

PART III

NATO's CIVILIAN AND MILITARY STRUCTURES

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CHAPTER 7

CIVILIAN ORGANISATION AND STRUCTURES¹

NATO Headquarters, in Brussels, Belgium, is the political headquarters of the Alliance. It is home to national delegations of member countries and to liaison offices or diplomatic missions of Partner countries. The work of these delegations and missions is supported by the International Staff and the International Military Staff, which are also located within NATO Headquarters.

When the decisions taken by member countries have military implications, NATO has the military infrastructure and know-how in place to respond to demands. The Military Committee recommends measures considered necessary for the common defence of the Euro-Atlantic area and provides guidance to NATO's two strategic commanders (the Supreme Allied Commander Operations based in Mons, Belgium, and the Supreme Allied Commander Transformation in Norfolk, Virginia, United States). The Military Committee, located at NATO Headquarters, is supported by the International Military Staff, which plays a similar role to that of the International Staff for the North Atlantic Council.

There are approximately 4200 people working at NATO Headquarters on a full-time basis. Of these, some 2100 are members of the national delegations of member countries and staffs of national military representatives to NATO. There are approximately 1200 civilian members of the International Staff (including agencies and other NATO bodies) and just over 500 members of the International Military Staff of which approximately 90 are civilian. There are also just under 400 members of Partner missions to NATO. Civilian staff employed by NATO worldwide, including the staff of NATO agencies located outside Brussels and civilians serving on the staff of the military commands throughout NATO, number approximately 5200.

National delegations

The national delegation of each member country has the status of an embassy and is headed by an ambassador (also referred to as a permanent representative), who acts on instructions from his/her capital and who reports back to the national authorities. The staff of the delegation comprises civil

¹ The following chapters describe the civil and military organisation of NATO, as well as the principal structures. Due to ongoing reforms of the International Staff and the International Military Staff, more detailed and up-to-date information, including organigrams, can be found on the NATO website (www.nato.int).

servants from the ministries of foreign affairs and other relevant ministries seconded to NATO to represent their respective countries.

The liaison offices of Partner countries are diplomatic missions headed by an ambassador or a head of mission who is responsible for communications between the national capital and NATO.

The Secretary General

The Secretary General has three main roles: first and foremost, he is the chairman of the North Atlantic Council, the Defence Planning Committee and the Nuclear Planning Group as well as the chairman of the Euro-Atlantic Partnership Council, the NATO-Russia Council, the NATO-Ukraine Commission and the Mediterranean Cooperation Group. Secondly, he is the principal spokesman of the Alliance and represents the Alliance in public on behalf of the member countries, reflecting their common positions on political issues. Thirdly, he is the senior executive officer of the NATO International Staff, responsible for making appointments to the staff and overseeing its work.

The Secretary General is nominated by member governments for an initial period of four years. Usually an international statesman with ministerial experience in the government of one of the member countries, he acts as a decision facilitator, leading and guiding the process of consensus-building and decision-making throughout the Alliance. He may propose items for discussion and has the authority to use his good offices in cases of dispute between member countries.

His role allows him to exert considerable influence on the decision-making process while respecting the fundamental principle that the authority for taking decisions is invested only in the member governments themselves. His influence is therefore exercised principally by encouraging and stimulating the member governments to take initiatives and, where necessary, to reconcile their positions in the interests of the Alliance as a whole.

As the Organisation's senior representative, the Secretary General speaks on its behalf not only in public but also in its external relations with other organisations, with non-member country governments and with the international media.

The Secretary General is assisted by a Deputy Secretary General who replaces the Secretary General in his absence. The Deputy Secretary General is the chairman of a number of senior committees, *ad hoc* groups and working groups.

The International Staff

The International Staff is an advisory and administrative body that supports the work of the national delegations at NATO Headquarters at different committee levels. It follows up on the decisions of NATO committees and supports the process of consensus-building and decision-making. It is made up of personnel from the member countries of the Alliance recruited directly by NATO or seconded by their governments.

CHAPTER 8

THE INTERNATIONAL STAFF'S KEY FUNCTIONS

In view of the changing security environment, NATO leaders are constantly reviewing the structure of the Organisation's International Staff in order to reflect the Alliance's new missions and priorities. As a consequence, restructuring has become a permanent feature of the Organisation.

That explains why this handbook offers explanations on the functions that need to be fulfilled by the International Staff, as opposed to a detailed description of the responsibilities of the various structures, divisions and independent offices which constitute the International Staff. Updated organigrammes and explanations can be found on the NATO website, together with updated versions of the structure of the International Military Staff and the military command structures.

Firstly, it is important to underline that the primary role of the International Staff is to provide advice, guidance and administrative support to the national delegations at NATO Headquarters. Secondly, from a purely organisational point of view, it must be noted that all divisions are headed by an Assistant Secretary General, who is supported by one or two Deputy Assistant Secretary Generals, and the independent offices are headed by directors.

The Secretary General, who heads the International Staff (IS) but is also from an administrative point of view a member of the IS, has a Private Office that includes a director and staff, the Deputy Secretary General, the Office of the Legal Adviser and a Policy Planning Unit.

Providing political advice and policy guidance

The political aspects of NATO's fundamental security tasks need to be managed on a daily basis. They embrace a wide range of issues at the top of the Alliance's political agenda, which include regional, economic and security affairs, relations with other international organisations and relations with Partner countries.

A number of high-level bodies need to be informed on these political matters and advised on current and future policy issues. The North Atlantic Council, for instance, and other NATO committees can request information, while other sections of the International Staff and the International Military Staff need to be advised on current and future policy issues. The Secretary General also requests input relevant to NATO's political agenda such as

background notes, up-to-date reports, and speeches. In addition, for meetings involving NATO and Partner countries, as well as for the political contacts with the respective national authorities, political preparation is also necessary to support the political consultation process. This is also provided by the staff responsible for political matters.

In sum, the aim is to provide political guidance for the implementation of the policy areas listed above. In relation to the enlargement process, for instance, advice, support and assistance to member countries, invited countries and relevant NATO bodies in handling the process of accession of new member countries is provided. The same applies, for instance, to the continuity of the Membership Action Plan, the development of the NATO-EU strategic partnership and the expansion of cooperation with Partner countries. Other matters addressed include the provision of political country area expertise and support for operational matters in the crisis management field; the coordination of political and economic aspects of cooperation in relation to NATO's role in the fight against terrorism; and the coordination of political aspects involved in the enhancement of the readiness and effectiveness of Allied forces for operations aimed at responding to the use of weapons of mass destruction. Contributions are also made to the public relations activities of the Alliance designed to inform external audiences in member and Partner countries as well as elsewhere about NATO's tasks, policies and objectives.

Developing and implementing the defence policy and planning dimension

Developing and implementing the defence policy aspects of NATO's fundamental security tasks includes defence planning, nuclear policy and defence against weapons of mass destruction. The defence dimension also comprises operational issues, but these are explained in the following sub-heading for greater clarity.

Just as the Secretary General, member countries and Partner countries need political advice, they also need support in developing and implementing the defence policy and planning dimension of Alliance and partnership activities. This includes the Alliance's response to terrorism; the defence perspective of NATO's cooperation with the European Union (including the Berlin Plus arrangements), the United Nations and other international organisations; and politico-military aspects of NATO's transformation agenda and capabilities initiatives, including NATO's command structure and force structure (and in particular the implementation of the NATO Response Force), the Prague Capabilities Commitment and policy guidance for capabilities development. It also comprises support on the Planning and Review Process for Partner

countries, as well as other defence aspects of cooperation with countries within the Partnership for Peace, the Mediterranean Dialogue and other countries as required.

The development and implementation of logistics policy and planning initiatives within NATO and between NATO Headquarters, external NATO bodies, NATO's Strategic Commands and the member countries also comes under defence policy and planning, as well as the review of NATO's nuclear policy guidance and force posture, promoting public understanding of the nuclear elements of NATO strategy, and the training and exercising of nuclear consultation procedures.

In addition, the Weapons of Mass Destruction Centre (WMDC), located at NATO Headquarters, is responsible for supporting the sharing of information and intelligence in this field.

Managing NATO's operational commitments and crisis response capabilities

Overseeing the operational capability required to meet NATO's deterrence, defence and crisis management tasks is essential for the success of NATO missions. Responsibilities include NATO's crisis management and peacekeeping activities and civil emergency planning and exercises, which encompass NATO's operational commitments.

The International Staff supports and advises the senior committees involved in the above areas and prepares and follows up their discussions and decisions. This includes the Policy Coordination Group, the Senior Civil Emergency Planning Committee, and the Council Operations and Exercises Committee. It also contributes to the implementation of the NATO-Russia Work Programme, the NATO-Ukraine Action Plan and the Mediterranean Dialogue Work Programme in each of these specific areas of responsibility.

The information and communications processes and technological aspects of crisis management mechanisms, joint exercises and civil emergency planning are also managed in liaison with other NATO bodies and other international organisations.

In the operations sphere, there are Operational Task Forces to oversee the role of NATO-led forces in different crisis areas. Direction is provided for the future elaboration of the Alliance's crisis management procedures and arrangements, and the Situation Centre ensures continuous and secure links between NATO Headquarters and NATO capitals, Strategic Commands, other military structures and other organisations.

In the civil emergency planning field, the International Staff supports the work of specialised civil emergency planning boards and committees responsible for drawing up arrangements relating to the use of civil resources in support of NATO operations and the protection of the civilian population. It also maintains contacts and consultation with the United Nations, the World Health Organisation, the International Atomic Energy Agency and the Organisation for the Prohibition of Chemical Weapons, as well as the appropriate bodies in the framework of joint NATO-EU activities relating to civil emergencies.

The Euro-Atlantic Disaster Response Coordination Centre (EADRCC) coordinates disaster assistance for EAPC countries and is responsible for maintaining and updating EADRCC organisation and procedures for responding to emergencies.

Developing assets and capabilities

Another area of responsibility of the International Staff is the development of and investment in assets and capabilities aimed at enhancing the Alliance's defence capacity, including armaments planning, air defence and security investment.

Policy, technical, financial and procedural expertise relating to armaments, air defence, airspace management and security investment is provided, and work is undertaken for the development of military capabilities and overseeing investment in NATO common-funded assets to ensure that forces assigned to the Alliance are properly equipped, interoperable and able to undertake the full range of military missions. Work is also conducted in developing cooperation with partner countries in the context of the Partnership for Peace, the Mediterranean Dialogue and the Istanbul Cooperation Initiative, as well as the special relationships with Russia and Ukraine.

The work is divided into three main areas: armaments, air defence and airspace management, and security investment. Armaments provides support for the work of the Conference of National Armaments Directors (CNAD) and its subordinate structures, focusing on the collaborative development and acquisition of military equipment. It comprises, for instance, units for land, air and naval armaments, as well as a dedicated Counter-Terrorism Technology Unit.

In the area of air defence and airspace management, policy and technical expertise is provided, as is support for two senior NATO committees: the NATO Air Defence Committee, which harmonises national air defence policies and programmes, and the NATO Air Traffic Management Committee, which develops harmonised civil-military policy guidance and requirements on the use of airspace in support of Alliance tasks and missions.

With regard to security investment, the key objective is to ensure the timely provision of common-funded capital investments in support of NATO's operational requirements. Funding for these capabilities is provided through the NATO Security Investment Programme (NSIP). Support is also given to the following committees: the Senior Resource Board (SRB), Military Budget Committee, the Infrastructure Committee, the NATO Consultation, Command and Control (C3) Board, and the Missile Defence Project Group.

