted" with Allied Naval Forces North which is also to be based in Northwood as part of Allied Command Europe[4];
- *Regional Headquarters South Atlantic* in Lisbon, Portugal, which will focus on the south-eastern part of the Atlantic, including mainland Portugal;
- *Striking Fleet Atlantic* based in Norfolk, Virginia, U.S.A. directly subordinate to Allied Command Atlantic, will provide a readily available sea-based strike and CJTF HQ capability able to operate anywhere in the NATO area or if necessary beyond it;
- *Submarines Allied Command Atlantic* will provide a coordination capability for Allied Command Atlantic and direct liaison with Allied Command Europe for management of Alliance submarine policy and doctrine. It will be essentially a coordinating authority and principal source of submarine operational and tactical doctrine to both Strategic Commands.

4 The term "double-hatted" denotes a military command to which two roles have been assigned. Thus the forces which comprise the Regional Headquarters East Atlantic under ACLANT will also constitute Allied Naval Forces North under ACE.

The Future Military Structure

Allied Command Atlantic



0307-98/9

New Command and Control Concepts

In addition, NATO has developed new concepts of command interrelationships designed to ensure effective coordination between the different levels of command established under the new military structure. These new concepts reflect a more flexible approach to the conduct of Alliance missions and the fulfillment of mission requirements. They are based on a streamlined, multi-functional approach to the whole command structure. These include the following characteristics:

- A "supported-supporting" command relationship. This is one of the mainstays of the interrelationship concept which has shaped the development of the new structure. It is designed to give the North Atlantic Council, the Military Committee, and military commanders at all levels greater flexibility in transferring the weight of emphasis to where it may be most required. Furthermore, it links the two Strategic Commands to a much greater degree than ever before. This will also increase NATO's flexibility and, above all, its ability to sustain military activities for longer periods;
- Greater emphasis on the conduct of Alliance activities and operations at the regional level. This also takes into account the increased inter-dependency among regions. Work on the new command structure has accentuated the need for regionally-based headquarters able both to receive forces and to support inter- and intra-regional reinforcement;
- A flexible approach with respect to command and control (C2) measures, such as boundaries, coordination lines and phasing which will greatly facilitate the conduct of exercises and operations. For example, in Allied Command Europe, only those command and control measures necessary for the conduct of strategic and regional level daily peacetime operations will need to be permanently employed or established. It will therefore eliminate the requirement for permanently established boundaries below regional level in Allied Command Europe and there will be no permanently activated Joint Sub Regional Command Joint Operations Areas. Similarly, there will be no regional level areas of responsibility within Allied Command Atlantic;
- Increased focus on the principle of "multinationality" with regard to the manning of the new military headquarters. This will allow scope for representation of all member nations at the Strategic Com-

mand level. It will also facilitate representation across the command structure of nations whose territory is adjacent to other Regional Commands, enhancing initial reinforcement capabilities; and will result in wider participation at the Joint Sub-Regional Command level, allowing nations whose territory is adjacent to a country in which a Joint-Sub-Regional Command is located, to be equitably represented.

THE NEXT PHASE

The new command structure constitutes a major overhaul of the integrated military structure, giving the Alliance an enhanced capacity to perform a whole new range of roles and missions. The new structure is designed to be operationally effective and viable from both a political and military perspective. It will also facilitate the integration of new members of the Alliance and will meet the requirements of the enhanced Partnership for Peace. Much remains to be done, however. The overall implementation process will need to address such aspects as manpower, infrastructure, communications and resources.

NATO Enlargement and the Accession of New NATO Members

The underlying objective of opening up the Alliance to new members is to enhance stability in Europe as a whole, not to expand NATO's military influence or capabilities or to alter the nature of its basic defence posture. NATO's collective security guarantees and its dependence on multinational force structures offer the best means of achieving the above objective, on the basis of shared risks, shared responsibilities and shared costs. The opening up of the Alliance and the forthcoming accession of three new members, combined with the influence of partnership and cooperation in the framework of the Partnership for Peace programme, allows the military focus to be directed towards current and future needs. This implies more mobile and flexible capabilities, designed to facilitate rapid response, reinforcement and other requirements in the crisis management field. New member countries will participate in the full range of NATO missions and tasks. They will be actively involved, along with the other countries participating in the integrated military command structure, in the planning, development and manning of NATO's force structures.

At the Madrid Summit in July 1997, the Czech Republic, Hungary and Poland were invited to begin accession negotiations with the

Alliance. These were completed and Protocols of Accession were signed by the end of 1997, with a view to accession in 1999. In the intervening period, in parallel with the political process, intensive work is being undertaken both in the countries themselves and within NATO, to enable Czech, Hungarian and Polish forces to adapt to their future role so that the process of joining the military structures of the Alliance can be managed efficiently. Pre-accession briefings and discussions are taking place to prepare each country for the obligations which they will assume on becoming members of the Alliance and to familiarise them with the procedures and practices which apply. These preparations are helping to define each new member country's participation in NATO structures, to establish the methods by which their integration is to be achieved, and to facilitate their involvement in Alliance activities during the accession period.

Partnership for Peace Activities and Initiatives

Within the general framework of the Partnership for Peace initiative, and particularly in the context of the Partnership Planning and Review Process (PARP) (described in Chapter 4), a wide range of military activities and initiatives have been introduced to further strengthen links between NATO and its Partner countries. These are not limited to participation in military exercises but also include, for example, opportunities to attend courses at the NATO Defense College in Rome and at the NATO (SHAPE) School in Oberammergau. PfP nations have also been invited to put forward candidates for posts under the arrangements mentioned earlier for Partnership for Peace Staff Elements located at different NATO military headquarters, participating fully in the planning and conduct of PfP activities.

Officers from Partnership countries have also assumed international functions within NATO's International Military Staff at the Partnership Coordination Cell (PCC) (see below). The scope for involvement of personnel from Partner countries in CJTF exercise planning, concept and doctrine development and operations, as well as in CJTF headquarters, is also being examined.

Progress in implementing many of these measures has been rapid. Some 20 Partnership countries participated in the NATO-Crisis Management Exercise held from 12-18 February 1998. This command post exercise (i.e. not involving actual troop deployments) was designed to test and practice actions to be taken by NATO, in association with its Part-

ners, in implementing a UN-mandated peace support operation in a hypothetical crisis situation. Another part of the exercise focussed on NATO and Partner country involvement in responding to material disasters.

Throughout these activities as well as through cooperation in relation to other topics and activities identified as PfP Areas of Cooperation, emphasis is being placed on increasing transparency in relation to military activities and enhancing consultation and cooperation.

In conducting NATO/PfP exercises, for example in the context of search and rescue missions and humanitarian or peace support operations, emphasis is placed on contributing to the capabilities and readiness of participating countries to undertake such operations. Simultaneously, mutual understanding of different military systems and procedures is being enhanced and strengthened.

There is also a strong focus on multinationality within the military headquarters as well as in the forces taking part in exercises. This has facilitated the transition to more complex forms of NATO/PfP exercises involving higher levels of military units. The process has proven to be mutually beneficial to NATO and Partner countries, allowing valuable lessons to be learned from the experience of working together in combined exercises

The Partnership Coordination Cell (PCC)

The Partnership Coordination Cell is a unique PfP structure operating under the authority of the North Atlantic Council and based at Mons (Belgium), where the Supreme Headquarters Allied Powers Europe (SHAPE) is located. Its international staff consists of NATO personnel and, since the beginning of 1998, of officers from NATO Partner countries. Representatives from NATO and Partner countries are accredited to the PCC and form an integral part of it.

The PCC's task is to coordinate joint military activities within PfP in concert with NATO staffs, commands and agencies and to carry out the military planning necessary to implement the military aspects of the Partnership Work Programme, notably with respect to exercises and related activities in fields such as peacekeeping, humanitarian operations and search and rescue. The PCC also participates in the evaluation of military activities which have been implemented. Detailed operational planning for peacekeeping and military exercises remains the responsibility of the military commands conducting the exercise.

Wider Consultation and Cooperation

Following the Madrid Summit in July 1997, as part of the process of enhancing consultation and cooperation and introducing measures to increase transparency, a number of new institutions have been created in both the political and military spheres.

In addition to the Euro-Atlantic Partnership Council (EAPC), NATO-Russia Permanent Joint Council (PJC), and NATO-Ukraine Commission (NUC), which operate in the civilian, political dimension and are described in earlier chapters, meetings take place in various formats to manage the military side of these multilateral and bilateral cooperative institutions. A Euro-Atlantic Partnership Military Committee (EAPMC) now meets to discuss and exchange views among all EAPC countries on military issues. In the same way, to facilitate closer links in support of the special relationship between NATO and Russia, meetings of Military Representatives and Chiefs of Staff have been established under the auspices of the PJC (PJC-MR/CS). Similar meetings are held with Ukraine at the Military Representatives' level (MC/PS with Ukraine) and at the Chiefs of Staff level (MC/CS with Ukraine).

Meetings of the Euro-Atlantic Partnership Military Committee (EAPMC) are held either in Plenary Session, with all Partner countries, or in Limited Session, in order to focus on functional or regional matters such as joint participation in Peace Support Operations. Alternatively, they may be held in Individual Session with a single Partner country. These meetings take place either at the level of Chiefs of Defence (CHODs), normally held twice a year to coincide with the other CHODs meetings taking place in Brussels, or every month at the level of Permanent Military Representative. These arrangements limit the frequency and costs of the journeys to Brussels which each Chief of Defence needs to make. All meetings are chaired by the Chairman of the NATO Military Committee.

The NATO-Russia Permanent Joint Council (PJC) in Chiefs of Staff/ Chiefs of Defence Session (PJC-CS) meets no less than twice a year, to coincide with the meeting of the Military Committees in Chiefs of Staff Session in the spring and autumn of each year.

Each meeting is attended by NATO Chiefs of Defence, the Major NATO Commanders, and the military representatives of Russia. Meetings of the PJC-MR in Permanent Session, attended by military representatives based in Brussels, take place more frequently, usually once a month.

Both meetings in Chiefs of Defence Session and eetings in Permanent Session are chaired jointly by three representatives, namely the Chairman of the Military Committee, a NATO Chief of Defence or a NATO Military Representative based at NATO headquarters in Brussels, and the Russian Military Representative. The NATO representation at the above meetings rotates among NATO countries for periods of three months.

During meetings at both the Chiefs of Defence and Permanent Representative levels, the three joint chairmen also share the lead for each agenda item. The agenda for each meeting is prepared on the basis of agreement established bilaterally between the NATO International Military Staff and the Russian representation, and is subsequently approved by each of the three chairmen.

The Military Committee with Ukraine meets in Chiefs of Defence session at least twice a year, and is also scheduled to coincide with other meetings taking place at the same level. The meeting includes NATO Chiefs of Defence, the Major NATO Commanders and the Ukrainian Representative, and is chaired by the Chairman of the Military Committee. Meetings of the Military Committee with Ukraine at Military Representative level are also convened twice a year.

Chapter 13

KEY TO ORGANISATIONS AND AGENCIES

Consumer Logistics
Production Logistics
Standardisation
Civil Emergency Planning
Air Traffic Management, Air Defence
Airborne Early Warning
Communications and Information Systems
Radio Frequency Management
Electronic Warfare
Meteorology
Research and Technology
Education and Training
Project Steering Committees and Project Offices

KEY TO ORGANISATIONS AND AGENCIES[1]

SUBORDINATE BODIES ESTABLISHED BY THE COUNCIL AND BY OTHER DECISION-MAKING FORUMS IN NATO

In general, subordinate bodies established by the North Atlantic Council, Defence Planning Committee, Nuclear Planning Group or NATO Military Committee act in an advisory capacity, undertaking studies of particular topics on the basis of mandates passed on to them by their parent body. Their role consists primarily of formulating policy recommendations which can be used as the basis for decision-making.

However, a number of organisations and agencies have been established at different times to undertake more specific tasks. Located within the NATO Headquarters in Brussels or in different member countries of the Alliance, they form an integral part of the overall NATO structure. They provide a focus for specialised research and advice, for the implementation of Alliance decisions, for the management and operation of cooperative programmes and systems, and for education and training.

Some of the above bodies are directly responsible to one parent body, such as the North Atlantic Council or the Military Committee. Others report to both, or have wider responsibilities which may involve them in managing or supervising systems or services which respond to the needs of the Alliance as a whole. In such cases their "tasking authorities" may include the Major NATO Commanders or other parts of the NATO structure.

Many of the organisations referred to in this chapter come into the category of NATO Production and Logistics Organisations known as "NPLOs". These are subsidiary bodies created within the framework of the implementation of the North Atlantic Treaty. Each NPLO is granted organisational, administrative and financial independence by the North Atlantic Council. Their tasks are to establish the collective requirements of participating nations in relevant fields of design and development, production, operational or logistic support, and management, in accordance with their individual Charters.

Membership of NPLOs is open to all NATO countries on the basis of Memoranda of Understanding (MOUs) signed by each participating country.

1 In addition to NATO Production and Logistics Organisations, Project Steering Committees, Agencies and other organisations, this chapter describes the role of a number of policy committees dealing with technical matters.

Typically, an NPLO consists of a senior policy committee, a Board or Board of Directors (sometimes called Steering Committee) which acts as its directing body and is responsible for promoting the collective interests of the member nations; subordinate committees or working groups established by the Board, with responsibility for particular aspects of the task; and an executive agency, which is the management arm of the NPLO, normally headed by a General Manager.

The title used to describe the overall organisational structure of individual NPLOs normally concludes with the word "Organisation" and the management body with the word "Agency". This is reflected in the corresponding acronyms, resulting in names such as "NAMSO", describing the NATO Maintenance and Supply Organisation as a whole, and "NAMSA" describing the NATO Maintenance and Supply Agency.

In addition to the above, there are a number of NATO Project Steering Committees (NPSCs) and Project Offices. A "NATO Project" is a formal status, conferred on an armaments or equipment cooperation project involving two or more NATO nations, by the Conference of National Armaments Directors (CNAD). The CNAD is the senior body in NATO responsible for cooperation in the field of production logistics.

Each Project Steering Committee is the subject of an intergovernmental agreement between participating countries, relating to the coordination, execution and supervision of an equipment procurement programme. Established in accordance with agreed NATO procedures for cooperation in the research, development and production aspects of military equipment, NPSCs report to the CNAD, which reviews progress and decides on the continuation, adaptation or curtailment of the project, and where appropriate, on the establishment of a Project Office.

There are currently some 20 NATO Project Steering Committees/ Project Offices. These are listed at the end of the chapter.

The following sections provide more detailed information on the policy committees, organisations and agencies described above in their respective fields of specialisation, grouped within the following categories :

- Consumer Logistics;
- Production Logistics and Equipment;
- Standardisation;
- Civil-Emergency Planning;
- Air Traffic Management, Air Defence;
- Airborne Early Warning;

- Communication and Information Systems;
- Radio Frequency Management;
- Electronic Warfare;
- Meteorology;
- Research and Technology;
- Education and Training.

CONSUMER LOGISTICS

Senior NATO Logisticians' Conference (SNLC)

The principal committee dealing with consumer logistics, the SNLC, meets under the Chairmanship of the NATO Secretary General twice per year, in joint civil and military sessions. It has two permanent co-chairmen, namely the Assistant Secretary General for Security Investment, Logistics and Civil Emergency Planning, and the Deputy Chairman of the Military Committee. The Conference reports jointly to both the Council and the Military Committee, reflecting the dependence of consumer logistics on both civil and military factors.

Membership of the Conference is drawn from senior national and military representatives of Ministries of Defence or equivalent bodies with responsibility for consumer aspects of logistics in member countries. Representatives of the Major NATO Commanders, the NATO Maintenance and Supply Agency (NAMSA), the Military Agency for Standardisation (MAS) and other sectors of the NATO Headquarters Staff also participate in the work of the conference. The overall mandate of the SNLC is to address consumer logistics matters with a view to enhancing the performance, efficiency, sustainability and combat effectiveness of Alliance forces.

NATO Maintenance and Supply Organisation (NAMSO)

The NATO Maintenance and Supply Organisation provides the structure for the logistics support of selected weapons systems in the national inventories of two or more NATO nations, through the common procurement and supply of spare parts and the provision of maintenance and repair facilities.

The NATO Maintenance and Supply Agency (NAMSA)

The NATO Maintenance and Supply Agency is the executive arm of NAMSO. Its task is to provide logistic services in support of weapon and equipment systems held in common by NATO nations, in order to

promote materiel readiness, to improve the efficiency of logistic operations and to effect savings through consolidated procurement in the areas of supply, maintenance, calibration, procurement, transportation, technical support, engineering services and configuration management. Supported by the NATO Maintenance and Supply Agency (NAMSA), the Group of National Directors on Codification manages the NATO Codification System (NCS) on behalf of the CNAD.

Further information can be obtained from:
NATO Maintenance and Supply Agency (NAMSA)
8302 Capellen
Luxembourg
Tel : 352 30 63 + Ext.
Fax: 352 30 87 21

NATO Pipeline System (NPS)

The NATO Pipeline System consists of nine separate military storage and distribution systems for fuels and lubricants, and is designed to ensure that NATO's requirements for petroleum products and their distribution can be met at all times. The system consists of a number of single nation pipeline systems covering Italy, Greece, Norway, Portugal, Turkey (two separate systems, East and West), and the United Kingdom; and two multinational systems, namely the Northern European Pipeline System (located in Denmark and Germany) and the Central European Pipeline System, covering Belgium, France, Germany, Luxembourg and the Netherlands. The NPS as a whole runs through twelve NATO nations and provides some 11,500 kilometres of pipeline, linking together storage depots, air bases, civil airports, pumping stations, refineries and entry points.

Central Europe Pipeline System (CEPS)

The Central European Pipeline System is the largest of the NATO Pipeline systems and is used by eight host country or user nations (Belgium, Canada, France, Germany, Luxembourg, the Netherlands, the United Kingdom and the United States).

NATO Pipeline Committee (NPC)

Chaired by the Director of Logistics, the NPC is the main advisory body on consumer logistics relating to petroleum. It acts on behalf of the North Atlantic Council, in consultation with the NATO Military Authorities and other relevant bodies, on all matters relating to overall NATO

interests in connection with military fuels, lubricants and associated products and equipment, and in overseeing the NATO Pipeline System.

The Central Europe Pipeline Management Organisation (CEPMO)

The CEPMO comprises its governing body, the Board of Directors on which each NATO member country participating in the system is represented, and the Central Europe Pipeline System (CEPS) itself. Representatives of the NATO Military Authorities as well as the General Manager of the Central Europe Pipeline Management Agency also participate in the Board.

Central Europe Pipeline Management Agency (CEPMA)

CEPMA is responsible for the 24 hour operation of the Central Europe Pipeline System and its storage and distribution facilities.

Further information on the organisation and management structure of the Central Europe Pipeline System can be obtained from :

Central Europe Pipeline Management Agency (CEPMA)
BP 552
78005 Versailles
France
Tel.: 33 1 3924 4900
Fax: 33 1 3955 6539

The Committee of Chiefs of Military Medical Services in NATO (COMEDS)

The Committee of Chiefs of Military Medical Services in NATO is composed of the senior military medical authorities of member countries. It acts as the central point for the development and coordination of military medical matters and for providing advice to the NATO Military Committee.

Traditionally, medical matters within NATO have been regarded primarily as a national responsibility. For the greatest part of the Alliance's existence, there was therefore no requirement for the establishment of a high-level military medical authority within NATO.

New NATO missions and concepts of operations place increased emphasis on joint military operations, enhancing the importance of coordination of medical support in peacekeeping, disaster relief and humanitarian operations. The Committee of Chiefs of Military Medical Services

in NATO was established in 1994 for this purpose. The Chairman and the Secretary of COMEDS are provided by Belgium, and the Secretariat is located within the Belgian Surgeon General's Office in Brussels.

Comprised of the Surgeons General of the Alliance nations plus the Surgeons of the Major NATO Commands (SHAPE and ACLANT) and a representative from the International Military Staff, the COMEDS meets bi-annually in Plenary Session and reports annually to the Military Committee.

The objectives of the COMEDS include improving and expanding arrangements between member countries coordination, standardisation and operability in the medical field; and improving the exchange of information relating to organisational, operational and procedural aspects of military medical services in NATO and Partner countries. Since 1997 PfP countries have been invited to participate fully in the work of most COMEDS Working Groups.

The work of the COMEDS is coordinated with other NATO bodies with responsibilities in the medical field, including the Military Agency for Standardisation (MAS) and the Joint Medical Committee (JMC). The Chairman of the JMC and the Chairman of the MAS General Medical Working Group attend plenary sessions of the COMEDS as observers.

To assist in carrying out its tasks, the COMEDS has nine subordinate working groups. These are listed below. Each working group meets at least annually.

COMEDS Working Groups:

Military Medical Structures, Operations and Procedures; Military Preventive Medicine; Emergency Medicine; Military Psychiatry; Dental Service; Medical Materiel and Military Pharmacy; Cooperation and Coordination in Military Medical Research; Food Hygiene, Food Technology, and Veterinary Medicine; Medical Training.

