
**MEMBER COUNTRIES**

Belgium, Canada, Denmark, France, Federal Republic of Germany, Greece, Iceland, Italy, Luxembourg, the Netherlands, Norway, Portugal, Spain, Turkey, United Kingdom and United States.

The NATO Emblem was adopted as the symbol of the Atlantic Alliance by the North Atlantic Council in October 1953. The circle is the symbol of unity and cooperation and the compass rose suggests the common direction towards peace taken by the 16 member countries of the Atlantic Alliance.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The North Atlantic Council</td>
<td>8</td>
</tr>
<tr>
<td>The Military Committee</td>
<td>9</td>
</tr>
<tr>
<td>Major NATO Commanders</td>
<td>10</td>
</tr>
<tr>
<td>Principal Officials of the International Staff</td>
<td>11</td>
</tr>
<tr>
<td>The North Atlantic Treaty</td>
<td>13</td>
</tr>
<tr>
<td><strong>PART I - POLICIES AND PROCEDURES</strong></td>
<td></td>
</tr>
<tr>
<td>Principles and Scope of the Treaty</td>
<td>19</td>
</tr>
<tr>
<td>How the Alliance Works</td>
<td>21</td>
</tr>
<tr>
<td>The North Atlantic Council</td>
<td>25</td>
</tr>
<tr>
<td>The Defence Planning Committee</td>
<td>28</td>
</tr>
<tr>
<td>The Nuclear Planning Group</td>
<td>28</td>
</tr>
<tr>
<td>The Military Committee</td>
<td>29</td>
</tr>
<tr>
<td>Political Consultation</td>
<td>29</td>
</tr>
<tr>
<td>Deterrence and Defence</td>
<td>31</td>
</tr>
<tr>
<td>Arms Control and Disarmament</td>
<td>32</td>
</tr>
<tr>
<td>Economic Co-operation</td>
<td>36</td>
</tr>
<tr>
<td>Public Diplomacy</td>
<td>37</td>
</tr>
<tr>
<td>Scientific Co-operation and Environmental Challenges</td>
<td>39</td>
</tr>
<tr>
<td>The Defence Planning Process</td>
<td>41</td>
</tr>
<tr>
<td>The NATO Common Infrastructure Programme</td>
<td>42</td>
</tr>
<tr>
<td>Logistic Support</td>
<td>43</td>
</tr>
<tr>
<td>Civil Emergency Planning</td>
<td>44</td>
</tr>
<tr>
<td>Armaments Co-operation</td>
<td>44</td>
</tr>
<tr>
<td>Standardization</td>
<td>45</td>
</tr>
<tr>
<td>Communications and Information Systems</td>
<td>46</td>
</tr>
<tr>
<td>Air Defence</td>
<td>47</td>
</tr>
<tr>
<td>European Airspace Co-ordination</td>
<td>47</td>
</tr>
<tr>
<td><strong>PART II - CIVILIAN ORGANISATION AND STRUCTURES</strong></td>
<td></td>
</tr>
<tr>
<td>NATO Headquarters</td>
<td>51</td>
</tr>
<tr>
<td>Permanent Representatives and National Delegations</td>
<td>51</td>
</tr>
<tr>
<td>The International Staff</td>
<td>51</td>
</tr>
<tr>
<td>The Secretary General</td>
<td>53</td>
</tr>
<tr>
<td>Office of the Secretary General</td>
<td>53</td>
</tr>
</tbody>
</table>
Executive Secretariat 53
Press Service 54
NATO Office of Security 54
Office of the Legal Adviser 54
Division of Political Affairs 56
Political Affairs Directorate 56
Economics Directorate 56
Information Directorate 57
Division of Defence Planning and Policy 57
Directorate of Force Planning and Policy 57
Nuclear Planning Directorate 58
Division of Defence Support 58
Directorate of Armaments and Defence Research 58
Directorate of Command, Control and Communications 59
Directorate of Air Defence 59
Directorate of Co-operation and Standardization 59
Division of Infrastructure, Logistics and
Civil Emergency Planning 59
Infrastructure Directorate 60
Logistics Directorate 60
Civil Emergency Planning Directorate 61
Scientific Affairs Division 62
Office of Management 62
Office of the Financial Controller 63
Office of the Chairman of the Budget Committees 63
International Board of Auditors 63
Production and Logistics Organisations
and Project Steering Committees 63

