



The Military Committee

focussed on operations, capabilities and cooperation.



Chairman's Report

General Ray Henault 2005 - 2008



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Foreword by the Chairman of the Military Committee

This short overview of the work of the Military Committee and its executive agent, the International Military Staff, comes in the closing months of my 40-year military career, capped by 3 years as the senior military advisor to the North Atlantic Council and the NATO Secretary General, and 4 years as the Canadian Forces' Chief of the Defence Staff. Coincidentally, the Alliance and I are both nearly 60 years young, and both are at transition points; as such I cannot help but reflect on some observations and lessons learned from my most recent service in the defence and security field.

In my current capacity as Chairman of the Military Committee, I have had the great fortune of being able to regularly visit many of our theatres of operation, all 26 NATO nations, 14 Partner countries – including Japan, Australia, and those aspiring to join – plus our important ally Pakistan. This outreach function provided the opportunity to meet with military and political leaders at the highest levels to exchange views, discuss issues of mutual importance, encourage continued or enhanced contribution in NATO operations and, importantly, talk about NATO's evolution with all their publics through national and international media.

As a large international organisation whose activities are based on the principle that all its members have an equal voice and equal vote, NATO can at times make for an easy target to criticize. It can sometimes take a long time to agree policy. Transformation is happening more slowly than we would like. There are force generation and capability shortfalls in Afghanistan and for other NATO operations and activities. Declarations of political commitment do not always directly equate to deployable, or deployed, military capabilities.

That is an often-told narrative. What is less often told or shown, and thus less understood, is the story of how much NATO has changed, how it is adjusting to meet the security challenges of tomorrow, and how the Military Committee adds value to the Alliance's work.

Standing in Red Square last summer with the Russian Chief of Defence, as an honour guard in perfect formation marched past me and saluted the NATO flag, was one of those occasions that brought home what the Alliance has achieved in a relatively short space of time. I have experienced many such moments these last three years. Recently, in Vilnius, I met with Portuguese pilots flying fighters in support of NATO's air policing mission in the Baltic States: the personnel controlling, conducting and directing the activities were Estonian, Latvian and Lithuanian, operating jointly and seamlessly.

In the Sangin Valley, Afghanistan, I met with soldiers from several nations – including the nascent but increasingly effective Afghan National Army, mentored and equipped by NATO – working in lockstep to free the area from Taliban influence. I have watched proud Iraqi officers graduate from our training courses in Baghdad and met Japanese students studying in NATO Schools. I have marvelled at an organisation that integrates Mongolian infantry into its Kosovo operations, Australians in its Afghanistan mission, Ukrainians and Russians into our Article 5¹ "defence of NATO" mission in the Mediterranean Sea and deploys hundreds of people to help Pakistan recover from an earthquake, or the United States from a hurricane.

Less than 20 years ago, NATO consisted of 16 members, counted none as partners, and had conducted no operations or exercises outside its member state borders. It prepared for high-intensity defensive operations on European soil and relied on a well-developed and in-place logistics and communications infrastructure to support it. The organisation was buttressed by literally thousands of bases and stations and an enormous quantity of material and personnel available on short notice to guard against direct military attack.

Today, NATO counts 26 members and 38 other countries in four Partnership arrangements. Three of these countries are in advanced stages of working to join NATO and two others are engaged in intensified dialogue, potentially leading to a Membership Action Plan invitation.

1. Article 5 is the collective defence clause of NATO's founding treaty, which involves a commitment by each of the Allies to consider an attack on one or more of them in Europe or North America as an attack against them all.

NATO has expanded 5 times since its creation, and further growth looks inevitable. Since the fall of the Berlin Wall, two NATO members have changed their borders significantly (Germany, Czech Republic), two members became countries (Slovakia, Slovenia), and 16 of the 23 countries in the Partnership for Peace program didn't even exist as independent nations in 1989 or were occupied. Many have had to build defence structures and organisations from scratch. Importantly, the non-Russian former Warsaw Pact states have successfully integrated into NATO.

Collectively, we have increased the deployability of our forces; significantly upgraded equipment; closed scores of bases; destroyed thousands of pieces of material; and shed hundreds of thousands of personnel – all simultaneously. In a few short years, NATO has conducted 8 operations on 4 continents. Many NATO allies also support military operations under the auspices of the United Nations, the European Union, or in coalitions.

That is a remarkable transformation record by any standard.

