



NATO AFTER LISBON

Modernising defence, strengthening crisis management and broadening partnerships

As a maritime European city that looks westward towards the Americas, Lisbon embodies the transatlantic tradition. As such, it was a fitting locale for NATO's Summit, held on 19-20 November 2010. This Summit was dedicated to recognising new security challenges, agreeing courses of action to address them and cultivating new partnerships. In sum, NATO scrutinized its entire portfolio, analysed and assessed the continuing relevance, in light of the evolving security environment of the fundamental principles that form the basis of the Alliance. This exercise culminated in the adoption of a new Strategic Concept: "Active Engagement, Modern Defence" in Lisbon.



This new Strategic Concept will guide NATO political and military priorities for the next decade. It states that the Alliance should be capable of defending its members against the full range of threats and managing even the most challenging crises. To do so, it is modernising its defence and deterrence capabilities, adopting a holistic approach to crisis management, envisaging NATO involvement at all stages of a crisis, and focusing on developing a cooperative approach to security that will involve greater interaction with a wider range of partners – individual countries and international organizations alike.

Afghanistan remains the Alliance's top priority. It was at Lisbon that NATO leaders announced that the transition process to Afghan security leadership would begin in the spring of 2011. Leaders also set the end of 2014 as the target date for full Afghan responsibility over all provinces and districts, provided conditions on the ground permit this handover. To ensure that cooperation between the Alliance and Afghanistan will endure, NATO and Afghan leaders simultaneously signed a long-term partnership agreement.

Another fundamental step taken at Lisbon was the decision to develop a missile defence capability to protect all NATO European populations, territory and forces. Moreover, NATO leaders invited Russia to discuss future cooperation on missile defence as part of a broader 'reset' of relations between NATO and the Russian Federation.

Allies also agreed to continue reviewing NATO's overall defence and deterrence posture; to enhance cyber-defence capabilities; to develop a new Political Guidance for the further improvement of defence capabilities and



the military implementation of the new Strategic Concept in time for the next meeting of Defence Ministers in March 2011; and to implement an Action Plan to mainstream United Nations Security Council Resolution 1325 on Women, Peace and Security into NATO-led operations and missions.

Leaders further agreed to continue reviewing NATO's contribution to a comprehensive approach to crisis management that combines the use of a broader range of tools and greater interaction between international organizations, non-governmental organizations, civilian experts and military actors. The basis of this approach is the Alliance's continued support for arms control, disarmament and non-proliferation initiatives since, as stated in the Strategic Concept, "NATO seeks its security at the lowest possible level of forces." NATO leaders resolved to enhance cooperation with current partners while developing partnerships with other interested countries and organizations.

It was therefore fitting that the Summit brought together a wide range of international leaders and intergovernmental organizations. Attendees included Alliance Heads of State and Government, Russian Federation President Dmitry Medvedev, Afghan President Hamid Karzai, all 21 ISAF partner countries, United Nations Secretary General Ban Ki-moon, the Presidents of the European Council and of the European Commission and representatives of the World Bank and Japan.

NATO also committed to a continuing process of self-reform, so that the Alliance becomes more flexible, efficient, and effective. Leaders asked the Secretary

General and the North Atlantic Council to take the reform process forward without delay, consolidating NATO Agencies and shaping a more effective, learner, and more affordable NATO Command Structure.

Finally, the Allies expressed their profound gratitude for the professionalism, dedication and bravery of the more than 143,000 men and women from Allied and partner countries deployed on NATO operations and missions. Allies pledged to support veterans, and they resolved to share, where beneficial, national best practices.

As the security environment changes, the Alliance must remain an unparalleled community of freedom, peace, security and shared values. With this goal in mind, NATO leaders adopted a variety of new measures designed to enhance NATO's performance of the three essential tasks identified by the new Strategic Concept: collective defence, crisis management, and cooperative security.

Collective defence

NATO's most immediate job is defending member country territories and populations. In the run-up to Lisbon, Allied leaders mulled the question: What type of defence and deterrence is required to achieve this goal?