The area of assets and capabilities also encompasses the International Staff support element for the NATO Headquarters Consultation, Command and Control Staff (NHQC3S), the Office of the Chairman of the Senior Resource Board and a Resource Policy Coordination Section.

Communicating with the wider public

The Organisation has an obligation to inform the wider public in member and Partner countries about NATO's activities and policies. It does this through a variety of communication activities including contacts with the media, the NATO website, print and electronic publications, and seminars and conferences.

These efforts contribute to raising public awareness and knowledge of the issues with which NATO is concerned, and help to promote constructive debate about NATO policies and objectives.

The staff working in press and public relations constitute one of NATO's principal public interfaces with external audiences worldwide. They provide support for the NATO Secretary General in his role as principal spokesman for the Alliance and arrange briefings and interviews with journalists, press conferences, press tours, media monitoring, audio-visual media support and exhibits. Cooperation programmes in NATO member and Partner countries are organised and visits, seminars and conferences involving opinion leaders, parliamentarians, civic society groupings and experts in different fields are held in different countries. Grants and other forms of support for special projects are made available, and print and electronic publications are distributed on request. Publications work in print and electronic formats covers a broad range of NATO-related topics, is often produced in a variety of NATO and Partner country languages, and is disseminated worldwide.

NATO's website provides access to up-to-date information on NATO policies and activities including public statements, background information, and official documents, as well as video interviews, audio files, real-time coverage of major NATO-related events and the resources of the NATO media library.

Staff also work closely with the Public Information Adviser to the Chairman of the Military Committee and assist in coordinating public diplomacy activities

in other parts of the International Staff and entities within the NATO structure. Public relation's activities are described in more detail in Part X.

Cooperating with the science community

Since the attacks on the United States of 11 September 2001 and the increased focus of NATO policies on new challenges and threats, including terrorism, NATO's science programme has directed increasing support to collaborative research projects related to defence against terrorism and other threats to security. The programme serves to strengthen cooperation between NATO and Partner countries through different forms of support mechanisms including collaborative grants in priority areas, currently defined as defence against terrorism, countering other threats to security, and Partner-country priorities. Collaboration is between research scientists in NATO member countries and those in eligible Partner or Mediterranean Dialogue countries. Computer networking support for Partner countries, particularly in Central Asia and the Caucasus, is also an important element of the activities undertaken by the programme.

The programme also deals with two other research areas: human and societal dynamics and security-related civil science. Studies and workshops are organised, bringing together experts from different government agencies in NATO member countries, Partner countries and Mediterranean Dialogue countries in order to concentrate inter-governmental action on pressing areas of environmental security. These areas include the environmental impact of military activities, regional studies including cross-border activities, the prevention of conflicts arising in relation to scarcity of resources, emerging risks to the environment and society with the potential to cause economic cultural or political instability, and non-traditional threats to security. Examples of areas of study in the latter sphere include food chain security, risk response strategies and security of waterways, ports and harbours.

Managing staff, finances and security standards

The effective management of the International Staff and the actual running of the Headquarters require support and conference services, information, human and financial management, as well as the support of security services.

One of the main functions is to handle all human resources management and development matters for the International Staff including administration, recruitment, contracts, training and development, performance management, personnel support, health and social matters, civilian personnel policies and compensation and benefits. An underlying principle applied throughout is the improvement of the gender balance and diversity of the staff working at NATO Headquarters.

It is also the responsibility of the International Staff working in Headquarters management to oversee the NATO Staff Centre, which comprises catering, sport and recreational facilities, and to stay in regular contact with NATO Staff Association representatives. The support services provided by Headquarters management include conference services (interpretation and translation), and an information and systems management service. These support services also include building services and teams responsible for the interior and exterior utilities, maintenance and transport.

NATO's civil budget is operated on an objective-based budgeting (OBB) system. In conjunction with the Civil Budget Committee, staff are responsible for managing the annual budget preparation and approval cycle based on political guidance issued by the North Atlantic Council. They also monitor and manage the procurement cycle from contracting and purchasing to reception, inventories and distribution.

The Financial Controller is appointed by the North Atlantic Council and is responsible for the call-up of funds from the member countries and for the control of expenditures in accordance with NATO's financial regulations, within the framework of relevant budgets, namely the civil budget, the budget for the new NATO headquarters and the pension budget. Audits of the management process are carried out in order to identify the principal management risks and keep them under control.

There is an independent International Board of Auditors for NATO, composed of government officials from the auditing bodies of member countries appointed by and responsible to the North Atlantic Council for auditing the financial accounts of the various NATO bodies under their respective budgets. Its principal task is to provide the Council and member governments with the assurance that common funds are properly used for the settlement of authorised expenditure and that expenditure is within the physical and financial authorisations granted.

Organisational, procedural and administrative support is also provided to all official meetings at ambassadorial, ministerial and summit level, and to special events at NATO Headquarters and abroad. The same staff works closely with the Private Office of the Secretary General, who has overall responsibility for the running of the Organisation.

In addition, there is an independent office in the International Staff that is responsible for ensuring the coordination and implementation of security standards throughout NATO. It carries out periodic surveys of security systems and is responsible for security at NATO Headquarters in Brussels. Moreover, it is responsible for the overall coordination of security for NATO among member countries, Partner countries and Mediterranean Dialogue countries and NATO

civil and military bodies, for the correct implementation of NATO security policy throughout the Alliance, and for the evaluation and implementation of counter-measures against terrorist and intelligence threats.

The office has three main functions: policy oversight, security intelligence and protective security.

With regard to policy oversight, inspections and surveys mandated by the North Atlantic Council in NATO member countries, NATO civil and military bodies and in Partner and Mediterranean Dialogue countries are carried out, and the proper protection of NATO information is certified. Security policy, directives, guidance and supporting documents are developed and revised for consideration by the NATO Security Committee and, where required, by the North Atlantic Council. Security agreements with non-NATO countries and international organisations receiving NATO classified material in support of cooperation activities approved by the North Atlantic Council are negotiated. Moreover, security accreditation of communication and information systems in NATO civil bodies is undertaken and advice given on information security aspects related to NATO multinational communication and information systems. The application of security risk management procedures also needs to be ensured in NATO civil bodies, as does the coordination of the NATO elements of an associated security risk assessment methodology.

Security intelligence deals with counter-intelligence policy and oversight throughout NATO, providing threat-related information to the North Atlantic Council and the other principal decision-making bodies in NATO as well as to the NATO Military Committee, through a Terrorist Threat Intelligence Unit. Staff working in this area coordinate the work of and provide the secretariat for the NATO Special Committee. They also support and, in limited cases, conduct special inquiries and espionage investigations, manage all matters relating to personnel security at NATO Headquarters and in NATO civil and military bodies, and manage the Secretary General's Close Protection Unit.

Protective security encompasses a number of elements: coordinating protective security programmes and operations, including physical, personnel and information security measures at NATO Headquarters, providing advice on protective security measures for the new NATO headquarters buildings, coordinating the security aspects of NATO ministerial and other high-level meetings at NATO Headquarters and in NATO member and Partner countries, and under NATO's Cyber Defence Programme, managing and operating the NATO Computer Incident Response Capability Coordination Centre (NCIRC CC), responsible for the coordination throughout NATO of information security awareness and responses to computer security incidents such as computer virus outbreaks and network attacks.

CHAPTER 9

MILITARY ORGANISATION AND STRUCTURES

Earlier chapters have described the NATO Headquarters in Brussels, which is the political headquarters of the Alliance where the permanent representatives, at ambassadorial level, meet in the North Atlantic Council under the chairmanship of the Secretary General to discuss and approve NATO policy. This chapter describes the military components of the Organisation, which are the Military Committee (NATO's senior military authority), the two Strategic Commanders and the military command structure. The work of the Military Committee is supported by the International Military Staff, as explained in the following chapter.

The Military Committee

The Military Committee (MC) is the senior military authority in NATO under the overall political authority of the North Atlantic Council and, as appropriate, of the Defence Planning Committee and the Nuclear Planning Group. It meets under the chairmanship of an elected chairman (CMC) and is the primary source of military advice to the North Atlantic Council, Defence Planning Committee and Nuclear Planning Group. Its members are senior military officers who serve as national military representatives (MILREPs) in permanent session, representing their chiefs of defence (CHODs). A civilian official represents Iceland, which has no military forces. The Military Committee also meets regularly at a higher level, namely at the level of chiefs of defence, when the two NATO Strategic Commanders are invited to attend.

On a day-to-day basis, the military representatives work in a national capacity, representing the best interests of their countries while remaining open to negotiation and discussion so that consensus can be reached. This often involves reaching agreement on acceptable compromises, when this is in the interests of the Alliance as a whole and serves to advance its overall objectives and policy goals. The military representatives therefore have adequate authority to enable the Military Committee to discharge its collective tasks and to reach prompt decisions.

The Committee is responsible for recommending to NATO's political authorities those measures considered necessary for the common defence of the NATO area and for the implementation of operational decisions taken by the North Atlantic Council. Its principal role is to provide direction and advice on military policy and strategy. It provides guidance on military matters to the

NATO Strategic Commanders, whose representatives attend its meetings, and is responsible for the overall conduct of the military affairs of the Alliance under the authority of the Council, as well as for the efficient operation of Military Committee agencies.

The Committee assists in developing overall strategic concepts for the Alliance and prepares an annual long-term assessment of the strength and capabilities of countries and areas posing a risk to NATO's interests. In times of crisis, tension or war, and in relation to military operations undertaken by the Alliance (such as those in Kosovo and Afghanistan), its role is to advise the Council or the Defence Planning Committee of the military situation and its implications, and to make recommendations on the use of military force, the implementation of contingency plans and the development of appropriate rules of engagement.

The Military Committee normally meets every Thursday, following the regular Wednesday meeting of the Council, so that it can follow up promptly on Council decisions. In practice, meetings are convened whenever necessary, and both the Council and the Military Committee normally meet much more often. As a result of the Alliance's role in Kosovo and Afghanistan and its supporting role in relation to Iraq and Sudan, there is a heightened need for the Council and Military Committee to meet more frequently to discuss operational matters. Indeed, as a result of the internal and external transformation of Alliance structures, the intensification of partnership and cooperation with other countries, the creation of new institutions to oversee these developments, and in particular the emergence of new threats and the development of the Alliance's role in combating terrorism, the frequency of meetings of all the decision-making bodies of the Alliance has greatly increased in recent years.

The Military Committee in Chiefs of Staff Session normally meets three times a year. Two of these Military Committee meetings are held in Brussels and one is hosted by NATO member countries, on a rotational basis.

In the framework of the Euro-Atlantic Partnership Council (EAPC) and Partnership for Peace (PfP), the Military Committee meets regularly with EAPC/PfP countries at the level of national military representatives (once a month) and at the level of chiefs of defence (twice a year) to discuss military cooperation issues. The Military Committee also meets in different formats in the framework of the NATO-Russia Council and the NATO-Ukraine Commission.

Since January 2001, the Military Committee of NATO has met regularly with the Military Committee of the European Union on issues of common interest relating to security, defence and crisis management. The first meeting of the Military Committee in Chiefs of Staff session with the participation of the chiefs of defence of the Mediterranean Dialogue countries was held in November 2004.