Still, NATO is not resting on its laurels. It is actively engaged in the debate about broader security issues, including what role NATO should play in energy security, cyber defence, enhanced maritime security, and how to work more closely with all actors involved in major operations. It is working hard to re-adjust and retool its mechanisms and processes to more effectively deal with the growth in the number and complexity of issues and initiatives, including pressure to find further savings in headquarters overheads and concurrently to be more deployable. Heads of State Summits in 2006, 2008, and a major anniversary Summit in 2009 marking the 60th anniversary of the Alliance, are major features on our agenda.

I am proud to say that the Military Committee has been central to all of these objectives and initiatives, and more.

NATO's highest military authority is composed of the Chiefs of Defence of all 26 member nations. On a day-to-day basis, their work is carried out by military representatives, mainly of three-star

rank, stationed at NATO HQ in Brussels. Their work, supported by the International Military Staff, covers a vast range of issues around which consensus views are built. In my three years as Chairman, some 500 memoranda passing Military Committee or Chairman's military advice to the NAC and its political committees have been agreed; more than 70 major policy documents have been approved; and several hundred memoranda passing information to Military Representatives, direction to Strategic Commanders or interacting with NATO's political staff have been actioned.

The gamut of issues is wide and deep. The Military Committee has, among many other items, agreed to Special Operations Forces transformation, codes of conduct for the use of active sonar to ensure protection of marine mammals, activation of several NATO Centres of Excellence, an



Intelligence Fusion Centre, and NATO strategic airlift programs. It has developed a myriad of generic contingency plans, reviewed funding processes, and built the Afghanistan operation from one based mainly in Kabul to a 43,000-strong force deployed throughout the entire country. This is, of course, only a small representative sample of the overall picture.

It does not seem that the pace of activity will lessen any time soon. The upcoming Summits are going to be critical to the future orientation of the Alliance and its Partners, resulting in key political decisions on enlargement, enhancements to our military capabilities, and how we conduct our operations. Consequently, the Military Committee needs to be ready to provide informed and agreed military advice to the political decision-making bodies and then implement the range of agreed initiatives. These decisions will undoubtedly be subject to discussion during Ministerial and Chiefs of Defence meetings. Thus, the role and work of the Military Committee can be expected to increase.

Finally, on a more personal note, I have learned and take away many insights from this tremendous experience, among which are:

- Consensus-based decision-making is key to the work this Alliance does. Having all nations agree to a policy can be time-consuming, and at times result in “lowest common denominator” language. Still, consensus is the very basis on which the small and moderately resourced have the same voice as the large and the relatively well equipped, and is the founding and enduring principle of an Alliance dedicated to all having equal rights and responsibilities.
- Communicating with our publics is an increasingly important undertaking for all who serve the Alliance. At virtually every country visit, military and political leaders were joined in one message – that in a crowded information marketplace, the Alliance and its Partners need to increase their efforts to explain, tell and show the NATO story to all of our publics, and as well to our adversaries.

- The forum that NATO provides for discussion and dialogue of security and defence matters is unmatched. The unparalleled access and exposure to policies, programs, activities and undertakings of the various nations make for a tremendous forcing agent for change and driver of interoperability.

I am honoured and proud to have had the opportunity to make a modest contribution to effecting positive change in this Organisation. Daily, I have been awed by the outstanding work of NATO and its Partners’ soldiers, sailors and airmen/airwomen in many dangerous and complex theatres of operation, and by the diligent efforts of commanders and staffs at the various headquarters who work on behalf of the NATO Alliance. It is a world-class team.



Ray Henault
General

A Dynamic Alliance – Facing Challenges and Meeting Demands

While the changes that have taken place within NATO since the end of the Cold War have been dramatic, the past three years are considered by many as a defining period of change for an Alliance that continues to adapt to new challenges, even after nearly 60 years in the security business.



The biggest driver of this recent evolution has been operations, which have increased significantly in response to security concerns, to a point where there are more than 55,000 troops deployed, on three different continents. In addition to these operational demands, NATO has been focussed on a transformational effort that is developing, managing and sustaining new capabilities and new processes, which in the past few years has included innovative strategic airlift solutions, enhanced common funding formulae and more flexible readiness forces. The Alliance itself has grown significantly since its formation in 1949, from 12 original members to 26 Allies, as of 2004. Together with 23 Partnership for Peace (PfP) nations, three of which were added in 2006, they represent a potent security forum of 49 nations in the Euro-Atlantic Partnership Council. Added to this are the seven Mediterranean Dialogue (MD) partner countries that were welcomed in a separate partnership in 2004, the four Gulf States, with which NATO has been cooperating since the 2004 Istanbul Cooperation Initiative (ICI), and contact countries² to include Australia, Japan, New Zealand and South Korea, which are also actively involved with NATO in dialogue, consultation and military-to-military cooperation.

