

7 CAPABILITIES





■ KEY INFORMATION

NATO is putting into place a series of measures to increase the deployability and usability of its forces. It is aiming to do this through the development of realistic output indicators so that it can fulfil its present and future operational commitments and fight new threats such as terrorism and the spread of weapons of mass destruction.

REVIEW OF NATO'S DEFENCE PLANNING PROCESS

In the run-up to the summit, work has been undertaken on NATO's defence planning process to assist in the transformation of NATO's military capabilities. The Defence Review Committee was assigned this task in June 2003 and announcements are expected on a streamlined defence planning review at the NATO Summit in Istanbul, as well as initiatives to improve force generation/operational planning processes.

The aim is to make the defence planning process more responsive, efficient and coordinated, and to make sure it receives even greater attention from political leaders. One of the issues at stake is usability: members have to be able and willing to deploy and sustain a certain percentage of their forces on Alliance operations, which has not always been the case up to now.

WHAT IS THE NATO DEFENCE PLANNING PROCESS?

Once NATO has defined the type of military forces it needs to fulfil its missions, it must develop those forces. The NATO defence planning process is used for this purpose: it serves as an instrument to ensure that members generate the necessary military forces and capabilities to fulfil NATO missions. Basically, it translates Alliance political concepts and vision into practical guidance for members as they prepare their defence programmes and budgets.

The defence planning process is a long-term process that includes several planning disciplines such as armaments, civil emergency planning, consultation, command and control, logistics, resource, nuclear and force planning. It has been used by NATO over the years.

Ministerial Guidance on defence planning is given once every two years by NATO defence ministers. It was last given in June 2003, when ministers approved a framework for defence planning up to 2010 and beyond.

Ministerial Guidance establishes the Alliance level of ambition in military terms and sets the goals for many of the planning disciplines. Subsequent elements of the process set specific requirements to member countries and assess their ability to meet the assigned targets. In June 2003, it was emphasised that the defence planning process "be flexible, responsive and more focused on capabilities for the full range of Alliance missions. It should take into account national planning cycles and also consider the evolving NATO-EU relationship. The Allied Command Transformation will play a major role in this review and the subsequent work to develop capabilities".



IMPLEMENTING THE PRAGUE CAPABILITIES PACKAGE

The Prague Summit, 21-22 November 2002, saw the launch of three key military transformation initiatives that are essential in adapting NATO's military capabilities.

THE PRAGUE CAPABILITIES COMMITMENT (PCC)

Member countries have made firm political commitments to improve capabilities in more than 400 specific areas, covering the following eight fields:

- chemical, biological, radiological and nuclear defence;
- intelligence, surveillance and target acquisition;
- air-to-ground surveillance;
- command, control and communications;
- combat effectiveness, including precision-guided munitions and suppression of enemy air defences;
- strategic air and sea lift;
- air-to-air refuelling;
- deployable combat support and combat service support units.

Progress in each of the areas identified above is being reviewed on a regular basis. The PCC is yielding tangible results, but it takes years to develop and field military capabilities, and much of the work under PCC remains to be done. For multinational projects such as strategic sea-lift, strategic airlift and air-to-air refuelling, good intentions have yet to be matched by financial commitments.

THE NATO RESPONSE FORCE

Work continues on the development of the NATO Response Force (NRF), which is a permanently available multinational joint force at very high readiness, consisting of land, air and sea components, as well as various specialist functions. With over 20 000 troops, it will be able to start to deploy after five days' notice and sustain itself for operations during 30 days and more if re-supplied.

It will undertake the following types of missions:

- act as a stand-alone force for Article 5 (collective defence) or non-Article 5 crisis response operations such as evacuation operations, disaster consequence management (including chemical biological, radiological and nuclear events), and support humanitarian crisis situation and counter terrorism operations;
- be the initial entry force facilitating the arrival of larger follow-up forces;
- be used as a show of NATO determination and solidarity to deter crises (quick response operations to support diplomacy as required).

The fully operational NRF can consist of up to a brigade-size land component with forced entry capability, a naval task force composed of one carrier battle group, an amphibious task group and a surface action group, and an air component that will be capable of 200 combat sorties a day. Combat support and combat service support capabilities will be integral parts of the NRF.

The NRF will be tailored to a specific operation as required. Contributions will be drawn from the entire NATO Force Structure and from other forces contributed by NATO member

countries. Support from Partner countries is not excluded as is the case at present for existing NATO operations.