The Chairman of the Military Committee

The Chairman of the Military Committee is nominated by the chiefs of defence and appointed for a three-year term of office. He acts in an international capacity and his authority stems from the Military Committee, to which he is responsible in the performance of his duties. He normally chairs all meetings of the Military Committee. In his absence, the Deputy Chairman of the Military Committee (DCMC) takes the chair.

The Chairman of the Military Committee is both its spokesman and representative. He directs its day-to-day business and acts on behalf of the Committee in issuing the necessary directives and guidance to the Director of the International Military Staff. He represents the Military Committee at high-level meetings, such as those of the North Atlantic Council, the Defence Planning Committee and the Nuclear Planning Group, providing advice on military matters when required.

By virtue of his appointment, the Chairman of the Committee also has an important public role and is the senior military spokesman for the Alliance in contacts with the press and media. He undertakes official visits and representational duties on behalf of the Committee, both in NATO countries and in countries with which NATO is developing closer contacts in the framework of the Partnership for Peace programme, the Euro-Atlantic Partnership Council, the NATO-Russia Council, the NATO-Ukraine Commission, and the Mediterranean Dialogue. The Chairman is also the ex-officio chairman of the NATO Defense College Academic Advisory Board. The role of the Defense College is described in Part X.

NATO's Strategic Commanders

The Strategic Commanders – the Supreme Allied Commander Europe (SACEUR) and the Supreme Allied Commander Transformation (SACT) – are responsible to the Military Committee for the overall direction and conduct of all Alliance military matters within their areas of responsibility. They also provide advice to the Military Committee on their command responsibilities. They normally attend the Military Committee meeting in Chiefs of Staff Session but may be called upon to brief the Military Committee in Permanent Session when required. For day-to-day business, each has a representative at NATO Headquarters of general or flag officer rank who assists them by maintaining close links with both the political and military staffs within the Headquarters and ensuring that the flow of information and communications in both directions works efficiently. These representatives attend meetings of the Military Committee in Permanent Session and provide advice on Military Committee business relating to their respective Commands.

The Military Command Structure

The Military Command Structure of NATO, as distinct from the NATO Force Structure, is the mechanism which enables NATO's military authorities to command and control the forces assigned to them for joint operations involving more than one service branch – army, navy, air force. It is based on a hierarchical structure of Strategic Commands and Subordinate Commands.

The NATO Force Structure consists of the organisational arrangements that bring together the forces placed at the Alliance's disposal by the member nations, temporarily or permanently, along with their associated command and control structures, either as part of NATO's multinational forces or as additional national contributions to NATO. These forces are available for NATO operations in accordance with predetermined readiness criteria.

Changes to the NATO Force Structure introduced over recent years have placed the emphasis on smaller, more mobile forces that can be used flexibly for a range of military tasks, as opposed to the large, heavily armed concentrations of forces in permanent fixed headquarters that were a feature of Cold War force structures. While the latter were equipped and trained for major defence operations against an invading army, the majority of forces that comprise NATO's present-day force structure are designed to be moved rapidly to the area of crisis or conflict where they are required and to have the capability to fulfil their role away from their home bases.

The above changes to the force structure have brought about a parallel need for changes to the NATO Command Structure. These have concentrated on reductions in the number of commands within the structure and on rationalisation of the system of command and control linking the different elements which together make up NATO's military capabilities. These changes are designed to permit NATO's Strategic Commanders to exercise more effective command and control of the forces assigned to them, drawing on the full range of military capabilities needed to undertake the kind of operations that may be assigned to them in today's vastly different security environment.

The present-day NATO Command Structure reflects changing strategic circumstances attributable to a number of factors including the accession of new member countries, NATO's evolving strategic partnership with the European Union, its cooperation with Partner countries and relations with other non-NATO countries, new security challenges including the evolving threat of terrorism, and the proliferation of weapons of mass destruction. The command structure is designed to cope with the likely tasks, risks and potential threats facing the Alliance across the board and to meet them when and where it may be required by the North Atlantic Council to do so.

At the centre of the command structure are two strategic commands. Of these, one is focused on planning and executing all the operations that the North Atlantic Council has agreed to undertake. The other is concerned with the transformation of NATO's military capabilities to meet changing requirements and enable the military forces made available to the Alliance to carry out the full range of military tasks entrusted to them. The transformation process is a continuous one. It calls for the proactive development and integration of innovative concepts, doctrines and capabilities designed to improve the effectiveness and interoperability of the forces that NATO and Partner countries may make available for NATO-led military operations.

There are also a number of subordinate military headquarters and other components of the command structure located in different NATO member countries.

With the separation of strategic command responsibilities along operational and functional lines, all the operational responsibilities formerly shared by Allied Command Europe and Allied Command Atlantic are now vested in a single European-based Strategic Command called Allied Command Operations (ACO), in Mons, Belgium, under the responsibility of the Supreme Allied Commander Europe (SACEUR). The appointed officer is "dual-hatted" and serves simultaneously as the Commander of the United States European Command.

In a similar manner, the second strategic-level command, known as Allied Command Transformation (ACT), is based in the United States and comes under the responsibility of the Supreme Allied Commander Transformation (SACT), who serves simultaneously as the Commander of the United States Joint Forces Command. This helps to maintain a strong transatlantic link and at the same time ensures access for NATO's forces to the transformational process being undertaken by the United States in relation to its national military forces.

Both NATO's Strategic Commanders carry out roles and missions assigned to them by the North Atlantic Council or in some circumstances by NATO's Defence Planning Committee, under the direction of the Military Committee. Their responsibilities and tasks are based on the objectives outlined in the Alliance's Strategic Concept and in relevant Military Committee documents. In broad terms they are as follows:

The Supreme Allied Commander, Europe (SACEUR)

The Supreme Allied Commander Europe (SACEUR) for Allied Command Operations (ACO) is task with contributing to the peace, security and territorial integrity of Alliance member countries by assessing risks and threats, conducting military planning, and identifying and requesting the forces needed to undertake the full range of Alliance missions, as and when agreed upon by the North Atlantic Council and wherever they might be required.

SACEUR contributes to the Alliance's crisis management arrangements and provides for the effective defence of the territory of NATO countries and of their forces. If aggression occurs, or if the North Atlantic Council believes that aggression is imminent, SACEUR executes all the military measures within the authority and capabilities of his Command needed to demonstrate Allied solidarity and preparedness to maintain the integrity of Alliance territory, to safeguard the freedom of the seas and lines of communication and trade, and to preserve the security of NATO member countries or restore it if it has been infringed.

Allied Command Operations also contributes to the process of ensuring that the forces that make up the NATO Force Structure are provided both now and in the future with effective combined or joint military headquarters able to call on the military capabilities needed to perform their tasks. It does so in consultation with Allied Command Transformation by synchronising operational activities and elements of the command structure that have an operational role in the Alliance's transformation efforts.

Other tasks that come under the responsibility of the Supreme Allied Commander Europe include:

- contributing to stability throughout the Euro-Atlantic area by developing and participating in military-to-military contacts and other cooperation activities and exercises undertaken in the framework of the Partnership for Peace (PfP) and of activities undertaken to enhance NATO's relationships with Russia, Ukraine and Mediterranean Dialogue countries;
- conducting analysis at the strategic level to identify capability shortfalls and to assign priorities to them;
- managing the resources allocated by NATO for operations and exercises, and accomplishing the operational missions and tasks assigned by the North Atlantic Council; and
- in conjunction with Allied Command Transformation, developing and conducting training programmes and exercises in combined and joint procedures for the military headquarters and forces of NATO and Partner countries.

The Supreme Allied Commander Transformation (SACT)

Allied Command Transformation (ACT) comes under the authority of the Supreme Allied Commander Transformation (SACT), whose responsibilities can be summarised as follows:

- contributing to the preservation of peace and security and of the territorial integrity of Alliance member countries by assuming the lead role at the strategic command level in the transformation of NATO's military structures, forces, capabilities and doctrines in order to improve the military effectiveness of the Alliance;
- conducting operational analysis at the strategic level, in cooperation with ACO, in order to identify and prioritise the type and scale of future capability and interoperability requirements and to channel the results into NATO's overall defence planning process;
- integrating and synchronising NATO's transformation efforts, in cooperation with ACO, with the operational activities and other elements of the command structure in order to contribute to the process of ensuring that NATO forces are provided both now and in the future with effective combined or joint military headquarters able to call on the military capabilities needed to perform their tasks;
- exploring concepts and promoting doctrine development,
- conducting experiments and supporting the research and acquisition processes involved in the development of new technologies; in fulfilling this function, interacting with appropriate NATO agencies and project management boards in order to identify opportunities for improved interoperability and standardisation and to deliver qualitatively transformed capabilities for the benefit of the Alliance;
- managing commonly funded resources allocated for NATO's transformation programmes in order to provide timely, cost-effective solutions for operational requirements;
- conducting training and education programmes in order to provide the Alliance with leaders, specialists and headquarters staffs trained to common NATO standards and capable of operating effectively in a combined and joint force military environment;
- establishing and maintaining procedures designed to ensure the continuous adaptation of the organisations, concepts, resources and education programmes required to promote NATO's transformation efforts;
- supporting the exercise requirements of Allied Command Operations throughout their planning, execution and assessment phases.

Shared roles and responsibilities

While the new command structure provides for close cooperation between the two strategic commands, there is a clear division of their respective responsibilities in order to avoid unnecessary overlap and duplication of effort. Each command therefore has well-identified lead and supporting roles. In specific areas where a strategic command has the lead role, it is responsible for providing the formal input to the Military Committee but receives assistance from the other strategic command as required. Conversely, where the strategic command is in the supporting role, it is responsible for channelling command-level and staff-level advice to the strategic command in the leading role.

While both strategic commands have responsibilities in NATO's defence planning process, for the purposes of ensuring a streamlined and coherent process, the lead role is undertaken by Allied Command Transformation for military aspects such as reviewing defence requirements, force planning, armaments and logistics planning, and command and control planning, as well as for the Partnership for Peace (PfP) Planning and Review Process. Allied Command Operations has the lead on military aspects of civil emergency planning and nuclear planning and for suitability and risk assessments in force planning.

Command and control of forces, including operational planning, is the preserve of SACEUR. Where joint and combined concepts and doctrine are concerned, on the other hand, including PfP military concepts, the responsibility lies with SACT, drawing on lessons learned from operations and exercises as a basis for introducing changes relating to concepts, doctrine and capabilities. These then form the basis of strategic directives and procedures for operations developed by Allied Command Operations.

Each of the strategic commands has individual management structures and budgets and individual responsibilities relating to them, including strategic management, financial planning and resource management.

The management of capability packages is another responsibility shared by both Strategic Commands. SACT focuses on the development of capabilities to improve joint and combined effectiveness for the full range of Alliance missions. SACEUR is responsible for the development of capabilities required for the conduct of operations.

In the intelligence field, Allied Command Operations provides intelligence support for operational planning and operations, while Allied Command Transformation concentrates on the long-term analysis of trends and development of intelligence concepts and capabilities. Similarly, in the sphere of communications and information systems, the division of responsibility enables ACO to focus on operational planning and identifying shortfalls, while ACT concentrates on future concepts, capabilities and structures.

With regard to exercises, training, evaluation and experimentation, SACT has the leading role for NATO and PfP joint individual education and training and associated policy. The design, conduct and assessment of experiments to assist in the development and testing of emerging concepts, doctrine and technology form part of this task. Close coordination with SACEUR and the member countries takes place with regard to scheduling and access to forces for training, exercises and experimentation undertaken for the purposes of fulfilling transformation objectives.