The changes that have taken place at NATO are a result of a number of decisions taken by the North Atlantic Council (NAC), whose 26 Allied members continue to drive the Alliance forward to respond to the many new challenges and demands of the new security environment. Virtually all operations, policies or activities that NATO undertakes are informed in some fashion by the Military Committee (MC), NATO's highest military authority, whose Chairman and 26 Military Representatives are mandated to provide consensus-based advice to the NAC. The scope and pace of how NATO has changed since 2005 is underscored by the extent of the work done by the MC and the International Military Staff (IMS) that supports it.

The first part of this report highlights the key issues, significant achievements and main focus of work regarding NATO's operations, capabilities and cooperation, in which the MC and the IMS have been engaged heavily over the past three years. The second part explores future challenges and trends.



2. The term "contact countries" refers to those nations with whom NATO is in close contact but who have not formalised any partnership with NATO. Contact countries frequently assist NATO through supplying assets and forces in support of NATO operations.

Expanding Operations³

Afghanistan

Of all NATO's operations, the International Security Assistance Force (ISAF), which is helping to bring stability to Afghanistan, has seen the most notable expansion in the past three years, going from 9,000 to more than 43,000 troops deployed under NATO command into the theatre of operations. Building on the momentum achieved since taking over the mission from the UN in 2003 has been crucial to NATO's success in this war-torn country. To expand the operation on the ground required the consensus of all NATO nations, as well as the concurrence of our non-NATO troop contributing partners. Given the complexity of the mission, the work that was done within the military elements of NATO to get unanimous agreement on the strategy and the resources was significant.



The successful expansion of ISAF since 2005 is due in part to the crucial work of the IMS and their support to the MC, with the extensive briefings and staff work required to resolve critical issues such as the operations plan, rules of engagement, resource requirements, and command and control structures. The MC used this support to get consensus on these and many other ISAF issues before passing their agreed advice to the NAC for decision.

Key International Security Assistance Force (ISAF) milestones include:

- Oct 04 - Sep 05: ISAF Stage 1&2 expansion from Kabul to the Northern and the Western regions of Afghanistan.
- Jul 06: ISAF Stage 3 expansion to Region South.
- Sep 06: NATO agrees to urgently support the G8 Partner nations' efforts to equip the Afghan National Army (ANA).
- Oct 06: ISAF Stage 4 expansion to Region East – 10,000 US troops added.
- Oct 06: ISAF's assumption of the lead and facilitating role for the Tripartite Commission that enhances cooperation and coordination between ISAF, Afghanistan and Pakistan.
- Nov 06: NATO nations agree to greater involvement in the training of the ANA.
- Feb 07: ISAF Headquarters in Kabul transitions to a composite model to include multi-national representation.
- Dec 07: ISAF supports the ANA in its largest ever combat operation against the Taliban that succeeded in securing the city of Musa Qala.
- Dec 07: The Dutch Parliament decides to extend its contribution to ISAF for a further two years.
- Jan 08: The United States announce they will add 3,200 additional Marines to Afghanistan for a seven-month deployment starting in March 2008.
- Mar 08: With conditions, Canada reaffirms its commitment to extend its Afghan mission.

Expanding ISAF's area of responsibility to the whole of Afghanistan required more forces on the ground, which in turn placed an increasing burden on NATO member nations to provide the necessary military and financial resources. The call for more troops and assets was demanding for several reasons, including cost, risk and public support. However, it was the onset of combat operations, predominantly in the South and East, which was particularly challenging for the member countries as it marked the first time in NATO's history that

3. All NATO operations are under the authority of NATO's Supreme Allied Commander, Europe (SACEUR) from SHAPE HQ in Mons, Belgium.



NATO troops found themselves engaged in direct combat on the ground, inflicting and taking casualties. Despite the resource challenges and the political pressures, NATO was able to complete the expansion of ISAF by October 2006, and to this day continues to make progress in dealing with opposing militant forces that are trying to spoil Afghanistan's future. At the same time, while some regions remain more volatile than others, ISAF, together with the International Community, has facilitated a significant amount of reconstruction and development that has made a big difference to millions of Afghan lives.

In addition to taking on a much larger security responsibility in Afghanistan, NATO has been pursuing a more comprehensive approach to delivering long-term stability, through efforts such as the increased mentoring of the Afghan National Army, and in engaging the International Community, recognising that success in Afghanistan cannot be achieved by military means alone.