The NRF rotational system functions as follows: After a six-month training programme, the force is certified to the highest standards, especially with regard to capability and interoperability. It is then put "on-call" for six months. Once forces are committed to an NRF rotation, they would only be withdrawn under exceptional circumstances. The force is then replaced by a new set of units who follow the same programme.

Initial operational capability of the NRF will be reached by October 2004 and full operational capability by October 2006. The first rotations have been prototypes. The rotational scheme is planned as follows:

- NRF 1: 15 October 2003 - end 2003 (Joint Force Command, AFNORTH, in Brunssum, the Netherlands);
- NRF 2: January 2004 - end June (AFNORTH);
- NRF 3: End June 2004 - end 2004 (Joint Force Command, AFSOUTH, in Naples, Italy);
- NRF 4: January 2005 - mid July (AFSOUTH);
- NRF 5: 15 July - end 2005 (Joint Headquarters Lisbon, Portugal);
- NRF 6: January 2006 - mid July (Joint Headquarters Lisbon, Portugal).

It is anticipated that command of future rotations will be shared between these three headquarters, under the overall command of the Supreme Allied Commander, Europe (SACEUR). However, SACEUR will have a shared responsibility with the Supreme Allied Commander for Transformation (SACT) since the NRF will be a catalyst for continuing the on-going capabilities transfor-

mation process. SACEUR is responsible for operations and holds strategic military command over the NRF. SACT develops and plans future capabilities, applies emerging technologies and adapts military doctrine and training, including for the NRF.

THE MILITARY COMMAND STRUCTURE

NATO has streamlined its military command arrangements to provide a leaner, more efficient, effective and deployable command structure. The restructuring, launched in 2002, was based on the agreed minimum military requirements document for the Alliance's command arrangements. It has resulted in a significant reduction in headquarters and Combined Air Operations Centres. More importantly, it reflects a fundamental shift in Alliance thinking.

Previously, the command structure was divided into two main geographic areas with one strategic command covering Europe and the other the North Atlantic area. These commands have now been replaced by one operational command - the Allied Command Operations (ACO) - and a functional command - the Allied Command Transformation (ACT). The sole purpose of ACT is to be the engine of military transformation of the Alliance. Both commands are accountable to the Military Committee for the overall direction and conduct of all Alliance military matters and come under the political authority of the North Atlantic Council, which is one of NATO's most important decision making bodies.

It must be noted that NATO is gradually introducing these fundamental changes, which means that, if modified, commands have to be "activated" before their new denominations become official and the old ones defunct. In addition, further minor changes may be made to the command structure in this transition phase.

- **The Allied Command Operations (ACO):** It is responsible for all Alliance operations and is based at the Supreme Headquarters Allied Powers Europe (SHAPE), Mons, Belgium. Its commander is the Supreme Allied Commander Europe (SACEUR) who is dual-hatted as Commander, United States European Command. SACEUR is responsible for different levels of commands: the strategic level, the operational level and the component or tactical level.
 - The **operational level** consists of:
 - Two standing Joint Force Commands (JFCs): Brunssum, the Netherlands, and Naples, Italy. They can conduct operations from their static locations or provide a land-based Combined Joint Task Force (CJTF) headquarters¹.
 - One standing Joint Headquarters (JHQ): Lisbon, Portugal. A deployable sea-based CJTF HQ capability can be drawn from this headquarters.
 - The **component or tactical level** consists of six Component Commands (CCs), which provide service-specific - land, maritime, or air - expertise to the operational level. Although these component commands are available for use in any operation, they are subordinated to one of the Joint Force Commanders.

¹ Combined Joint Task Forces equip NATO with multinational and multi-service forces capable of conducting a wide range of military operations at short notice. They provide the structures needed for the command and control of such forces, facilitate the participation of non NATO countries in NATO-led operations, as is the case in Bosnia and Herzegovina and in Kosovo, and pave the way for future European-led military operations.

- For JFC Brunssum, there is: an Air Component Command at Ramstein, Germany; a Maritime Component Command at Northwood in the United Kingdom; and a Land Component Command at Heidelberg, Germany.
- For JFC Naples, there is: an Air Component Command at Izmir, Turkey; a Maritime Component Command in Naples, Italy; and a Land Component Command in Madrid, Spain.

In addition to these Component Commands, there are four static Combined Air Operations Centres (CAOCs):

- Uedem, Germany;
- Finderup, Denmark;
- Poggio Renatico, Italy;
- Larissa, Greece.