NATO and PfP collective training of assigned forces and subordinate elements of the operational command structure are the responsibility of SACEUR supported by ACT, which provides exercise design, planning and evaluation assistance.

Allied Command Transformation has the leading role in scientific research and development, although Allied Command Operations conducts its own operational analysis and provides technical support for the command structure and for operations.

The operational structure

All NATO operations draw on deployable or static elements and capabilities available to the integrated command structure and force structure, tailored to the requirements and challenges of the specific operation. This applies whether they are operations undertaken by the Alliance in response to a threat to one or more of the member countries in accordance with Article 5 of the North Atlantic Treaty (known as Article 5 operations), or peace support or other military operations decided upon by the North Atlantic Council (non-Article 5 operations).

The command and control structure functions at three levels, namely the strategic, operational and component levels.

At the strategic level, Allied Joint Forces are employed within a political-military framework endorsed by the Military Committee and approved by the North Atlantic Council, designed to fulfil the strategic objectives of the Alliance. Overall command of any operation, at the strategic level, is assumed by SACEUR, who exercises this responsibility from the headquarters of Allied Command Operations at the Supreme Headquarters Allied Powers in Europe (SHAPE) in Mons, Belgium. SACEUR is responsible for the preparation and conduct of all Alliance military operations, in accordance with the division of responsibilities between the strategic commands outlined above. He issues strategic military direction to the subordinate commanders and coordinates the multinational support, reinforcement and designation of the different elements and components of the command structure.

In circumstances where political decisions have been taken based on the framework agreement reached between NATO and the European Union regarding NATO support for EU-led military operations, SACEUR may also be required to provide a headquarters capability for such operations, open to the participation of all Allies.

Similarly, the involvement of Partner countries in command arrangements is set out in an agreed Political-Military Framework for NATO-led PfP operations.

At the operational level, the planning and conduct of operations, based on the strategic military guidance received, is in the hands of the designated operational-level commander who exercises his responsibilities through a joint permanent or deployable operational headquarters.

The Alliance has three operational-level standing joint headquarters: two Joint Force Command (JFC) Headquarters based in Brunssum, the Netherlands, and Naples, Italy, and a third, more limited Joint Headquarters based in Lisbon, Portugal. Differing arrangements are in place to ensure that, if necessary, at least two operations can be conducted concurrently, that they can be sustained for the period of time required and that their varying components can be relieved. Operational command and control of the NATO Response Force rotates between the three Joint Headquarters.

The two Joint Force Commands have subordinate land, maritime and air Component Commands. The third Joint Headquarters has no permanent operational command responsibilities and is primarily responsible for providing support for Combined Joint Task Force operations.

At the Component Command level, a number of Component Command Headquarters provide service-specific expertise for Joint Force commanders at the operational level, as well as advice on joint operational planning and execution. There are two Component Command-level land headquarters in Germany and Spain respectively, namely CC-Land Headquarters, Heidelberg, and CC-Land Headquarters, Madrid. There are also two static Component Command air headquarters in Ramstein, Germany and in Izmir, Turkey, and two static Component Command-Maritime headquarters in Northwood, England and in Naples, Italy. Each of the Component Command headquarters is supported by other specialised entities and subordinate elements, depending on the nature and scale of the operations involved, and can be augmented if necessary by additional elements and personnel at appropriate levels of readiness and training.

In addition to the above structure of Component Commands, an Allied Submarine Command Headquarters located in Norfolk, Virginia, subordinate to SACEUR but funded nationally by the United States, has the lead responsibility for the overall coordination of Alliance submarine matters in conjunction with the Component Command-Maritime Headquarters in Northwood and in Naples.

The transformational process and structure

The transformation of NATO's military capabilities comprises closely linked functions working together to address the critical task of introducing the improvements in capabilities needed to ensure that the Alliance can meet the challenges of the current and future security environment. These functions include, for example, assessing the future operating environment, identifying future strategic-level joint concepts, developing, integrating and testing new operational concepts, doctrines, organisational structures, capabilities and technologies, and contributing to the implementation of improvements.

The organisation of Allied Command Transformation is designed to enable the various processes involved in bringing about improvements to be undertaken within a coherent, integrated transformation framework. The work involves several distinct but related functions, including strategic concepts, policy and requirements identification; capability planning and implementation; joint and combined concept development, experimentation, assessment and doctrine; future capabilities research and technology; and training and education.

The headquarters of SACT, in Norfolk, Virginia, maintains close links to the United States Joint Forces Command and is the focal point for overseeing the entire transformation process and coordinating the above functions. It does so by means of a network of centres and entities within NATO's military structure located in Europe and North America, contributing to different aspects of the transformation process. Some of these centres or entities support more than one function or process.

In organisational terms, in addition to its headquarters in Norfolk, Allied Command Transformation has an ACT Staff Element based at NATO Headquarters in Brussels to support SACT's representative to the Military Committee, plus an ACT Staff Element co-located with SHAPE, thereby ensuring liaison and coordination with Allied Command Operations, the International Staff, the International Military Staff, national military representatives and other NATO bodies and agencies responsible for defence and resource planning and implementation issues.

Within the ACT structure there is also a Europe-based Joint Warfare Centre (JWC) located in Stavanger, Norway, which promotes and conducts NATO's joint and combined experimentation, analysis, and doctrine development processes to maximise transformational synergy and to improve NATO's capabilities and interoperability. The Centre contributes to developmental work on new technologies, modelling and simulation and conducts training and development programmes for new concepts and doctrine.

The ACT structure includes a Joint Analysis and Lessons Learned Centre located in Monsanto, Portugal, which feeds the results of joint analysis work and lessons learned back into the transformation network.

Through its Joint Force Training Centre located in Bydgoszcz, Poland, the JWC provides training programmes to assist both strategic commands and contributes to joint force training evaluation undertaken by Allied Command Operations. It maintains formal links with other NATO agencies and bodies and with national and multinational training centres and facilities.

The Undersea Research Centre at La Spezia, Italy, conducts research and integrates national efforts that support NATO's undersea operational and transformational requirements. A NATO Maritime Interdiction Operational Training Centre is in the process of being set up in Souda Bay, Greece.

There are also a number of educational facilities within the NATO military structure, including the NATO Defense College in Rome, Italy, the NATO School in Oberammergau, Germany, and the NATO CIS School in Latina, Italy, which coordinate their activities with Allied Command Transformation.

A number of Centres of Excellence, funded nationally or multinationally, provide opportunities for improving interoperability and capabilities, testing and developing doctrine, and validating new concepts through experimentation. Cooperation between the Centres of Excellence and the Strategic Commanders is established on the basis of specific memoranda of understanding drawn up between the participating nations and the appropriate Strategic Command.

Military forces

In general, NATO does not have independent military forces, other than those contributed by the member countries to military operations. Therefore, when the North Atlantic Council decides to launch an operation, forces have to be made available by member countries through a force generation process. This may include forces of non-NATO member countries, such as Partnership for Peace (PfP) and Mediterranean Dialogue countries. Once these forces have completed their mission, they are reintegrated into their national military structures.

Working together requires a compatibility of equipment and a sufficient level of interoperability, for example to enable forces to be refuelled or resupplied by another country. The forces of NATO and Partner countries also train together, participate in courses on standardised operational procedures and language, conduct military simulations and take part in other multinational exercises, all of which serve to enhance their ability to undertake combined (multinational) operations.

There are nevertheless a number of common defence capabilities, most significantly a fleet of Airborne Warning and Control Systems (AWACS) aircraft, which provide air surveillance, early warning, and command and control.

Following the terrorist attacks on the United States in 2001, AWACS aircraft were sent to patrol United States territory. At the request of Turkey in 2003, they were sent to guard Turkish territory against the possibility of an attack arising from the Iraqi conflict. They also frequently contribute to the security of major events, such as the 2004 Olympic Games in Athens.

Besides AWACS aircraft, the NATO Airborne Early Warning and Control capability includes a number of multinational support and training aircraft, an integrated radar system and shared infrastructure installations. Such forces are manned by multinational staff provided by the member countries for these specific roles in the framework of the Alliance's integrated force structure.

Civil-military cooperation

In the present-day security environment, close co-operation between civil and military bodies has become an increasingly important factor in the successful conduct of military operations, especially in post-conflict peace-support operations such as those undertaken by the Alliance in the Balkans and in Afghanistan. Civil-military cooperation encompasses the vital coordination needed between NATO operational commands and civilian organisations, including local authorities and the local population in any given area of operations, as well as international, national and non-governmental organisations and agencies.

Initially a multinational project sponsored by six NATO countries (Czech Republic, Denmark, Germany, the Netherlands, Norway and Poland), the Civil-Military Cooperation (CIMIC) Group North formally received its status as an international military headquarters of NATO on 15 January 2003.

Its role is to provide both NATO commanders and civilian institutions with the necessary expertise to create the conditions necessary to bridge the civil-military gap in military operations, particularly in the post-conflict peace-support operations when cooperation between all those involved is an essential factor in helping local authorities to rebuild social structures and restore normal living conditions for the local population. Civil-military cooperation may also be an important aspect of humanitarian, disaster relief or other civil emergency operations undertaken by national or international military forces.

Located in Budel, the Netherlands, CIMIC Group North is functionally attached to Joint Force Command Headquarters Brunssum and is establishing working and training relationships with this headquarters. However, its role is to offer support to all NATO operations. Its main priority has been to establish an effective operational capability, focusing initially on training and education for CIMIC personnel. A similar initiative has been developed by Italy, Hungary and Greece to create a CIMIC Group South that will be attached to Joint Force Command Headquarters Naples.

Reserve forces

The importance of reserve forces is growing with the multiplication of military operations conducted by the international community in the form, for instance, of “coalitions of the willing” and UN-mandated operations led by different international organisations.

The National Reserve Forces Committee (NRFC) is a central forum of the Alliance for reservist issues and has the task of preparing conceptual proposals and developing approaches for the Military Committee (MC) and member countries in this area.

The NRFC constantly takes up current problems with regard to preventive security and sets forth the interrelations with reservist issues as comprehensively and with as much foresight as possible so as to fulfil its role as an advisory body. It also serves as a forum for the exchange of information between individual NATO countries that deal with reservist matters and for the harmonisation of reserve forces, whenever possible, in accordance with the best practice principle. Since 1996, the NRFC has focused on strengthening the operational readiness of NATO reserve forces by broadening the exchange of information and employing reserve forces jointly with active forces. A number of key areas are being examined such as mobilisation systems, the requirements for training and follow-on training of reservists, and the motivation of reservists.

The NRFC was established in 1981. At present, almost all NATO countries are members of the committee, and the International Military Staff, Allied Command Operations and Allied Command Transformation are represented in it by liaison officers (and Australia by a permanent observer). It holds plenary conferences at least twice a year.

NRFC delegations are appointed by the respective national ministries of defence, and the national heads of delegations (HoD) are mostly heads of reserve or commissioners of reserve of Allied forces.

The NRFC provides guidance to the Confédération interalliée des officiers de réserve (Interallied Confederation of Reserve Officers, or CIOR), which brings together all existing reserve officer associations in NATO countries. The CIOR is a non-political, non-governmental, non-profit-making organisation dedicated to cooperation between the national reserve officers associations of NATO countries and to solidarity within the Atlantic Alliance.

The members of these associations are active as civilians in business, industrial, academic, political and other fields of professional life, in addition to their role as reserve officers. They are therefore in a position to contribute to a better understanding of security and defence issues in the population as a whole, as well as bringing civilian expertise and experience to the tasks and challenges facing reserve forces in NATO.