NATO in the Balkans

NATO's operations in the Balkans may be smaller in size than ISAF, but with 16,000 troops on the ground they are no less important in terms of regional security and European stability and growth. NATO's strong stance and unwavering commitment to peace and security within Kosovo, through the Kosovo Force (KFOR), has helped mitigate violence despite the tensions that continue to exist in this region. The MC remains fully engaged in all aspects of Balkans operations, including :



- KFOR's transition in August 2005 from a four-brigade static organization to a much more flexible structure built on five manoeuvrable task forces. This new command and control structure enhanced the agility and effectiveness of KFOR and its ability to rapidly respond to potential unrest.
- NATO/EU cooperation in Bosnia and Herzegovina, where the remaining tasks were successfully handed over to the EU's peacekeeping force, EUFOR.
- Maintaining NATO's active presence in the Balkans with military liaison headquarters in Belgrade, Sarajevo, Skopje and Tirana.

NATO's Training Mission in Iraq (NTM-I)

NATO training efforts in Iraq, which involves approximately 160 troops from several Allied countries, was also expanded during this period. With IMS support, the MC was able to oversee several key achievements, including the development of a consolidated training plan and the full implementation of the NATO Training Mission-IRAQ. The Iraqi Military Academy at Ar Rustamiyah, which has a capacity to train 600 officers yearly, was opened in 2006, and the establishment of the National Defence University in 2007 are helping to build much needed capacity in the Iraqi military. NATO's aim is to continue to transition from a training role to one of mentoring, allowing the Iraqi Security Forces to gradually take over sole responsibility for their national training and education establishments.

Over the past three years, NATO has provided more than 7,000 Iraqi personnel with training assistance in Iraq. In addition, more than 1,000 Iraqi personnel have been trained outside Iraq at NATO training facilities and other national facilities. This includes operational education and key leader training, civil emergency planning, multinational crisis management, and defence against terrorism. Additionally, the ongoing delivery of equipment, coordinated by NATO, is also contributing to an increase in the operational capabilities of the Iraqi Security Forces.

NATO's Maritime Operation in the Mediterranean

Operation Active Endeavour (OAE) remains NATO's only Article 5 operation, and involves ships, submarines and maritime aircraft from several NATO and Partner nations patrolling the Mediterranean, monitoring shipping and providing escorts to help detect, deter and protect against terrorist activity. Mission effectiveness has been significantly improved following the introduction of an enhanced maritime situational awareness capability. 2006 also saw the historic first-time

incorporation of a Russian vessel and later, in 2007, a Ukrainian vessel into this important naval force. Since the start of the operation more than 90,000 merchant vessels have been hailed by the forces of Operation Active Endeavour.



NATO's Support to the African Union

From July 2005 to December 2007, NATO provided air transport for some 24,000 African Union (AU) peacekeepers, as well as over 500 civilian police officers from African troop-contributing countries into and out of Darfur in an effort to stem the violence in the region. NATO also provided training to AU officers, mainly on operating a multinational military headquarters and managing information effectively. This support evolved in June 2007, when NATO agreed to provide additional strategic airlift for AU states that agreed to deploy in Somalia under the AU Mission in Somalia (AMISOM). NATO's support to the AU continues to evolve, adapting as necessary to support both the UN and AU requirements, in close coordination and consultation with the European Union.

Humanitarian Relief Operations

The Alliance is also capable of responding rapidly to crises around the world. This was demonstrated at the end of 2005 following the devastating earthquake in Pakistan. Within a matter of days following the tragedy, the MC was able to provide the NAC with concise military advice that led to the rapid deployment of elements of the NATO Response Force (NRF) which, on short notice, provided much needed humanitarian relief including the delivery of almost 3,500 tons of relief supplies. The beginning of 2006 saw the conclusion of the Pakistan Relief Operation and the redeployment of NATO forces.



NATO Training and Exercising

Although a large part of the MC's operational focus is in planning and overseeing missions and operations, training and exercising NATO troops in preparation for those operations also needs close monitoring and policy refinement. Several key milestones have been achieved since 2005, requiring significant staff investment. Examples include :



- A complete revision of MC 458 - the Alliance's capstone document on NATO Education, Training, Exercise and Evaluation Policy.
- The successful completion of Exercise STEADFAST JAGUAR 06, in the Cape Verde Islands, which validated the NRF concept.
- A NATO HQ crisis management exercise in 2006, which validated new procedures and structures to better streamline political-military decision-making at the strategic level.
- Four theatre missile defence exercises since 2005, in cooperation with the Russian military, that are building towards a joint capability to protect deployed troops from missile threats.
- Since 2004, NATO's Chemical, Biological, Radiological and Nuclear (CBRN) defence forces have been certified for readiness every 6 months, as part of the NRF exercise programme. In 2007, the concept of CBRN operations was revised and is now regularly exercised in a wide variety of training events.

