The Secretary-General

16. A Secretary-General should be appointed by and be responsible to the Council. He should not be a member of any national delegation. He should be responsible for organizing the work of the Council and directing the work of the International/Staff Secretariat.

17. He should initiate and prepare matters for Council action and ensure that appropriate steps are taken to follow up Council decisions and to co-ordinate the actions of member Governments in the implementation of such decisions, particularly in carrying out the responsibilities referred to in paragraph 18 of this report. He should submit to the Council every six months a report on progress in carrying programmes into effect. He should submit recommendations to the Council and should have direct access to all NATO agencies and to Governments. Relations between the members of the International staff and the national agencies shall be organized in consultation with each permanent representative concerned. His contacts with major NATO commands should not interfere with the existing chain of authority, and the Military Committee and the Standing Group should be kept fully informed.