There are also two deployable CAOCs - in Uedem and Poggio Renatico. As the deployable CAOCs need to exercise their capability to mobilise and deploy, the current facility at Torrejon Air Base in Spain is the primary site for training and exercising that capability. A small NATO element is stationed at Torrejon to support this mission.

SACEUR is also at the head of:

- The NATO Response Force;
- The NATO Airborne Early Warning Force;
- The five High Readiness Forces Corps Headquarters;
- The Standing Naval Forces, Atlantic (STANAVFORLANT), Mediterranean (STANAVFORMED), and Mine Counter Measures (STANAVMCM);



- The NATO Integrated Extended Air Defence System (NATINEADS).

In addition, SACEUR has permanent Technical Arrangements with the EUROCORPS and the High Readiness Forces (Maritime) Headquarters, UK, Italy and Spain. The majority of NATO formations are organised in the NATO Force Structure and, in peacetime, remain under national control.

- **The Allied Command Transformation (ACT):** It is responsible for the transformation of Alliance military capabilities and is co-located with the US Joint Forces Command Norfolk in Norfolk, Virginia, USA. Its commander is the Supreme Allied Commander Transformation (SACT), who is also dual-hatted as the US Joint Forces Commander, responsible for the transformation of US forces. ACT aims to enhance training, improve capabilities, test and develop doctrines and conduct experiments to assess new concepts. It also aims to facilitate the dissemination and introduction of new concepts and promote interoperability.

In order to undertake these responsibilities, it has identified five main transformation "processes":

- 1) Strategic Policy, Concepts, and Requirements;
- 2) Capability Planning and Implementation;
- 3) Joint and Combined Concept Development, Experimentation, Assessment and Doctrine;
- 4) Future Capabilities Research and Technology, and
- 5) Training and Education.

There is an ACT Staff Element in Belgium primarily for resource and defence planning issues. ACT includes the Joint Warfare Centre in Norway, a new Joint Force Training Centre in Poland and the Joint Analysis and Lessons Learned Centre in Portugal. It also supervises the Undersea Research Centre in La Spezia, Italy.

There are direct linkages between ACT, Alliance schools and NATO agencies, as well as the US Joint Forces Command. A NATO Maritime Interdiction Operational Training Centre in Greece, associated with ACT, is also envisaged. In addition, a number of nationally - or multinationally - sponsored Centres of Excellence focused on transformation in specific military fields support the command.

ALLIED GROUND SURVEILLANCE

A key element of the Alliance's transformation, and an essential, enabling capability for the NATO Response Force (NRF) is the ongoing, multinational, co-operative effort to develop and acquire an airborne, stand-off ground surveillance system for the Alliance. The programme to achieve this is better known by its short title AGS. The NATO-owned and operated core AGS capability will be supplemented by interoperable national assets, forming a system of systems.

The need for an airborne system that can detect and track vehicles - such as tanks, trucks or helicopters, moving on or near the ground has been recognised for over 20 years. The first Gulf War brought the utility of such a capability, combined with the ability to take high resolution radar pictures day or night in all types of weather, to the fore. In 1992, the NATO Military Committee confirmed the requirement for an AGS capability



and the next year the North Atlantic Council tasked its senior armaments forum - the Conference of National Armament Directors, to explore all possibilities for a co-operative Alliance approach to an affordable and effective AGS capability.

Over the past ten years, there have been many attempts to identify an approach to develop and acquire that capability, but none garnered sufficient support from a sufficient number of nations, to be realised.

A number of national airborne ground surveillance systems have been, or are being fielded, including the United States' Joint Surveillance Target Attack Radar System (**JSTARS**), the United Kingdom's Airborne Stand-off Radar (**ASTOR**) system, the French **HORIZON** and Italian **CRESO** helicopter systems. The interoperability of these national systems has been enhanced by the efforts of the Coalition Aerial Surveillance and Reconnaissance (**CAESAR**) project. This seven state effort has developed common tactics, techniques and procedures for airborne ground surveillance systems. Building on the CAESAR project's success, the same seven countries, to be joined by other Allies, will launch the Multi-sensor Aerospace-ground Joint Interoperable ISR Coalition (**MAJIIC**) to address the fusion of data from a wide range of Intelligence, Surveillance and Reconnaissance (ISR) sensors.