Improving Capabilities - Transformation

The past three years have been challenging from an operational perspective, but they have also represented remarkable advances from a transformational point of view. The increase in operational tempo prompted the Alliance to put more energy and resources into improving capabilities through the development of new concepts and strategies, as well as employing new technologies to improve the effectiveness of NATO's forces.

A capabilities-based approach to operations has been developed across the full spectrum of military activities. This has required a considerable amount of effort by the IMS to prepare the MC for discussion and decision in close coordination with the two Strategic Commanders. The following are some of the key areas of development:



The NATO Response Force (NRF)

The NATO Response Force, a task-tailored force of over 20,000 troops held at high readiness, remains an important component of NATO transformation. Achieving full operational capability for the NRF at the end of 2006 required sustained and significant effort from the MC, the Strategic Commands, and especially the NATO nations.

It was clear to the NAC, the MC and the Strategic Commands that sustaining this large force, at a time when NATO's operational tempo was at an all time high, would be even more challenging for the Allies. At the end of 2006 and the first half of 2007, the MC focussed on developing long-term force generation mechanisms to make the force more usable and flexible, thus easier to sustain. This work proved timely after it was clear that the nations were unable to earmark all the forces required. Despite this, the NATO nations stood by the NRF requirement and sought to find a solution that would preserve the concept and the training value. In the fall of 2007, with input from the chain of command, the MC provided the Council with a graduated force option as an interim solution until the operational pressures on NATO deployed forces have been reduced, or more deployable forces became available. Further MC work has continued into 2008 to obtain NAC agreement on the implementation issues, including potential partner nation involvement, so that the new procedures can be incorporated into the NRF force generation process to make it easier for nations to sustain this high readiness force.

Improving NATO's Logistical Capabilities

One way for the Alliance to deliver effective, efficient military capability is through common logistics standards and support. From 2005 to 2008, the MC has played an important oversight role in identifying limitations and requirements under the current logistics command and control structure in order to achieve greater Alliance interoperability. As an example of the progress made, six multinational logistics initiatives were developed and later endorsed by the Heads of State and Government at the 2006 Riga Summit. The development has continued throughout 2007 and 2008, with progress reports being reviewed by the MC and the NAC on a regular basis.

Enhancing NATO's Strategic Airlift Capability

Given, the expeditionary nature of the Alliance, the IMS has been focussed on strategic airlift issues for the MC's review and consideration. Significant progress has been made, including:

- The Strategic Airlift Interim Solution (SALIS) project which became fully operational in 2006, giving the Alliance an added capability to deploy forces using a capable fleet of transport from the Ukraine.
- The signing of the Strategic Airlift Capability initiative at the end of 2006, which formalizes the intent to acquire a fleet of C-17s, to be shared amongst 15 Allies and 2 Partner countries, to the benefit of the Alliance.

Protecting NATO's Deployed Troops from Missile Threats

The proliferation of theatre ballistic missiles, including missiles capable of delivering weapons of mass destruction, are a significant threat to NATO forces, and a security challenge for the Alliance. With the establishment of the Active Layered Theatre Ballistic Missile Defence (ALTBMD) program in March 2005, the Alliance has started to achieve a limited missile defence capability – at least for deployed forces. Work in the MC continues and it is expected that NATO will achieve an initial operational capability to defend NATO forces by 2010. NATO is also working closely with Russia under the NATO-Russia Council in this regard.



Connecting NATO's Forces through Network Enabled Capabilities

An important part of NATO's transformation is the utilization of new technologies, such as network-enabled functions designed to enhance interoperability and command and control by sharing information and intelligence reliably, securely and without delay. MC involvement has resulted in an agreement on a common concept and a set of governance arrangements that will guide the further development of this transformational capability.

Management of Resources and Prioritization of Capabilities

NATO's expanding operations mean higher costs for troop-contributing nations who must deploy and sustain forces at significant distances from their countries. Over the past several years, the Alliance has undertaken the challenging task of determining how better to share the costs of its collective efforts. The MC assisted in the development of a revised funding policy for operations in 2005, aimed at broadening eligibility for common funding. Implementation of the revised policy is midway through its assessment period before full evaluation. Work continues in this critical area.

Making NATO's Command Structure Leaner and More Effective

In July 2006, the NAC tasked the MC to conduct a Peacetime Establishment review of the Alliance's command structure, including dedicated headquarters and other NATO installations, to identify a military structure that is more effective with regard to operational and transformational tasks, and more affordable in manpower and financial terms.