Further information :

COMEDS
c/o Medical Staff Officer
Logistics, Armaments and
Resource Division
International Military Staff
NATO
1110 Brussels - Belgium
Tel: 32 2 707 55 51
Fax: 32 2 701 30 71

COMEDS
Etat-major du Service Médical
Quartier Reine Elisabeth
Rue d'Evere
1140 Brussels
Belgium
Fax: 32 2 701 3071

Conference of National Armaments Directors (CNAD)

The major part of the collaborative work undertaken within NATO to identify opportunities for collaboration in the research, development and production of military equipment and weapon systems for the armed forces takes place under the auspices of the CNAD. The Conference meets in plenary session twice a year under the Chairmanship of the Secretary General. The Assistant Secretary General for Defence Support is the permanent Chairman. The CNAD brings together the senior officials with responsibility for defence acquisition in member nations, representatives from the Military Committee and Major NATO Commands, the Chairmen of the CNAD Main Groups, and other civil and military authorities responsible for different aspects of production logistics.

The CNAD organisation

Representatives of the National Armaments Directors (NADREPS), within the national delegations of member countries, undertake the routine tasks of the CNAD and direct the work of its Groups.

The CNAD substructure consists of:

- Groups, subgroups and working groups responsible to three CNAD Main Armaments Groups (the NATO Naval Armaments Group (NNAG); NATO Air Force Armaments Group (NAFAG); the NATO Army Armaments Group (NAAG); and the NATO Group on Acquisition Practices);
- The NATO Industrial Advisory Group - (NIAG);
- CNAD Ad Hoc Groups responsible for special armaments projects (e.g. Alliance Ground Surveillance Steering Committee);
- CNAD Partnership Groups (Group of National Directors on Codification; Group of National Directors for Quality Assurance; Group of Experts on the Safety Aspects of Transportation and Storage of Military Ammunition and Explosives; Group on Standardisation of Material and Engineering Practices; and Group on Safety and Suitability for Service of Munitions and Explosives).
- The NATO Conventional Armaments Review Committee (NCARC) composed of representatives from the staffs of the National Armaments Directors and Chiefs of Defence as well as representatives of the NATO Military Authorities. It is responsible to the CNAD

for the management of the Conventional Armaments Planning System (CAPS).

NATO Medium Extended Air Defence System Design and Development, Production and Logistics Management Agency (NAMEADSMA)

Further information :

NAMEADSMA
Building 1
620 Discovery Drive
Suite 300
Huntsville, AC 35806, USA
Tel: 1205 922 + ext.
Fax: 1 205 922 3900

NATO EF 2000 and TORNADO Development Production and Logistics Management Agency (NETMA)

NETMA replaces the former NATO Multirole Combat Aircraft Development and Production Management Agency (NAMMA) and the NATO EFA Development Production and Logistics Management Agency (NEFMA), and is responsible for the joint development and production of the NATO European Fighter Aircraft and the NATO MRCA (Tornado).

Further information:

NETMA
Insel Kammerstr. 12 + 14
Postfach 1302
82008 Unterhaching
Germany
Tel: 49 89 666 800
Fax: 49 89 666 80555\6

NATO Helicopter Design and Development Production and Logistics Management Agency (NAHEMA)

Further information:

NAHEMA
Le Quatuor

Bâtiment A
42 Route de Galice
13082 Aix-en-Provence Cedex 2
France
Tel: 33 42 95 92 00
Fax: 33 42 64 30 50

NATO HAWK Management Office (NHMO)

NHMO is responsible for improvement programmes for the HAWK surface-to-air missile system.

Further information :

NHMO
26 rue Galliéni
92500 Rueil-Malmaison
France
Tel: 33 147 08 75 00
Fax: 33 147 52 10 99

STANDARDISATION

The NATO Standardisation Organisation (NSO)

The activities of the NATO Standardisation Organisation are designed to enhance the Alliance's military effectiveness by developing, monitoring, implementing and updating the NATO Standardisation Programme and coordinating standardisation activities between senior NATO bodies.

The NSO was established by the North Atlantic Council in January 1995 to give new impetus to Alliance work aimed at improving the coordination of policies and programmes for materiel, technical and operational standardisation.

NATO Committee for Standardisation (NCS)

The Committee advises the Council on overall standardisation matters and gives guidance to the Office of NATO Standardisation and to the NATO Standardisation Liaison Board (NSLB). The NSLB is an internal staff forum bringing together International Staff and International Military Staff elements involved with standardisation issues. Its principal tasks are to harmonise standardisation policies and procedures and to coordinate standardisation activities.

The NATO Committee for Standardisation is chaired by the Secretary General, or by its two permanent co-chairmen, namely the Assistant Secretary General for Defence Support and the Director of the International Military Staff.

Office for NATO Standardisation (ONS)

The Director of the Office of NATO Standardisation is also Assistant Director of the Logistics, Armaments and Resources Division (IMS) and Chairman of the Military Agency for Standardisation (MAS).

Further information:

Office for NATO Standardisation
NATO
1110 Brussels
Belgium
Tel: 32 2 707 4111
Fax: 32 2 707 5718

Military Agency for Standardisation (MAS)

The task of the Military Agency for Standardisation is to facilitate operational, procedural and material standardisation among member nations to enable NATO forces to operate together in the most effective manner. In the forum of the NATO Standardisation Organisation, the MAS works closely with national experts and with relevant elements of NATO's International Staff and International Military Staff.

The Agency was established in London in 1951 and moved to NATO Headquarters in Brussels in 1971. It is an independent Agency and reports directly to the Military Committee. Its mission is to foster NATO Standardisation by enhancing the combined operational effectiveness of Alliance military forces. It does this by developing Standardisation Agreements (STANAGs) with the member nations and NATO Military Commands. The standardisation process involves the development of concepts, doctrines, procedures and designs in order to achieve and maintain the most effective levels of compatibility, interoperability, interchangeability and commonality in the field of operations, administration and material. The MAS concentrates on doctrine, tactics, procedures and terminology. Cooperation between the Agency and international expert groups is effected through the NATO Committee for Standardisation, the Senior NATO Logisticians Conference, the Main Armament Groups of the Conference of National Armament Directors, the NATO C3 Board, the Research and Technology Board and other committees. Standardisa-

tion agreements take the form of either STANAGs or Allied Publications (APs) which are then implemented by the nations.

The Agency is headed by a Chairman, a 'two star' officer who is also Assistant Director for Logistics, Armaments and Resources in NATO's International Military Staff and Director of the Office of NATO Standardisation. Three Single Service Boards each consist of a Chairman, a Senior Staff Officer and three Staff Officers. The Chairman of the MAS presides over the Joint Service Board (JSB). Within each Board standardisation agreements are prepared by working groups of experts from nations and from the military commands. Most Board Members are on the staff of their Military Representative at NATO. In the case of Belgium (which also represents Luxembourg) Denmark, the Netherlands and the United Kingdom, the Board Members are based at their respective Ministries of Defence. The United States has a separate MAS delegation at NATO.

MAS Boards are in permanent session and meet once a month. The Joint Service Board, with one member per nation, meets less frequently. Decisions are normally reached on the basis of unanimity. However, as standardisation is a voluntary process, agreements may also be based on majority decisions by the participating nations. The Major NATO Commanders have a representative on each Board. Since January 1998 the Czech Republic, Hungary and Poland have participated in MAS business as prospective NATO member countries.

Standardisation proposals may be made by nations or by NATO commanders, or may be directed to the Agency from higher authorities. MAS Boards refer proposals to nations and commands for validation. If approved, they are passed for development to a Working Group, or to a custodian in a nation or NATO command. When a draft STANAG or AP is agreed at working level, it is submitted to the appropriate Board for review. If endorsed by the Board it is sent to nations for ratification. Thereafter the Board judges whether sufficient nations have ratified the agreement to warrant promulgation or whether the draft needs to be revised or even abandoned. If sufficient nations ratify a STANAG it is promulgated by the Chairman of the MAS. The latter has sole responsibility for promulgating all NATO STANAGs and APs with the exception of Allied Communication Publications.

All member nations contribute to the MAS budget according to an agreed cost-sharing formula. Most military posts are filled by national

quota. The posts of Chairman MAS and of the three Board Chairmen are open to competition between national candidates.

MAS is also involved in PfP activities. Most Working Group meetings are open to Partner countries and include sessions in which Partner countries can raise common standardisation issues. Individual briefings, seminars and training packages are also arranged when requested by Partners. The Agency maintains a current register of all STANAGs and APs cleared for release to PfP nations. Standardisation activities with Partners are continuing to expand as experience is gained within the PfP programme and through the involvement of NATO and PfP countries in UN Peace Support Operations.

Further information:

Military Agency for Standardisation (MAS)
NATO
1110 Brussels
Belgium
Tel: 32 2 707 4111
Fax: 32 2 707 5718

CIVIL EMERGENCY PLANNING

Senior Civil Emergency Planning Committee (SCEPC)

The Senior Civil Emergency Planning Committee meets twice a year in plenary session with representatives from capitals and monthly in Permanent Session, with representatives from national delegations at NATO. The Committee is chaired by the Assistant Secretary General for Security Investment, Civil Emergency Planning and Logistics.

Civil Emergency Planning Boards and Committees

The SCEPC coordinates and provides guidance for the activities of nine subordinate Planning Boards and Committees, namely: Planning Board for Ocean Shipping (PBOS); Planning Board for European Inland Surface Transport (PBEIST); Civil Aviation Planning Committee (CAPC); Food and Agriculture Planning Committee (FACP); Industrial Planning Committee (IPC); Petroleum Planning Committee (PPC); Joint Medical Committee (JMC); Civil Communications Planning Committee (CCPC); and Civil Protection Committee (CPC).

Euro-Atlantic Disaster Response Coordination Centre

On 29 May 1998, a Euro-Atlantic Disaster Response Coordination Centre (EADRCC) was established at NATO Headquarters, headed by the Director of the Civil Emergency Planning Directorate with staff from a limited number of interested NATO and Partner countries as well as representatives of the NATO Military Authorities. The EADRCC is also open to representatives from the United Nations. It is responsible for coordinating, in close consultation with the UN Office for the Coordination of Humanitarian Affairs (UNOCHA), the response of EAPC countries to a disaster occurring within the EAPC's geographical area.

AIR TRAFFIC MANAGEMENT, AIR DEFENCE

The NATO Air Traffic Management Committee (NATMC)

(Formerly Committee on European Airspace Coordination - CEAC) - (See Chapter 8).

The NATO Air Defence Committee (NADC)

Advises the Council and the Defence Planning Committee on all aspects of air defence programme development. It meets twice per year under the chairmanship of the NATO Deputy Secretary General. (See Chapter 8).

Military Committee Air Defence Study Working Group

The Military Committee Air Defence Study Working Group (MC-ADSWG) is a multinational body, working in support of the Military Committee. It is tasked with reviewing, advising and making recommendations on air defence issues which effect NATO's integrated air defence system.

NATO Air Command and Control System (ACCS) Management Organisation (NACMO)

The NATO Air Command and Control System Management Organisation provides the structure for the planning and implementation of the command and control system supporting NATO air operations. It replaces the former Air Defence Ground Environment System known as NADGE. Its headquarters are in Brussels, Belgium. (See also Chapter 8).

Further information:

NATO Air Command Control System (ACCS) Management Agency
NACMA
8 rue de Genève
140 Brussels, Belgium
Tel.: 32 2 707 41 11
Fax: 32 2 707 8777

AIRBORNE EARLY WARNING

The initial AEW programme involved the acquisition by NATO of its own collectively operated and maintained aircraft fleet as well as the modification and upgrading of 40 existing NATO Air Defence Ground Environment (NADGE) sites, to enable them to interoperate with the Airborne Early Warning System. These sites are located in nine different countries, stretching from northern Norway to eastern Turkey.

The largest element of the programme was the acquisition of 18 NATO E-3A aircraft over the period 1982-85. The E-3A was based on the US Air Force (USAF) Airborne Warning and Control System (AWACS) in service since 1977. Based on the Boeing 707-320B airframe, it is distinguished by the 30 feet diameter rotodome mounted on top of the fuselage, housing the surveillance and IFF radars.

Subsequently, both near-term and mid-term modernisation programmes have been undertaken. The mid-term programme will cover NATO's AEW requirements from 1998 to 2004

The NATO Airborne Early Warning and Control Programme Management Organisation (NAPMO)

NAPMO is responsible for all aspects of the management and implementation of the NATO AEW&C Programme and reports directly to the North Atlantic Council. The Organisation consists of a Board of Directors (BOD), supported by a Programme Management Agency (NAPMA) which is located at Brunssum, in the Netherlands, and by a Legal, Contracts and Finance (LCF) Committee; an Operations, Technical and Support (OTS) Committee; and a Depot Level Maintenance (DLM) Steering Group.

Each participating nation is represented on the Board of Directors and its committees. Representatives of the NATO Secretary General, the

Major NATO Commanders, the NATO AEW Force Commander and other NATO bodies also attend meetings of the Board of Directors and Committee meetings. The Board of Directors normally meets twice a year.

The day-to-day management of the Programme is the responsibility of the NAPMA General Manager. The NATO AEW Force Command Headquarters is co-located with Supreme Headquarters Allied Powers Europe (SHAPE) at Mons, Belgium. Both NAPMA and the Force Command are manned by personnel from the participating nations.

The Main Operating Base is at Geilenkirchen in Germany and is also manned by personnel from the participating NAPMO nations. Airbases in Norway, Italy, Greece and Turkey have been extensively modified to provide forward operating support for NATO E-3A aircraft operations.

The NAPMO's current 12 member nations are Belgium, Canada, Denmark, Germany, Greece, Italy, Luxembourg, the Netherlands, Norway, Portugal, Turkey and the United States. The United Kingdom provides seven E-3D aircraft to the NATO AEW Force. France attends NAPMO meetings in an observer role, based on its acquisition of four national E-3F aircraft. Spain is participating in NAPMO from 1998.

From August 1990 to March 1991, in response to Iraq's invasion of Kuwait, aircraft of the NATO E-3A Component were deployed to eastern Turkey to reinforce NATO's southern flank in order to monitor air and sea traffic in the eastern Mediterranean and to provide continuous airborne surveillance along the Turkey/Iraq border.

Since July 1992 the NAEW Force, comprising both the E-3A Component and the UK E-3D Component, has been extensively deployed in the area of the former Republic of Yugoslavia to support NATO's actions relating to the monitoring and implementation of United Nations Security Council resolutions, and subsequently to support the Implementation Force (IFOR) and Stabilisation Force (SFOR) operations (see Chapter 5). Aircraft of the French E-3F force have also taken part in these operations.

Further information:

NATO Airborne Early Warning and Control Programme
Management Agency (NAPMA)
Akerstraat 7
6445 CL Brunssum
The Netherlands
Fax: 31 45 525 4373
Tel: 31 45 526 + Ext.

NATO C3 Organisation

Created in 1996, the NC3 organisation is overseen by a NATO C3 Board (NC3B) which meets twice a year with representation from capitals. The Board is assisted by National C3 Representatives (NC3REPS) normally attached to their national delegations or to their military representation at NATO. The Board oversees the work of two agencies, namely the NATO C3 Agency, which is a planning, design, development engineering, technology and procurement agency; and the NATO CIS Operating and Support Agency (NACOSA). Staff support to the NC3B and its substructure is provided by the NATO Headquarters C3 Staff, which is an integrated civilian and military staff element responsible to both the Assistant Secretary General for Defence Support, and to the Director of the International Military Staff (see Chapter 11).

NATO Consultation, Command and Control Agency (NC3A)

The NC3 Agency provides central planning, system integration, design, systems engineering, technical support and configuration control for NATO C3 systems and installations. The Agency carries out projects assigned to it and provides scientific and technical advice and support primarily to the Major NATO Commands, but also to other sectors of NATO. The Agency operates from split locations at the NATO Headquarters and in The Hague in the Netherlands. The NATO C3 Agency employs about 450 people, located partly at the former STC premises in The Hague and partly in Brussels.

Consultation, Command and Control (C3) are essential functions for executing NATO's political and military missions. In July 1996, the NATO C3 Agency came into being as part of NATO's strategy to streamline political and military structures and procedures. Formation of the Agency was achieved through the amalgamation and rationalisation of the former NATO Communications and Information Systems Agency (NACISA) and the SHAPE Technical Centre (STC). This action brought together the planning, research and development and acquisition functions of NATO's Communications and Information Systems, thereby enhancing the Alliance's capability to carry out its new crisis management tasks, while preserving its collective defence capabilities.

2 See also Education and Training

Further information can be obtained from:

NATO HQ C3 Staff
NATO
1110 Brussels
Belgium
Tel: 32 2 7074358
Fax: 32 2 7088770

NC3A Brussels
8 rue de Genève
1140 Brussels
Belgium
Tel: 32 2 7078267
Fax: 32 2 7088770

NC3A The Hague
P.O. Box 174
OudeWaalsdorperweg 61
2501 CD
The Hague
The Netherlands
Fax: 31 70 3142111

NATO Headquarters Consultation, Command and Control Staff (NHQC3S)

The NATO Headquarters C3 Staff provides support on C3 matters to the North Atlantic Council, the Military Committee, the NC3 Board, the Conference of National Armaments Directors, the Senior Resource Board, to other committees with responsibilities relating to C3 matters, and to Divisions and Directorates of the International Staff and International Military Staff. (See also Chapters 10 and 11).

NATO Headquarters Information Systems Service (ISS)

The NATO Headquarters Information Systems Service forms part of the Information Systems Directorate within the Executive Secretariat. The latter comes under the Office of the Secretary General. Although managerially an International Staff body, the ISS is staffed by both International Staff and International Military Staff personnel. It provides information systems support to the North Atlantic Council, the Defence Planning Committee and the Military Committee as well as to subordinate committees and supporting staff. In addition, the ISS supplies systems design, development and maintenance support to the International Staff and to the Military Agency for Standardisation. It provides support for tasks such as crisis management, as well as registry and document control services, financial and personnel management information systems, and force planning. It has responsibility for the operation of centralised computer facilities at NATO headquarters, for developing and maintaining software for specific user applications, for providing training and user assistance, maintaining NATO headquarters information systems, and advising staff officials on information systems matters.

The NATO Frequency Management Sub-Committee (FMSC)

NATO's specialised body in this area is the NATO Frequency Management Sub-Committee (FMSC). The NATO FMSC acts as the NATO Frequency Authority of the Alliance and is the successor body to the Allied Radio Frequency Agency, or ARFA.

Frequency management cooperation in NATO

Through the NATO FMSC, Alliance nations cooperate in many areas of frequency management. This includes the establishment of overall policy for all parts of the radio frequency spectrum used by the military and the establishment of a specific policy for the military management of the 225-400 MHZ band, which is widely used for military aircraft, naval and satellite communications and is therefore a particular responsibility of the NATO FMSC. Close liaison also takes place with the civil aviation community through the NATO Air Traffic Management Committee (formerly Committee for European Airspace Coordination (CEAC)). In addition, the NATO FMSC meets regularly with representatives of the Civil Administrations of the member nations to ensure adequate military access to common and reserved parts of the spectrum. In this context, a NATO Joint Civil/ Military Frequency Agreement was concluded in 1995.

At the Command level, the two Major NATO Commands, Allied Command Europe (ACE) and Allied Command Atlantic (ACLANT), are responsible for detailed bilateral military radio frequency issues with host nations and for preparing plans based on approved radio frequencies.

Since 1994 cooperation in radio frequency management has been extended to NATO Partner countries in the framework of Partnership for Peace.

The NATO FMSC is working actively with Partner countries to address the need for harmonisation. The NATO Joint Civil/Military Frequency Agreement is being used as the basis for this, both in the NATO FMSC and in the Conference of European Postal and Telecommunications Administrations, in which Partner countries also participate.

Further information:

NATO Frequency Management Sub-Committee
NATO Headquarters C3 Staff
1110 Brussels
Belgium
Tel: 32 2 707 5528

ELECTRONIC WARFARE

NATO Electronic Warfare Advisory Committee (NEWAC)

The NATO Electronic Warfare Advisory Committee was established in 1966 to support the Military Committee, the Major NATO Commanders and the nations by acting as a joint, multinational body to promote an effective NATO electronic warfare (EW) capability. It monitors progress achieved nationally and within the Integrated Military Command Structure in implementing agreed EW measures. It is responsible for the development of NATO's EW policy, doctrine, operations and educational requirements and contributes to the development of command and control concepts. Electronic warfare capabilities are a key factor in the protection of military forces and in monitoring compliance with international agreements and are essential for peacekeeping and other tasks undertaken by the Alliance. NEWAC also assists in introducing NATO's EW concepts to Partner countries in the framework of Partnership for Peace.

NEWAC is composed of representatives of each NATO country and of the Major NATO Commanders. Members are senior military officials in national electronic warfare organisations. The Chairman and Secretary of the Committee are permanently assigned to the Operations Division of the International Military Staff. There are a number of subordinate groups dealing with electronic warfare data base support, training and doctrine.

Further information:

NATO Electronic Warfare Advisory Committee (NEWAC)
Operations Division
International Military Staff
1110 Brussels
Belgium
Tel: 32 2 707 56 27

Military Committee Meteorological Group (MCMG)

The Military Committee Meteorology Group is a specialist forum, composed of national representatives and representatives of major NATO Commanders which provides meteorological policy guidance to the Military Committee, the Major NATO Commanders, and the NATO nations. It is responsible for ensuring the most efficient and effective use of national and NATO assets in providing effective and timely meteorological information and assistance to NATO forces. The MCMG is supported by two permanent working groups, namely the Working Group for Operations, Plans, and Communication and the Working Group for Battle-area Meteorological Systems and Support.