Two industrial consortia (Transatlantic Industrial Proposed Solution – **TIPS** with EADS, Galileo Avionica, General Dynamics Canada, Indra, Northrop Grumman and Thales; and the Co-operative Transatlantic AGS Solution - **CTAS**, with Raytheon, Alenia-Marconi Systems and Siemens) offered proposals which employ manned, or a mixture of manned and unmanned platforms, to meet the agreed NATO requirement for AGS. Definition

studies outlining the operational, technical, cost and schedule details of their proposals have been provided by each consortium. These have been evaluated and countries in the AGS Steering Committee have chosen to sign a contract with TIPS by Spring 2005.

At Istanbul, commitments are expected from nations to fund a two year design and development effort leading to the acquisition of an AGS system with the goal of achieving an initial operational capability by 2010.

WEAPONS OF MASS DESTRUCTION

The scale and atrocity of the 11 September 2001 attacks have reinforced efforts to improve the protection of civilian populations and deployed forces from weapons of mass destruction (WMD) attacks.

NATO has been focusing on a series of initiatives to counter nuclear, biological and chemical (NBC) attacks. One of the proposed initiatives nearing fruition is the establishment of a mobile laboratory system for use by a deployed NATO Response Force commander. A NATO Staff Target for a multinational Stand-Off Detection programme is also being envisaged that would identify and warn what chemical and biological agent was being used in an attack.

Work is continuing on the NATO multinational Chemical, Biological, Radiological, Nuclear (CBRN) defence battalion, which achieved its initial operational capability in December 2003 and will be fully operational from July 2004 onwards.



This multinational battalion is designed to respond to and manage the consequences of the use of weapons of mass destruction both inside and beyond NATO's area of responsibility. Under normal circumstance, it will operate within the NATO Response Force and will therefore follow a six-month rotation cycle. It may also be committed to other tasks. Currently, over ten member countries contribute forces to the battalion under the leadership of the Czech Republic. Other rotations will follow under the leadership of other member countries.

NATO is also continuing its policy of support for arms control, disarmament and non-proliferation to pursue its security objectives, including preventing the spread and use of WMD and their means of delivery. It has stated on numerous occasions its commitment to existing international arms control and disarmament accords and multilateral non-proliferation and export control regimes. In particular, it is committed to the Nuclear Non-Proliferation Treaty (NPT) and supports the aims of the Proliferation Security Initiative.

MISSILE DEFENCE

NATO's air defence system comprises a fleet of 17 Airborne Warning and Control System (AWACS) aircraft (and three trainer/cargo aircraft used for pilot instruction and cargo and passenger transport). NATO is considering an extension of this air defence system with an Alliance Theatre Missile Defence (TMD) system.

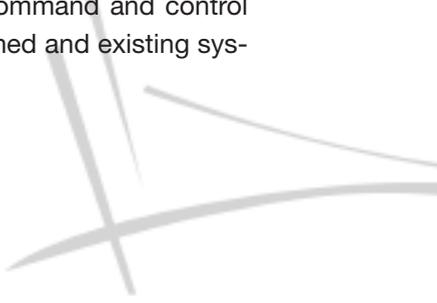
The TMD system would be deployable and used to protect NATO troops on the ground or a threatened territory or region against shorter and medium-range ballistic and cruise missiles,

and even against aircraft, UAVs and other unexpected threats. It would consist of a multi-layered system of low and high-altitude defences, including battle management command and control, early warning radar, various interceptors, etc.

In May 2001, NATO launched two feasibility study contracts for a future Alliance TMD system. The studies were conducted by teams led by Lockheed-Martin Missiles and Fire Control, and Science Applications International Cooperation (SAIC). NATO has combined the technical options put forward by the two studies and is in the process of taking a decision this year on whether the Alliance will acquire such a weapons system.

NATO's Consultation, Command and Communications Agency in The Hague oversees the TMD programme, which could become NATO's largest cooperative project.

In addition to ongoing work on Active Layered Theatre Ballistic Missile Defence (TMD), at the 2002 Prague Summit, Heads of State and Government initiated a new NATO Missile Defence feasibility study to examine options for protecting Alliance territory, forces and population centres against the full range of missile threats. This new MD Feasibility Study is under contract since December 2003, with an expected duration of 18 months, and will address critical issues such as command and control architecture, and the optimum mix of planned and existing systems and capabilities.