Throughout 2006 and 2007, the MC was actively engaged in overseeing the analysis and work being done to develop a streamlined command structure capable of handling more operations over longer distances, as dictated by the Alliance's level of ambition agreed at the 2006 Riga Summit. This proved to be a challenging task, given the political ramifications of reorganizing infrastructure that exists in some of NATO's member nations. By end 2007, the MC was able to gain consensus for modest changes to the NATO command structure footprint. The review then moved to the next phase, which involves the analysis of key components of the structure to identify areas of overlap and duplication that could assist in making the organisation more deployable. This work is intended to be completed by the end of June 2008, with principal recommendations to be provided to Heads of State at the Bucharest Summit in early April 2008.

Fusing NATO's Collective Intelligence Capabilities

NATO's operations are becoming more complex and the threats more challenging. As a result, there is a growing need to pool NATO's collective intelligence resources to better share information. Over the past three years, the IMS has organized four major NATO intelligence conferences to explore ways of harnessing the intelligence capabilities of NATO nations. These and other initiatives resulted in the establishment of an intelligence fusion centre, endorsed by the MC at the end of 2005, marking an important step towards the establishment of comprehensive all-source intelligence support to operations. In 2006 and 2007, the sharing of information was extended to those NATO partners who signed a security agreement with the Alliance.



Enhancing Cooperation

NATO is more than just an Alliance built on a foundation of collective defence of its Allies; it has become the political/military focal point for nations to partner in the wider field of international security. Over the past three years, the level of cooperation and exchange of information has increased significantly within the Alliance's global network of partners, which now represents 38 countries from Eastern Europe, to North Africa, to the Middle East and now Asia. NATO benefits from this cooperation with additional troop contributions to many of its major operations. Five years ago this meant a few hundred troops; today partner and contact nations contribute more than 1,700 troops to the ISAF mission in Afghanistan and approximately 2,500 troops to KFOR in Kosovo. Several other partner nations, including a number from North Africa and the Middle East, as part of the Mediterranean Dialogue program, are actively looking to support, or enhance their involvement in NATO's maritime counter-terrorist operation, Active Endeavour.

Cooperation in the Mediterranean - NATO's Mediterranean Dialogue (MD)

The Mediterranean Dialogue programme involves cooperation with five North African states; Algeria, Egypt, Mauritania, Morocco and Tunisia, as well as Jordan and Israel. This collaboration has been expanding since the 2004 Istanbul Summit, with the number of military activities having doubled to include new training and education opportunities, as well as defence reform assistance and military expert visits. The Chiefs of Defence, or their representatives, from the MD countries meet regularly with the MC, and over the past three years the CMC has visited four of the seven participating nations to discuss ways to enhance this valuable cooperation.

Reaching out to the Gulf States – NATO's Istanbul Cooperation Initiative (ICI)



There has been a significant enhancement to NATO's relationship with Bahrain, Kuwait, Qatar and the United Arab Emirates, under the Istanbul Cooperation Initiative. From its early beginnings in 2004, there is now a growing list of practical cooperation activities, such as education and training opportunities, as well as dialogue and consultation. In addition, the IMS has conducted staff-level visits to all four ICI nations and in 2005 participated in a high-level conference in Kuwait. The CMC is also actively involved in this cooperative effort, highlighted by a visit to Kuwait in December 2006, and to a Gulf Cooperation Council (GCC) symposium in Qatar, in May 2007, where he met the ICI Chiefs of Defence.

Enhancing NATO/Russia Relations

There have been numerous MC meetings involving the NATO Chiefs of Defence and the Russian Chief of Defence over the past three years. These and other opportunities have focussed on progressing NATO/Russia cooperation through frank discussions and annual work plans, which cover all areas of military-to-military cooperation, including exercises and training, logistical cooperation,



search and rescue at sea, and the fight against terrorism. One of the highlights of this military-to-military cooperation was the integration of the Russian Navy into Operation Active Endeavour in 2006, and a second ship in 2007. Theatre missile defence remains another key area of cooperation, with both sides hosting command post exercises to jointly develop a capability to counter this emerging threat. Much of this expanding cooperation can be attributed to the ratification by Russia of a Status of Forces Agreement in 2007, allowing greater interaction between military forces and facilitating enhanced cooperation.

NATO Cooperation with Ukraine

MC meetings with Ukraine offered informed reports on their efforts in defence reform and modernization, as well as progress on NATO-Ukraine military-to-military cooperation work plans for 2006, and 2007. During this period, the MC approved a revised concept of cooperation that reflected the political evolution of the NATO-Ukraine partnership. Military-to-military cooperation continues, highlighted by two Ukrainian vessels successfully participating in Operation Active Endeavour in May and November 2007.