The CIOR was founded in 1948 by the reserve officer associations of Belgium, France and the Netherlands. Its principal objectives include working to support the policies of NATO and to assist in the achievement of the Alliance's objectives, maintaining contacts with NATO's military authorities and commands, and developing international contacts between reserve officers in order to improve mutual knowledge and understanding.

Delegates to the CIOR are elected by their national reserve officer associations. The head of each delegation is a CIOR vice-president. The CIOR International President and Secretary General are elected by an Executive Committee, the CIOR's policy body that decides which country will assume the presidency, where congresses will be held, what projects will be assumed by the various commissions and the final actions to be taken on these projects.

The CIOR meets on an annual basis in the summer, alternating the location among member countries. It also organises a winter conference for the CIOR Executive Committee and Commissions.

The Confédération interalliée des officiers médicaux de réserve (Interallied Confederation of Medical Reserve Officers, or CIOMR) is an associated member of the CIOR. It holds its sessions at the same time and place as the CIOR summer congress and winter conference but follows its own agenda for the discussion of medical matters.

The CIOMR was established in 1947 as the official organisation of medical officers within reserve forces from countries which were to become NATO members. Originally founded by Belgium, France and the Netherlands, the Organisation now includes all CIOR member countries. Its objectives include establishing close professional relations with the medical doctors and services of the reserve forces of NATO countries, studying issues of importance to medical reserve officers, including medico-military training, and promoting effective collaboration with the active forces of the Alliance.

Whenever possible the CIOR, the CIOMR and the NRFC convene at the same time and place. The three bodies also try to harmonise their respective programmes and projects.

The names and addresses of national reserve officer associations affiliated to the CIOR and further information about the CIOR and the CIOMR can be obtained from:

CIOR Liaison Office	Reserve Affairs	The Secretary General
NATO/IMS/P1P/CIOR	Advisor	CIOMR
NATO HQ	Public Inform. Office	6 Boterdorpsse
1110 Brussels	7010 SHAPE	Verlaet
Belgium	Belgium	3054 XL Rotterdam
Tel: 32 2 707 529	Tel: 32 65 44 33 89	The Netherlands
		Fax: 31 10 4635307

CHAPTER 10

THE INTERNATIONAL MILITARY STAFF'S KEY FUNCTIONS

In the same way that the International Staff is the executive agency supporting the Council and its committees, so the International Military Staff (IMS), under the authority of its Director, is the executive agency supporting the Military Committee. Like the International Staff it undergoes restructuring on a regular basis, which is why its key functions rather than its structures and their roles are described below. Up-to-date structural information can be found on the NATO website (www.nato.int).

The Director of the International Military Staff (DIMS) is a general or flag officer selected by the Military Committee from candidates nominated by member countries. Under his direction, the IMS prepares assessments, studies and reports that form the basis of discussion and decisions in the Military Committee. It is also responsible for planning, assessing and recommending policy on military matters for consideration by the Military Committee, and ensuring that the policies and decisions of the Committee are implemented as directed. The IMS provides the essential link between the political decision-making bodies of the Alliance and the Strategic Commanders and maintains close liaison with the civilian International Staff.

The IMS consists of military personnel sent to take up staff appointments at NATO Headquarters, to work in an international capacity for the common interest of the Alliance rather than on behalf of their country of origin. Some posts within the IMS are filled by civilian personnel who work in administrative and support positions. As well as supporting the work of the Military Committee, preparing and following up its decisions, the IMS is also actively involved in the process of cooperation in the EAPC and PfP framework as well as the NATO-Russia Council, the NATO-Ukraine Commission and the Mediterranean Dialogue. Partner countries are represented within the International Military Staff and parts of the integrated command structure. These representations are called "Partnership for Peace Staff Elements". In times of tension, crisis and hostilities, or during NATO exercises, the IMS will implement a Crisis Management Organisation based on functional military cells.

Coordination of staff action, and control of the flow of information and communications both within the IMS and between the IMS and other parts of the NATO Headquarters, is the responsibility of the Executive Coordinator, who works within the Office of the Director of the IMS. The Executive Coordinator

and his/her staff also provide secretarial support and procedural advice to the Military Committee.

There is also a Financial Controller, who advises key officials on all financial and fiscal matters related to the group of budgets administered by the IMS. The Financial Controller is responsible to the Military Budget Committee for the financial management of the IMS budget. He/she is also tasked with preparing, justifying, administering and supervising all budget-related matters for presentation to the Military Budget Committee, and for financial supervision of the NATO bodies with budgets administered by the IMS, namely the NATO Standardization Agency, the NATO Defense College, and the Research and Technology Agency. Finally, the financial controller is also responsible for conducting internal audits of accounts and activities with financial repercussions within his/her area of responsibility.

The Office of the Director of the IMS includes a Legal Counsel serving the Director and the IMS as a whole by providing advice on international and national legal implications of all aspects of NATO's military missions and of military advice provided by the Military Committee to the North Atlantic Council. Legal advice is given on legal aspects of operations, operations support, international laws and agreements relating to armed conflict, land, air and maritime operational plans, rules of engagement, targeting policy, the use of force, logistics and procurement matters, installations and other matters. The advice may also address NATO commitments with regard to non-NATO military and civilian entities as well as internal legal issues relating to the role of the IMS.

A Public Information Adviser advises the Chairman of the Military Committee, the Deputy Chairman, and the Director of the IMS on public information matters, and acts as spokesperson for the Chairman and the Military Committee. This officer is also responsible for developing and monitoring military public information policy and doctrine. During NATO operations, the Public Information Adviser is the IMS representative in all committees and working groups dealing with public information matters and develops, coordinates and executes public information strategies. He/she works closely with the International Staff and the public information organisations within the Strategic Commands and the national ministries of defence.

The Director of the International Military Staff is supported by assistant directors, each of whom is responsible for specific areas of activity.

Planning and policy

One of the functions is to develop and coordinate the contribution of the Military Committee to NATO policy and planning matters, defence policy, strategic planning, special weapons policy planning, proliferation of weapons of mass

destruction, defence and force planning, the NATO Response Force (NRF) and the Prague Capabilities Commitments (PCC). Work is divided into three main areas dealing with strategic policy and concepts, nuclear, biological and chemical (NBC) policy, and defence and force planning. This includes contributing to the development of politico-military concepts, studies and assessments, NATO's defence and force planning process, the biannual defence review and long-term conceptual studies. The staff develop and represent the views of the Military Committee and of the NATO Strategic Commanders on military policy matters in different NATO bodies. They are also responsible for the conceptual development of documents related to NATO-EU relations and the NATO-EU strategic partnership, as well as the follow-up of Berlin Plus-related issues (see Part VIII).

Regional cooperation and security

Cooperation and regional security is also a focus of the International Military Staff, involving military contacts and cooperation within the framework of the Euro-Atlantic Partnership Council and Partnership for Peace, the NATO-Russia Council, the NATO-Ukraine Commission and the Mediterranean Dialogue. Military advice on NATO involvement in different aspects of disarmament, arms control and cooperative security issues is also developed, as is cooperation with the Organization for Security and Co-operation in Europe (OSCE) in the field of disarmament, arms control and cooperative security. The International Military Staff also provides personnel for the Western Consultation Office (WCO) in Vienna, established to facilitate and enhance NATO's cooperation with the OSCE.

Relations with Partner countries are integrated into the daily work of the IMS. Since 1994, a number of Partner country liaison offices and, since 1997, permanent diplomatic missions, have been opened at NATO Headquarters. Military links with Partner countries are further strengthened by Partnership for Peace Staff Elements, consisting of officers from NATO and Partner countries located within the IMS at NATO Headquarters as well as within the NATO integrated military structure. Officers from Partner countries filling such posts work alongside officers from NATO countries in an international capacity, participating in the preparation of policy discussions and the implementation of policy decisions dealing with relevant Partnership for Peace military matters.

Operations

Another important function of the International Military Staff is to support the Military Committee in the development of current operational plans and in addressing questions relating to the NATO force posture and other military management issues relating to NATO's role in international crises. This also

includes the promotion and development of multinational training and exercises for NATO and PfP countries and coordinating efforts relating to the development of effective NATO information operations and the associated training and exercises. Support is also provided for the NATO Air Defence Committee and for air defence matters in general. A NATO liaison officer to the United Nations ensures regular contact with the UN on behalf of the International Military Staff and the Organisation as a whole, when required.

Intelligence

Day-to-day strategic intelligence support is provided to the Secretary General, the North Atlantic Council and Defence Planning Committee, the Military Committee, and other NATO bodies. It is within the IMS that the collation and assessment of intelligence received from NATO member countries and NATO commands takes place and its dissemination within NATO Headquarters and to NATO commands, agencies, organisations and countries is centralised and coordinated.

NATO strategic intelligence estimates are produced and disseminated, intelligence policy documents and basic intelligence documents are managed and coordinated, and selected data bases and digital intelligence information services are maintained. Additional functions performed include strategic warning and crisis management roles, liaising with other NATO and national bodies performing specialised intelligence functions, informing NATO bodies of relevant developments and facilitating the formulation of military advice to NATO's political authorities.

Logistics and resources

A number of important functions are fulfilled in the area of logistics and resources: the management of Alliance resources in support of NATO military bodies, the development and updating of military policy and procedures for the management of Alliance resources, and staff support to and appropriate representation of the Military Committee on the following:

- all matters concerning the development and assessment of NATO military policy and procedures for armaments, research and technology and Military Committee-related standardisation activities;
- all matters concerning logistics, medical, civil emergency planning, the military and civilian manpower and personnel function, and NATO common-funded resources provided by the NATO Security Investment Programme and the Military Budget;

- in conjunction with staff working on regional cooperation and security, all matters concerning logistics, armaments, including research and technology, resource management and Military Committee-related standardisation activities with all the countries and organisations involved in cooperation with NATO.

Consultation, command and control (C3)

The NATO HQ Consultation, Command and Control Staff (NHQC3S) is a combined staff comprising civilian members of the International Staff and officers of the International Military Staff, serving the consultation, command and control requirements of the North Atlantic Council, the Military Committee and the NATO C3 Board (NC3B). It is administratively located within the International Military Staff structure and works under the Director, NHQC3S, who is a Vice-Chairman of the NATO C3 Board and the Military Committee representative to the Board. Members of the NHQC3S provide support for the NC3B and its sub-committees and give advice to the Military Committee on C3/communication and information system (CIS) policy standards, products, analysis and capability packages.

The NATO Situation Centre

The NATO Situation Centre (SITCEN) assists the North Atlantic Council, the Defence Planning Committee and the Military Committee in fulfilling their respective functions in the field of consultation. The SITCEN serves as the focal point within the Alliance for the receipt, exchange and dissemination of political, military and economic information, and monitors political, military and economic matters of interest to NATO and to NATO member countries on a 24-hour basis. The SITCEN is also responsible for all NATO Headquarters external communications, both secure and non-secure, ensuring contact with national capitals, Strategic Commands and other international organisations, and for providing geographic support services for the NATO Headquarters. It also provides facilities to enable the rapid expansion of consultation during periods of tension and crises, and maintains and updates relevant background information during such periods.

The Office of the Women in NATO Forces

This office provides the secretariat for, and acts as the adviser to, the Committee on Women in the NATO Forces (CWINF). It is responsible for developing a network with defence and other international agencies

concerned with the employment of military women, providing briefings on gender integration, and collecting and managing relevant information for dissemination among member and Partner countries, Mediterranean Dialogue countries and other international agencies and researchers. The office serves as NATO's focal point for all issues relating to the recruitment and employment, training and development, and quality of life of women in uniform. It also examines their impact on levels of readiness and ability to work in a multinational environment during NATO-led missions.