RECENT SUMMIT AND MINISTERIAL DECISIONS

- Prague Summit, 21-22 November 2002: NATO adopts a three-pronged approach to improving its defence capabilities - launching of the Prague Capabilities Commitment, creation of the NATO Response Force and streamlining of the military command structure. It also adopts a Military Concept for Defence against Terrorism and initiates a new MD Feasibility Study
- Meeting of foreign ministers in Reykjavik, 14-15 May 2002: NATO states it will operate "when and where necessary" to fight terrorism
- Washington Summit, 23-25 April 1999: Adoption of the Defence Capabilities Initiative and launch of the Weapons of Mass Destruction Initiative.



■ CHRONOLOGY

2004 16 April: NATO decides to sign a contract with the Transatlantic Industrial Proposed Solution by Spring 2005 to develop an Alliance Ground Surveillance core.

2003 1 December: NATO defence ministers issue a statement on capabilities; establishment of the NATO multinational Chemical, Biological, Radiological, and Nuclear Defence Battalion.

15 October: Launching of the first NATO Response Force prototype.

9 October: Informal meeting of NATO defence ministers in Colorado Springs dedicated to transformation, usability and operations.

11 August: NATO takes over the command of ISAF.

12-13 June: Adoption of latest Ministerial Guidance on NATO's Defence Planning Process; Defence Review Committee tasked to review the process.

2002 21-22 November: Launching of the Prague capabilities package.

1999 23-25 April: NATO adopts the Defence Capabilities Initiative and launches the Weapons of Mass Destruction Initiative.

1997 8-9 July: Updating of the Alliance's 1991 Strategic Concept at the Madrid Summit.

1991 7-8 November: Publication of the Alliance's new Strategic Concept at the Rome Summit.



■ OFFICIAL DOCUMENTS AND BACKGROUND READING

*Go to the electronic version of the press kit for clickable links
(www.nato.int/istanbul2004/presskit.htm)*

Statement on capabilities issued by NATO defence ministers on
1 December 2003

<http://www.nato.int/docu/pr/2003/p03-149e.htm>

Final communiqué of the Defence Planning Committee and the
Nuclear Planning Group held in Brussels on 1 December 2003,
reviewing progress on capabilities

<http://www.nato.int/docu/pr/2003/p03-147e.htm>

Final communiqué of the Defence Planning Committee and the
Nuclear Planning Group held in Brussels on 12 June 2003, giving
general information on capabilities

<http://www.nato.int/docu/pr/2003/p03-064e.htm>

Final Communiqué at the Prague Summit, comprising text on the
Prague Capabilities Commitment, the NATO Response Force and
the streamlining of the command structure (paragraph 4)

<http://www.nato.int/docu/pr/2002/p02-127e.htm>

Statement on capabilities by NATO defence ministers, 6 June 2002

<http://www.nato.int/docu/pr/2002/p02-074e.htm>

NATO foreign ministers in Reykjavik declare that to fight terrorism,
NATO will act whenever and wherever necessary (paragraph 5),
14-15 May 2002

<http://www.nato.int/docu/pr/2002/p02-059e.htm>

Statement on the Defence Capabilities Initiative by NATO Heads of State and Government, 25 April 1999

<http://www.nato.int/docu/pr/1999/p99s069e.htm>

NATO's Strategic Concept, 24 April 1999

<http://www.nato.int/docu/pr/1999/p99-065e.htm>

The NATO Response Force

<http://www.nato.int/issues/nrf/index.html>

About the new military command structure

http://www.nato.int/issues/military_structure/command/index-e.htm

About NATO's Multinational CBRN Defence Battalion

<http://www.nato.int/shape/issues/cbrndb/index.htm>

Background information on the Defence Capabilities Initiative
(pp. 50-53 of the NATO Handbook 2001)

<http://www.nato.int/docu/handbook/2001/pdf/handbook.pdf>

Background information on the Conference of National Armaments Directors and armaments cooperation (pp 181-182 of the NATO Handbook 2001)

<http://www.nato.int/docu/handbook/2001/pdf/handbook.pdf>

NATO and Iraq

<http://www.nato.int/issues/iraq/index.htm>





■ A FEW FACTS AND FIGURES

NAMES OF NATO COMMANDERS AND HEADQUARTERS

Please note that with the changes being introduced to the commands, the names of the commanders are not always available. In addition, further minor changes may be made to the command structure. The following tables were last updated early May 2004.