PART III – MILITARY ORGANISATION
AND STRUCTURES

International Military Staff 65
Organisation of the International Military Staff 67

The Integrated Military Command Structure 68
Allied Command Europe (ACE) 70
The Supreme Allied Commander, Europe (SACEUR) 70
Allied Command Atlantic (ACLANT) 72
The Supreme Allied Commander, Atlantic (SACLANT) 72
Allied Command Channel (ACCHAN) 73
The Commander-in-Chief Channel (CINCHAN) 73
Canada-United States Regional Planning Group 74
Forces Available to NATO 74
ACE Mobile Force (AMF) 75
Standing Naval Forces 76
Reserve Forces 77
Military Agencies and Organisations 77
Advisory Group for Aerospace Research and Development (AGARD) 77
Military Agency for Standardization (MAS) 77
NATO Electronic Warfare Advisory Committee (NEWAC) 78
EURO/NATO Training Group 78
Military Committee Meteorological Group (MCMG) 78
Communications and Information Systems 79
SHAPE Technical Centre 79
SACLANT Undersea Research Centre 80
NATO Defense College 80

PART IV - OTHER GOVERNMENTAL AND NON-GOVERNMENTAL ORGANISATIONS

The Eurogroup 85
Independent European Programme Group (IEPG) 86
Western European Union (WEU) 86
North Atlantic Assembly (NAA) 87
Atlantic Treaty Association (ATA) 88
Interallied Confederation of Reserve Officers (CIOR) 90

APPENDIX I: Abbreviations in Common Use 93
APPENDIX II: Chronology 98
Forthcoming Events 112

LIST OF FIGURES

NATO’s Civil and Military Structure Figure 1 24
Principal Committees of the Council Figure 2 26
NATO International Staff – Figure 3 52
Divisions of the International Staff – Figure 4 55
NATO Military Structure – Figure 5 66
NATO International Military Staff Figure 6 69
THE NORTH ATLANTIC COUNCIL

President¹:
Mr. Thorvald Stoltenberg
(Norway)

Chairman:
Mr. Manfred Wörner
(Federal Republic of Germany)
Secretary General of NATO

Deputy Chairman:
Mr. Amedeo de Franchis (Italy)
Deputy Secretary General

Permanent Representatives on the North Atlantic Council:

Belgium Mr. Prosper Thuysbaert
Canada Mr. Gordon Scott Smith
Denmark Mr. Ole Bierring
France Mr. Gabriel Robin
Federal Republic of Germany Mr. Hans-Friedrich von Ploetz
Greece Mr. Christos Zacharakis
Iceland Mr. Einar Benediktsson
Italy Mr. Francesco Paolo Fulci
Luxembourg Mr. Guy de Muyser
Netherlands Mr. Adriaan Jacobovits de Szeged
Norway Mr. Bjorn Inge Kristvik
Portugal Mr. José Gregório Faria
Spain Mr. Jaime de Ojeda
Turkey Mr. Ünal Ünsal
United Kingdom Sir Michael Alexander
United States Mr. William H. Taft IV

¹ An honorary position held each year by a Foreign Minister of one of the member countries
THE MILITARY COMMITTEE

President: Admiral S. Thiede (Denmark) (Navy)
Chairman: General Vigleik Eide (Norway) (Army)
Deputy Chairman: Lt. General R.D. Beckel (United States) (Air Force)

Military Representatives to the NATO Military Committee in Permanent Session:

Belgium: Lt. Gen. P. Juliam (Army)
Canada: Lt. Gen. R. Evraire (Army)
Denmark: Vice Admiral J.F. Bork (Navy)
Greece: Vice Admiral I. Maniatis (Navy)
Italy: Lt. Gen. V. Bernard (Army)
Luxembourg: Lt. Col. J.P. Heck (Army)
Spain: Gen. J.R. Pardo de Santayana (Army)
Turkey: Lt. Gen. S. Ergüvenç (Air Force)
United Kingdom: Admiral Sir Richard Thomas (Navy)
United States: Admiral J.R. Hogg (Navy)

International Military Staff:

Director: Lt. Gen. Corrado Melillo (Italy) (Air Force)
THE MAJOR NATO COMMANDERS

Supreme Allied Commander Europe, SACEUR:
General John R. Galvin (United States)