The Working Group for Operations, Plans and Communication addresses planning and operational issues for meteorological support to NATO exercises and operations and develops meteorological communications capabilities and standard procedures for communications and exchanging meteorological data.

The Working Group for Battle-area Meteorological Systems and Support encourages cooperative efforts in research and development, and interoperability and the development of operational capabilities using new meteorological equipment, techniques, and software. It provides technical advice on meteorological matters to other NATO groups and undertakes studies of issues such as flood forecasting and artificial fog dissipation. Basic weather forecasts are often not sufficient to support tactical planning or mission execution. To address this shortfall, the group maintains an inventory of meteorological Tactical Decision Aids (TDAs) which have been developed by the nations. To further standardise the use of Tactical Decision Aids and enhance operability, the group is developing a library of approved TDAs which will be made available to all NATO nations.

The MCMG holds annual meetings with Partner countries in the framework of the Partnership for Peace Programme and has developed a Meteorological Support Manual for Partner countries. It has also initiated an exchange programme for meteorologists from NATO and Partner countries during NATO/PfP exercises, in order to develop closer working relationships at the operational level.

Further information:

MCMG
Operations Division (IMS)
NATO
1110 Brussels,
Belgium
Tel.: 32 2 707 5538
Fax: 32 2 707 5988

RESEARCH AND TECHNOLOGY

Research and Technology Organisation (RTO)

The NATO Research and Technology Organisation (RTO) is responsible for integrating the direction and coordination of NATO defence research and technology; conducting and promoting cooperative research and technical information exchange among national defence research activities; developing a long term NATO Research and Technology strategy; and providing advice on research and technology issues.

The RTO builds upon earlier cooperation in defence research and technology under the former Advisory Group for Aerospace Research and Development (AGARD) and the Defence Research Group (DRG), both of which have been brought together to form the new Organisation. The mission of the RTO is to conduct and promote cooperative research and information exchange, to support the development and effective use of national defence research and technology to meet the military needs of the Alliance, to maintain a technological lead and to provide advice to NATO and national decision makers. It is supported by an extensive network of national experts and coordinates its activities with other NATO bodies involved in research and technology.

The RTO reports both to the Military Committee and to the Conference of National Armament Directors. It comprises a Research and Technology Board (RTB) and a Research and Technology Agency (RTA), with its headquarters in Neuilly, France. The full range of research and technology activities is covered by six Panels, dealing with the following subjects:

- Studies, Analysis and Simulation (SAS);
- Systems Concepts and Integration (SCI);
- Sensors and Electronics Technology (SET);
- Information Systems Technology (IST);
- Applied Vehicle Technology (AVT);
- Human Factors and Medicine (HFM).

Each Panel is made up of national representatives including highly qualified scientific experts. The Panels maintain links with military users and other NATO bodies. The scientific and technological work of the RTO is carried out by Technical Teams, created for specific activities and with a specific duration. The Technical Teams organise workshops, symposia, field trials, lecture series and training courses and ensure the continuity of the expert networks. They also play an important role in formulating longer term plans.

In order to facilitate contacts with the military users and other NATO activities, part of the RTA staff is located in the Technology Studies and Coordination Office at NATO Headquarters in Brussels. This staff provides liaison with the International Military Staff and with the Defence Support Division of the International Staff. The coordination of efforts directed towards Partner countries is also mainly undertaken from Brussels.

The coordination of research and technology activities with other parts of the NATO structure is facilitated by the participation of RTO representatives on relevant Boards and in the meetings of directing bodies such as the NATO C3 Board and the NATO Science Committee. Similarly, the General Manager of the NATO C3 Agency and the Director of the SACLANT Undersea Research Centre, to take another example, are ex-officio members of the Research and Technology Board. Coordination of research and technology activities with the member nations is handled through National Coordinators, who also assist in the organisation of activities such as symposia, Board meetings, lecture series and Consultant Missions.

In the context of the Partnership for Peace programme, contacts with NATO's Partner countries initiated under the former AGARD Outreach programme are being extended, with particular emphasis on the countries which are expected to become members of NATO in the near future.

Further information:

Research and Technology Agency (RTA)
7 rue Ancelle
92200 Neuilly-sur-Seine
France
Tel.: 33 1 5561 22 00
Fax: 33 1 5561 22 99
33 1 5561 22 98

SACLANT Undersea Research Centre (SACLANTCEN)

The SACLANT Undersea Research Centre is located at La Spezia, Italy, and provides scientific and technical advice and assistance to SACLANT in the field of anti-submarine warfare and mine countermeasures. The Centre carries out research and limited development (but not engineering or manufacturing) in these fields, including oceanography, operational research and analysis, advisory and consultancy work, and explanatory research.

The Centre's activities are based on a Scientific Programme of Work prepared by the Director of the Centre after evaluating proposals received from Member nations and from NATO's military authorities. The evaluation takes place in the context of an Underwater Warfare Statement of Operational Requirements which is revised annually and the deliberations of an annual Underwater Warfare Workshop. A Scientific Committee of National Representatives, composed of scientists and engineers with national responsibilities in relevant fields of research and development, meets twice a year and advises SACLANT on the content of the Scientific Programme of Work. The latter is then endorsed by SACLANT and submitted to the North Atlantic Council for approval.

The Scientific Programme of Work is divided into six major components, namely Mine Counter measures; Rapid Environment Assessment; Tactical Active Sonar; Deployable Undersea Surveillance; Command Support; and Exploratory Research. Approximately 70% of the Centre's activities are directed towards anti submarine warfare, and 30% towards mine counter-measures aspects of mine warfare. Direct support to the NATO Command is provided in the form of specific study projects undertaken on their behalf, designed to advise and assist operational commanders in the efficient use of their resources.

In recent years, in response to the transformation of the military and political situation in Europe and to the Alliance's new Strategic Concept, particular emphasis has been placed on developments affecting the mobility and flexibility of military forces. Other new developments have included port visits to Bulgaria and Romania undertaken in the framework of the Partnership for Peace programme by the Centre's research vessel "The Alliance" during a recent oceanographic research cruise in the Eastern Mediterranean. Visits of officials are also scheduled for the discussion of collaborative oceanographic research in the context of NATO's Mediterranean Dialogue (see Chapter 4).

The Centre has an interdisciplinary Scientific Staff of over 40 scientists specialising in acoustics, oceanography, mathematics, physics and engineering. These posts are filled on a rotational basis by scientists from NATO countries. 13 different nationalities are represented. Technical support is provided by the permanent staff of the Centre's Engineering and Technology Division.

The Centre also has Environmental Research Division, consisting of an Environmental Modelling Group, a Large Scale Acoustics and Oceanographic Group, and a similar Fine Scale Group; and a Systems Research Division made up of a Mine Counter-measures Group, an Anti-Submarine Warfare Group, and an Operational Research Group. It also undertakes extensive research at sea through combined sea trials in physical oceanography and underwater acoustics, in cooperation with NATO countries. The main facility for this experimental work is the NATO owned research vessel "The Alliance", which was specifically designed for undersea acoustic research.

Further information:

NATO SACLANT Undersea Research Centre
Viale San Bartolomeo 400
19038 La Spezia
Italy
Tel.: 39 187 540 111
Fax: 39 187 524 600
E-mail: library@saclantc.nato.int
http://www.saclantc.nato.int

NATO Defense College (NDC)

The NATO Defense College, located in Rome, comes under the direction of the Military Committee in conjunction with an independent Advisory Board. The College runs strategic level courses on politico-military issues designed to prepare selected personnel for NATO and NATO-related appointments as well as undertaking other programmes and activities in support of NATO. Officers and officials from the Alliance's Cooperation Partner countries participate in the programme of the College. The Commandant of the College is an officer of at least Lieutnant General rank, or equivalent, who is appointed by the Military Committee for a three-year period. He is assisted by a Civilian Deputy Commandant and by two military Deputy Commandants. The Chairman of the Military Committee chairs the colleges' Academic Advisory Board. The Faculty of the College is composed of military officers and civilian officials normally from the Ministries of Foreign Affairs and Defence of Member countries.

The College was established in Paris in 1951 and transferred to Rome in 1966. It organises nine or ten different courses and seminars a year on security issues relevant to the Euro-Atlantic security situation, catering for a wide variety of senior officers from the armed forces, high-level government servants, academics and parliamentarians. Virtually all the College's activities are open to participants from both NATO and Partnership for Peace countries. Participants are selected and funded by their respective national authorities. A number of activities have also recently been opened to participants from countries participating in NATO's Mediterranean Dialogue.

A Senior Course, held twice a year and lasting 5 1/2 months, is attended by some 72 course members selected by their own Governments on a national quota basis. Its members are either military officers holding the rank of Colonel or Lieutenant Colonel, or civilian officials of equivalent status from Ministries of Foreign Affairs or Defence and other relevant government departments or national institutions. Most course members go on to staff appointments in NATO Commands or national NATO related posts in their own countries.

The Course Curriculum covers the developments in international politics in general and politico-military issues on security and stability affecting the Member and Partner Nations. At the beginning of each

Course, participants are assigned to multi-national, multi service Committees guided by a member of the College Faculty. Daily lectures are given by visiting academics, politicians, high ranking military and civil servants. The focus of the preparations and discussions undertaken by participants is on achieving consensus.

In 1991 the College introduced a two-week Course for senior officers and civilians from the CSCE countries. The following year, the Course was integrated into the regular Senior Course as an Integrated PfP/OSCE Course. Its aim is to analyse the mission, policies and security functions of the NATO Alliance and its structures and organisation and to discuss current security issues within the context of the changing Euro-Atlantic security situation.

Two General Flag Officers's Courses are organised every year. Their aim is to enhance the understanding of current politico-military issues of the Alliance. One of these takes place both at the Defense College and in Brussels during a two week period in October and is open to officers and officials from NATO and PfP countries. A second General Flag Officer Course was introduced in April 1998 for participants from NATO member countries and representatives of countries participating in NATO's Mediterranean Dialogue. The Course is designed to contribute to the strengthening of regional stability by promoting dialogue, understanding and confidence building.

A Conference of Commandants held every year, bringing together the Commandants of senior national defence colleges of NATO and PfP countries to exchange views on academic philosophies and educational methods. The Conference is chaired by the Commandant of the NATO Defense College.

Every other year, a NATO Reserve Officers' Course also takes place. The aim of the course is to familiarise Reserve Officers from NATO and Partner countries with the recent organisational, structural and procedural developments of relevance to the Alliance and to enhance their understanding of the politico-military environment in which NATO operates.

The College organises an International Research Seminar on Euro-Atlantic Security every year, in cooperation with an academic institution from one of the PfP countries. Its objective is to bring together security experts from NATO and Partner countries and to debate topics of importance to the Euro-Atlantic security situation.

A second International Research Seminar with Mediterranean Dialogue Countries will also take place annually.

The College offers a Fellowship twice a year in the field of security studies to nationals of Partnership for Peace countries. So far, ten Fellows have been awarded to candidates from Russia, Poland, Bulgaria, Romania, Ukraine, Latvia, Uzbekistan and Hungary.

The Fellowship is designed to promote individual scholarly research on topics of particular interest to PfP countries, primarily dealing with Euro-Atlantic and Eurasian security issues. Papers presented and discussed as an integral part of the international Research Seminars and research papers by recipients of fellowships are frequently published in the NATO Defense College's Monograph series.

The College generates a strong corporate spirit among its graduates and organises an annual seminar for its alumni. In 1999 the NATO Defense College is scheduled to move into new purpose - built accommodation which is under construction in Rome, designed to accommodate larger Courses and to equip the College for its expanded tasks.

Further information:

NATO Defense College
Viale della Civilta del Lavoro 38
00144 Roma,
Italy
Tel.: 39 6 54 95 51

The NATO (SHAPE) School - Oberammergau, Germany

The NATO (SHAPE) School (Oberammergau) acts as a centre for training military and civilian personnel serving in the Atlantic Alliance, as well as for Partner countries. Its courses are continually revised and updated to reflect current developments in Allied Command Europe and Allied Command Atlantic. Each year a wide range of courses are taught on topics such as weapons employment, nuclear, biological and chemical defence, electronic warfare, command and control, mobilisable forces, multinational forces, peacekeeping, environmental protection, crisis management, and basic NATO orientation. The School is under the operational control of the Supreme Allied Commander, Europe (SACEUR) but operates as a bi-MNC operational facility for both Major NATO Commands. A Board of Advisers, consisting of members of the SHAPE and

School staffs, provides assistance and guidance. Germany and the United States contribute facilities and logistic support, but the School relies on tuition fees from students to offset its operating costs and is essentially self-supporting.

The NATO (SHAPE) School has its origins in the early years of the Alliance's history but received its charter and present name in 1975. For many years its principal focus was on the issues relating to NATO's collective defence. More recently, following the introduction of NATO's new Strategic Concept in 1991, the role of the School was fundamentally altered to include courses, training and seminars in support of NATO's current and developing strategy and policies, including cooperation and dialogue with military and civilian personnel from non-NATO countries. In addition, since the beginning of NATO operations in Bosnia in the context of IFOR and SFOR (see Chapter 5), the School provides indirect support to current NATO military operations.

In 1998, 47 courses were scheduled in the School's Academic Calendar, involving more than 5,500 students from up to 50 nations. Courses are organised in five fundamental NATO operational areas, namely technical procedures; NATO staff officer orientation; NATO operational procedures; NATO-led multinational operational procedures; and current operational policy forums. The School's Faculty includes staff from NATO countries supplemented by guest speakers from NATO commands and headquarters, NATO and Partnership for Peace countries and world humanitarian and commercial organisations. The focus of all courses is to develop NATO and non-NATO combined, joint operational staff officers who can work together more effectively.

Non-military participation in courses has increased significantly during recent years, as has the School's contacts with international organisations such as the International Committee for the Red Cross (ICRC), the United Nations High Commissioner for Refugees (UNHCR), and the World Bank as well as international journalists and news agencies.

In 1994, the School introduced a course on Reserve Forces and Mobilisation which is attended by reserve officers from NATO and PfP countries.

The largest growth area in the School's curricula activity has been in support of the Partnership for Peace programme. An initial course on European Security Cooperation was offered in 1991. Additional courses were added in 1993-1994 on CFE Arms Control Verification Inspector/

Escort Procedures; Responsibilities of Military Officers in Environmental Protection; Reserve Forces; and Mobilisation and Peacekeeping.

Further courses were developed in 1995-1996, in order to prepare PfP and NATO officers to work together on combined-joint staffs. These included Resource Management; NATO Orientation; Civil Emergency Planning/ Civil-Military Cooperation; and Multinational Crisis Management.

In 1997 the first technical course open to PfP countries was introduced on NBC Defence Warning and Reporting System Procedures. In the same year the School initiated two NATO-sponsored courses for military and civilian leaders of the countries which are signatories to the General Framework Agreement for Peace in Bosnia and Herzegovina (Dayton Agreement). The courses focus on the role of professional officers in a democracy and on operational issues and procedures relevant to the implementation of the Agreement. In 1998, a NATO Partner Operational Staff Officers' Course was also introduced. This is designed to educate NATO and Partner Operational Staff Officers in NATO doctrine and procedures for use in NATO-led Combined Joint Headquarters for Peace Support Operations. NATO's core functions also continue to receive attention, for example with the 1998 introduction of a new course on Air Campaign Planning.

Further developments of the School's curriculum are being introduced to take account of lessons learned in the context of the NATO-led Stabilisation Force in Bosnia as well as other developments within the Alliance. For example, countries participating in NATO's Mediterranean Dialogue also periodically send students to participate in the School's multinational courses.

Looking towards the millennium, the School is scheduled to undergo a major enlargement programme, tripling its capacity and equipping it with state of the art education technology.

Further information:

NATO School (SHAPE)
Am Rainenbichl 54
82487 Oberammergau
Germany
Tel.: 49 8822 4477 (student administration)
Fax: 49 8822 1035
E-mail: postmaster@natoschool-shape.de

NATO Communications and Information Systems (NCISS) School

The NATO Communications and Information Systems School provides advanced training for civilian and military personnel in the operation and maintenance of NATO's communications and information systems. The School also provides orientation courses and management training on NATO communications and information systems and conducts CIS Orientation Courses for Partner countries.

Originally established in 1959, the School has undergone a number of transformations since that time and has existed under its present name since 1989. In 1994, new courses were introduced in the context of Partnership for Peace. From 1995 the School has also provided courses to support NATO forces in the former Yugoslavia (IFOR/SFOR).

The School currently conducts over 50 courses lasting from one to 10 weeks and receives approximately 1,650 students per year.

The School is divided into two Branches, Training and Support. The *Training Branch* is itself divided into a *Network Domain Section* responsible for courses concerned with transmission systems, switching systems and network control; an *User Domain Section* responsible for courses concerned with Command and Control Information systems, software engineering project management and programming; and a *Infosec Domain Section* responsible for courses on the operation, maintenance and repair of cryptographic equipment. The Training Branch also conducts CIS Officer and Orientation courses, courses on Frequency Management and a CIS course for Partner countries.

The *Support Branch* is responsible for the logistical and administrative support of the Training Branch.

The Commandant of the School is a serving officer from a NATO member country with the rank of colonel or equivalent. A Principal Telecommunications Engineer acts as his technical adviser. A Training Management Office is responsible for management aspects such as developing the annual course schedule and training documentation and for monitoring statistics.

The School operates as a training establishment for both Major NATO Commands and receives administrative support from AFSOUTH. The NATO CIS School is responsible to the NATO Communications and Information Systems Operating and Support Agency (NACOSA) (see above).

The School is supported by the Italian Ministry of Defence through the Italian Air Force Training Brigade at Latina with which it is collocated.

Further information on the School can be obtained from:

NATO CIS School
04010 Borgo Piave
Latina
Italy
Tel: 39 773 6771
Fax: 39 773 662467

The NATO Training Group (NTG)

The NATO Training Group is responsible for the consolidation of multinational training. Its objectives are to improve and expand existing training arrangements between member nations and to initiate new training activities. It reports to the Military Committee and maintains close contacts with the Military Agency for Standardisation (MAS).

The Group facilitates the exchange of information between member countries and NATO's military authorities on national training capabilities and provides a forum for discussion and exchange of views on individual training matters. By identifying and encouraging the use of training projects which lend themselves to bilateral or multilateral cooperation, it promotes qualitative improvements in training as well as cost and manpower savings, standardisation and interoperability. Participation in shared training projects by individual nations is undertaken on a case by case basis and does not duplicate or replace national training programmes. The Group encourages individual nations to assume responsibility for specific training projects on behalf of the Alliance as a whole or Alliance member countries with common requirements. The Group's activities have been extended to include common training projects for Partner countries.

Further information:

NATO Training Group
IMS
NATO
1110 Brussels, Belgium

Area Defence
Battlefield Information Collection and Exploitation System (BICES)
Communications Systems Network Interoperability
Data Fusion
F-16 Fighter Aircraft
Ground Surveillance (Provisional Project Office)
Inertial Navigation Systems for Ships
MILAN Anti-tank Weapon System
Multinational Information Distribution (Low Volume Terminal)
Multiple Launch Rocket System
NATO Continuous Acquisition and Life-Cycle Support (CALS) (Management Board)
NATO Improvement Link II
NATO Insensitive Munitions Information Centre (NIMIC)
NATO Maritime Patrol Aircraft
NATO Naval Forces Sensor and Weapons Accuracy Check Sites (FORACS)
NATO SEA SPARROW AT Defence Missile
NATO SEA GNAT System
OTO MELARA 76/62 Compact Gun
Very Short and Short Range Air Defence Systems

Further information on the above projects can be obtained from Defence Support Division, NATO, 1110 Brussels, or from the following Project Offices:

Alliance Ground Surveillance Capability
Provisional Project Office (AGS/PPO)
NATO, 1110 Brussels
Tel.: 32 2 707 + Ext.
Fax: 32 2 707 7962

Battlefield Information Collection and Exploitation System (BICES)

8 rue de Genève
1140 Brussels
Tel.: 32 2 707 + Ext.
Fax: 32 2 707 8811

NATO Continuous Acquisition and Life-Cycle Support Office (CALS)

NATO
1110 Brussels
Tel.: 32 2 707 + ext.
Fax: 32 2 707 4190
NATO FORACS Office
NATO
1110 Brussels
Tel.: 32 2 707 4244
Fax: 32 2 707 4103
E-Mail: Foracs@hq.nato.int

NATO Intensive Munitions Information Centre (NIMIC)
NATO
1110 Brussels
Tel.: 32 2 707 + Ext.
Fax: 32 2 707 5363
E-Mail: idnnim@hq.nato.int

Chapter 14

THE WIDER INSTITUTIONAL FRAMEWORK FOR SECURITY

The United Nations

The Organisation for Security and Cooperation in Europe

The European Union

The Western European Union

The Council of Europe

THE WIDER INSTITUTIONAL FRAMEWORK FOR SECURITY

THE UNITED NATIONS

The Charter of the United Nations was signed in San Francisco on 26 June 1945 by 50 nations. On 24 October 1945, the United Nations formally came into being.

Article 51 of the UN Charter establishes the inherent right of individual or collective self-defence of all UN member countries. It sanctions measures they might take in the exercise of this right until such time as the UN Security Council has taken the steps necessary to maintain international peace and security. It stipulates, in addition, that measures taken by member countries under the terms of this Article must be immediately reported to the UN Security Council and do not in any way affect the authority and responsibility of the Security Council to take what actions it deems necessary to maintain or restore international peace and security.