NEW NATO COMMAND STRUCTURE

Estimated ¹ Activation	HQ/Centre ²	City	Country	Rank ³	1st Name	2nd Name	Position ⁴	Nationality	Force ⁵	Beginning ⁶	End
01/07/2004	SHAPE SHAPE JFC HQ	Casteau, Mons Casteau, Mons Brunsum	BEL BEL NDL	**** **** ****	James L. Rainer Gerhard W.	Jones Faist Back	COM DCOM COM	USA DEU DEU	MC N AF	18-Sep-02 15-Jan-04	17-Jan-06 Sep-05
01/07/2004	CC-Air HQ	Ramstein	DEU	***	Robert H.	Foglesong	COM	USA	AF	Aug-03	-
01/07/2004	CAOC	Ledem	DEU	***	Hans-Joachim	Schubert	COM	DEU	AF	01-Jan-04	-
01/07/2004	DCAOC	Ledem	DEU	***	-	-	COM	DEU	AF	-	-
01/07/2004	CAOC	Findenup	DNK	***	Leif	Simonsen	COM	DNK	AF	01-Jul-00	-
01/07/2004	CC-Mar HQ	Northwood	GBR	***	Sir Jonathan	Band	COM	GBR	N	-	-
01/07/2004	CC-Land HQ	Heidelberg	DEU	***	Burwell B.	Bell	COM	USA	A	18-Mar-04	-
15/03/2004	JFC HQ Naples	Naples	ITA	****	Gregory JG	Johnson	COM	USA	A	24-Oct-01	Summer 04
10/08/2004	CC-Air HQ	Izmir	TUR	***	-	-	COM	USA	AF	-	-
11/08/2004	CAOC	Poggio Renatico	ITA	***	Giulio	Mainini	COM	ITA	AF	23-Jul-03	-
11/08/2004	DCAOC	Poggio Renatico	ITA	**	Giampiero	Gerolini	COM	ITA	AF	-	-
11/08/2004	CAOC	Larissa	GRC	***	Althanasios	Georgioudis	COM	GRC	AF	Feb-02	-
01/07/2004	CC-Mar HQ	Naples	ITA	***	Ferdinando	Santolice di Monteforte	COM	ITA	N	31-Oct-02	-
01/07/2004	CC-Land HQ	Madrid	ESP	***	Ilirijo Pérez	Navarro	COM	ESP	A	May-03	-
18/03/2004	JHQ Lisbon	Lisbon	PRT	***	Henry G.	Ulrich III	COM	USA	N	18-Mar-04	-
19/06/2003	HQ SACT HQ SACT	Norfolk Norfolk	USA USA	**** ****	Edmund P. Sir Ian	Giambastiani Forbes (KCB, CBE)	COM DCOM	USA GBR	N N	- -	- -
19/06/2003	ACT Staff Element	Mons	BEL	-	-	-	COM	-	-	-	-
31/03/2004	Joint Force Training Centre	Bydgoszcz	POL	-	-	-	COM	-	-	-	-
23/10/2003	Joint Warfare Centre	Stavanger	NOR	-	-	-	COM	-	-	-	-
Active	Joint Analysis & Lessons Learned Centre	Monsanto	PRT	-	-	-	COM	-	-	-	-
Active	NATO Underwater Research Centre	La Spezia	ITA	-	-	-	COM	-	-	-	-

¹ The CAOCs under the new structure will work in parallel with those under the former structure until they can take over full responsibility.

² SHAPE – Supreme Headquarters Allied Powers Europe; –HQ – Headquarter; R – Regional; J – Joint; –LANT – Atlantic; SAC – Supreme Allied Commander; STRIKFLT – Strikefleet; SUBAC – Submarine Allied Commander.

³ **** General/Admiral; *** Lieutenant-General/Vice-Admiral; ** Major-General/Rear-Admiral; * Brigadier-General/Commodore; First indication applies to the Army and Air Force, second to the Navy.

⁴ COM – Commander; D – Deputy.

⁵ A – Army; N – Navy; AF – Air Force; MC – Marine Corps; ANG – American National Guard.

⁶ The usual rotation period is 3 years, but there may be exceptions.