Supreme Allied Commander Atlantic, SA CLANT:
Admiral Frank B. Kelso II (United States)

Allied Commander-in-Chief Channel, CINCHAN:
Admiral Sir Benjamin Bathurst (United Kingdom)
PRINCIPAL OFFICIALS OF THE NATO INTERNATIONAL STAFF

Secretary General:
Mr. Manfred Wörner (Federal Republic of Germany)

Deputy Secretary General:
Ambassador Amedeo de Franchis (Italy)

Assistant Secretary General for Political Affairs:
Ambassador Henning Wegener (Federal Republic of Germany)

Assistant Secretary General for Defence Planning and Policy:
Mr. Michael Legge (United Kingdom)

Assistant Secretary General for Defence Support:
Mr. Mack Mattingly (United States)

Assistant Secretary General for Infrastructure, Logistics and Civil Emergency Planning:
Mr. Lawrence E. Davies (Canada)

Assistant Secretary General for Scientific and Environmental Affairs:
Professor Jacques Ducuing (France)

Executive Secretary:
Mr. Christopher Prebensen (Norway)

Director of the Private Office:
Mr. James Cunningham (United States)
The North Atlantic Treaty

Washington DC, 4th April 1949

The Parties to this Treaty reaffirm their faith in the purposes and principles of the Charter of the United Nations and their desire to live in peace with all peoples and all governments.

They are determined to safeguard the freedom, common heritage and civilisation of their peoples, founded on the principles of democracy, individual liberty and the rule of law.

They seek to promote stability and well-being in the North Atlantic area.

They are resolved to unite their efforts for collective defence and for the preservation of peace and security.

They therefore agree to this North Atlantic Treaty:

ARTICLE 1

The Parties undertake, as set forth in the Charter of the United Nations, to settle any international dispute in which they may be involved by peaceful means in such a manner that international peace and security and justice are not endangered, and to refrain in their international relations from the threat or use of force in any manner inconsistent with the purposes of the United Nations.

ARTICLE 2

The Parties will contribute toward the further development of peaceful and friendly international relations by strengthening their free institutions, by bringing about a better understanding of the principles upon which these institutions are founded, and by promoting conditions of stability and well-being. They will seek to eliminate conflict in their international economic policies and will encourage economic collaboration between any or all of them.

ARTICLE 3

In order more effectively to achieve the objectives of this Treaty, the Parties, separately and jointly, by means of continuous and effective self-help and mutual aid, will maintain and develop their individual and collective capacity to resist armed attack.

1 The Treaty came into force on 24th August 1949, after the deposition of the ratifications of all signatory states.
ARTICLE 4
The Parties will consult together whenever, in the opinion of any of them, the territorial integrity, political independence or security of any of the Parties is threatened.

ARTICLE 5
The Parties agree that an armed attack against one or more of them in Europe or North America shall be considered an attack against them all, and consequently they agree that, if such an armed attack occurs, each of them, in exercise of the right of individual or collective self-defence recognised by Article 51 of the Charter of the United Nations, will assist the Party or Parties so attacked by taking forthwith, individually, and in concert with the other Parties, such action as it deems necessary, including the use of armed force, to restore and maintain the security of the North Atlantic area.

Any such armed attack and all measures taken as a result thereof shall immediately be reported to the Security Council. Such measures shall be terminated when the Security Council has taken the measures necessary to restore and maintain international peace and security.

ARTICLE 6
For the purpose of Article 5, an armed attack on one or more of the Parties is deemed to include an armed attack:
— on the territory of any of the Parties in Europe or North America, on the Algerian Departments of France, on the territory of Turkey or on the islands under the jurisdiction of any of the Parties in the North Atlantic area north of the Tropic of Cancer;
— on the forces, vessels, or aircraft of any of the Parties, when in or over these territories or any other area in Europe in which occupation forces of any of the Parties were stationed on the date when the Treaty entered into force or the Mediterranean Sea or the North Atlantic area north of the Tropic of Cancer.

ARTICLE 7
The Treaty does not affect, and shall not be interpreted as affecting, in any way the rights and obligations under the Charter of the Parties which are members of the United Nations, or the primary responsibility of the Security Council for the maintenance of international peace and security.