The relevance of the UN Charter to the North Atlantic Alliance is therefore twofold. First, it provides the juridical basis for the creation of the Alliance; and second, it establishes the overall responsibility of the UN Security Council for international peace and security. These two fundamental principles are enshrined in the North Atlantic Treaty signed in Washington on 4 April 1949. The preamble to the Treaty makes it clear from the outset that the UN Charter is the framework within which the Alliance operates. In its opening phrases, the members of the Alliance reaffirm their faith in the purposes and principles of the Charter. In Article I they also commit themselves both to settling international disputes by peaceful means in accordance with the goals of the Charter and to refraining from the threat or use of force in any manner inconsistent with the purposes of the UN. Article 5 of the Treaty makes explicit reference to Article 51 of the Charter in asserting the right of the signatories to take, individually or collectively, such action as they deem necessary for their self-defence, including the use of armed force; and, it commits the member countries to terminating the use of armed force in restoring and maintaining the security of the North Atlantic area when the UN Security Council has itself taken the measures necessary to restore and maintain international peace and security.

Further reference to the UN Charter is to be found in Article 7 of the North Atlantic Treaty, which reminds signatories of their rights and obligations under the Charter and reaffirms the primary responsibility of the UN Security Council for the maintenance of peace and security. And finally, in Article 12, a clause was included in the Treaty providing for it to be reviewed after ten years, if any of the Parties to it so requested. It stipulated that the review would take place in the light of new developments affecting peace and security in the North Atlantic area, including the development of universal and regional arrangements under the UN Charter.

The North Atlantic Treaty came into force on 24 August 1949. None of the Parties to it have requested a review of the Treaty under Article 12, although at each stage of its development the Alliance has kept the implementation of the Treaty under continuous review for the purpose of securing its objectives. The direct relationship between the Treaty and the Charter of the United Nations is and will remain a fundamental principle of the Alliance.

From 1949 to the present day, the formal link between the United Nations and the North Atlantic Alliance has remained constant and has manifested itself first and foremost in the juridical relationship between their respective founding documents. Contacts between the institutions of the United Nations and those of the Alliance were, for most of this period, extremely limited, both in scope and in content. In 1992, in the context of the conflict in the former Yugoslavia, the situation changed.

In July 1992, against the background of growing conflict, NATO ships belonging to the Alliance's Standing Naval Force Mediterranean, assisted by NATO Maritime Patrol Aircraft, began monitoring operations in the Adriatic in support of a United Nations arms embargo against all republics of the former Yugoslavia. In November 1992, NATO and the Western European Union (WEU) began enforcement operations in support of UN Security Council resolutions aimed at preventing the escalation of the conflict by movements of additional arms into the area.

The readiness of the Alliance to support peacekeeping operations under the authority of the UN Security Council was formally stated by NATO Foreign Ministers in December 1992. The measures already being taken by NATO countries, individually and as an Alliance, were re-

viewed and the Alliance indicated that it was ready to respond positively to further initiatives that the UN Secretary General might take in seeking Alliance assistance in this field.

A number of measures were subsequently taken, including joint maritime operations under the authority of the NATO and WEU Councils; NATO air operations; close air support for the United Nations Protection Force (UNPROFOR); air strikes to protect UN "Safe Areas"; and contingency planning for other options which the UN might take. These measures and the basis on which they were undertaken are described in Chapter 5.

In December 1995, following the signature of the Bosnian Peace Agreement in Paris on 14 December, NATO was given a mandate by the UN, on the basis of Security Council Resolution 1031, to implement the military aspects of the Peace Agreement. A NATO-led Implementation Force (IFOR) began operations to fulfill this mandate on 16 December. Details of the work of IFOR and its subsequent replacement by a NATO-led Stabilisation Force (SFOR) in December 1996, are also described in Chapter 5. Throughout their mandates both multinational forces have worked closely on the ground in Bosnia and Herzegovina with other international organisations and humanitarian agencies, including those of the United Nations, such as the UN High Commissioner for Refugees (UNHCR) and the UN International Police Task Force (IPTF).

In February 1998, after discussions with non-NATO contributors to SFOR, the North Atlantic Council announced that, subject to the necessary mandate from the UN Security Council, NATO was prepared to organise and lead a multinational force to continue the work in Bosnia and Herzegovina following the end of SFOR's mandate in June 1998. The new force retains the name "SFOR", reflecting the continuing need for stabilisation of the Bosnian situation and for laying the foundations for permanent peace in the region.

Outside the context of the former Yugoslavia, in the face of other threats to world peace, NATO countries, while not directly involved as an Alliance, have lent their support and their voice to the efforts of the UN Security Council and the UN Secretary General to avert conflict and restore the rule of international law. In the early part of 1998, in the context of the implementation of UN Security Council resolutions relating to Iraq and of the international inspection régime established to ensure the identification and elimination weapons of mass destruction and the ca-

pacity to produce such weapons, the Alliance called for full compliance by Iraq. On 25 February 1998, the NATO Secretary General issued a statement welcoming the agreement between the Secretary General of the United Nations and Iraq on a diplomatic solution to the Iraq crisis. He paid tribute to the diplomatic efforts and determined stance of the international community, including the NATO Allies, and insisted on the need for full compliance with all the relevant UN Security Council Resolutions. When the North Atlantic Council discussed the situation in Iraq again, on 4 March 1998, it welcomed the unanimous adoption of UN Security Council Resolution 1154, relating to the implementation of the agreement between the UN Secretary General and Iraq. The Council expressed its support for the relevant UN decisions and emphasised the importance of stability in the Gulf region to the security of the Euro-Atlantic area.

Both juridical and strong practical links thus exist between the UN Charter and the North Atlantic Treaty on the one hand, and the institutions of the UN and those of the Alliance on the other. Both these elements contribute to the wider institutional framework within which the Alliance operates. Other institutional relationships contributing to this framework are described below.

THE ORGANISATION FOR SECURITY AND COOPERATION IN EUROPE (OSCE)[1]

The Organisation for Security and Cooperation in Europe (OSCE), formerly known as the Conference on Security and Cooperation in Europe (CSCE), was initially a political consultative process involving participating states from Europe, Central Asia and North America. It became an Organisation in January 1995.

Launched in 1972, the CSCE process led to the adoption of the Helsinki Final Act in 1975. This document encompassed a wide range of

---

1 List of participating states: Albania, Andorra, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Canada, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Holy See, Hungary, Ireland, Iceland, Italy, Kazakhstan, Kyrghyz Republic, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Moldova, Monaco, The Netherlands, Norway, Poland, Portugal, Romania, Russian Federation, San Marino, Slovakia, Slovenia, Spain, Sweden, Switzerland, Tajikistan, the Former Yugoslav Republic of Macedonia*, Turkmenistan, Turkey, Ukraine, United Kingdom, Uzbekistan, United States of America, Yugoslavia (suspended from activities).

* Turkey recognises the Republic of Macedonia with its constitutional name.

standards for international behaviour and commitments governing relations between participating states, measures designed to build confidence between them, especially in the politico-military field[2], respect for human rights and fundamental freedoms, and cooperation in economic, cultural, technical and scientific fields.

Institutionalisation of the OSCE

On 21 November 1990, the CSCE Summit Meeting of Heads of State and Government of the then 34 participating states adopted the Charter of Paris for a New Europe. The Charter established the Council of Foreign Ministers of the CSCE as the central forum for regular political consultations. It also established a Committee of Senior Officials to review current issues, prepare the work of the Council and carry out its decisions; and three permanent institutions of the CSCE: a secretariat in Prague (later subsumed into the general secretariat in Vienna), a Conflict Prevention Centre in Vienna, and an Office for Free Elections in Warsaw (subsequently renamed the Office for Democratic Institutions and Human Rights (ODIHR)).

On 19 June 1991, the first meeting of the Council of Foreign Ministers took place in Berlin. The Council adopted a mechanism for consultation and cooperation with regard to emergency situations in the area covered by the CSCE. This mechanism has been used in the case of the former Yugoslavia and that of Nagorno-Karabakh.

At the conclusion of the Helsinki Follow-Up Meeting on 9 July 1992, the Heads of State and Government of the CSCE participating states adopted the Helsinki Summit Declaration entitled "The Challenges of Change". The Declaration reflected agreement on further strengthening CSCE institutions, establishing a High Commissioner on National Minorities and developing a structure for early warning, conflict prevention and crisis management, including fact-finding and rapporteur missions.

At the Stockholm meeting of the Council of Foreign Ministers on 14 December 1992, a Convention on Conciliation and Arbitration within the CSCE was adopted. It was also decided to establish the post of CSCE Secretary General.

The Council of Foreign Ministers endorsed new organisational

2 Confidence and Security-Building Measures (CSBMs)

changes at their meeting in Rome on 1 December 1993, including the establishment of the Permanent Committee - the first permanent body of the CSCE for political consultation and decision-making - and the creation of a single general secretariat, both located in Vienna. The Foreign Ministers also expressed their concern about the number and scale of regional conflicts and reaffirmed their commitment to the resolution of these conflicts, particularly in the former Yugoslavia. They took steps to improve the capabilities of the CSCE in crisis management and conflict prevention and agreed that relations with other "European and Transatlantic Organisations" should be developed.

A number of institutional decisions to strengthen the CSCE were introduced at the 1994 Budapest Summit. These included the renaming of the CSCE, which would in future be known as the Organisation for Security and Cooperation in Europe (OSCE); the scheduling of the next meeting of OSCE Heads of State and Government in Lisbon, in 1996; the replacement of the Committee of Senior Officials by the Senior Council, meeting at least twice a year, as well as before the Ministerial Council Meeting, and also convening as the Economic Forum; the establishment of the Permanent Council (formerly Permanent Committee), meeting in Vienna, as the regular body for political consultation and decision-making; and the scheduling of the review of implementation of all CSCE commitments at a meeting to be held in Vienna before each Summit.

At the Budapest Summit, CSCE states declared their political will to provide a multinational CSCE peacekeeping force following agreement among the parties for cessation of armed conflict in Nagorno-Karabakh.

Security dialogue, arms control, disarmament and confidence and security building measures (CSBMs)

Significant landmarks in the evolution of the CSCE's work on Confidence and Security Building Measures (CSBMs) include the 1986 Stockholm Document, which was expanded and improved in the Vienna 1990 and Vienna 1992 Documents. At the Helsinki Follow-up Meeting in July 1992 the participating states decided to establish the CSCE Forum for Security Cooperation (FSC) in Vienna, under whose auspices security dialogue is promoted and negotiations on arms control, disarmament and confidence and security-building now take place. The Forum was inaugurated on 22 September 1992 and for the next two years negotiated a

series of documents under a mandate agreed at Helsinki ("Programme for Immediate Action"). Following this Programme, in November 1993, the FSC adopted four important documents addressing: Stabilising Measures for Localised Crisis Situations; Principles Governing Conventional Arms Transfers; Defence Planning; and Military Contacts and Cooperation. Two further elements of this Programme were agreed in December 1994 in the run-up to the CSCE's Budapest Summit: a new version of the Vienna Document (Vienna Document 94), subsuming the earlier Stockholm and Vienna Documents and incorporating the Defence Planning and Military Contacts and Cooperation texts agreed in 1993; and a Document on the Global Exchange of Military Information. The Summit Document itself incorporated new Principles Governing Non-proliferation and took the important step of agreeing a Code of Conduct on Politico-Miliary Aspects of Security, which included significant new commitments on the Democratic Control and Use of Armed Forces.

In the field of conventional arms control, the opening of the CSCE Summit in Paris on 19 November 1990 saw the signature by 22 members of NATO and the (then) Warsaw Treaty Organisation of the far-reaching Conventional Forces in Europe Treaty (CFE), which limits conventional forces in Europe from the Atlantic Ocean to the Ural Mountains. The Treaty entered into force on 9 November 1992. Its signature was followed by negotiation of the CFE-1A Concluding Act, which introduced limitations on military personnel as well as establishing additional stabilising measures. This was signed in the framework of the CSCE Helsinki Summit Meeting on 10 July 1992.

The 1995 Dayton Peace Agreement mandated negotiation of CSBMs amongst the entities of Bosnia-Herzegovina and of an Arms Control régime amongst the parties to the Dayton agreement itself. These were negotiated under OSCE auspices in 1996. Personal Representatives of the OSCE Chairman-in-Office (CIO) chaired the negotiations and have assisted with their implementation. A cell within the OSCE Secretariat in Vienna has responsibility for organising the necessary inspections, in which various OSCE participating states have taken part.

Conflict prevention and crisis management

In accordance with the 1992 Helsinki Summit Declaration, the OSCE has developed a number of methods of sending official missions and personal representatives of the Chairman-in-Office for fact finding,

rapporteur, monitoring and "good offices" purposes, in furtherance of its remit for crisis management and conflict prevention. Over the past several years such OSCE activities have been undertaken in Kosovo, Sandjak, Vojvodina, Skopje, Georgia, Estonia, Tajikistan, Moldova, Latvia, Nagorno-Karabakh and Chechnya. From September 1992, the CSCE operated Sanctions Assistance Missions (SAMs) in Albania, Bulgaria, Croatia, the Former Yugoslav Republic of Macedonia[3], Hungary and Romania, to assist in monitoring the implementation of UN-Mandated sanctions against the Federal Republic of Yugoslavia (Serbia and Montenegro).

In 1996 the OSCE organised the general elections in Bosnia-Herzegovina following the Dayton peace agreement and, in September 1997, the ensuing municipal elections. In 1997 the OSCE Chairman-in-Office's Personal Representative assisted in finding a political solution to the crisis in Albania. The OSCE monitored the resulting elections.

The OSCE's security model

At the Budapest Summit on 5-6 December 1994, Heads of State and Government of the CSCE launched a broad and comprehensive discussion on all aspects of security aimed at devising a concept of security for the 21st Century, taking into account the on-going debates in participating states on this topic.

The 1996 Lisbon Summit Declaration on a Common and Comprehensive Security Model for Europe for the 21st Century reaffirmed that European security required the widest cooperation and coordination among participating states and European and transatlantic organisations, and identified the OSCE as a forum particularly well suited for enhancing cooperation and complementarity among such organisations and institutions. The declaration also expressed the intention of the OSCE to strengthen cooperation with other security organisations which are transparent and predictable in their actions, whose members individually and collectively adhere to OSCE principles and commitments, and whose membership is based on open and voluntary commitments.

The next step in the development of the Security Model was the OSCE Ministerial in Copenhagen in December 1997, which took a De-

3 Turkey recognises the Republic of Macedonia with its constitutional name.

cision on Guidelines on an OSCE Document-Charter on European Security. The Document-Charter is to be developed through the elaboration of a Platform for Cooperative Security, the aim of which is to strengthen cooperation between mutually reinforcing institutions[4] in a non-hierarchical, action-oriented and operational way. As an initial building block in this process, it was decided at the Copenhagen Ministerial meeting that a Common Concept for the Development of Cooperation between Mutually Reinforcing Institutions should provide the basis for the development of the Platform.

Work on the security model is continuing.

Alliance interaction with the OSCE

As the only forum which brings together all the countries of Europe, as well as Canada and the United States, the Organisation for Security and Cooperation in Europe (OSCE) represents a key component of Europe's security architecture. It provides a comprehensive framework for cooperation in the areas of human rights, fundamental freedoms, democracy, the rule of law, security and economic cooperation.

The Alliance has actively supported the CSCE/OSCE since its creation, and was among the proponents of the institutionalisation of the CSCE process agreed at the Paris CSCE Summit Meeting in 1990. At its Rome Summit in November 1991, the Alliance confirmed its commitment to the CSCE proces, and defined the roles of the CSCE and the Alliance, in the development of dialogue and cooperation in Europe, as complementary. Recognising that the security of the Allies was inseparably linked to that of other states in Europe, the Alliance regarded dialogue and cooperation between the different institutions dealing with security as an important factor in helping to defuse crises and to prevent conflicts.

4 The concept of "mutually reinforcing institutions" in the security field, previously referred to as "interlocking institutions", can be traced back to the Rome Declaration on Peace and Cooperation issued at the NATO Summit Meeting in Rome in November 1991. The Declaration recognised that the challenges which would have to be faced in the new Europe could not be comprehensively addressed by one institution alone but only in a framework of interlocking institutions tying together the countries of Europe and North America. NATO countries would therefore work towards a new European security architecture in which NATO, the CSCE (later OSCE), the European Community, the WEU and the Council of Europe would complement each other and in which other regional frameworks of cooperation would also play an important role.

The importance ascribed to the CSCE by NATO was further underlined at Oslo, in June 1992. Foreign Ministers of the Alliance stated their preparedness to support peacekeeping activities under the responsibility of the CSCE, including by making available Allied resources and expertise. This important decision paved the way for increased NATO interaction with the OSCE, especially in the context of the Alliance's new tasks such as peacekeeping operations.

From December 1991 onwards, NATO's dialogue and cooperation with its Partner countries in Central and Eastern Europe and in the former Soviet Union took place in the framework of the North Atlantic Cooperation Council (NACC). The NACC obtained tangible results in a number of important areas, including the promotion of good neighbourly relations, disarmament and arms control, and cooperation in peacekeeping. The process provided a substantial contribution to the strengthening of cooperation among NATO Allies and Partner countries and in so doing supported the CSCE/OSCE role in these fields.

A stronger, more operational partnership between NATO and its NACC partners began to take shape in 1997, with the replacement of the NACC by the Euro-Atlantic Partnership Council (EAPC). The EAPC provides the overall framework for cooperation between NATO and its Partner countries, including Partnership for Peace (PfP) and raises it to a qualitatively new level. A body known as the Political-Military Steering Committee/Ad Hoc Group on Cooperation in Peacekeeping, working within the EAPC framework, provides an important institutional link to the OSCE. A representative of the OSCE Chairman-in-Office regularly attends its meetings and gives briefings on current OSCE issues of relevance to the Group. This formalised arrangement is particularly important in the field of peacekeeping. It provides evidence of the complementarity and transparency which characterises the development of cooperation in the field of peacekeeping which is now taking place in the EAPC and PfP framework.

Since its Budapest Summit in December 1994, the OSCE has been involved in a broad and comprehensive discussion on all aspects of security aimed at devising a concept of security for the 21st Century.

In December 1996, in their Lisbon Summit Declaration on a common and comprehensive security model for Europe for the 21st century, OSCE Heads of State and Government reaffirmed that European Security requires the widest cooperation and coordination among participating

states and among European and transatlantic organisations. They also stated their intention to strengthen cooperation with other security organisations. The Alliance has contributed to OSCE discussion of the security model in this context.

In their 1997 Madrid Declaration on Euro-Atlantic security and cooperation, NATO Heads of State and Government recognised the OSCE as the most inclusive European-wide security organisation. They emphasised the essential role it plays in securing peace, stability and security in Europe and underlined the importance of the principles and commitments adopted by the OSCE as a foundation for the development of comprehensive and cooperative European security structures.

In Madrid, NATO also expressed its continued support both for the OSCE's work on a Common and Comprehensive Security Model for Europe for the 21st Century and for giving consideration to the idea of developing a Charter on European Security in accordance with the decisions taken at the 1996 Lisbon Summit of the OSCE.

The Common Concept for the Development of Cooperation between Mutually Reinforcing Institutions, as agreed at the OSCE Ministerial in Copenhagen in December 1997, features a list of principles and commitments for the development of cooperation between mutually reinforcing organisations and institutions within the Platform for Cooperative Security. Within the relevant organisations and institutions of which they are members, participating states commit themselves to work to ensure the organisations' and institutions' adherence to the Platform. As a first set of practical steps towards the development of cooperation between the OSCE and those organisations and institutions, the Common Concept prescribes regular contacts, including meetings, through a continuous framework for dialogue, increased transparency and practical cooperation. This includes the identification of liaison officers or points of contact, cross-representation at appropriate meetings, and other contacts intended to increase understanding of each organisation's conflict prevention tools. NATO and the OSCE have been developing their relations on the basis of the Common Concept.

At the OSCE Forum for Security Cooperation (FSC), NATO member states, in association with other participating states, tabled a number of substantive proposals addressing issues such as the exchange of information on defence planning; non-proliferation and arms transfers; military cooperation and contacts; global exchange of military information;

and stabilising measures for localised crisis situations. Between 1993 and 1995 all of these proposals contributed to the development of a number of agreed OSCE documents. The Alliance also made proposals for the updating of the Confidence and Security Building Measures (CSBMs) contained in the OSCE's Vienna Document and this contributed to the completion of a revised and improved version of the document, which was agreed in December 1994 (the Vienna Document 1994).

Areas of practical cooperation

In Bosnia-Herzegovina the NATO-led Implementation Force (IFOR) and its successor SFOR have cooperated very closely with the OSCE in the implementation of the Dayton Peace Agreement. IFOR supported the OSCE in its preparations for the September 1996 elections and it provided security and logistical support during the elections, which took place without any major incident. SFOR provided comparable support to the OSCE for the planning and conduct of the 1997 municipal elections.

IFOR and SFOR both supported the OSCE in a further practical way in the context of the implementation of Article II (CSBMs) and Article IV (Sub-Regional Arms Control Agreements) of the Dayton Agreement. Both IFOR/SFOR were able to assist the OSCE by providing relevant data on weapons cantonments. SFOR has also provided logistical support for arms control implementation, for example by transporting heavy weapons from cantonments to reduction sites.