FORMER NATO COMMAND STRUCTURE

Estimated ¹ Deactivation	HQ ²	City	Country	Rank ³	1st Name	2nd Name	Position ⁴	Nationality	Force ⁵	Beginning	End ⁶
SHAPE SHAPE	Casteau, Mons Casteau, Mons	BEL BEL	**** ****	James L. Rainer	Jones Faist	COM DCOM	USA DEU	MC N	18-Sep-02	17-Jan-06 Sep-05	
01-Jul-04	RHQ AFNORTH	Brussium	NL	****	Gerhard W.	Back	COM	AF	15-Jan-04		
01-Jul-04	HQ AIRNORTH	Ramstein	DEU	***	Robert H.	Foglesong	COM	USA	AF	Aug-03	
01-Jul-04	CAOC 1	Uedem	DEU	****	Hans-Joachim	Schubert	COM	DEU	AF	01-Jan-04	
01-Jul-04	CAOC 2	Friedrip	DNK	****	Leif	Simonsen	COM	DNK	AF	01-Jul-00	
01-Jul-04	HQ NAVNORTH	Northwood	GBR	****	Sir Jonathan	Band	COM	GBR	N		
23-Oct-03	HQ NORTH	Stavanger	NOR	****	Thorstein	Skiaer	COM	NOR	A	2001	
02-Nov-04	HQ NORTH-EAST	Kapp	DNK	-	-	-	COM	-	-		
01-Jul-04	HQ CENT	Hedelberg	DEU	****	Burwell B.	Bell	COM	USA	A	18-Mar-04	
15-Mar-04	HQ AF SOUTH	Naples	ITA	****	Gregory JG	Johnson	COM	USA	N	24-Oct-01	Summer 04
11-Aug-04	HQ AIRSOUTH	Naples	ITA	****	Glen	Moorhead III	COM	USA	AF	12-Nov-02	
tbc	CAOC 5	Poggio Renatico	ITA	***	Giulio	Mainini	COM	ITA	AF	23-Jul-03	
tbc	CAOC 6	Ekişehir	TUR	***	Hasan	Aksay	COM	TUR	AF	19-Aug-03	
tbc	CAOC 7	Larissa	GRC	***	Athanasios	Georgoudis	COM	GRC	AF	Feb-02	
tbc	CAOC 8	Torrelon	ESP	***	Ricardo	Villamayor	COM	ESP	AF	-	
tbc	CAOC 9	High Wycombe	GBR	***	-	-	COM	GBR	AF	-	
tbc	CAOC 10	Monsanto	PRT	***	António José	Martins de Matos	COM	PRT	AF	-	
01-Jul-04	HQ NAVSOUTH	Naples	ITA	***	Ferdinando	Santefice di Monteforte	COM	ITA	N	31-Oct-02	
01-Jul-04	HQ SOUTHWEST	Madrid	ESP	***	Irigoien Pérez	Navarro	COM	ESP	A	May-03	
04-Sep-04	HQ SOUTH	Verona	ITA	***	Cosimo	D'Arrigo	COM	ITA	A	10-Dec-03	
04-Nov-04	HQ SOUTH-EAST	Verona	GRC	***	Nikolaos	Katagas	COM	GRC	A	2003	
10-Aug-04	HQ SOUTH-EAST	Izmir	TUR	***	Orhan	Yoney	COM	TUR	A	18-Aug-03	
19-Jun-03	SACLANT	Norfolk	USA	-	-	-	COM	-	-	-	
-	RHQ WESTLANT	Norfolk	USA	-	-	-	-	-	-	-	
18-Mar-04	RHQ SOUTHLANT	Lisbon	GBR	-	-	-	-	-	-	-	
15-Dec-03	RHQ EASTLANT	Northwood	PRT	-	-	-	-	-	-	-	
-	HQ STRIKELANT	Norfolk	USA	-	-	-	-	-	-	-	
15-Dec-03	HQ SUBALANT	Norfolk	USA	-	-	-	-	-	-	-	
15-Dec-03	HQ ASG	Norfolk	USA	-	-	-	-	-	-	-	

Fields are blank when no valid information is available.
Headquarters that are crossed out will not be succeeded by another NATO institution.

¹ CAOCs will only be deactivated once the CAOCs under the new structure can take over full responsibility.
² SHAPE – Supreme Headquarters Allied Powers Europe, -HQ – Headquarter, R – Regional, J – Joint, -LANT – Atlantic, SAC – Supreme Allied Commander, STRIKELANT – Strikefleet, SUBAC – Submarine Allied Commander.
³ **** General/Admiral, *** Lieutenant-General/Vice-Admiral, ** Major-General/Rear-Admiral, * Brigadier-General/Commodore; First indication applies to the Army and Air Force, Second to the Navy.
⁴ COM – Commander, D – Deputy.
⁵ A – Army, N – Navy, AF – Air Force, MC – Marine Corps, ANG – American National Guard.
⁶ The usual rotation period is 3 years, but there may be exceptions.