NATO and its Partner Countries

The Euro-Atlantic Partnership Council (EAPC), made up of the 26 NATO Allies and 23 PfP nations, continues to grow, both in terms of new members and in its importance as a dynamic forum for dialogue and cooperation on political and security related issues. Over the past three years there have been several Euro-Atlantic Partnership Council meetings, including six held at Chief of Defence staff level, promoting consultation and cooperation in areas such as crisis management and peace support operations; the fight against international terrorism; as well as defence issues related to planning, budgeting, policy and strategy. During this period the MC, with the support of the IMS, endorsed tailored cooperation programs with Bosnia and Herzegovina, Montenegro and Serbia, who were invited to the PfP program at the Riga Summit in 2006. The MC is also prepared to support any further enlargement that might occur at the Bucharest Summit in April 2008.

NATO Cooperation with the European Union (EU)

The willingness to achieve better cooperation and coordination with the EU was underscored again at the 2006 Riga Summit. In this context, joint efforts continue to achieve more interactive cooperation in the fields of security, defence and crisis management, including the fight against terrorism, the development of coherent and mutually reinforcing military capabilities and civil emergency planning. The Military Committees of both NATO and the EU meet regularly to progress this vital relationship and find ways to harmonize the efforts of both organizations to better complement each other. Further, in 2007, the two MCs were able to establish planning and liaison teams, which are further enhancing cooperation.



NATO working with the United Nations (UN)

Activities to enhance NATO-UN relations and cooperation over the past three years have resulted in several IMS staff visits, round-table meetings and the continual involvement of a liaison officer at the UN Headquarters in New York. Additionally, with advice from the MC, Allies have agreed on a set of measures to support UN efforts to confront security challenges, including operational planning, and logistics efforts.

The Years Ahead – Preparing for Future Challenges

Looking ahead to the future work of the MC, it is clear that Alliance priorities, agreed at the Riga Summit in 2006 and projected for the Bucharest Summit in April 2008, will continue to focus on operations, capabilities and cooperation. Consequently, the MC will be required to provide informed military advice to the political level and then respond to a range of new political initiatives, which will, in turn, dictate the future work of the military component of NATO.



Strategic Outlook – Identifying the Work Ahead

To assist in the prioritisation and synchronisation of the future work of the MC and maintain harmony with the political ambitions of the NAC, the CMC produces a Strategic Outlook document, which guides the work of the MC over the next several years. The next two to three years will be critical to the future orientation of the Alliance, and its partners, both politically and in terms of operations, as the Bucharest Summit and the 60th Anniversary Summit will result in key political decisions on enlargement, enhancements to operational capabilities, and the breadth and depth of NATO partnerships.

More specifically, the CMC's Strategic Outlook recognizes the keys areas of focus, or lines of effort, where the MC will be expected to provide advice, including:

Operations

- Sustaining and enhancing the effectiveness of operations and missions.
- Afghanistan – ISAF - sustainment, coordination and evolution.
- Kosovo - KFOR - transition and follow-on NATO involvement.



Capabilities and Transformation

- Analysis and review of the NATO command structure.
- NRF – sustainment and evolution.
- Comprehensive approach, with non-NATO actors – military implications.
- Capabilities and resources - prioritisation.
- Military input to inform future strategic political guidance.
- Military input to defence planning activities.

- Military input to meeting new security challenges.
- MC business process improvement.

Cooperation

- Military contribution to enhancing NATO partnerships/dialogue.
- Military contribution to NATO/Russia cooperation activities.
- Military contribution to enhancing NATO-EU cooperation.

Within these lines of effort are some key military issues that are already prompting discussions within the MC, as it continues to build Alliance consensus in support of NATO's current and future activities.

Operations

Greater Cooperation with the International Community in Operations

The decision at the 2006 Riga Summit to develop a more coherent approach towards operations, by improving cooperation with non-NATO actors including the UN and the EU, is a long-term initiative. Considerable staff effort will also be required to plan, coordinate and manage the complexities of future hybrid operations involving civilian organizations. As a result, the MC has been



tasked to develop policies for military support to stabilization operations and reconstruction efforts. These policies will seek to define NATO's role, with a likely focus on security aspects of stabilization and support to reconstruction operations.

Energy Security – A Possible NATO Role

Energy security has a direct link to the stability of the Allies, which is why the Alliance remains actively involved in the debate over this issue. The MC provided the NAC with agreed military advice on this initiative at the end of 2007, which is expected to shape and inform future discussions at the April 2008 Bucharest Summit and beyond.