1 As amended by Article 2 of the Protocol to the North Atlantic Treaty on the accession of Greece and Turkey, signed on 22nd October, 1951.
2 On 16th January 1963 the Council noted that in so far as the former Algerian Departments of France were concerned, the relevant clauses of this Treaty had become inapplicable as from 3rd July 1962.
ARTICLE 8
Each Party declares that none of the international engagements now in force between it and any other of the Parties or any third State is in conflict with the provisions of this Treaty, and undertakes not to enter into any international engagement in conflict with this Treaty.

ARTICLE 9
The Parties hereby establish a Council, on which each of them shall be represented, to consider matters concerning the implementation of this Treaty. The Council shall be so organised as to be able to meet promptly at any time. The Council shall set up such subsidiary bodies as may be necessary; in particular it shall establish immediately a defence committee which shall recommend measures for the implementation of Articles 3 and 5.

ARTICLE 10
The Parties may, by unanimous agreement, invite any other European State in a position to further the principles of this Treaty and to contribute to the security of the North Atlantic area to accede to this Treaty. Any State so invited may become a party to the Treaty by depositing its instrument of accession with the Government of the United States of America. The Government of the United States of America will inform each of the Parties of the deposit of each such instrument of accession.

ARTICLE 11
This Treaty shall be ratified and its provisions carried out by the Parties in accordance with their respective constitutional processes. The instruments of ratification shall be deposited as soon as possible with the Government of the United States of America, which will notify all the other signatories of each deposit. The Treaty shall enter into force between the States which have ratified it as soon as the ratifications of the majority of the signatories, including the ratifications of Belgium, Canada, France, Luxembourg, the Netherlands, the United Kingdom and the United States, have been deposited and shall come into effect with respect to other States on the date of the deposit of their ratifications.

ARTICLE 12
After the Treaty has been in force for ten years, or at any time thereafter, the Parties shall, if any of them so requests, consult together for the purpose of reviewing the Treaty, having regard for the factors then affecting peace and security in the North Atlantic area including the development of universal as well as regional arrangements under the Charter of the United Nations for the maintenance of international peace and security.
ARTICLE 13

After the Treaty has been in force for twenty years, any Party may cease to be a Party one year after its notice of denunciation has been given to the Government of the United States of America, which will inform the Governments of the other Parties of the deposit of each notice of denunciation.

ARTICLE 14

This Treaty, of which the English and French texts are equally authentic, shall be deposited in the archives of the Government of the United States of America. Duly certified copies will be transmitted by that Government to the Governments of the other signatories.
PART I

Policies and Procedures
PRINCIPLES AND SCOPE OF THE TREATY

The North Atlantic Treaty is the political framework for an international alliance designed to prevent aggression or to repel it, should it occur. It provides for continuous co-operation and consultation in political, economic and military fields. It is of indefinite duration.

The signatory countries state their desire to live in peace with all peoples and all governments. Reaffirming their faith in the principles of the United Nations, they undertake in particular to preserve peace and international security and to promote stability and well-being in the North Atlantic area.

To achieve these goals, they sign their names to a number of undertakings in different fields. They agree, for example, to settle international disputes by peaceful means, in order to avoid endangering international peace, security and justice. They also agree to refrain from the threat or use of force in any way which would not be consistent with the purpose of the United Nations. They undertake to eliminate conflict in their international economic policies and to encourage economic collaboration between their countries.

Under this Treaty, the member countries therefore adopt a policy of security based on the inherent right to individual and collective self-defence accorded by Article 51 of the United Nations Charter, while at the same time affirming the importance of co-operation between them in other spheres.

The text of the Treaty consists of 14 Articles, and is preceded by a Preamble which emphasises that the Alliance has been created within the framework of the United Nations Charter and outlines its main purposes.

Article 1 defines the basic principles to be followed by member countries in conducting their international relations, in order to avoid endangering peace and world security.

Article 2, inspired by Article 1 of the United Nations
Charter, defines the aims which the member countries will pursue in their international relationships, particularly in the social and economic spheres, and their resulting obligations.

In Article 3, signatories state that they will maintain and develop their ability, both individually and collectively, to resist attack.

Article 4 envisages a threat to the territorial integrity, political independence or security of one of the member countries of the Alliance and provides for joint consultation whenever one of them believes that such a threat exists. In practice, this consultation takes place in the North Atlantic Council and its subordinate committees.