Although the roles of the OSCE, the Atlantic Alliance, and other intergovernmental organisations contributing to the wider Euro-Atlantic security framework remain quite distinct, practical cooperation and support between them has become increasingly necessary. Further examples of such interrelationships are discussed below.

Further information about the OSCE can be obtained from the OSCE Secretariat, Kärntner Ring 5-7, - 1010 Vienna, Austria. Tel. 43/1 514 36 0; Fax 43/1 514 36 99. The Secretariat also maintains an office in Prague: OSCE Secretariat Rytirska 31, 110 00 Prague 1, Czech Republic (http://www.osceprag.cx. E-Mail: webmaster@osceprag.cz).

THE EUROPEAN UNION (EU)

The European Union was established on the basis of the Treaty of Rome signed on 25 March 1957 by Belgium, France, Germany, Italy, Luxembourg and The Netherlands. In 1973 they were joined by Denmark, Ireland and the United Kingdom; in 1981 by Greece; in 1986 by Portugal and Spain; and in 1995 by Austria, Finland and Sweden. Accession negotiations were also successfully completed by Norway, but in a national referendum held on 27-28 November 1994, 52.5% of Norwegian voters opposed membership of the European Union. Applications for membership of the EU have been submitted by Turkey and Cyprus, as well as the 10 associated countries of Central Europe (Bulgaria, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, Slovenia).

At the Maastricht European Council on 9 and 10 December 1991, the Heads of State and Government adopted a Treaty on Political Union and a Treaty on Economic and Monetary Union, which together form the Treaty on European Union. The Treaty came into force following ratification by all parties, on 1 November 1993.

On 16 and 17 June 1997 in Amsterdam, EU Heads of State and Government agreed on a number of revisions of the Maastricht Treaty with implications for the future Common Foreign and Security Policy of the Union. In particular it was agreed that :

- the Secretary General of the European Council would assume the functions of a High Representative of the Common Foreign and Security Policy;
- a Policy Planning and Early Warning Unit will be established under his responsibility;
- the EU would draw up, together with the WEU, arrangements for enhanced cooperation between them within a year from the entry into force of the Treaty of Amsterdam;
- humanitarian and rescue tasks, peacekeeping tasks and tasks of combat forces in crisis management, including peacemaking (the so-called "Petersberg missions" of the WEU: see Chapter 3) would be included in the revised Treaty (Article J.7).

Conditional use of qualified majority voting was further elaborated upon in the context of the Common Foreign and Security Policy.

According to the new structure of the Treaty, the European Council will decide on common strategies to be implemented by the European Union in areas where the member states have important interests in common. The European Council will implement them, in particular through undertaking joint actions and adopting common positions. These decisions will be by qualified majority, but include provision for a member state to take a position of "constructive abstention". This would signify that the member state concerned chooses not to participate in the decision, but does not impede an action by the other member states. Alternatively, if there are important questions of national policy at stake, a member state may choose to block a qualified majority vote, leaving open a possible appeal by other member states to the European Council.

The role of the European Union in international relations extends far beyond the positions and actions adopted within the framework of the Common Foreign and Security Policy. The EU is the world's largest trade entity. It is one of the largest providers of funds for the developing countries, one of the biggest financial contributors in the context of the Middle East and the biggest financial contributor to international efforts aimed at laying the foundations for a lasting peace in the former Yugoslavia. Many other well-established EU policies, such as those on agriculture and fisheries, also have important external dimensions. The Union's role in external relations will be further strengthened after the establishment of the European Economic and Monetary Union and the introduction of a single currency.

Considerable importance is therefore attached to ensuring that the Common Foreign and Security Policy of the Union is in line with all its other external policies. The Council of Ministers and the European Commission both have the responsibility, within their respective mandates, for ensuring that the Union's external activities as a whole are consistent with its external relations, security, economic and development policies.

This approach has characterised policy development with regard to the enlargement of the EU, the EU pre-accession strategy towards the Central European candidate countries, EU-Russia relations and the EU's relations with the Mediterranean countries. The foundation for a future Euro-Mediterranean Partnership covering both political and economic relations, was laid at the Barcelona Conference in November 1995 (see Chapter 4).

Both political and economic elements were similarly included when the EU-Asian dialogue was launched at the March 1996 Bangkok Summit of Heads of State and Government of the 15 European and 10 Asian nations. At the last mid-term revision of the Lomé Convention between the EU and the African, Caribbean and Pacific countries, the political elements of the convention were also reinforced. The European Union also maintains a close cooperation with the Latin American countries, (e.g. in the EU-Rio Group context and with the Mercosur countries). Furthermore, the Union maintains a continuing dialogue on political and economic issues of mutual interest and engages in direct negotiations on trade and investment issues with the United States, in the context of the General Agreement on Tariffs and Trade (GATT), and in the context of the EU-US Action Plan.

Since the outbreak of the conflict in the former Yugoslavia and the disintegration of the federal state of Yugoslavia, the European Union has been engaged in efforts to bring about peace to the region and to channel humanitarian aid to the war-stricken communities affected by the conflict. The London Conference on Yugoslavia held in August 1992, chaired jointly by the Secretary General of the United Nations and the Prime Minister of the United Kingdom (then President of the European Council), represented a new departure for the EU in the field of foreign policy. This was the first combined EU-United Nations international operation. A new European envoy to Bosnia, Ambassador Carlos Westendorp (Spain) was appointed in May 1997 following the resignation of his predecessor Carl Bildt, the former Prime Minister of Sweden. As the High Representative appointed by the Conference on Yugoslavia, Ambassador Westendorp is responsible for the implementation of the civilian aspects of the Bosnian Peace Agreement.

The European Union is composed of three "pillars":

- The European Community is the legal framework for Community policies relating to the single market, international trade, development assistance, monetary policy, agriculture, fisheries, environment, regional development, energy, etc;
- The Common Foreign and Security Policy (CFSP);
- Justice and Home Affairs, covering cooperation within the Union in areas such as civil and criminal law, immigration and asylum policy, border control, drug trafficking, police cooperation and exchange of information.

All these three major components of the European Union are governed in part by a set of fundamental objectives and basic principles and in part by a single institutional framework.

The major overriding internal objective of the European Union is to promote economic and social progress, notably through the creation of a border-free area, through the promotion of economic and social cohesion, and through the establishment of economic and monetary union, including a single currency. Externally, the main overall objective of the Union is to assert its identity on the international scene, in particular through a Common Foreign and Security Policy, including the development of a common defence policy. The central basic principles governing the Union are respect for national identities, democracy and fundamental human rights.

As for the single institutional framework of the Union, the main five EU institutions are:

- The Commission, which is responsible for drawing up and proposing community legislation and policy, as well as overseeing the implementation of such legislation. In addition, the Commission acts as the guardian of European Community law and can refer cases to the European Union's Court of Justice. The Commission is the Union's executive body and consists of 20 Commissioners nominated by the Member States and appointed for a period of five years. With the Maastricht Treaty, the Commission became a fully associated partner with a shared right of initiative in the context of Common Foreign and Security Policy;
- The Council of Ministers, which acts on proposals from the Commission and is the Union's primary decision-making body. The Council's competence extends across all three pillars of the Union. The Council is composed of ministers of the governments of the Member States. Ministerial meetings are prepared by the Permanent Representatives of the Member States;
- The European Parliament, which currently has 626 members. Until 1979, Members of the European Parliament (MEPs) were nominated by national legislative bodies from among their own members. Direct elections to the Parliament commenced in June 1979. The most important powers of the European Parliament fall into three categories. Firstly, legislative power, where the Parliament's influence has been extended to amending and adopting legislation

proposed by the Commission. Accordingly, the Parliament and Council now share the power of decision in many areas. Secondly, power over the budget, where the European Parliament approves the Union's budget each year. Finally, supervision of the executive branch of the Union, through its power of appointment of the President and members of the Commission. The European Parliament may question individual Commissioners and ultimately has the power to dismiss the Commission itself. Individually, or as a group, European citizens have the right to petition the Parliament. An Ombudsman has been appointed to investigate allegations of maladministration brought by citizens;

- The Court of Justice, which is the final arbiter on Community law. Its judges (one from each Member State, one of whom is appointed President) settle disputes over the interpretation and application of Community law and have the power to overturn decisions deemed to be contrary to the Treaties establishing the Community. Its judgements are binding on the Commission, on national governments, and on firms and individuals;
- The Court of Auditors completes the list of the main institutions of the European Union. Its job is to oversee the financial aspects of the Community, to ensure that money is not misspent and to highlight cases of fraud.

Apart from the institutions and their permanent structures, the European Council, composed of the Heads of State and Government of the Member States, meets at least twice a year to define general political guidelines for the development of the Union.

Prior to the Maastricht Treaty, the most important achievement of the European Union was the creation of a Single European Market in 1986 (the Single European Act). The Act came into effect at the beginning of 1993. Its purpose is to enable goods, services, capital and people to move freely within the territory of the states belonging to the Union.

The Common Foreign and Security Policy of the European Union (CFSP)

The framework for the political development of the Union during the 1970s and 1980s was formally known as European Political Cooperation or "EPC". The establishment of a Common Foreign and Security Policy (CFSP) within the Treaty on the European Union which came into

force in 1993 represented a substantive and qualitative leap forward. The main objectives of the CFSP, as set out in the Treaty, are as follows :

- to safeguard the common values, fundamental interests and independence of the Union;
- to strengthen the security of the Union and its Member States in all ways;
- to preserve peace and strengthen international security;
- to promote international cooperation; and
- to develop and consolidate democracy and the rule of law, and respect for human rights and fundamental freedoms.

The EU decision-making procedures in the field of foreign and security policy are essentially intergovernmental. The European Council defines the general guidelines for CFSP, and except for certain decisions on the implementation of joint actions, described earlier in this chapter, all subsequent decisions taken by the Council of Ministers are taken by unanimity.

As part of the continuing process of developing an effective CFSP, the EU has established a procedure for the nomination of special envoys to undertake specific tasks as representatives of the Union. This procedure has, for example, been used to appoint special EU envoys to Bosnia, to the Great Lakes region in Africa, and to the Middle East.

The CFSP is intended to be comprehensive and to cover all areas of foreign and security policy. In the Treaty on the European Union, as well as the associated declaration by the Member States of the Western European Union (WEU), it was decided that the WEU should be an integral part of the development of the Union, and that the EU should be able to request the WEU to elaborate and implement CFSP decisions and actions which have defence implications. In order to ensure coherence between the EU, the WEU, and NATO, members of the European Union were invited to accede to the WEU or to become observers, and other European members of NATO were invited to become associate members of the WEU.

At the conclusion of the EU Intergovernmental Conference which took place during 1996 and 1997, the Heads of State and Government concluded a new Treaty of Amsterdam (17 June 1997). The implications of the Treaty of Amsterdam for the future Common Foreign and Security

Policy of the Union and for EU-WEU relations are described in the next section on the WEU.

Further information can be obtained from the offices of the different institutions of the European Union described above, from regional information offices of the European Union, and from the European Commission.

The European Commission
73 rue Archimède
1040 Brussels
Belgium
Tel: 32 2 295 38 44
Fax: 32 2 295 01 66
Web site: http://www.europa.eu.int

THE WESTERN EUROPEAN UNION (WEU)

The Western European Union has existed since 1954 and today includes 10 European countries - Belgium, France, Germany, Greece, Italy, Luxembourg, the Netherlands, Portugal, Spain and the United Kingdom. It has a Council and Secretariat formerly located in London and based in Brussels since January 1993, and a Parliamentary Assembly in Paris. The WEU has its origins in the Brussels Treaty of Economic, Social and Cultural Collaboration and Collective Self-Defence of 1948, signed by Belgium, France, Luxembourg, the Netherlands and the United Kingdom. With the signature of the North Atlantic Treaty in 1949, the exercise of the military responsibilities of the Brussels Treaty Organisation or Western Union was transferred to the North Atlantic Alliance. Under the Paris Agreements of 1954, the Federal Republic of Germany and Italy acceded to the Brussels Treaty and the Organisation was renamed the Western European Union. The latter continued in being to fulfill of the conditions and tasks laid down in the Paris Agreements.

The Western European Union was reactivated in 1984 with a view to developing a “common European defence identity” through cooperation among its members in the security field and strengthening the European pillar of the North Atlantic Alliance.

In August 1987, during the Iran-Iraq War, Western European Union experts met in The Hague to consider joint action in the Gulf to ensure freedom of navigation in the oil shipping lanes of the region; and in

October 1987 WEU countries met again to coordinate their military presence in the Gulf following attacks on shipping in the area.

Meeting in The Hague in October 1987, the Ministerial Council of the Western European Union, made up of Foreign and Defence Ministers of the member countries, adopted a "Platform on European Security Interests" in which they affirmed their determination both to strengthen the European pillar of NATO and to provide an integrated Europe with a security and defence dimension. The Platform defined the Western European Union's relations with NATO and with other organisations, as well as the enlargement of the WEU and the conditions for the further development of its role as a forum for regular discussion of defence and security issues affecting Europe.

Following the ratification of the Treaty of Accession signed in November 1988, Portugal and Spain became members of the Western European Union in 1990 in accordance with the decisions taken in 1987 to facilitate WEU enlargement. A further step was taken in November 1989 when the Council decided to create an Institute for Security Studies, based in Paris, with the task of assisting in the development of a European security identity and in the implementation of The Hague Platform.

A number of decisions were taken by the European Council at Maastricht on 9-10 December 1991 on the common foreign and security policy of the European Union and by the member states of the Western European Union on the role of the WEU and its relations with the European Union and the Atlantic Alliance (set out in the Maastricht Declarations). These decisions were welcomed by the North Atlantic Council when it met in Ministerial Session on 19 December 1991. They included extending invitations to members of the European Union to accede to the WEU or to seek observer status, as well as invitations to European member states of NATO to become associate members; agreement on the objective of the WEU of building up the organisation in stages, as the defence component of the European Union, and on elaborating and implementing decisions and actions of the Union with defence implications; agreement on the objective of strengthening the European pillar of the Atlantic Alliance and the role, responsibilities and contributions of WEU member states in the Alliance; affirmation of the intention of the WEU to act in conformity with positions adopted in the Alliance; the strengthening of the WEU's operational role; and the relocation of the WEU Council and Secretariat from London to Brussels. A number of other propos-

als were also examined including a new role for the WEU in armaments cooperation.

On 19 June 1992, the Foreign and Defence Ministers of WEU member states met near Bonn to strengthen further the role of the WEU and issued the "Petersberg Declaration". This declaration set out, on the basis of the Maastricht decisions, the guidelines for the organisation's future development. WEU member states declared their preparedness to make available military units from the whole spectrum of their conventional armed forces for military tasks under the authority of the WEU. These tasks, the so-called "Petersberg missions", consisted of humanitarian and rescue tasks; peacekeeping tasks; and tasks of combat forces in crisis management including peacemaking. In the Petersberg Declaration, WEU members pledged their support for conflict prevention and peacekeeping efforts in cooperation with the CSCE and with the United Nations Security Council.

The first application of provisions set out in the Maastricht Treaty with regard to the WEU (Article J.4.2 of the Treaty of European Union) occurred in November 1996. At that time the Council of the European Union adopted a decision requesting the WEU to examine urgently how it could contribute to the EU's humanitarian efforts in support of the refugees and displaced persons in the Great Lakes region in Africa. WEU-EU cooperation was also undertaken in relation to the planning of evacuation operations, supporting African peacekeeping efforts, and mine clearance.

Provisions established in accordance with the Maastricht Treaty were subsequently re-examined at the Inter-Governmental Conference (IGC) in 1996/97. At its Ministerial meeting in Madrid in 1995, the WEU agreed on a specific "WEU contribution to the European Union Intergovernmental Conference of 1996".This document assessed the organisation's development since Maastricht; set forth several options for the future EU-WEU relationship; and listed a number of agreed principles and guidelines to assist the IGC on European defence arrangements. It was formally submitted by the WEU to the Council of the European Union.

As a result of the Inter-Governmental Conference on 16 and 17 June 1997 in Amsterdam, EU Heads of State and Government agreed on revisions to the Maastricht Treaty with implications for the future Common Foreign and Security Policy of the Union and EU-WEU relations.

In particular, the Petersberg missions, as defined by the WEU at the Ministerial meeting in June 1992, were included in the Treaty of Amsterdam.

The Amsterdam Treaty stipulates that the WEU is an integral part of the development of the European Union, providing the latter with access to an operational capability, notably in the context of the Petersberg missions. The WEU should support the EU in framing the defence aspects of the common foreign and security policy; and the EU should, accordingly, foster closer institutional relations with the WEU "with a view to the possibility of the integration of the WEU into the EU, should the European Council so decide". The Amsterdam Treaty also states that the "Union will avail itself of the WEU to elaborate and implement decisions and actions of the Union which have defence implications". The European Council has the competence to establish guidelines in respect of the WEU for those matters for which the EU would avail itself of the WEU. In such cases, all EU member states, including those who are not full members of the WEU, are entitled to participate fully in the tasks in question. In the same vain, the EU Council, in agreement with the institutions of the WEU, would adopt the necessary practical arrangements to allow all EU member states making a contribution to participate fully and on an equal footing in planning and decision-taking in the WEU.

The Protocol to Article 17 of the Amsterdam Treaty states that the EU will draw up, together with the WEU, arrangements for enhanced cooperation between them within a year from the entry into force of the Treaty. The WEU, in its "Declaration on the Role of Western European Union and its Relations with the European Union and with the Atlantic Alliance", adopted by WEU Ministers on 22 July 1997, took note of the parts of the Treaty of Amsterdam pertaining to the WEU. The WEU Declaration also set out the former's understanding of its role and relations with the EU as well as with the Atlantic Alliance. In its introduction, it states that the WEU is an integral part of the development of the European Union, providing it with access to operational capability, notably in the context of the Petersberg missions, and is an essential element of the development of the ESDI within the Alliance, in accordance with the Paris Declaration and with the decisions taken by NATO Ministers in June 1996 in Berlin.

Since Amsterdam and the WEU Declaration of 22 July 1997, further steps have been taken in developing WEU-EU relations. In September 1997 the WEU Council introduced measures to harmonise as much

as possible the six monthly presidencies which rotate between members countries in both the WEU and the EU. At their meeting in Erfurt in November 1997, EU Ministers endorsed a decision enhancing the operational role of WEU observer countries, in line with the provisions contained in Article 17.3 of the Amsterdam Treaty. These arrangements, aimed at facilitating EU-WEU cooperation in crisis management, will come into effect upon entry into force of the Amsterdam Treaty.

Since 1991, the WEU has developed a framework under which an increasing number of European countries have become associated with its activities. In the second WEU Maastricht Declaration of 1991, the WEU invited states which are members of the EU to accede to WEU, on conditions to be agreed in accordance with Article XI of the modified Brussels Treaty, or to become observers. Simultaneously, other European members of NATO were invited to become associate members of WEU "in a way which will give the possibility to participate fully in the activities of WEU". The Petersberg Declaration defined the rights and obligations of those states which are members of the European Union and NATO, as future members, observers or associate members. At the Rome Ministerial meeting on 20 November 1992, WEU members agreed to enlarge the organisation and invited Greece to become its tenth member, subject to parliamentary ratification. Greece joined the WEU formally in 1995. Iceland, Norway and Turkey, as member countries of NATO, were granted Associate Member status; and Denmark and Ireland, as members of the European Union, became Observers. Following their accession to the European Union on 1 January 1995, and after completion of parliamentary procedures, Austria, Finland and Sweden also became WEU Observers.

On 9 May 1994, at their meeting in Luxembourg, the WEU Council of Ministers issued the "Kirchberg Declaration", according the nine Central and Eastern European countries which had signed "Europe Agreements" with the EU the status of "Associate Partners"[5] (as distinct from the Associate Membership of Iceland, Norway and Turkey). Slovenia became the tenth Associate Partner country in 1996.

The Kirchberg meeting thus created today's system of variable geometry with three different levels of membership, as well as observer

5 Bulgaria, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania and Slovakia.

status. The Western European Union thus embraces the following categories of membership and affiliation :

- Members (all WEU members are also members both of NATO and of the EU);
- Associate Members (NATO but not EU members);
- Associate Partners (neither NATO nor EU members), and;
- Observers (members of NATO and/or the EU).

Further to the decisions taken at Maastricht and Petersberg, steps have been undertaken to develop the WEU's operational capabilities in order to provide the organisation with the necessary tools to undertake the Petersberg missions. In this context, a WEU Planning Cell was set up, under the authority of the WEU Council, to carry out planning for possible WEU operations and to establish and to keep up-to-date the list of Forces Answerable to WEU (FAWEU). The WEU has no standing forces or command structures of its own. Accordingly, the military units and command structures designated by WEU members and associate members can be made available to WEU for its various possible tasks. They include both national units and several multinational formations, such as the Eurocorps; the Multinational Division Central; the UK/NL Amphibious Force; Eurofor and Euromarfor; the Headquarters of the First German-Netherlands Corps; and the Spanish-Italian Amphibious Force [6].

Other measures aimed at developing the WEU's operational capabilities include the establishment of the Satellite Centre in Torrejon, Spain, inaugurated in April 1993, to interpret and analyse satellite data for the verification of arms control agreement, crisis monitoring and management in support of WEU operations; the creation of a Situation Centre (which became operational in June 1996) to monitor crisis areas designated by the WEU Council and the progress of WEU operations; and the creation of a Military Delegates Committee and the reorganisation of the military structure of the WEU headquarters in 1998, in accordance with decisions taken by WEU Ministers at their meetings in Paris and Erfurt in May and November of 1997.