COMMANDERS OF NATO MISSIONS

HQ ¹	City	Country	Rank ²	1st Name	2nd Name	Position ³	Nationality	Force ⁴	Beginning	End
SFOR	Sarajevo	BIH	**	Virgi L.	Packett II	COM	USA	A	Jun-03	-
MNBSF	Mostar	BIH	*	Gerhard	Stely	COM	DEU	A	Apr-04	-
MNBN	Tuzla	BIH	*	Richard C.	Nash	COM	USA	A	30-Sep-03	-
MNBNW	Banja Luka	BIH	*	Stuart A.	Becre CD	COM	CAN	A	20-Sep-03	-
KFOR	Priština	SCG	***	Holger	Kammerhoff	COM	DEU	A	03-Oct-03	-
MNBCent	Priština	SCG	*	Daavo	Kijunen	COM	FIN	A	-	-
MNBE	Mitrovica	SCG	*	Xavier	Michel	COM	FRA	A	-	-
MNBSW	Prizren	SCG	*	Alberto	Primiceri	COM	ITA	A	12-Nov-03	-
MNBE		SCG	*	Jerry G.	Beck	COM	USA	USNG	01-Mar-03	-
ISAF	Kabul	AFG	***	Rick	Hillier	COM	CAN	A	09-Feb-04	
ISAF	Kabul	AFG	**	Wolfgang	Korte	DCOM	DEU	A	06-Feb-04	
KMNB	Kabul	AFG	*	Roche	Lacroix	COM	CAN	A	Feb-04	

1 SFOR – NATO led Stabilisation Force; MNB – Multinational Brigade; N – North; S – South; E – East; W – West.
 2 *** General/Admiral; ** Lieutenant-General/Vice-Admiral; * Major-General/Rear-Admiral; * Brigadier-General/Commodore; first indication applies to the Army and Air Force, second to the Navy.
 3 COM – Commander, D – Deputy.
 4 A – Army, N – Navy, AF – Air Force, MC – Marine Corps, USNG – United States National Guard.



RAPID REACTION FORCES

HQ ¹	City	Country	Rank ²	1st Name	2nd Name	Position ³	Nationality	Force ⁴	Beginning ⁵	End
NRDC TU	Istanbul	TUR	***	Koeksal	Karabay	COM	TUR	A	-	-
NRDC SP	Valencia	ESP	***	José Javier	Arregui Asta	COM	ESP	A	End May-04	-
ARRC	Mönchengladbach	DEU	***	Richard	Dannat	COM	GBR	A	15-Jan-03	-
GE/NL Corps	Münster	DEU	***	Norbert	Van Heyst	COM	DEU/NLD	A	04-Jul-02	-
IT Corps	Solbiate Olona	ITA	***	Mauro	Del Vecchio	COM	ITA	A	20-Feb-03	-
Eurocorps	Strasbourg	FRA	***	Jean/Luis	Py	COM	FRA/BEL/DEU/ESP	A	29-Apr-02	-
2. PL Corps	Kraków	POL	***	Mieczyslaw	Stachowiak	COM	POL	A	May-01	-
MNC NE	Szczecin	POL	***	Egon	Rams	COM	DEU/POL/DNK	A	Feb-04	-
NDC GR	Thessaloniki	GRC	***	Vafiadis	Christos	COM	GRC	A	-	-
UKMARFOR	Portsmouth	GBR	****	Sir Jonathan	Band	COM	GBR	N	-	-
ITALMARFOR	Taranto	ITA	**	Maurizio	Geminiani	COM	ITA	N	04-Sep-02	-
SPAMARFOR	Rota	ESP	**	José Antonio	Martinez Sainz-Rosas	COM	ESP	N	-	-

¹ N – NATO, R – Rapid/Reaction, D – Deployable, C – Corps, MAAR – Maritime, FOR / F – Force, H – High, MN – Multinational, A – Allied, *** – General/Admiral, ** – Lieutenant-General/Vice-Admiral, * – Major-General/Rear-Admiral, * – Brigadier-General/Commodore; First indication is valid for Army and Air Force, Second for Navy.

² COM – Commander, D – Deputy.

³ A – Army, N – Navy, AF – Air Force, MC – Marine Corps, ANG – American National Guard.

⁴ The rotation period of national commands varies according to national regulations.