CHAPTER 11

SPECIALISED ORGANISATIONS AND AGENCIES

In addition to its political headquarters and military command structures, NATO also has a number of specialised agencies located in different NATO member countries. Whereas the International Staff and International Military Staff cover the day-to-day activities of the Alliance as well as activities related to its political and military agenda, the agencies have responsibilities in more technical fields and areas of specialisation that complement and form an integral part of NATO's agenda. They provide advice and undertake research, support the implementation of Alliance decisions, provide communications and information systems services, and manage cooperative programmes. One of their main roles is to facilitate the best use of the limited defence resources of member countries through the development of common projects, procedures and standards.

At the Prague Summit meeting in November 2002, the NATO Secretary General was commissioned by NATO heads of state and government to undertake a review of the roles and requirements for NATO's agencies, including their relationship with NATO structures as a whole and with the North Atlantic Council in particular. The aims of the review are to examine the effectiveness and coherence of the agency structure, opportunities for project rationalisation and improvements in reporting channels and coordination mechanisms, as well as the relationship between the agencies' roles and NATO's ongoing transformation process as a whole, including measures to bring about improvements in capabilities.

The review is being undertaken in parallel to the redirection of resources and rationalisation of the military structure agreed upon at the Prague Summit meeting, and in particular those aspects that impact upon the role of Atlantic Command Transformation, which has the leading role in relation to the development of military structures, forces, capabilities and doctrines, research and acquisition processes, interoperability and standardisation issues and training and education programmes.

There are essentially two types of agencies, namely those that act as project coordinators and those that are service providers. Several of the agencies are concerned with identifying the member countries' collective requirements and managing the production and logistics of common procurement projects on their behalf. At one end of the scale are agencies managing major projects and therefore dealing with large budgets, such as the NATO Airborne Early Warning and Control Programme Management Agency

(NAPMA), the NATO Air Command and Control System Management Agency (NACMA), the NATO Battlefield Information Collection and Exploitation System (BICES) Agency and the Central Europe Pipeline Management Agency (CEPMA). Other logistics agencies are concerned with practical cooperation in all aspects of logistic support, including the purchase of logistic items and the maintenance of defence equipment. The main logistics agency in this field is the NATO Maintenance and Supply Agency (NAMSA) based in Luxembourg. It provides cost-effective logistic support for NATO weapon systems operated by 25 of NATO's member countries and helps NATO and its Partner countries to purchase items of equipment as well as spare parts and maintenance and repair facilities at the lowest possible cost.

The agencies report through Boards of Directors or Steering Committees to the North Atlantic Council under whose authority they normally operate. Heads of agencies meet on a regular basis, hold meetings with the NATO Secretary General and receive briefings on the latest developments and thinking in defence procurement, planning and operations, personnel policy and security. They are supported by their own staffs and coordinate their efforts in order to contribute to the overall process of moving forward on issues on NATO's current agenda, for example through developing standardisation practices and common codification systems.

The programmes and activities undertaken by the agencies vary considerably and require different forms of budgeting and financial cost-sharing arrangements reflecting their specific roles and varying membership. Each agency is governed by its own specific charter, and its relationship with the country in which it is located and with the other participating countries is subject to specific memoranda of understanding.

The issues of standardisation and interoperability of forces from NATO and Partner countries remain high on NATO's agenda in view of its key role in facilitating multinational military operations. The NATO Standardization Agency works toward the implementation of common standards and the adaptation of procedures and practices necessary to achieve them.

The NATO Consultation, Command and Control Agency (NC3A), based in Brussels and The Hague, is another agency which has major responsibilities on behalf of the Alliance for the development of Allied capabilities in communications and information systems. Its role is to ensure that the command and control structures and forces of NATO and Partner countries are able to communicate together, especially during crises. The agency deals with matters such as operational research, intelligence, surveillance, reconnaissance, air command and control, and communications and information systems. It provides central planning, systems architecture, systems integration, design, systems engineering, technical support and configuration control.

Collaborative studies in the field of scientific research are supported by the NATO Research and Technology Agency (RTA), based in Neuilly, France, on behalf of NATO's Military Committee and the Conference of National Armaments Directors (CNAD), which is responsible for cooperation in matters relating to defence acquisition. There are also a number of specialised NATO agencies engaged in managing procurement programmes such as the NATO Medium Extended Air Defence System Design and Development, Production and Logistics Management Agency (NAMEADSMA), the NATO EF 2000 and Tornado Development Production and Logistics Management Agency (NETMA), the NATO Helicopter Design and Development, Production and Logistics Management Agency (NAHEMA) and the NATO HAWK Management Office (NHMO).

Other agencies and organisations are active in fields such as civil emergency planning, air traffic management and air defence, electronic warfare, meteorology and military oceanography. In addition, there are a number of multinational institutions that play a key role in the field of education and training, such as the NATO Defense College in Rome, Italy, the NATO School in Oberammergau, Germany, and the NATO Communications and Information Systems School in Latina, Italy.

Additional information on the roles of specific agencies is given in relevant chapters of Part X.

Further information:

NATO Battlefield Information Collection and Exploitation System (BICES) Agency

Z Building – Blvd Léopold III
1110 Brussels, Belgium

Central Europe Pipeline Management Agency (CEPMA)

11bis rue du Général Pershing, BP 552
78005 Versailles CEDEX, France

Common Regional Initial ACCS Programme/Regional Programme Office (CRIAP/RPO)

Quartier Reine Elisabeth Bloc 5A
Rue d'Evere
1140 Brussels, Belgium

NATO ACCS Management Agency (NACMA)

Z Building – Blvd Léopold III
1110 Brussels, Belgium

NATO Helicopter Design and Development, Production and Logistics Management Agency (NAHEMA)

Le Quatuor Bâtiment A-42
Route de Galice
13090 Aix-en-Provence, France

NATO Medium Extended Air Defence System Design and Development, Production and Logistics Management Agency (NAMEADSMA)

620 Discovery Drive
Building 1 - Suite 300
Huntsville, AL 35806, USA

NATO Maintenance and Supply Agency (NAMSA)

8302 Capellen, Luxembourg

NATO Consultation, Command and Control Agency (NC3A)

NC3A Brussels	NC3A The Hague
Z Building – Blvd Léopold III	PO Box 174
1110 Brussels, Belgium	2501 CD The Hague, Netherlands

NATO Airborne Early Warning and Control Programme Management Agency (NAPMA)

Akerstraat, 6445
CL Brunssum, Netherlands

NATO Defense College (NDC)

Via Giorgio Pelosi 1
00143 Rome, Italy

NATO Standardization Agency (NSA)

NATO Headquarters
1110 Brussels, Belgium

Research and Technology Agency (RTA)

BP 25, F-92201 Neuilly-sur-Seine CEDEX, France

NATO CIS Services Agency (NCSA)

SHAPE, B-7010, Belgium

CHAPTER 12

KEY TO THE PRINCIPAL NATO COMMITTEES AND POLICY BODIES

Key to the principal NATO committees

The principal forums for Alliance consultation and decision-making are supported by a committee structure which ensures that each member country is represented at every level in all fields of NATO activity in which it participates. Some of the committees were established in the early days of NATO's development and have contributed to the Alliance's decision-making process for many years. Others have been established more recently in the context of the Alliance's internal and external adaptation, following the end of the Cold War and the changed security environment in Europe.

The following section summarises the membership, chairmanship, role, levels, subordinate structure and principal source of staff support of the principal NATO Committees. The Secretary General is the titular chairman of a number of policy committees which are chaired or co-chaired on a permanent basis by senior officials responsible for the subject area concerned. It must be noted that the denomination of the divisions for which certain Assistant Secretary Generals or Deputy Assistant Secretary Generals are responsible can change following reforms of the International Staff, which take place on a regular basis. For updated information, please consult the NATO website (www.nato.int).

The main source of support shown under the respective committees is the division of the International Staff with the primary responsibility for the subject matter concerned. Many of the committees are also supported by the International Military Staff.

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

It must be noted that the NATO Military Committee is subordinate to the North Atlantic Council and Defence Planning Committee but has a special status as the senior military authority in NATO. The role of the Military Committee is described in chapter 8.

The Military Committee and most of the Committees listed below also meet regularly with representatives of Partner countries in the framework of

the Euro-Atlantic Partnership Council (EAPC) and with representatives of Mediterranean Dialogue countries.

1. North Atlantic Council (NAC)
2. Defence Planning Committee (DPC)
3. Nuclear Planning Group (NPG)
4. Military Committee (MC)
5. Executive Working Group (EWG)
6. High Level Task Force on Conventional Arms Control (HLTF)
7. Joint Committee on Proliferation (JCP)
8. Political-Military Steering Committee on Partnership for Peace (PfP/SC)
9. NATO Air Defence Committee (NADC)
10. NATO Consultation, Command and Control (C3) Board (NC3B)
11. NATO Air Command and Control System (ACCS)
Management Organisation Board of Directors (NACMO BoD)
12. Senior Political Committee (SPC)
13. Atlantic Policy Advisory Group (APAG)
14. Political Committee (PC)
15. Senior Politico-Military Group on Proliferation (SGP)
16. Verification Coordinating Committee (VCC)
17. Policy Coordination Group (PCG)
18. Defence Review Committee (DRC)
19. Conference of National Armaments Directors (CNAD)
20. NATO Committee for Standardization (NCS)
21. Infrastructure Committee
22. Senior Civil Emergency Planning Committee (SCEPC)
23. Senior NATO Logisticians' Conference (SNLC)
24. Science Committee (SCOM)
25. Committee on the Challenges of Modern Society (CCMS)
26. Civil and Military Budget Committees (CBC/MBC)

27. Senior Resource Board (SRB)
28. Senior Defence Group on Proliferation (DGP)
29. High Level Group (NPG/HLG)
30. Economic Committee (EC)
31. Committee on Public Diplomacy (CPD)
32. Council Operations and Exercises Committee (COEC)
33. NATO Air Traffic Management Committee (NATMC)
34. Central Europe Pipeline Management Organisation Board of Directors (CEPMO BoD)
35. NATO Pipeline Committee (NPC)
36. NATO Security Committee (NSC)
37. Special Committee
38. Archives Committee

1. North Atlantic Council (NAC)

Members	All member countries
Chairman	Secretary General
Role	Decision-making authority of the North Atlantic Alliance. The only body formally established by the North Atlantic Treaty, invested with the authority to set up “such subsidiary bodies as may be necessary” for the purposes of implementing the Treaty
Principal levels	Permanent (permanent representatives/ambassadors); ministerial (foreign and/or defence ministers); summit (heads of state and government)
Principal subordinate committees	The Council is supported by a large number of committees covering the full range of Alliance activities
International Staff support	All divisions of the International Staff support the work of the Council directly or indirectly. The Council's role as the body responsible for fulfilling the objectives of the Treaty has included the creation of a number of agencies and organisations which also support its work in specialised fields

2. Defence Planning Committee (DPC)

Members	Member countries participating in NATO's integrated military structure (all member countries except France)
Chairman	Secretary General
Role	Principal decision-making authority on matters relating to collective defence planning and the integrated military structure of NATO
Levels	Permanent (permanent representatives/ambassadors); ministerial (defence ministers)
Principal subordinate committees	Defence Review Committee
International Staff support	Defence Policy and Planning Division