6 Eurocorps: Belgium, France, Germany, Luxembourg, Spain. The Multinational Division Central (MND(C)) forms part of the Reaction Forces available to the Supreme Allied Commander, Europe, within NATO's integrated military structure. The Eurofor (rapid deployment force) and Euromarfor (maritime force) include forces from France, Italy, Portugal and Spain.

Cooperation between the Western European Union and NATO has underpinned the process of the reactivation of the WEU and has become progressively more intensive and more frequent. On 21 May 1992, the Council of the Western European Union held its first formal meeting with the North Atlantic Council at NATO Headquarters. The Secretary General of the WEU now regularly attends ministerial meetings of the North Atlantic Council, and the NATO Secretary General is invited to WEU ministerial meetings. The North Atlantic and WEU Councils meet four times a year, with the possibility of further meetings if necessary. A Security Agreement has been agreed between NATO and WEU to facilitate the exchange of classified information. Other examples of enhanced practical cooperation include WEU access to NATO's integrated communications system on the basis of a NATO-WEU Memorandum of Understanding; and regular consultations between the secretariats and military staffs of both organisations.

An important further step towards closer cooperation between NATO and WEU was taken during the January 1994 NATO Summit in Brussels. The 16 member countries of the Alliance gave their full support to the development of a European Security and Defence Identity which would strengthen the European pillar of the Alliance while reinforcing the transatlantic link and would enable European Allies to take greater responsibility for their common security and defence. They expressed their support for strengthening this European pillar of the Alliance through the Western European Union, which was being developed as the defence component of the European Union. In order to avoid duplication of capabilities, NATO agreed to make its collective assets available, on the basis of consultations in the North Atlantic Council, "for WEU operations undertaken by the European Allies in pursuit of their Common Foreign and Security Policy". In addition, Heads of State and Government endorsed the concept of Combined Joint Task Forces (CJTFs) as a means of facilitating contingency operations. They directed that the concept should be implemented in a manner that provides separable but not separate military capabilities that could be employed by NATO or the WEU and would respond to European requirements and contribute to Alliance security. At the same time, they reaffirmed that the Alliance is the essential forum for consultation among its members and the venue for agreement on policies bearing on the security and defence commitments of Allies under the Washington Treaty.

At their meetings in June 1996, Foreign and Defence Ministers decided that, as an essential part of the internal adaptation of NATO, a European Security and Defence Identity should be built within NATO. This would enable all European Allies to make a more coherent and effective contribution to the missions and activities of the Alliance as an expression of their shared responsibilities; to act themselves as required; and to reinforce the transatlantic partnership. Taking full advantage of the CJTF concept, this identity would be based on sound military principles, would be supported by appropriate military planning and would permit the creation of militarily coherent and effective forces capable of operating under the political control and strategic direction of the WEU. At the Summit meeting in Madrid in July 1997, NATO Heads of State and Government welcomed the major steps taken on the creation of the European Security and Defence Identity within the Alliance, implementing the important political decisions made by Foreign and Defence Ministers in June 1996, and tasked the North Atlantic Council in Permanent Session to complete its work expeditiously in cooperation with WEU. The development of the ESDI within NATO is described in more detail in Chapter 3.

The WEU has also contributed to efforts undertaken by the international community in the context of the Yugoslav and Albanian crises, both by mounting WEU operations and by conducting a joint operation with NATO to support the efforts of the United Nations to end the conflict in the Former Yugoslavia.

In July 1992, the member countries of the WEU decided to make available naval forces for monitoring compliance in the Adriatic with UN Security Council Resolutions against the Federal Republic of Yugoslavia (Serbia and Montenegro). Similar measures were also taken by the North Atlantic Council in a Ministerial Session held on the margins of the OSCE Summit in Helsinki on 10 July 1992 in coordination with the WEU.

At a joint session on 8 June 1993, the North Atlantic Council and the Council of the Western European Union approved the concept of combined NATO/WEU embargo enforcement operations under the authority of the two Organisations. A single commander was appointed to head the combined NATO/WEU task force in the Adriatic. The implementation of this decision is described in more detail in Chapter 5.

On 5 April 1993, the WEU Council of Ministers decided to provide assistance to Bulgaria, Hungary and Romania in their efforts to enforce the UN embargo on the Danube. The assistance took the form of a civilian police and customs operation coordinated with other organisations and in particular with the EU and the CSCE. Following the termination of the UN sanctions, both the Adriatic and Danube operations were ended.

In early July 1994, the WEU responded to a request to provide support to the EU Administration being established in Mostar by dispatching a police contingent. The aim of the WEU police contingent was to assist the Bosnian and Croat parties in Mostar to set up a unified police force for Mostar. Following the termination of the EU Administration's mandate in July 1996, an EU Special Envoy was appointed until the end of the year. The WEU police contingent continued to provide assistance until the transfer of the Envoy's executive powers to the local authorities on 15 October 1996.

In 1997, the WEU Council, in the context of the Albanian crisis, decided to deploy a Multinational Advisory Police Element (MAPE) to complement the action of the Multinational Protection Force created and deployed by several European countries under the authority of the UN Security Council (Resolution 1101). The MAPE's mission, the first WEU operation to be directed by the WEU Council with the support of the WEU Secretariat and Planning Cell, is to give the Albanian police authorities the necessary information and advice on appropriate aspects of policing and restoring order, as well as on their responsibilities in the electoral process. Deployment started in May 1997, with WEU Members, Associate Members, Observers and Associate Partners all contributing to this mission. In response to requests by the Albanian government, the MAPE's mandate was subsequently extended in September 1997 and again in April 1998, on this last occasion until April 1999 subject to a mid-term review in October 1998.

The WEU maintains relations with a number of other countries and regions. A dialogue with Russia provides for political consultations and practical cooperation on subjects of mutual interest. An example of practical cooperation is the supply of Russian imagery to the WEU Satellite Centre. The WEU is also developing a dialogue with Ukraine on the basis of a joint WEU/Ukraine communiqué of September 1996. The WEU also maintains a dialogue with six non-

WEU Mediterranean countries (Algeria, Egypt, Israel, Mauritania, Morocco and Tunisia). This provides an opportunity to inform those countries about WEU activities and to exchange views on subjects of mutual interest, such as the experience gained from peacekeeping operations. In the context of efforts by the international community, the WEU is also undertaking work to assist African countries in developing effective peacekeeping capabilities.

Further information on the Western European Union can be obtained from:

Western European Union
Secretariat-General
4 rue de la Régence
France
Tel: 33 1 53 67 22 00
Fax: 33 1 47 20 45 43
E-Mail:
ueo.presse@skynet.be
Web site: http://www.weu.int

Western European Union Assembly
43 Avenue du President Wilson
75775 Paris Cedex 16,
Brussels, Belgium
Tel: 32 2 500 44 55
Fax: 32 2 511 35 19
E-Mail:
100315.240@compuserve.com
Web site: http://www.weu.int/assembly

WEU Institute for Security Studies
43 Avenue du Président Wilson
75775 Paris Cedex 16
France
Tel 33 1 53 67 22 00
Fax: 33 1 47 20 81 78
E Mail: weu.iss@csi.com
Web site: http://www.weu.int/institut

WEU Satellite Centre
Avenida de Cadiz - Edificio 457
288 Torrejon de Ardoz
Madrid, Spain
Tel: 34 1 677 79 99
Fax: 34 1 677 72 28

THE COUNCIL OF EUROPE

The Council of Europe was established on 5 May 1949, "to achieve a greater unity between its members for the purpose of safeguarding and realising the ideals and principles which are their common heritage and facilitating their economic and social progress".[7] The Council's overall aim is to maintain the basic principles of human rights, pluralist democracy and the rule of law and to enhance the quality of life for European citizens.

7 The Statute of the Council of Europe, Chapter 1, Art. 1.

The Council of Europe has 40 member countries. The most recent new members are: Hungary (1990); Poland (1991); Bulgaria (1992); Estonia, Lithuania, Slovenia, the Czech Republic, Slovakia and Romania (1993); Andorra (1994); Latvia, Albania, Moldova, the former Yugoslav Republic of Macedonia[8] and Ukraine (1995); Russia and Croatia (1996).

The Council is composed of a Committee of Ministers, in which agreements are reached on common action by governments, and a 286 member Parliamentary Assembly, which makes proposals for new activities and serves, more generally, as a parliamentary forum. Some of the Council of Europe's activities are open to non-member states. Armenia, Azerbaijan, Belarus[9], Bosnia-Herzegovina and Georgia have special guest status with the Parliamentary Assembly; and the Holy See, the United States, Canada and Japan have observer status with the Committee of Ministers of the Council.

Some 165 inter-governmental conventions and agreements have been concluded by the Council, chief among which are the Convention for the Protection of Human Rights and Fundamental Freedoms; the European Cultural Convention; and the European Social Charter. At its Summit meeting in Vienna in 1993, the Council of Europe underlined its contribution to democratic security in Europe. The concept of democratic security has two aspects: first, absolute insistence on pluralistic and parliamentary democracy, on the indivisibility and universality of human rights, and on the rule of law and a common cultural heritage enriched by its diversity, as fundamental preconditions for security; and second, a strong emphasis on European cooperation on the basis of these values as a method of building networks of trust across the continent, which can simultaneously prevent conflicts and help find solutions to common problems. The promotion of democratic security contributes to the task of dealing with a significant range of security risks in Europe. Apart from diminishing the risks of any reversion to totalitarian rule, it responds to challenges stemming from: serious and massive violations of fundamental freedoms and human rights, including discrimination against a part of the population; major deficiencies in the structures for the rule of law; aggressive nationalism, racism and intolerance, as well as

8 Turkey recognises the former Yugoslav Republic of Macedonia with its constitutional name.

9 The Special Guest Status of Belarus was suspended on 13 January 1997.

inter-ethnic tensions and conflicts; terrorism and organised crime; and social disintegration, disparities and tension at local and regional level.

The Council of Europe held its second Summit Meeting in Strasbourg from 10-11 October 1997, adopting an Action Plan for the main tasks of the Council in the period leading up to its 50th anniversary in May 1999, and beyond. The Action Plan addressed issues relating to democracy and human rights; social cohesion; security of citizens; and democratic values and cultural diversity. On 1 February 1998, the Council of Europe's Framework Convention for the protection of National Minorities entered into force. In addition, with effect from 1 November 1998, the Council approved the establishment of a new full-time Court of Human Rights, under the terms of the Protocol on the European Convention of Human Rights which establishes the Court.

The Action Plan also set in hand arrangements for appointing a Council of Europe Commissioner for Human Rights. Finally, a monitoring procedure has been set up to ensure that the commitments accepted by member states are effectively honoured. A confidential, constructive and non-discriminatory dialogue is carried out both at governmental level in the Committee of Ministers and at parliamentary level by the Parliamentary Assembly.

The significant extension of the membership of the Council of Europe since the end of the Cold War and the increasing number of conventions achieved represent a determination by the member governments to establish cooperative structures designed to avoid new rifts in the continent and to build a common European civilisation of democratic nations. The Council of Europe's efforts in these spheres are therefore complementary to those of the North Atlantic Alliance. The Council of Europe seeks implementation of its Action Plan in cooperation with European and other international organisations, notably the European Union and the OSCE.

Council of Europe - Member States

Albania	Andorra	Austria	Belgium
Bulgaria	Croatia	Cyprus	Czech Republic
Denmark	Estonia	Finland	France
Germany	Greece	Hungary	Iceland
Ireland	Italy	Latvia	Liechtenstein
Lithuania	Luxembourg	Macedonia	Malta
Moldova	Netherlands	Norway	Poland
Portugal	Romania	Russia	San Marino
Slovakia	Slovenia	Spain	Sweden
Switzerland	Turkey	Ukraine	United Kingdom

Applicant Members

Armenia Azerbaijan Belarus Bosnia Georgia

Special Guest Status

Armenia Azerbaijan Belarus (suspended) Bosnia Georgia

Observer Status

Canada Holy See Japan United States

Further information:
Council of Europe,
67075 Strasbourg,
France
Tel: 33 3 88 41 20
Fax: 33 3 88 41 27 81/82/83
Web site: http://www.coe.fr

Chapter 15

PARLIAMENTARY AND NON-GOVERNMENTAL ORGANISATIONS

The North Atlantic Assembly

The Atlantic Treaty Association

The Interallied Confederation of Reserve Officers

PARLIAMENTARY AND NON-GOVERNMENTAL ORGANISATIONS

THE NORTH ATLANTIC ASSEMBLY (NAA)

Alliance cohesion is substantially enhanced by the support of freely elected parliamentary representatives.

The North Atlantic Assembly (NAA) is an interparliamentary organisation which, since 1955, has acted as a forum for legislators from the North American and West European member countries of the North Atlantic Alliance to meet together to consider issues of common interest and concern. In the past few years, in keeping with the major political changes which have occurred in the former Soviet Union and Central and Eastern Europe (CEE), the Assembly has significantly broadened both its membership and its mandate.

Fifteen of the Partner countries of the Alliance have associate delegation status in the North Atlantic Assembly. This enables them to participate in the work of the Assembly and in its debates. These are focussing increasingly on the security of Europe as a whole, as well as on the specific economic, political, environmental and cultural problems of Central and Eastern Europe.

The countries which have associate delegation status in the NAA are as follows :

Albania, Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Moldova, Poland, Romania, the Russian Federation, Slovakia, Slovenia, the Former Yugoslav Republic of Macedonia[1], Ukraine.

The Assembly is completely independent of NATO but constitutes a link between national parliaments and the Alliance which encourages governments to take Alliance concerns into account when framing national legislation. It also acts as a permanent reminder that intergovernmental decisions reached within NATO are ultimately dependent on political endorsement in accordance with the due constitutional process of democratically elected parliaments. The Assembly has thus been concerned with assisting in the process of ratification of the Protocols of Accession signed at the end of 1997, with a

1 Turkey recognises the Republic of Macedonia with its constitutional name.

view to extending Alliance membership to the Czech Republic, Hungary and Poland in 1999.

Delegates to the North Atlantic Assembly are nominated by their parliaments according to their national procedures, on the basis of party representation in the parliaments. The Assembly therefore represents a broad spectrum of political opinion.

The Assembly meets twice a year in Plenary Session. Meetings are held in member and associate member countries on a rotational basis at the invitation of national parliaments. The Assembly functions through five committees: Political; Defence and Security; Economic; Science and Technology; and Civilian Affairs. These are both study groups as well as major forums for discussion. The committees study and examine all major contemporary issues arising in their respective fields of interest. They meet regularly throughout the year and report to the Plenary Sessions of the Assembly. There is a Secretariat with a staff of 30 people, based in Brussels.

The primary purpose of the Assembly is educative and consensus-building. It allows Alliance legislators to convey national preoccupations and concerns to their governments and to the decision-making bodies of the Alliance and to inform each other of the very different national and regional perspectives that exist on many key issues of mutual interest. Similarly, members of the Assembly are able to use the experience and information gained through participation in its activities when exercising their roles within national parliaments. This helps to ensure that Alliance interests and considerations are given maximum visibility in national discussions. The Assembly also constitutes an important touchstone for assessing parliamentary and public opinion on Alliance issues and, through its deliberations, provides a clear indication of public and parliamentary concerns regarding Alliance policies. In this sense the Assembly plays an indirect but important role in policy formation. Recommendations and resolutions of the Assembly are forwarded to national governments, parliaments and other relevant organisations, and to the Secretary General of NATO, who formulates replies based on discussions within the North Atlantic Council.

Relations with Central and Eastern European countries have been coordinated under the so-called Rose-Roth Initiative, initiated in 1990 by Congressman Charlie Rose, then President of the Assembly, and Senator Bill Roth. The initiative has three aspects:

- The active participation of Central and Eastern European parliamentarians in the biannual meeting of the Assembly;
- The holding of special Rose-Roth seminars at regular intervals on subjects of specific interest to parliamentarians from CEE countries. These are organised in cooperation with member parliaments or the parliaments of CEE countries and ensure a regular dialogue among legislators on issues of common concern. Since the commencement of the initiative, more than 30 such seminars have been held;
- The programme also supports the development of parliamentary staff through two-week training programmes or short periods spent at the Assembly's Secretariat in Brussels. This programme is designed for parliamentary staff working for Foreign Affairs or Security Committees, or in other fields of international relations;

The aims of the Rose-Roth Initiative are:

- to integrate and involve parliamentarians from CEE countries in Assembly activities;
- to promote a sense of partnership and cooperation at the legislative level;
- to improve mutual understanding among legislators of their various problems and perspectives;
- to provide CEE parliamentarians with information on current issues;
- to promote the development of appropriate civil-military relations in CEE countries by helping CEE legislators to become more knowledgable about security issues; and by demonstrating the relationship that exists in Alliance countries between parliamentarians, civil servants and military officials;
- to provide CEE legislators with practical expertise and experience in parliamentary practices and procedures;
- to help the development of a parliamentary staff structure in CEE parliaments in order to provide parliamentarians with the kind of assistance available to their Western counterparts.

The Assembly's role in developing relations with Central and Eastern European parliaments was recognised in the NATO-Russia

Founding Act and the NATO-Ukraine Charter, both signed in 1997. These documents called for expanded dialogue and cooperation between the North Atlantic Assembly and the Federal Assembly of the Russian Federation and the Ukrainian Verkhovna Roda respectively.

The Assembly's outreach programme is separate from, but reinforces, the work of the Euro-Atlantic Partnership Council (EAPC) and the Alliance's Partnership for Peace initiative (PfP). Particular emphasis is placed on helping to achieve a key PfP objective, namely the establishment of democratic control of armed forces. Assembly activities aim to provide the expertise, experience and information that will help CEE parliamentarians to become more effective in influencing the development of national defence policies and in ensuring that the control of their armed forces is fully democratic.

Further information on the North Atlantic Assembly may be obtained from its International Secretariat :

Place du Petit Sablon 3
1000 Brussels.
Tel: 32 2 513 28 65
Fax: 32 2 514 18 47
E-Mail: secretariat@naa.be
Web site: http://www.nato.int/related/naa

THE ATLANTIC TREATY ASSOCIATION (ATA)

The Atlantic Treaty Association brings together national voluntary organisations, in each of the Alliance's 16 member states, which support the activities of NATO and of the individual governments of member countries in promoting the objectives of the North Atlantic Treaty.

A number of voluntary associations established in the Partner countries of the Alliance are Associate Members of the Atlantic Treaty Association. In accordance with the constitution of the ATA, Associate Members may become full members, with the same status as Founder Members, when their countries become members of NATO and when their new position has been recognised by the ATA Assembly upon the proposal of the ATA Council.

The objectives of the ATA and of its affiliated national organisations can be summarised as follows :

- to educate and inform the public concerning the missions and responsibilities of the North Atlantic Treaty Organisation;
- to conduct research into the various purposes and activities of NATO and their extension to the countries of Central and Eastern Europe, as well as the furtherance of NATO's Mediterranean dialogue;
- to promote the solidarity of the people of the North Atlantic area and of those whose countries participate in NATO's Partnership for Peace programme;
- to promote democracy;
- to develop cooperation between all its member organisations in order to promote the above objectives.