Their answer: NATO will continue to base its deterrence on "an appropriate mix of nuclear and conventional capabilities", adding that the likelihood of circumstances in which nuclear weapons would have to be used was "extremely remote" and that NATO "does not consider



any country to be its adversary.” NATO will uphold its traditional task of collective defence while modernising its ability to defend and deter against emerging threats. Measures agreed include the identification and provision of ‘critical capabilities’ such as a Counter-Improvised Explosive Device Action Plan, Strategic and Tactical Airlift, an expansion of the Active Layered Theatre Ballistic Missile Defence System, as well as measures to enhance protection against cyber and terrorist attacks. Allied leaders also asked that steps be taken in order to counter the proliferation of nuclear weapons and other weapons of mass destruction, and their means of delivery. On a more general note, the Alliance declared that it will initiate a Defence and Deterrence Posture Review that takes into account the changing security environment.

Crisis management

As the new Strategic Concept underlines, crises and conflicts beyond NATO’s borders can pose a direct threat to Allied security, making out-of-area deployments necessary. Those deployments have taught the Allies that military means alone are not enough to manage crises and conflicts, so NATO has now adopted a holistic approach to crisis management, including stabilization and reconstruction efforts.

A broad array of measures are envisaged such as the formation of a modest civilian crisis management capability, enhancement of integrated civilian-military planning throughout the crisis spectrum, as well as the improvement of NATO’s capability to train local forces in

crisis zones. These tools will be combined with efforts to deepen cooperation with international actors and NATO partners, who will be offered more political engagement with the Alliance in dealing with “all stages of a crisis - before, during and after.”

Cooperative security

Fully aware that international security cooperation with like-minded partners and international organizations is the way forward to address transnational issues, NATO leaders decided to give a new dimension to partnerships by making them more flexible, inclusive, and open.

In addition to supporting arms control, disarmament and non-proliferation efforts, NATO is promoting a series of concrete measures to bolster partner participation in NATO activities. This includes plans to intensify the political dialogue with partners, to engage with new partners across the globe and to streamline NATO’s partnership tools with a view to opening all cooperative activities and exercises to partners. In parallel, work with members of the Euro-Atlantic Partnership Council, the Mediterranean Dialogue and the Istanbul Cooperation Initiative, partners across the globe, and in particular with Russia will be further developed. In Lisbon, the NATO-Russia Council embarked upon a path towards a true strategic partnership between the Allies and the Russian Federation. It endorsed the Joint Review of 21st Century Common Security Challenges that identified many important and common interests to be addressed jointly, including counter-terrorism, counter-narcotics and counter-piracy. Moreover, they agreed to



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discuss future missile defence cooperation and continue dialogue on a joint ballistic missile threat assessment. Emphasis was also put on greater cooperation with the United Nations, as well as with the European Union. Allied leaders stressed that they “are determined to improve the NATO-EU strategic partnership” and encouraged the Secretary General to continue work with the EU High Representative.

Finally, NATO’s door remains open to all European democracies that share the Alliance’s values and are willing and able to assume the obligations of membership, particularly those countries of the former Yugoslavia. Alliance leaders reiterated their agreement to invite the former Yugoslav Republic of Macedonia* as soon as a mutually acceptable solution to the name issue has been reached.

NATO reform

These essential core tasks – collective defence, crisis management, and cooperative security – require the continued adaptation of the NATO Alliance. Military budget cuts in an age of austerity require that the Alliance do more with less, while not sacrificing its capabilities. At Lisbon, NATO leaders built upon previous efforts with an ambitious package of reform measures, including review of the NATO Command Structure, NATO Agencies, comprehensive Resource Management Reform, and Headquarters Reform. Leaders welcomed progress towards a structure and organization that can best deliver informed and timely advice for Council decision-making.

Among other measures, Allies agreed a framework for a new NATO Command Structure that will be more effective, affordable, and deployable on operations. The new Structure represents a significant reduction in the number of military HQs and a manpower savings of 35%, representing at least 5,000 posts. The final decision on a new NATO Command Structure, including its geographic footprint, will be taken during 2011. Resource reform will underpin broader transformation efforts. Leaders also approved the consolidation and rationalisation of NATO Agencies into three agencies.

Towards the future

Alliance leaders understand that security has changed since the 9/11 terrorist attacks. The Lisbon Summit reflected the Alliance's determination and intent to address new threats and cultivate relationships that can help NATO succeed in the ambitious tasks it has set itself.

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



NATO Public Diplomacy Division
1110 Brussels
Belgium
natodoc@hq.nato.int
www.nato.int