3. Nuclear Planning Group (NPG)

Members	All member countries except France
Chairman	Secretary General
Role	Principal decision-making authority on matters relating to Alliance nuclear policy
Levels	Defence ministers, permanent representatives
Principal subordinate committees	High-Level Group, NPG Staff Group
International Staff support	Defence Policy and Planning Division (Nuclear Policy Directorate)

4. Military Committee (MC)

Members	All member countries
Chairman	Chairman of the Military Committee
Role	Senior military authority in NATO under the overall authority of the North Atlantic Council and Defence Planning Committee
Levels	Chiefs of Staff/Chiefs of Defence, Permanent Military Representatives
Principal subordinate committees	Military Committee Working Groups. A number of joint civil and military bodies also report to the Military Committee as well as to the Council and Defence Planning Committee
International Staff support	International Military Staff; NATO Headquarters C3 Staff (NHQC3S)

5. Executive Working Group (EWG)

Members	All member countries
Chairman	Deputy Secretary General
Acting chairman	Assistant Secretary General for Defence Policy and Planning
Role	Senior advisory body to the North Atlantic Council on defence matters concerning the member countries
Levels	Defence counsellors of national delegations
Principal subordinate committees	N/A
International Staff support	Defence Policy and Planning Division

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

Members	All member countries
Chairman	Deputy Secretary General
Acting chairman	Assistant Secretary General for Political Affairs and Security Policy
Role	Consultative and advisory body to foreign and defence ministers on conventional arms control issues
Levels	Experts from ministries of foreign affairs and ministries of defence at the level of political directors; political advisors to NATO delegations
Principal subordinate committees	HLTF at deputies level
International Staff support	Arms Control and Coordination Section, Office of the Deputy Secretary General

7. Joint Committee on Proliferation (JCP)

Members	All member countries
Chairman	Deputy Secretary General
Role	Senior advisory body providing coordinated reports to the North Atlantic Council on politico-military and defence aspects of the proliferation of weapons of mass destruction
Levels	Members of the Senior Politico-Military Group on Proliferation (SGP) and the Senior Defence Group on Proliferation (DGP) meeting in joint session
Principal subordinate committees	N/A
International Staff support	Defence Policy and Planning Division (Weapons of Mass Destruction Centre)

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

Members	All member countries
Chairman	Deputy Secretary General
Acting chairmen	Assistant Secretary General for Political Affairs and Security Policy, Assistant Secretary General for Defence Policy and Planning
Deputy acting chairmen	Director, Euro-Atlantic Integration and Partnership, Political Affairs and Security Policy Division; Head, Defence Cooperation Section, Defence Policy and Planning Division
Role	Principal policy-making body and advisory body to the North Atlantic Council for all aspects of the Partnership for Peace, including the PfP Planning and Review Process (PARP) for which it meets in a special format
Levels	Representatives of national delegations (two members per delegation); membership frequently changes depending on the subjects being discussed
Principal subordinate committees	N/A
International Staff support	Political Affairs and Security Policy Division; Defence Policy and Planning Division

9. NATO Air Defence Committee (NADC)

Members	All member countries
Chairman	Deputy Secretary General
Role	Advises the North Atlantic Council and the EAPC on all aspects of air defence, including missile defence; promotes harmonisation of national efforts with international planning related to air command and control and air defence weapons
Levels	Senior national military or executive officers involved in management and policy relating to air defence or air command and control systems
Principal subordinate committees	Air Defence Representatives (ADREPS); Panel on Air Defence (PAD); Early Warning Inter-Staff Group (EWISG)
International Staff support	Defence Investment Division (Air Defence and Airspace Management Directorate)

10. NATO Consultation, Command and Control Board (NC3B)

Members	All member countries
Chairman	Deputy Secretary General
Permanent chairman	Assistant Secretary General for Defence Investment
Co-vice-chairmen	Director, NATO Headquarters C3 Staff and an elected national co-vice-chairman
Role	Senior multinational body acting on behalf of and responsible to the North Atlantic Council and Defence Planning Committee on all matters relating to Consultation, Command and Control (C3) throughout the Organisation
Levels	The C3 Board brings together 2 senior representatives from each nation involved in management and policy of Communication and Information Systems (CIS) in support of C3, able to take into account the wide-ranging functional responsibilities of the Board; 1 representative from the Military Committee; 1 representative from each Strategic Command; 1 representative from the following NATO committees: CNAD, SCEPC/CCPC, COEC, NADC, NACMO BoD, NAPMO BoD, NSC, SRB, PMSC, NCS and RTB; the General Manager, NC3A and the Director, NATO CIS Services Agency (NCSA)
Principal subordinate committees	Group of National C3 Representatives acting as the Board in permanent session, working groups and subcommittees + 8 sub-committees with their sub-structure of regular and <i>ad hoc</i> working groups
International Staff support	NATO Headquarters C3 Staff (NHQC3S)

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

Members	24 participating countries (NATO member countries excluding Iceland and Luxembourg)
Chairman	Deputy Secretary General
National chairman	Vice Chairman of the NATO Air Defence Committee (NADC)
Role	Ensures the planning and implementation of NATO's Air Command and Control System Programme
Levels	Senior national military or executive officers involved in the management of air defence or air command and control systems
Principal subordinate committees	ACCS Advisory Committee
International Staff support	Defence Investment Division (Air Defence and Airspace Management Directorate)

12. Senior Political Committee (SPC)

Members	All member countries
Chairman	Assistant Secretary General for Political Affairs and Security Policy
Role	Senior advisory body of the North Atlantic Council on political and specific politico-military questions. Reinforced with experts when dealing with some issues (SPC(R))
Levels	Deputy permanent representatives
Principal subordinate committees	N/A
International Staff support	Political Affairs and Security Policy Division and other IS Divisions as required

13. Atlantic Policy Advisory Group (APAG)

Members	All member countries
Chairman	Assistant Secretary General for Political Affairs and Security Policy
Role	Advisory body to the North Atlantic Council, tasked with examining relevant security policy projections in the longer term
Levels	National representatives at the level of political directors, acting in an individual expert capacity. The APAG meets annually, with Partner country participation
Principal subordinate committees	N/A
International Staff support	Political Affairs and Security Policy Division

14. Political Committee (PC)

Members	All member countries
Chairman	Assistant Secretary General for Political Affairs and Security Policy
Role	Advisory body to the North Atlantic Council on political questions
Levels	Political advisers to national delegations, reinforced as required by experts
Principal subordinate committees	N/A
International Staff support	Political Affairs and Security Policy Division

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

Members	All member countries
Chairman	Assistant Secretary General for Political Affairs and Security Policy
Role	Senior advisory body on politico-military aspects of the proliferation of weapons of mass destruction
Levels	Senior national officials responsible for political and security issues related to non-proliferation
Principal subordinate committees	Also meets with Senior Defence Group on Proliferation (DGP), becoming the Joint Committee on Proliferation (JCP)
International Staff support	Defence Policy and Planning Division (Weapons of Mass Destruction Centre)

16. Verification Coordinating Committee (VCC)

Members	All member countries
Chairman	Head, Arms Control and Coordination Section, Office of the Deputy Secretary General
Role	Principal body for decisions on matters of conventional arms control implementation and verification coordination
Levels	Plenary sessions, working groups, expert groups, seminars/workshops with experts from ministries of foreign affairs and ministries of defence, experts from verification units, secretaries of delegations
Principal subordinate committees	N/A
International Staff support	Arms Control and Coordination Section, Office of the Deputy Secretary General

17. Policy Coordination Group (PCG)

Members	All member countries
Chairman	Assistant Secretary General for Defence Policy and Planning and Assistant Secretary General for Operations
Role	Principal forum for consultation and advisory body to the North Atlantic Council on politico-military matters (including peacekeeping operations)
Levels	Deputy permanent representatives and national military representatives
Principal subordinate committees	N/A
International Staff support	Defence Policy and Planning Division and Operations Division

18. Defence Review Committee (DRC)

Members	All member countries except France
Chairman	Assistant Secretary General for Defence Policy and Planning
Role	Senior advisory committee to the Defence Planning Committee on force planning and other issues relating to the integrated military structure
Levels	Defence counsellors of national delegations
Principal subordinate committees	DRC Working Group
International Staff support	Defence Policy and Planning Division

19. Conference of National Armaments Directors (CNAD)

Members	All member countries
Chairman	Secretary General
Permanent chairman	Assistant Secretary General for Defence Investment
Role	Gives advice to the North Atlantic Council on all matters relating to armaments. Responsible for improving military capabilities by promoting cooperative development and cost-effective acquisition of armaments, enhancing inter-operability and facilitating technological and industrial cooperation among member and Partner countries.
Levels	National armaments directors
Principal subordinate committees	National Armaments Directors' Representatives (NADREPs); NATO Army Armaments Group (NAAG); NATO Air Force Armaments Group (NAFAG); NATO Naval Armaments Group (NNAG); NATO Industrial Advisory Group (NIAG); Group of National Directors on Codification; CNAD Ammunition Safety Group (CASG); CNAD Life Cycle Management Group (LCMG), Research and Technology Board (which also reports to the Military Committee); Alliance Ground Surveillance Steering Committee (AGS SC); Active Layered Theatre Ballistic Missile Defence Steering Committee (ALTBMD SC); Munitions Safety Information Analysis Centre (MSIAC)
International Staff support	Defence Investment Division (Armaments Directorate)

20. NATO Committee for Standardization (NCS)

Members	All member countries
Chairman	Secretary General
Permanent co-chairmen	Assistant Secretary General for Defence Investment and Director of the International Military Staff
Role	Senior authority of the Alliance responsible for providing coordinated advice to the North Atlantic Council on overall standardisation matters
Levels	Senior officials from capitals representing coordinated national positions on standardization
Principal subordinate committees	NCS Representatives (NCSREPs); NATO Standardization Staff Group (NSSG)
International Staff support	NATO Standardization Agency (NSA)

21. Infrastructure Committee

Members	All member countries
Chairman	Assistant Secretary General for Defence Investment
Permanent chairman	Controller for Security Investment Programme
Role	Responsible for the implementation of the NATO Security Investment Programme, as screened and endorsed by the Senior Resource Board and approved by the North Atlantic Council or Defence Planning Committee
Levels	Infrastructure advisers of national delegations; representatives of the Military Committee, NATO Strategic Commanders and NATO agencies
Principal subordinate committees	N/A
International Staff support	Defence Investment Division (Security Investment Directorate)

22. Senior Civil Emergency Planning Committee (SCEPC)

Members	All member countries
Chairman	Secretary General
Permanent chairman	Assistant Secretary General for Operations
Role	Senior policy and advisory body to the North Atlantic Council on civil emergency planning and disaster relief matters. Responsible for policy direction and coordination of Planning Boards and Committees.
Levels	Senior officials from capitals with responsibility for coordination of civil emergency activities/ representatives from national delegations
Principal subordinate committees	Planning boards and committees (Ocean Shipping, European Inland Surface Transport, Civil Aviation, Food and Agriculture, Industrial Preparedness, Civil Communications Planning, Civil Protection, Medical Planning)
International Staff support	Operations Division (Civil Emergency Planning and Exercises Directorate)