Organisations affiliated to the Atlantic Treaty Association in NATO Member countries

BELGIUM
Association Atlantique Belge
12 rue Bruyn
1120 Brussels
Tel: 32 2 264 40 17
Fax: 32 2 268 52 77
E-Mail: aabav.ata@skynet.be

CANADA
The Atlantic Council of Canada
6 Hoskin avenue (Trinity College)
Toronto - Ontario M5S 1H8
Tel: 1 416 979 1875
Fax: 1 416 979 0825
E-Mail: atlantic@idirect.com

DENMARK
Danish Atlantic Association
Ryvangs Alle 1
Postboks 2521
2100 Copenhagen 0
Tel: 45 39 27 19 44
Fax: 45 39 27 56 26
E-Mail: schulz@haderslev.dhl.dk

FRANCE
Atlantic Community Association
10 rue Crevaux
75116 Paris
Tel: 33 1 45 53 15 08
Fax: 33 1 47 55 49 63
E-Mail: afca@club-internet.fr

GERMANY
The German Atlantic Society
Am Burgweiher 12
53123 Bonn
Tel: 49 228 62 50 31
Fax: 49 228 61 66 04

GREECE
Greek Association for Atlantic and European Cooperation
160 A Ioannou Drossopoulou Str.
112 56 Athens
Tel: 30 1 865 5979 - 856 0786
Fax: 30 1 865 4742

ICELAND
Association of Western Cooperation
PO Box 28
121 Reykjavik
Tel: 354 56 100 15
Fax: 354 55 100 15

ITALY
Italian Atlantic Committee
Piazza di Firenze 27
00186 Rome
Tel: 39 6 687 37 86
Fax: 39 6 687 33 76
E-Mail: italata@iol.it

LUXEMBOURG
Luxembourg Atlantic Committee
BP 805
2018 Luxembourg
Tel: 352 23 887
Fax: 352 37 93 01

NETHERLANDS
Netherlands Atlantic Committee
Laan van Meerdervoort 96
2517 AR Den Haag
Tel: 31 70 36 39 495
Fax: 31 70 36 46 309
E-Mail: atlantis@bart.nl

NORWAY
Norwegian Atlantic Commitee
Fridtjof Nanssens Plass 6
0160 Oslo 1
Tel: 47 22 42 85 70
Fax: 47 22 33 22 43
E-Mail: atlantcom@online.no

PORTUGAL
Portuguese Atlantic Committee
Av. Infante Santo 42, 6e
1300 Lisbon
Tel: 351 1 397 59 06
Fax: 351 1 397 84 93
E-Mail: cpa@mail.telepac.pt

SPAIN
Spanish Atlantic Association
Paseo de la Castellana 61
28046 Madrid
Tel: 34 1 441 49 92
Fax: 34 1 442 92 83

TURKEY
Turkish Atlantic Committee
G.O. Pasa Kuleli Sokak 44/1
06700 Ankara
Tel: 90 312 446 34 23
Fax: 90 312 446 50 11

UNITED KINGDOM
Atlantic Council of the United Kingdom
8A Lower Grosvenor Place
London SW1W 0EN
Tel: 44 171 828 10 12
Fax: 44 171 828 10 14

UNITED STATES
The Atlantic Council of the United States
Suite 1000 - 910 17th Street, N.W.
Washington DC 20006
Tel: 1 202 463 7226
Fax: 1 202 463 72 41
E-Mail: info@acus.org

Organisations affiliated to the Atlantic Treaty Association in Partner countries

ALBANIA
Albanian Atlantic Association
Bul. Deshmoret e Kombit
Pallati I Kongreseve, Kati I Dyte
Tirana
Tel: 355 42 62 995 - 64 659
Fax: 355 42 64 659 - 28 325

AZERBAIJAN
Azerbaijan Atlantic Cooperation Association
Azerbaijan Avenue 37
Baku 370000
Tel: 994 12 983 176
Fax: 994 12 983 165

BELARUS
Belarussian Euro-Atlantic Ass.
77 Varvasheni Street
Suite 602
Minsk 220002
Tel: 375 17 234 68 47
Fax: 375 17 234 6988

BULGARIA
The Atlantic Club of Bulgaria
29 Slavyanska Street
Sofia 1000
Tel: 359 2 981 0699
Fax: 359 2 981 5782
E-Mail: passy@bulnet.bg

CZECH REPUBLIC
Czech Atlantic Commission
P.O. Box 159
110 01 Praha 1
Tel: 420 2 24 81 14 17
Fax: 420 2 24 81 12 39

GEORGIA
Georgian Ass. of Atlantic Collaboration
Machabeli Str. 8
Tbilisi 380005
Tel: 995 32 99 75 84
Fax: 995 32 23 72 57
E-Mail: atlantic@gaac.org.ge

HUNGARY
Hungarian Atlantic Council
Margit Krt. 4345
1024 Budapest
Tel: 36 1 326 8791 - 326 8792
Fax: 36 1 326 8793
E-Mail: mat@hac.hu

LITHUANIA
Lithuanian Atlantic Treaty Association
Pylimo 36/2
2001 Vilnius
Tel: 370 7 721 541
Fax: 370 2 227 387
E-Mail: vareikis@lkdp.viltis.len.lt

POLAND
Euro-Atlantic Association
Al. Ujazdowskie 33/35
00-540 Warsaw
Tel: 48 22 622 12 81
Fax: 48 22 622 12 80

POLAND
Polish Atlantic Club
Ul. Hoza 57 "C" 1 p.
00-682 Warsaw
Tel: 48 22 622 30 91
Fax: 48 22 622 30 92

ROMANIA
Euro-Atlantic Centre
Rue Grigore Mora 10
Bucharest I
Tel: 40 1 230 68 27
Fax: 40 1 230 76 68

RUSSIAN FEDERATION
Association for Euro-Atlantic
3 Prechistenka St.
119034 Moscow
Tel: 7 095 203 62 71
Fax: 7 095 230 22 29

SLOVAK REPUBLIC
Slovak Atlantic Commission
Drotarska cesta 46
811 04 Bratislava
Slovakia
Tel/fax : 421 7 580 14 54

SLOVENIA
The Atlantic Council of Slovenia
Kardeljeva pl. 16
1000 Ljubljana
Tel: 386 61 13 33 329
Fax: 386 61 302 230
E-Mail:
bozica.matic@guest.arnes.si

SWEDEN
Atlantic Council of Sweden
Box 4594
203 20 Malmö
Tel: 46 40 12 40 59
Fax: 46 40 12 60 77
E-Mail: asdahl@sbbs.se

THE FORMER YUGOSLAV
REPUBLIC OF MACEDONIA[2]
Euro-Atlantic Club
Parliament - Kancelarija 10020
91000 Skopje
Tel: 389 91 11 22 55
Fax: 389 91 11 16 75

2 Turkey recognises the Republic of Macedonia with its constitutional name.

UKRAINE
The Atlantic Council of Ukraine
36/1 Melnikova Str.
Kyiv 252090
Tel: 380 44 211 45 26
Fax: 380 44 211 45 39
E-Mail: vvdr@acu.freenet.kiev.ua

An Atlantic Education Committee (AEC) and an Atlantic Association of Young Political Leaders (AAYPC) are active in their own fields. Within the ATA, a Youth Atlantic Treaty Association (YATA) was formed in 1997.

Further information concerning the Atlantic Treaty Association may be obtained from :

ATA
10 rue Crevaux
75116 Paris
France
Tel: 33 145 53 28 80
Fax: 33 145 55 49 63

or

ATA
C/o Centre d'Etudes des Relations Internationales Stratégiques
ULB
50 avenue Franklin Roosevelt - CP 135
1050 Brussels
Tel: 32 2 650 27 63
Fax: 32 2 650 399 29

THE INTERALLIED CONFEDERATION OF RESERVE OFFICERS (CIOR)

The CIOR was founded in 1948 by the Reserve Officer Associations of Belgium, France and the Netherlands. The Confederation now brings together all existing Reserve Officer Associations in NATO countries - fifteen in total. The members of these Associations are active as civilians in business, industrial, academic, political and other fields of professional life, in addition to their role as Reserve Officers.

They are therefore in a position to contribute to a better understanding of security and defence issues in the population as a whole, as well as bringing civilian expertise and experience to the tasks and challenges facing reserve forces in NATO.

CIOR is the abbreviated title of the organisation and is derived from the full name in French "Confédération Interalliée des Officiers de Réserve". The Confederation is a nonpolitical, nongovernmental, nonprofit-making organisation dedicated to cooperation between the national Reserve Officers Associations of NATO countries and to solidarity within the Atlantic Alliance.

The CIOR's principal objectives include working to support the policies of NATO and to assist in the achievement of the Alliance's objectives; maintaining contacts with NATO's military authorities and commands; and developing international contacts between Reserve Officers in order to improve mutual knowledge and understanding .

Delegates to the CIOR are elected by their national Reserve Officer Associations. The head of each delegation is a Vice-President of CIOR. The CIOR International President and Secretary General are elected by an Executive Committee. They serve for two years and are members of the same national assocation.

Apart from the President and Secretary General, the Executive Committee consists of the fifteen Vice-Presidents and up to four other delegates from each national Association. Voting is on the basis of a single vote cast by each Vice-President on behalf of his delegation. The Executive Committee is the CIOR's policy body and decides which country will assume the presidency, where congresses will be held, what projects will be assumed by the various commissions and the final actions to be taken on these projects.

The CIOR is financed by annual subscriptions from its component national associations based on the size of the membership of each association and on subsidies, gifts and legacies.

Four permanent commissions and one legal committee work on behalf of the Executive Committee under the guidance of the President. The Commissions are as follow :

- Commission 1 - Defence Attitudes and Security Issues;
- Commission 2 - Civil/Military Cooperation;
- Commission 3 - Communication;
- Commission 4 - Competitions.

The Executive Committee may from time to time appoint a sub-committee or sub-commission to consider specific matters outside the terms of reference of permanent commissions or committees.

In order to accomplish its objectives, CIOR meets on an annual basis alternating the location among member countries. A mid-winter conference for the Executive Committe and Commissions is held at NATO Headquarters in Brussels, Belgium, usually during the first week of February.

The Interallied Confederation of Medical Reserve Officers (CIOMR)

The CIOMR (Confedération Interalliée des Officiers Médicaux de Réserve) was established in Brussels in 1947 as the official organisation of medical officers within NATO's reserve forces. Originally founded by Belgium, France and the Netherlands, the Confederation now includes all CIOR member countries. Its objectives include establishing close professional relations with the medical doctors and services of the reserve forces of NATO countries; studying issues of importance to medical reserve officers, including medico-military training; and promoting effective collaboration with the active forces of the Alliance.

The CIOMR and CIOR are associated organisations. The CIOMR holds its sessions at the same time and place as the CIOR summer congress and winter conference but follows its own agenda for the discussion of medical matters.

Further information about the CIOR and CIOMR can be obtained from:

CIOR Liaison Office in NATO
NATO/IMS/P1P/CIOR
NATO HQ
B- 1110 Brussels
Belgium
Tel: 32 2 707 52 95

Reserve Affairs Advisor
Public Inform. Office
B - 7010 SHAPE
Belgium
Tel: 32 65 44 33 89

The Secretary General
CIOMR
6 Boterdorpse
Verlaat
3054 XL Rotterdam
The Netherlands
Fax: 31 10 4635307

Further information on the national Reserve Officer associations can be obtained from the following addresses:

L'Union Royale Nationale des
Officiers de Réserve de
Belgique (URNOR-KNVRO)
24 rue des Petits Carmes
B - 1000 Bruxelles, Belgique
Tel: 32 2 243 3815

The Conference of Defence Associations of Canada (CDA)
P.O. Box 893
Ottawa, Ontario KIP 5P9, Canada
Tel: 1 613 992 33 79

Reserveofficersforeningen I
Danmark (ROID)
GI Hovedvagt
Kastellet 1
2100 Copenhagen - O, Denmark
Tel: 45 33 14 16 01

L'Union Nationale des Officiers
de Réserve de France (UNOR)
12 rue Marie Laurencin
F - 75012 Paris
Tel: 33 1 43 47 40 16
Verband der Reservisten der Deutsche
Bundeswehr. V. (VdRBw)
P.O. Box 14361
Bonn 1, Germany
Tel: 49 228 25 90 90

The Supreme Pan-Hellenic Federation of Reserve Officers (SPFRO)
100 Solonos Street
10680 Athens, Grèce
Tel: 30 1 362 50 21

Unione Nazionale Ufficiali in Congedo
d'Italia (UNUC1)
Via Nomentana 313
00162 Roma, Italie
Tel: 39 6 85 487 95

Amicale des Anciens Officiers de
Réserve Luxembourgeois (ANORL)
124 A. Kiem
8030 Strassen, Luxembourg

Koninklijke Vereniging van Neder-
landse Reserve Officieren (KVNRO)
Postbus 95395
2509 CJ's-Gravenhage, The Netherland
Tel: 31 70 316 29 40

Norske Reserveoffiseres Forbund (NROF)
Oslo Mil. Akershus
0015 Oslo 1, Norway
Tel: 47 23 09 32 38

The Reserve Forces Association of the
United Kingdom - Centre Block
Duke of York's Headquarters
Chelsea
London SW3 4SG, United Kingdom
Tel: 44 171 730 61 22

The Reserve Officers Association of the
United States (ROA)
1 Constitution Avenue, N.E.
Washington, D.C. 20002, United States
Tel: 1 202 479 22 00

APPENDICES

1. **Members of the North Atlantic Council**
2. **Secretaries General of NATO**
3. **Members of the Military Committee**
4. **Heads of Diplomatic Missions and Liaison Offices of Partner Countries**
5. **Principal Officials of the NATO International Staff**
6. **Major NATO Commanders**
7. **Abbreviations in Common Use**
8. **Sources of Further Information**

APPENDIX 1

MEMBERS OF THE NORTH ATLANTIC COUNCIL[1]

Honorary President[2]
Mr. Niels Helveg Petersen (Denmark)

Chairman
Dr. Javier Solana (Spain) (Secretary General of NATO)

Deputy Chairman
Mr. Sergio Balanzino (Italy) (Deputy Secretary General)

Permanent Representatives on the North Atlantic Council

Belgium	Ambassador Thierry de Gruben
Canada	Ambassador David Wright
Denmark	Ambassador Gunnar Riberholdt
France	Ambassador Philippe Guelluy
Germany	Ambassador Hermann Freiherr von Richthofen[3]
Greece	Ambassador George Savvaides
Iceland	Ambassador Gunnar Pálsson
Italy	Ambassador Amedeo de Francis
Luxembourg	Ambassador Jean-Jacques Kasel
Netherlands	Ambassador Dr. Nicolaas H. Biegman
Norway	Ambassador Hans Jacob Biørn Lian
Portugal	Ambassador António Martins da Cruz
Spain	Ambassador Javier Conde de Saro
Turkey	Ambassador Onur Öymen
United Kingdom	Sir John Goulden
United States	The Honourable Alexander R. Vershbow

1 As at 1 September 1998.

2 An honorary position held in rotation each year by a Foreign Minister of one of the Member countries.

3 From 1 December 1998: Ambassador Joachim Bitterlich

APPENDIX 2

SECRETARIES GENERAL OF NATO

1952-1957	Lord Ismay (United Kingdom)
1957-1961	Paul-Henri Spaak (Belgium)
1961-1964	Dirk U. Stikker (Netherlands)
1964-1971	Manlio Brosio (Italy)
1971-1984	Joseph M.A.H. Luns (Netherlands)
1984-1988	Lord Carrington (United Kingdom)
1988-1994	Manfred Wörner (Germany)
1994-1995	Willy Claes (Belgium)
1995-	Javier Solana (Spain)

APPENDIX 3

MEMBERS OF THE MILITARY COMMITTEE [1]

(Permanent Military Representatives)

Chairman

General Klaus Naumann (Germany) (Army)

Deputy Chairman

Lt. General M. J. Byron (United States) (Marine Corps)

Military Representatives to the NATO Military Committee in Permanent Session

Belgium	Lt.Gen. G. Bastien (Army)
Canada	Vice Admiral J.E. King (Navy)
Denmark	Lt.Gen. L. Tophøj (Army)
France	Gen. P. Wiroth (Air Force)
Germany	Lt.Gen. K. Wiesmann (Army)
Greece	Vice Admiral. A. Vennis (Navy)
Italy	Lt.Gen. G. Marraffa (Air Force)
Luxembourg	Lt.Col. G. Reinig (Army)
Netherlands	Lt.Gen. A.J.G.M. Blomjous (Army)
Norway	Lt.Gen. P. Bøthun (Air Force)
Portugal	Vice Admiral A. J. Sarmento (Navy)
Spain	Vice Admiral J. Poblaciones Porta (Navy)
Turkey	Vice Admiral A. Kiyat (Navy)
United Kingdom	Vice Admiral P. K. Haddacks (Navy)
United States	Lt.Gen. D. S. Weisman (Army)

Iceland is represented by a civilian official

International Military Staff

Director	Lt.Gen. O.L Kandborg (Norway) (Army)

Representatives of prospective member countries

Czech Republic	Major General P. Janacek
Hungary	Brigadier General Z. Szenes
Poland	Brigadier General H. Tacik

[1] As at 1 September 1998

APPENDIX 4

HEADS OF DIPLOMATIC MISSIONS AND LIAISON OFFICES OF PARTNER COUNTRIES

Prospective member countries

Czech Republic	Ambassador Karel Kovanda
Hungary	Ambassador Andras Simonyi
Poland	Ambassador Andrzej Towpik

Partner countries

Albania	Ambassador Artur Kuko
Armenia	Ambassador Vegeun Ttchitetchian
Austria	Ambassador Winfried Lang
Azerbaijan	Ambassador Mir-Gamza Efendiev
Belarus	Ambassador Vladimir Labunov
Bulgaria	Ambassador Boyko Noev
Estonia	Ambassador Juri Luik
Finland	Ambassador Leif Blomqvist
Georgia	Ambassador Zurab Abashidze
Kazakhstan	Ambassador Aouefkhan Kyrbassov
Kyrghyz Republic	Ambassador Tchinguiz Aitmatov
Latvia	Ambassador Imants Liegis
Lithuania	Ambassador Linas Linkevicius
Moldova	Ambassador Anatol Arapu
Romania	Ambassador Lazar Comanescu
Russia	Ambassador Sergei Kislyak
Slovakia	Ambassador Emil Kuchar
Slovenia	Mr. Mirko Cigler, Chargé d'Affaires
Sweden	Ambassador Göran Berg
Switzerland	Ambassador Pierre-Yves Simonin
Tajikistan	-
The former Yugoslav Republic of Macedonia[1]	Ambassador Jovan Tegovski
Turkmenistan	Ambassador Niyazklych Nurklychev
Ukraine	Mr. Kostiantyn Morozov, Chargé d'Affaires
Uzbekistan	Ambassador Alisher A. Faizullaev

1 Turkey recognises the Republic of Macedonia with its constitutional name.

APPENDIX 5

PRINCIPAL OFFICIALS OF THE NATO INTERNATIONAL STAFF

Deputy Secretary General
Ambassador Sergio Balanzino (Italy)

Assistant Secretary General for Political Affairs
Dr. Klaus-Peter Klaiber (Germany)

Assistant Secretary General for Defence Planning and Operations
Mr. Anthony Cragg (United Kingdom)

Assistant Secretary General for Defence Support
Mr. Norman W. Ray (United States)

Assistant Secretary General for Security Investment, Logistics and Civil Emergency Planning
Mr. Øivind Bækken (Norway)

Assistant Secretary General for Scientific and Environmental Affairs
Mr. Yves Sillard (France)

Executive Secretary
Mr. Leo Verbruggen (Netherlands)

Director of the Private Office
Mr. Jorge Domecq (Spain)

Director of Information and Press
Mr. Peter Daniel (Canada)

Spokesman
Dr. Jamie Shea (United Kingdom)

APPENDIX 6

MAJOR NATO COMMANDERS

Supreme Allied Commander Europe, SACEUR
General Wesley Clark[1]

Supreme Allied Commander Atlantic, SACLANT
Admiral Harold W. Gehman, Jr.[2]

1 General Clark is also Commander-in-Chief, United States European Command (CINCUSAEURCOM)

2 Admiral Gehman is also Commander-in-Chief, United States Atlantic Command (CINCUSACOM)

APPENDIX 7

ABBREVIATIONS IN COMMON USE[1]

AAP
Allied Administrative Publication

ABM
Anti-Ballistic Missile (Treaty 1972)

AC
Alliance Committee

ACCHAN
Allied Command Channel

ACCIS
Automated Command and Control Information System

ACCS
Air Command and Control System

ACE
Allied Command Europe

ACLANT
Allied Command Atlantic

ADP
Automated Data Processing

AEW
Airborne Early Warning

AFCENT
Allied Forces Central Europe

AFNORTH
Allied Forces Northern Europe

AFNORTHWEST
Allied Forces Northwestern Europe

AFSOUTH
Allied Forces Southern Europe

AIRCENT
Allied Air Forces Central Europe

AIRNORTHWEST
Allied Air Forces Northwestern Europe

AGARD
Advisory Group for Aerospace Research and Development (reorganised under the NATO Research and Technology Organisation (RTO))

AJP
Allied Joint Publication

ALMC
Air-Launched Cruise Missile

1 This list includes most acronyms which appear in the Handbook as well as others in current use. However all acronyms used within NATO are not included.