Cyber Defence – Developing a Capability to Defend against Cyber Attacks

NATO is paying increased attention to this threat as a result of the cyber attacks on Estonia in 2007. Once again, the MC provided its consensus-based advice on how best to prepare the Alliance against this emerging threat that does not only target NATO systems, but also the Allies' domestic computer networks. As a result, cyber defence has been placed on the agenda for the Bucharest Summit for political guidance that can be used by the MC to work out the next steps to further develop this emerging Alliance capability.

Protecting NATO Air Space – Finding a Permanent Solution

NATO's temporary solution for protecting its combined air space through an interim air policing policy, adequately addresses the needs of all Alliance nations, including Iceland and some of the newer members. Finding a permanent solution that is sustainable and more efficient is a high priority on the MC agenda.

Capabilities

NATO Response Force - Evolution

Adapting and sustaining the NRF as a viable high readiness force that promotes transformation and interoperability will remain a priority for the Alliance. Future work will concentrate on improving the force generation process through the implementation of a graduated response approach. This will allow NATO to respond to the initial phase of a crisis with a balanced and capable core force that can be augmented with additional forces should the need arise. The MC will also need to work on other NRF issues, such as increasing strategic lift availability, implementing an enhanced logistics concept, addressing equitable burden sharing, and establishing a format for partner involvement.



Missile Defence – How to Protect NATO Territory

A missile defence feasibility study, completed in July 2005, investigated how best to protect NATO territory, forces, and population centres from ballistic missile threats. The study judged that missile defence protection is technically feasible and was later endorsed by Heads of State at the 2006 Riga Summit. As NATO continues to examine options for protecting its territory and populations, the MC will be required to oversee the ongoing analysis and provide advice as required.



Peacetime Establishment Review – Manpower Savings

Building a more effective, efficient and affordable command structure, with enhanced expeditionary capability, and the ability to meet the Alliance's new level of ambition in operations, will remain a key priority for the Alliance. The next two years will see the results of this extensive review, which the MC is responsible for, implemented across the Alliance. The final step in the process will be to bring forward MC advice on potential manpower changes to NATO HQ establishments to the NAC for its endorsement and decision prior to implementation in 2009.

Enhancing Strategic Communications

From an MC perspective, the Alliance needs to build greater capacity in its military public affairs function. A revised NATO military policy on public affairs was approved in 2007, as was a minimum military requirement to develop the tools and capabilities needed to make a substantive difference to Alliance strategic communications efforts.

Cooperation

Expanding and Enhancing Cooperation

To complement the Alliance's political aspirations regarding partnerships, the MC will focus on:

- Mentoring Albania, Croatia and the former Yugoslav Republic of Macedonia⁴ as they pursue their assigned goals to membership.
- Monitoring the progress being made by Georgia and Ukraine as they work through their Intensified Dialogue program.



- Continuing the implementation of the Mediterranean Dialogue Work Programme, focusing on interoperability and enhanced cooperation.
- Facilitating enhanced relations with the selected contact countries: Australia, Japan, New Zealand and South Korea.
- Enhancing NATO/Russia practical military cooperation and interoperability.
- The IMS support to training cooperation initiatives will increase in 2008, as the Alliance looks to maximise existing cooperation through enhancing training and exercise opportunities

with MD and ICI countries. This will include the further networking of existing educational institutions, and the establishment of a Regional Cooperation Course faculty at the NATO Defense College in Rome. These initiatives are aimed at building an expanding network of NATO training activities to benefit MD partners and ICI countries in the spirit of joint ownership.

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

Conclusion

This report, the first of its kind, is intended to briefly highlight some of the achievements of the Military Committee over the past three years, while at the same time forecasting the future work of NATO's highest military authority, as it continues to provide the consensus-based advice that is shaping and influencing the political decisions taken by the Alliance.

Over the past 60 years the Alliance has repeatedly demonstrated a remarkable ability to transform to meet new security threats. Over the past three years in particular, the pace of change has been extraordinary, and the Military Committee has been a constant force to build consensus around tough issues, helping the Alliance to adapt to meet the security challenges of the 21st century.



The Committee's strategic focus on operations, capabilities and cooperation, along with the prioritisation and synchronisation of the work of the MC through the CMC's Strategic Outlook, have ensured that NATO's military effort and advice is harmonized with the Alliance's political priorities and objectives. This harmonization is critical given the global nature of the issues facing the Alliance and the fact that NATO's operations continue to expand in scope and the complexity.