23. Senior NATO Logisticians' Conference (SNLC)

Members	All member countries
Chairman	Secretary General
Permanent chairmen	Assistant Secretary General for Defence Policy and Planning and Deputy Chairman of the Military Committee
Role	Senior body advising the North Atlantic Council, Defence Planning Committee and Military Committee on consumer logistics matters. Joint civil/military body responsible for assessment of Alliance consumer logistics requirements and ensuring adequate logistics support of NATO forces. The SNLC has the primary responsibility, on behalf of the Council, for the coordination of issues across the whole logistics spectrum with other NATO logistics bodies.
Levels	Senior national, civil and military officials with responsibilities for consumer logistics matters in member countries
Principal subordinate committees	SNLC Logistic Staff Meeting; Movement and Transportation Group
International Staff support	Defence Policy and Planning Division (Logistics Section); IMS Logistics and Resources Division

24. Science Committee (SCOM)

Members	All member countries
Chairman	Assistant Secretary General for Public Diplomacy
Role	Principal decision-making authority for the NATO Science Programmes
Levels	National experts in science policy appointed from government or independent bodies in member countries
Principal subordinate committees	The Science Committee appoints a variety of subcommittees, advisory panels and steering groups to carry out special tasks
International Staff support	Public Diplomacy Division

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

Members	All member countries
Chairman	Assistant Secretary General for Public Diplomacy
Role	Principal decision-making authority for the NATO programme on the Challenges of Modern Society
Levels	National representatives with expertise and/or responsibilities related to environmental programmes in member countries
Principal subordinate committees	Nations appoint representatives to a subcommittee responsible for CCMS fellowships
International Staff support	Public Diplomacy Division

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

Members	All member countries
Chairman	National chairman selected on rotational basis
Role	Responsible to the North Atlantic Council for the assessment and recommendation of the annual budgets for the International Staff, International Military Staff, Strategic Commands, and the NAEW&C Force, as well as for review of budgetary execution
Levels	Financial counsellors from national delegations
Principal subordinate committees	The Budget Committees establish working groups as required
International Staff support	Office of the Chairman of the Budget Committees Executive Management Division (Financial Control)

27. Senior Resource Board (SRB)

Members	All member countries
Chairman	National chairman selected on rotational basis
Role	Senior advisory body to the North Atlantic Council on the management of military common-funded resources
Levels	National representatives, representatives of the Military Committee, NATO Strategic Commanders, Chairmen of the Military Budget Committee, Infrastructure Committee and NATO Defence Manpower Committee
Principal subordinate committees	N/A
International Staff support	Office of the Chairman of the SRB; Defence Investment Division

28. Senior Defence Group on Proliferation (DGP)

Members	All member countries
Chairman	Co-chairmanship: one North American and one European member country
Role	Senior advisory body on defence-related aspects of the proliferation of weapons of mass destruction and associated delivery systems
Levels	Defence policy directors from capitals
Principal subordinate committees	DGP Steering Committee (composed of working-level experts); also meets with Senior Politico-Military Group on Proliferation (SGP), becoming the Joint Committee on Proliferation (JCP)
International Staff support	Defence Policy and Planning Division (Weapons of Mass Destruction Centre)

29. High Level Group (HLG)

Members	All member countries except France
Chairman	National chairman (United States)
Role	Advisory body to the Nuclear Planning Group (NPG). Meets several times per year to consider aspects of NATO's nuclear policy and planning and matters relating to the safety, security and survivability of nuclear weapons.
Levels	Defence Policy Directors from capitals
Principal subordinate committees	N/A
International Staff support	Defence Policy and Planning Division (Nuclear Policy Directorate)

30. Economic Committee (EC)

Members	All member countries
Chairman	Deputy Assistant Secretary General for Regional, Economic and Security Affairs, Political Affairs and Security Policy Division
Role	Advisory body to the North Atlantic Council on economic issues
Levels	Representatives from NATO delegations (economic counsellors); reinforced meetings attended by experts from capitals
Principal subordinate committees	N/A
International Staff support	Political Affairs and Security Policy Division (Defence and Security Economics Directorate)

31. Committee on Public Diplomacy (CPD)

Members	All member countries
Chairman	Assistant Secretary General for Public Diplomacy
Role	Advisory body to the North Atlantic Council on information and press issues
Levels	Representatives from NATO delegations; reinforced meetings attended by experts from capitals
Principal subordinate committees	N/A
International Staff support	Public Diplomacy Division

32. Council Operations and Exercises Committee (COEC)

Members	All member countries
Chairman	Deputy Assistant Secretary General for Civil Emergency Planning and Exercises, Operations Division
Role	Principal forum for consultation and coordination of crisis management arrangements, procedures and facilities, including communications issues, questions relating to the NATO Situation Centre (SITCEN), and the preparation and conduct of crisis management exercises
Levels	Political and military representatives from national delegations concerned with crisis management and exercises
Principal subordinate committees	N/A
International Staff support	Defence Policy and Planning Division (Civil Emergency Planning and Exercises)

33. NATO Air Traffic Management Committee (NATMC)

Members	All member countries
Chairman	Elected (currently the Deputy Assistant Secretary General for Air Defence and Airspace Management, Defence Investment Division)
Role	Senior advisory body on matters related to airspace use and air traffic management
Levels	Senior civil and military air traffic managers from national capitals
Principal subordinate committees	Air Traffic Management Group (ATMG), Communications and Navigation and Surveillance Group (CNS), NATO/EUROCONTROL ATM Security Coordinating Group (NEASCOG)
International Staff support	Defence Investment Division (Air Defence and Airspace Management Directorate)

34. Central Europe Pipeline Management Organisation Board of Directors (CEPMO BoD)

Members	Six participating member countries (Belgium, Canada, France, Germany, the Netherlands, United States)
Chairman	National representative
Role	Senior directing body for the Central Europe Pipeline System (CEPS)
Levels	Representatives of participating countries plus representatives of the Central Europe Pipeline Management Agency (CEPMA)
Principal subordinate committees	N/A
International Staff support	Defence Policy and Planning Division (Logistics Section); NATO Military Authorities

35. NATO Pipeline Committee (NPC)

Members	All member countries
Chairman	Head, Logistics Section, Defence Policy and Planning Division
Role	Senior advisory body in NATO on consumer logistics relating to military petroleum supplies
Levels	Government experts on military petroleum matters
Principal subordinate committees	Working Group on Special Tasks, Fuels and Lubricants Working Group, Petroleum Handling Equipment Working Group
International Staff support	Defence Policy and Planning Division (Logistics Section); NATO Military Authorities

36. NATO Security Committee (NSC)

Members	All member countries
Chairman	Director, NATO Office of Security (NOS)
Role	Advisory body to the North Atlantic Council on matters relating to NATO Security Policy
Levels	National security authority representatives, national delegation security officers, and security officials of NATO civil and military bodies
Principal subordinate committees	INFOSEC Working Group
International Staff support	NATO Office of Security

37. NATO Special Committee

Members	All member countries
Chairman	Annual rotating chairmanship among member countries
Role	Advisory body to the North Atlantic Council on matters of espionage and terrorist or related threats which might affect the Alliance
Levels	Heads of Security/Intelligence Services of member countries
Principal subordinate committees	N/A
International Staff support	NATO Office of Security

38. Archives Committee

Members	All member countries
Chairman	Director, Information and Systems Management Services
Role	In keeping with the adaptation of NATO to the new international security environment following the end of the Cold War, and in a spirit of promoting greater transparency, the Alliance established a policy of declassification and public disclosure of NATO documents of historical importance for research purposes. The role of the Archives Committee is to continue and expand the archival programme (including provision of facilities for public access) and to manage and preserve archives held by civilian and military bodies of the Alliance.
Levels	Deputy Permanent Representatives reinforced by national archivists
Principal subordinate committees	N/A
International Staff support	Executive Management Division (Information and Systems Management Services, Archives Section; Council Secretariat).

Key to the institutions of cooperation, partnership and dialogue

The following section summarises the membership, chairmanship, status or role, levels, associated structures and principal source of staff support of the institutions of cooperation, partnership and dialogue that underpin relations between NATO and other countries. Further details relating to these institutions may be found in Part VII.

Euro-Atlantic Partnership Council (EAPC)

NATO-Russia Council (NRC)

NATO-Ukraine Commission (NUC)

Mediterranean Cooperation Group (MCG)

Istanbul Cooperation Initiative Group (ICIG)

Euro-Atlantic Partnership Council (EAPC)

Members	Forty-six countries (26 NATO member + 20 Partner countries)
Chairman	Secretary General
Role	Established in accordance with the EAPC Basic Document of May 1997. The overarching framework for political and security consultations and for enhanced cooperation under the Partnership for Peace (PfP) programme
Levels	Ambassadorial (permanent representatives of NATO member countries and ambassadors of Partner countries); ministerial (foreign and defence ministers); summit (heads of state and government)
Principal related committees	Subordinate committees of the North Atlantic Council meeting with Partner countries participating in the EAPC/PfP
Staff support	Supported by diplomatic missions and liaison offices of EAPC countries and by NATO staffs. Many International Staff and International Military Staff divisions support the work of the EAPC directly or indirectly

NATO-Russia Council (NRC)

Members	All NATO member countries and the Russian Federation
Chairman	Secretary General
Role	Established in accordance with the NATO-Russia Founding Act of 27 May 1997 and the Declaration by Heads of State and Government of NATO Member States and the Russian Federation issued at their summit meeting in Rome on 28 May 2002. Forum for consultation, cooperation and consensus-building between NATO and Russia
Levels	Ambassadorial; ministerial (foreign and defence ministers); summit (heads of state and government)
Principal related committees	No formal substructure. However, Chiefs of Staff/Chiefs of Defence meet under the auspices of the NRC no less than twice a year. Military representatives meet monthly. The NRC is also supported by a number of expert working groups
Staff support	Supported by Russian and NATO staffs. Many NATO International Staff and International Military Staff divisions support the work of the NRC directly or indirectly

NATO-Ukraine Commission (NUC)

Members	All NATO member countries and Ukraine
Chairman	Secretary General
Role	In accordance with the NATO-Ukraine Charter of July 1997, the North Atlantic Council meets periodically with Ukraine as the NATO-Ukraine Commission, as a rule not less than twice a year, to assess the implementation of the relationship and consider its further development
Levels	Ambassadorial; ministerial (foreign and defence ministers); summit (heads of state and government)
Principal subordinate committees	A number of senior NATO committees meet regularly with Ukraine, including the Military Committee in Permanent or Chiefs of Staff session. The NUC is also supported by expert working groups such as the Joint Working Group on Defence Reform
Staff support	Supported by Ukrainian and NATO staffs. Many International Staff and International Military Staff divisions support the work of the Commission directly or indirectly

Mediterranean Cooperation Group (MCG)

Members	All NATO member countries
Chairman	Assistant Secretary General for Political Affairs and Security Policy
Acting chairman	Deputy Assistant Secretary General for Regional, Economic and Security Affairs
Role	Consultative body on Mediterranean issues
Levels	Meetings are held at the level of political counsellors and, when required, with representatives of Mediterranean Dialogue countries
Principal subordinate committees	N/A
Staff support	Political Affairs and Security Policy Division

Istanbul Cooperation Initiative Group (ICIG)

Members	All member countries of the Alliance
Chairman	Assistant Secretary General for Political Affairs and Security Policy
Acting chairman	Deputy Assistant Secretary for Regional, Economic and Security Affairs
Role	Consultative body on ICI issues
Levels	Meetings are held at the level of political counsellors with a representative of the Istanbul Cooperation Initiative country in question
Principal subordinate committees	N/A
Staff support	Political Affairs and Security Policy Division