ALP
Allied Logistic Publication

AMF
ACE Mobile Force

AOR
Area of Responsibility

AP
Allied Publication

APAG
Atlantic Policy Advisory Group

AQAP
Allied Quality Assurance Publication

ARRC
ACE Rapid Reaction Corps

ARW
Advanced Research Workshop
(NATO Science Programme)

ASG
Assistant Secretary General

ASI
Advanced Study Institute
(NATO Science Programme)

ASR
Alliance Standardisation Requirements

ASW
Anti-Submarine Warfare

ATA
Atlantic Treaty Association

AWACS
Airborne Warning and Control System

BALTAP
Allied Forces Baltic Approaches

BICES
Battlefield Information Collection and Exploitation System

BMEWS
Ballistic Missile Early Warning System

BTWC
Biological and Toxin Weapons Convention

CALS
Continuous Acquisition and Life Cycle Support

CAPC
Civil Aviation Planning Committee

CAPS
Conventional Armaments Planning System

CAS
Close Air Support

CBC
Civil Budget Committee

CBM
Confidence Building Measure

CCMS
Committee on the Challenges of Modern Society

CCPC
Civil Communications Planning Committee

CDE
Conference on Security and Confidence Building Measures and Disarmament in Europe

CEAC
Committee for European Airspace Coordination

CEE
Central and Eastern Europe

CENTAG
Central Army Group, Central Europe

CEOA
Central Europe Operating Agency

CEP
Civil Emergency Planning

CEPMO(A)
Central Europe Pipeline Management Organisation (Agency)

CEPS
Central Europe Pipeline System

CFE
Conventional Armed Forces in Europe (CFE of Treaty 1990)

CFE-IA
Concluding Act of the Negotiations on Personnel Strength of the Conventional Armed Forces in Europe Treaty (1992)

CFSP
Common Foreign and Security Policy

CHANCOM
Channel Committee

CIMIC
Civil/Military Cooperation

CINCEASTLANT
Commander-in-Chief Eastern Atlantic Area

CINCENT
Commander-in-Chief Allied Forces Central Europe

CINCHAN
Allied Commander-in-Chief Channel (position dissolved 1994)

CINCIBERLANT
Commander-in-Chief Iberian Atlantic Area

CINCNORTH
Commander-in-Chief Allied Forces Northern Europe

CINCSOUTH
Commander-in-Chief Allied Forces Southern Europe

CINCUKAIR
Commander-in-Chief United Kingdom Airforces

CINCWESTLANT
Commander-in-Chief Western Atlantic Area

CIO
Chairman-in-Office (OSCE)

CIS
Commonwealth of Independent States

CIS
Communications and Information Systems

CJTF
Combined Joint Task Force

C-M
Council Memorandum

CNAD
Conference of National Armaments Directors

COMEDS
Committee of the Chiefs of Military Medical Services in NATO

CONMAROPS
Concept of Maritime Operations

CP
Capability Package

CPC
Conflict Prevention Centre

CPSU
Communist Party of the Soviet Union

CPX
Command Post Exercise

CRG
Collaborative Research Grant (NATO Science Programme)

CSBM
Confidence and Security Building Measure

CSCE
Conference on Security and Cooperation in Europe (from January 1995, Organisation on Security and Cooperation in Europe or OSCE)

CST
Conventional Stability Talks

CUSRPG
Canada-US Regional Planning Group

C3
Consultation, Command and Control

CWC
Chemical Weapons Convention (1993)

DCA
Dual-Capable Aircraft

DGP
Senior Defence Group on Proliferation

DIMS
Director International Military Staff (IMS)

DPAO
Division of Defence, Planning and Operations

DPC
Defence Planning Committee

DPQ
Defence Planning Questionnaire

DRC
Defence Review Committee

DRG
Defence Research Group (absorbed into the NATO Research and Technology Organisation (RTO))

DS
Division of Defence Support

EADRCC
Euro-Atlantic Disaster Response Coordination Centre

EADRU
Euro-Atlantic Disaster Response Unit

EAPC
Euro-Atlantic Partnership Council

EC
European Community

ECCM
Electronic Counter-Countermeasures

ECM
Electronic Countermeasures

EDP
Electronic Data Processing

EF 2000
Eurofighter 2000

EFA
European Fighter Aircraft

EMP
Electro-Magnetic Pulse

ENTG
EURO/NATO Training Group

EPM
Electronic Protection Measures

ESA
European Space Agency

ESDI
European Security and Defence Identity

EU
European Union

EUROGROUP
Informal Group of NATO European Defence Ministers (dissolved 1993)

EV
Expert Visit (NATO Science Programme)

EW
Electronic Warfare

EWG
Executive Working Group

FAWEU
Forces Answerable to the Western European Union (WEU)

FORACS
NATO Naval Forces Sensors and Weapons Accuracy Check Sites

FRP
Financial Rules and Procedures

FSC
Forum for Security Cooperation (OSCE)

FSU
Former Soviet Union

GLMC
Ground Launched Cruise Missile

GNW
Group on Nuclear Weapons

HCNM
OSCE High Commission on National Minorities

HLG
High Level Group

HLTF
High Level Task Force

HNS
Host Nation Support

IATA
International Air Transport Association

ICAO
International Civil Aviation Organisation

ICB
International Competitive Bidding

ICBM
Intercontinental Ballistic Missile

ICRC
International Committee for the Red Cross

IEPG
Independent European Programme Group

IGC
Inter-Governmental Conference

IISS
International Institute for Strategic Studies

IMS
International Military Staff

INF
Intermediate-Range Nuclear Forces (Treaty, 1987)

IO
Interoperability Objective

IPP
Individual Partnership Programme (PAP)

IPTF
United Nations International Police Task Force

IRBM
Intermediate-Range Ballistic Missile
IRF
Immediate Reaction Forces

IS
International Staff

JCP
Joint Committee on Proliferation

JSB
Joint Service Board (MAS)

JWG
Joint Working Group (NATO-Ukraine Joint Working Group on Defence Reform)

LANDCENT
Allied Land Forces Central Europe

LCC
Logistics Coordination Centre

LG
Linkage Grant (NATO Science Programme)
LTDP
Long-Term Defence Programme

LANDSOUTH
Allied Land Forces Southern Europe

LANDSOUTHCENT
Allied Land Forces South Central Europe

LANDSOUTHEAST
Allied Land Forces Southeastern Europe

MAG
Movement and Transportation Advisory Group

MARAIRMED
Maritime Air Forces Mediterranean

MAREQ
Military Assistance Requirement

MAS
Military Agency for Standardisation

MBC
Military Budget Committee

MBFR
Mutual and Balanced Force Reductions

MC
Military Committee

MCD
Military and Civil Defence Assets

MCG
Mediterranean Cooperation Group

MCM
Mine Countermeasures

MDF
Main Defence Forces

MEADS
Medium Extended Air Defence System

MILREP
Military Representative (to the MC)

MLM
Military Liaison Mission

MLRS
Multiple Launch Rocket System

MNC/Commander
Major NATO Command

MOB
Main Operating Base

MOD
Ministry of Defence

MOU
Memorandum of Understanding

MRCA
Multi-Role Combat Aircraft (TORNADO)

MTRP
Medium Term Resources Plan

MSC
Major Subordinate Command /Commander

MSU
Multinational Security Unit

NAA
North Atlantic Assembly

NAAG
NATO Army Armaments Group

NAC
North Atlantic Council

NACC
North Atlantic Cooperation Council

NACMA
NATO Air Command and Control System (ACCS) Management Agency

NACOSA
NATO CIS Operating and Support Agency

NADC
NATO Air Defence Committee

NADEFCOL
NATO Defence College

NAEWF
NATO Airborne Early Warning Forces

NAFAG
NATO Airforce Armaments Group

NAHEMA
NATO Helicopter (NH90) Design, Development, Production and Logistics Management Agency

NAMEADSMA
NATO Medium Extended Air Defence System Management Agency

NAMFI
NATO Missile Firing Installation

NAMMA
NATO Multi-Role Combat Aircraft Development and Production Management Agency

NAMMO
NATO Multi-Role Combat Aircraft Development and Production Management Organisation

NAMP
NATO Annual Manpower Plan

NAMSA
NATO Maintenance and Supply Agency

NAMSO
NATO Maintenance and Supply Organisation

NAPMA
NATO Airborne Early Warning and Control (AEW&C) Programme Management Agency

NAPMO
NATO Airborne Early Warning and Control Programme Management Organisation

NAPR
NATO Armaments Periodic Review

NATO
North Atlantic Treaty Organisation

NAU
NATO Accounting Unit

NAVNORHTWEST
Allied Naval Forces Northwestern Europe

NAVOCFORMED
Naval On-Call Force, Mediterranean

NAVSOUTH
Allied Naval Forces Southern Europe

NBC
Nuclear, Biological and Chemical Weapons

NCARC
NATO Conventional Armaments Review Committee

NCCIS
NATO Command, Control and Information System

NCISS
NATO Communications and

Information Systems School

NC3A
NATO Consultation, Command and Control Agency

NC3B
NATO Consultation, Command and Control Board

NC3O
NATO Consultation, Command and Control Organisation

NDC
NATO Defense College

NDMC
NATO Defence Manpower Committee

NDMP
NATO Defence Manpower Plan

NEFMA
NATO European Fighter Aircraft Development, Production and Logistics Management Agency

NEFMO
NATO European Fighter Aircraft (EFA) Development, Production and Logistics Management Organisation

NEPS
North European Pipeline System

NETMO(A)
NATO Eurofighter 2000 and TORNADO Development, Production and Logistics Management Organisation (Agency)

NFR
NATO Financial Regulations

NGO
Non-Governmental Organisation

NHMO
NATO HAWK Management Office

NHPLO
NATO HAWK Production and Logistics Organisation

NHQC3S
NATO Headquarters Consultation, Command and Control Staff

NIAG
NATO Industrial Advisory Group

NICS
NATO Integrated Communications System

NIDS
NATO Integrated Data Service

NIG
Networking Infrastructure Grant (NATO Science Programme)

NIMIC
NATO Insensitive Munitions Information Centre

NMA
NATO Military Authority

NMR
National Military Representative (to SHAPE)

NNAG
NATO Naval Armaments Group

NORAD
North American Air Defence System

NORTHAG
Northern Army Group, Central Europe

NPC
NATO Pipeline Committee

NPG
Nuclear Planning Group

NPLO
NATO Production and Logistics Organisation

NPS
NATO Pipeline System

NPT
Treaty on the Non-Proliferation of Nuclear Weapons (1968)

NSC
NATO Supply Centre

NSIP
NATO Security Investment Programme

NSLB
NATO Standardisation Liaison Board

NSN
NATO Stock Number

NSO
NATO Standardisation Organisation

NTG
NATO Training Group

NUC
NATO-Ukraine Commission

ODIHR
Office for Democratic Institutions and Human Rights

OECD
Organisation for Economic Cooperation and Development

OHR
Office of the High Representative (Bosnia)

ONS
Office for NATO Standardisation

OPEC
Organisation of Petroleum Exporting Countries

OSCE
Organisation for Security and Cooperation in Europe (formerly CSCE)

OTAN
Organisation du Traité de l'Atlantique Nord

PA
Division of Political Affairs

PAPS
Periodic Armaments Planning System

PARP
(PfP) Planning and Review Process

PBEIST
Planning Board for European Inland Surface Transport

PBOS
Planning Board for Ocean Shipping

PC
Political Committee

PCC
Partnership Coordination Cell

PCG
Policy Coordination Group

PERM REP
Permanent Representative (to the NAC)

PfP
Partnership for Peace

PIC
Peace Implementation Council

PJC
Permanent Joint Council (NATO-Russia)

PMSC
Political-Military Steering Committee on Partnership for Peace

PMSC/AHG
Political-Military Steering Committee/ Ad Hoc Group on Cooperation in Peace-keeping

PNET
Peaceful Nuclear Explosion Treaty (1976)

PO
Private Office

PPCG
Provisional Policy Coordination Group

PSC
Principal Subordinate Command/ Commander

PSE
Partnership for Peace Staff Element

PSO
Peace Support Operations

PTBT
Partial Test Ban Treaty

PWP
Partnership Work Programme (PfP)

R&D
Research and Development

RRF
Rapid Reaction Force

R&T
Research and Technology

RTO
Research and Technology Organisation

SAC
Strategic Air Command

SACEUR
Supreme Allied Commander Europe

SACLANT
Supreme Allied Commander Atlantic

SACLANTCEN
SACLANT Undersea Research Centre

SALT
Strategic Arms Limitation Talks

SAM
Sanctions Assistance Missions

SAM
Surface-to-Air Missile

SATCOM
Satellite Communications

SCEPC
Senior Civil Emergency Planning Committee

SCG
Special Consultative Group

SCMM
Standing Committee on Military Matters (Bosnian Peace Agreement)

SDI
Strategic Defence Initiative

SFOR
Stabilisation Force

SfP
Science for Peace

SG
Secretary General

SGP
Senior Political-Military Group on Proliferation

SHAPE
Supreme Headquarters Allied Powers Europe

SHARE
Stock Holding and Asset Requirements Exchange

SLBM
Submarine-Launched Ballistic Missile

SLCM
Sea-Launched Cruise Missile

SLWPG
Senior Level Weapons Protection Group

SNF

Short-Range Nuclear Forces

SNLC
Senior NATO Logisticians' Conference

SO
Standardisation Objective

SOFA
Status of Forces Agreements

SPC
Senior Political Committee

SPC(R)
Senior Political Committee (Reinforced)

SRB
Senior Resource Board

STANAG
Standardisation Agreement

STANAVFORCHAN
Standing Naval Force Channel

STANAVFORLANT
Standing Naval Force Atlantic

STANAVFORMED
Standing Naval Force Mediterranean

START
Strategic Arms Reduction Talks

STC
SHAPE Technical Centre

STRIKFORSOUTH
Naval Striking and Support Forces Southern Europe

TDA
Tactical Decision Aid (meteorology)

TLE
Treaty Limited Equipment

TNF
Theatre Nuclear Forces

TTBT
Threshold Test Ban Treaty (1974)

UN
United Nations

UNCTAD
United Nations Conference on Trade and Development

UNESCO
United Nations Educational, Scientific and Cultural Organisation

UNHCR
United Nations High Commissioner for Refugees

UNOCHA
United Nations Office for the Coordination of Humanitarian Affairs

UNPROFOR
United Nations Protection Force

UNSC
United Nations Security Council

VCC
Verification Coordinating Committee

WEAG
Western European Armaments Group

WEU
Western European Union

WG
Working Group

WHO
World Health Organisation

WMD
Weapons of Mass Destruction

WP
Working Party

APPENDIX 8

SOURCES OF FURTHER INFORMATION

NATO Headquarters

NATO Office of Information and Press
NATO-OTAN
1110 Brussels - Belgium
Tel: 32 2 707 41 11
Fax: 32 2 707 12 52
E-mail: natodoc@hq.nato.int
Web site:http://www.nato.int

Regional Information Offices

NATO Information Office,
Box 28
121 Reykjavik
Iceland
Tel: 354 561 00 15
Fax: 354 551 00 15
E-mail: infonato@islandia.is

NATO Information Office,
c/o German Embassy
Mosfilmowskaja 56
19285 Moscow
Russian Federation
Tel: 7 095 234 9198
Fax: 7 095 234 9196

NATO Information Office,
36/1 Melnikov St.
Kyiv, 254 119
Ukraine
Tel: 380 44 246 86 16
Fax: 380 44 246 86 22

Military Public Information Offices

SHAPE
7010 SHAPE/Mons - Belgium
Tel: 32 65 44 71 11
Fax: 32 65 44 35 44/74 42
E-mail: shapepio@shape.nato.int
Web site: http://www.shape.nato.int

SACLANT
7857 Blandy Road - Suite 100
Norfolfk VA 23551-2490, USA
Tel: 1 757 445 3400
Fax: 1757 445 3234
E-mail: pio@saclant.nato.int
Web site:
http:/www.saclant.nato.int

North Atlantic Assembly (NAA)

Atlantic Treaty Associations (ATA) and affiliated national Atlantic Associations, Atlantic Councils and Committees

Interallied Confederation of Reserve Officers (CIOR).

Addresses and points of contact for the North Atlantic Assembly (NAA), the Atlantic Treaty Associations (ATA), the affilied national Atlantic Associations, Atlantic Councils and Atlantic Commmittees, as well as the Interallied Confederation of Reserve Officers (CIOR), are listed in Chapter 15.

NATO Integrated Data Service (NIDS)

The NIDS facilitates computer access to NATO press releases, communiqués and official statements, speeches, printed reference books, and other documentation. Topics covered include political, military, economic and scientific issues as well as up to date information on NATO's role in the implementation of the Bosnia Peace Agreement. The periodical "NATO Review", providing information and analysis of NATO-related issues, is also published through the NIDS.

The NIDS also provides access to information and documentation issued by NATO civilian and military agencies and by other related organisations such as the North Atlantic Assembly and Atlantic Councils and Committees affiliated to the Atlantic Treaty Association.

The network of electronic contacts established by the NIDS with Ministries of Foreign Affairs and Defence, parliaments and academic institutes in NATO and EAPC countries is gradually being expanded, as are electronic information exchanges with other international organisations.

Information available through the NIDS can be accessed via the NATO web site and is also available via electronic mail distribution.

To subscribe to E-mail distribution, send a request to listserv@listserv.cc.kuleuven.ac.be, mentioning one of the following references:

- SUBNATODATA (latest information from NATO and from NATO agencies and military commands, as well as other relevant international organisations);
- SUBNATOPRES (communications addressed primarily to journalists, including speeches, Ministerial communiqués and press advisories);
- SUBNATOSC (data relating to NATO's Scientific and Environmental programme).

In each case, subscribers should give their first and last name.

A complete archive of all documentation distributed via SUBNATODATA is also available via the NATO Gopher (gopher.nato.int).

NIDS mailing address:
NATO Headquarters
1110 Brussels, Belgium
Tel: 32-2 707 45 99
Fax: 32 2 707 54 57
E-mail : natodoc@hq.nato.int
Web site : http://www.nato.int

THE NORTH ATLANTIC TREATY

Washington DC, 4th April 1949

The Parties to this Treaty reaffirm their faith in the purposes and principles of the Charter of the United Nations and their desire to live in peace with all peoples and all governments.

They are determined to safeguard the freedom, common heritage and civilisation of their peoples, founded on the principles of democracy, individual liberty and the rule of law.

They seek to promote stability and well-being in the North Atlantic area.

They are resolved to unite their efforts for collective defence and for the preservation of peace and security.

They therefore agree to this North Atlantic Treaty:

ARTICLE 1

The Parties undertake, as set forth in the Charter of the United Nations, to settle any international dispute in which they may be involved by peaceful means in such a manner that international peace and security and justice are not endangered, and to refrain in their international relations from the threat or use of force in any manner inconsistent with the purposes of the United Nations.

ARTICLE 2

The Parties will contribute toward the further development of peaceful and friendly international relations by strengthening their free institutions, by bringing about a better understanding of the principles upon which these institutions are founded, and by promoting conditions of stability and well-being. They will seek to eliminate conflict in their international economic policies and will encourage economic collaboration between any or all of them.

ARTICLE 3

In order more effectively to achieve the objectives of this Treaty, the Parties, separately and jointly, by means of continuous and effective self-help and mutual aid, will maintain and develop their individual and collective capacity to resist armed attack.

ARTICLE 4

The Parties will consult together whenever, in the opinion of any of them, the territorial integrity, political independence or security of any of the Parties is threatened.

ARTICLE 5

The Parties agree that an armed attack against one or more of them in Europe or North America shall be considered an attack against them all, and consequently they agree that, if such an armed attack occurs, each of them, in exercise of the right of individual or collective self-defence recognised by Article 51 of the Charter of the United Nations, will assist the Party or Parties so attacked by taking forthwith, individually, and in concert with the other Parties, such action as it deems necessary, including the use of armed force, to restore and maintain the security of the North Atlantic area.

Any such armed attack and all measures taken as a result thereof shall immediately be reported to the Security Council. Such measures shall be terminated when the Security Council has taken the measures necessary to restore and maintain international peace and security.

ARTICLE 6[1]

For the purpose of Article 5, an armed attack on one or more of the Parties is deemed to include an armed attack:

- on the territory of any of the Parties in Europe or North America, on the Algerian Departments of France[2], on the territory of Turkey or on the islands under the jurisdiction of any of the Parties in the North Atlantic area north of the Tropic of Cancer;

- on the forces, vessels, or aircraft of any of the Parties, when in or over these territories or any area in Europe in which occupation forces of any of the Parties were stationed on the date when the Treaty entered into force or the Mediterranean Sea or the North Atlantic area north of the Tropic of Cancer.

ARTICLE 7

The Treaty does not effect, and shall not be interpreted as affecting, in any way the rights and obligations under the Charter of the Parties which are members of the United Nations, or the primary responsibility of the Security Council for the maintenance of international peace and security.

ARTICLE 8

Each Party declares that none of the international engagements now in force between it and any other of the Parties or any third State is in conflict with the provisions of this Treaty, and undertakes not to enter into any international engagement in conflict with this Treaty.

1 As amended by Article 2 of the Protocol to the North Atlantic Treaty on the accession of Greece and Turkey.

2 On 16th January 1963 the Council noted that insofar as the former Algerian Departments of France were concerned the relevant clauses of this Treaty had become inapplicable as from 3rd July 1962.

ARTICLE 9

The Parties hereby establish a Council, on which each of them shall be represented to consider matters concerning the implementation of this Treaty. The Council shall be so organised as to be able to meet promptly at any time. The Council shall set up such subsidiary bodies as may be necessary; in particular it shall establish immediately a defence committee which shall recommend measures for the implementation of Articles 3 and 5.

ARTICLE 10

The Parties may, by unanimous agreement, invite any other European State in a position to further the principles of this Treaty and to contribute to the security of the North Atlantic area to accede to this Treaty. Any State so invited may become a party to the Treaty by depositing its instrument of accession with the Government of the United States of America. The Government of the United States of America will inform each of the Parties of the deposit of each such instrument of accession.

ARTICLE 11

This Treaty shall be ratified and its provisions carried out by the Parties in accordance with their respective constitutional processes. The instruments of ratification shall be deposited as soon as possible with the Government of the United States of America, which will notify all the other signatories of each deposit. The Treaty shall enter into force between the States which have ratified it as soon as the ratification of the majority of the signatories, including the ratifications of Belgium, Canada, France, Luxembourg, the Netherlands, the United Kingdom and the United States, have been deposited and shall come into effect with respect to other States on the date of the deposit of their ratifications.[3]

3 The Treaty came into force on 24 August 1949, after the deposition of the ratifications of all signatory states.

ARTICLE 12

After the Treaty has been in force for ten years, or at any time thereafter, the Parties shall, if any of them so requests, consult together for the purpose of reviewing the Treaty, having regard for the factors then affecting peace and security in the North Atlantic area including the development of universal as well as regional arrangements under the Charter of the United Nations for the maintenance of international peace and security.

ARTICLE 13

After the Treaty has been in force for twenty years, any Party may cease to be a Party one year after its notice of denunciation has been given to the Government of the United States of America, which will inform the Governments of the other Parties of the deposit of each notice of denunciation.

ARTICLE 14

This Treaty, of which the English and French texts are equally authentic, shall be deposited in the archives of the Government of the United States of America. Duly certified copies will be transmitted by that government to the governments of the other signatories.