Article 5 is the core of the Treaty whereby member countries agree to treat an armed attack on any one of them, in Europe or Northern America, as an attack against all of them. It commits them to taking the necessary steps to help each other in the event of an armed attack.

Although it leaves each signatory free to take whatever action it considers appropriate, the Article states that, individually and collectively, the member nations must take steps to restore and maintain security. Joint action is justified by the inherent, individual and collective right of self-defence embodied in Article 51 of the United Nations Charter; but it is agreed that measures taken under the terms of the Article shall be terminated when the Security Council has acted as necessary to restore and maintain international peace and security.

Article 6 defines the area in which the provisions of Article 5 apply. However it does not imply that events occurring outside that area cannot be the subject of consultation within the Alliance. The preservation of peace and security in the North Atlantic Treaty area can be affected by events elsewhere in the world, and the North Atlantic Council must therefore, as a matter of course, consider the overall international situation.

In Articles 7 and 8, member nations stipulate that none
of their existing international commitments conflict with the terms of the Treaty and that they will not enter into any commitments in the future which do so. In particular, they state that rights and obligations pertaining to membership of the United Nations are unaffected by the Treaty, as is the primary rôle of the United Nations Security Council in the sphere of international peace and security.

Under Article 9, the parties to the Treaty establish a Council, on which each of them shall be represented, which shall be able to meet promptly at any time. The Council in turn is charged with the creation of such subsidiary bodies as may be necessary to implement the provisions of the Treaty. This is the basis on which the North Atlantic Treaty Organisation has been gradually built up.

Article 10 provides the possibility of accession to the Treaty by any other European state in a position to further the principles of the Treaty. In 1952, Greece and Turkey, in 1955, the Federal Republic of Germany and in 1982, Spain, acceded to the Treaty under the terms of this Article.

Article 11 describes the process of ratification of the Treaty, in accordance with the constitutional processes of the signatories, and the manner in which the Treaty is to enter into force.

Articles 12 and 13 deal with the possibility of revision of the Treaty after a period of ten years, and denunciation of the Treaty by any party to it, after 20 years. They have never been invoked.

Article 14 gives equal authority to the English and French texts of the Treaty, and arranges for their safe deposit in Washington DC.

**HOW THE ALLIANCE WORKS**

The North Atlantic Treaty of April 1949 brought into being an alliance of independent countries with a common interest in maintaining peace and defending
freedom through political solidarity and adequate military defence. Created within the framework of Article 51 of the United Nations Charter, which reaffirms the inherent right of individual or collective defence, the Alliance is an association of free states united in their determination to preserve their security through mutual guarantees and stable relations with other countries.

NATO is the Organisation which serves the Alliance. It is an inter-governmental organisation in which member countries retain their full sovereignty and independence. The Organisation provides the forum in which they consult together on any issues they may choose to raise and take decisions on political and military matters affecting their security. It also provides the structures needed to facilitate consultation and co-operation between them, not only in political fields but also in many other areas where policies can be co-ordinated in order to fulfil the goals of the North Atlantic Treaty.

NATO is a political, defensive Alliance. Its defence capabilities exist for the purpose of deterring military aggression or other forms of pressure. Its military posture is based on the principle that the member countries belonging to the Alliance must collectively maintain adequate defence to deter aggression if ever necessary, and, should such deterrence fail, to preserve their territorial integrity and restore peace. NATO's strategy of deterrence requires military forces which are effective, flexible and survivable and whose availability to perform their tasks is assured.

The basis for NATO's assessment of the quantity and quality of forces necessary to carry out these roles is the size and strength of the military forces which could be used by the Soviet Union and the Warsaw Treaty countries if they were to embark on an aggressive course of action against any member of the Alliance. It is the capabilities of these military forces rather than the declared intentions of the governments controlling them which dictate the Alliance's defence requirements.
The Alliance does not base its security policies only on its military needs. Efforts to bring about a constructive East-West relationship through dialogue and mutually advantageous co-operation are an integral part of its security. An essential part of the process of maintaining security and improving stability is the achievement through negotiation of militarily significant, equitable and verifiable arms control agreements and other measures designed to increase confidence between the countries of East and West.

The North Atlantic Alliance therefore has two main functions. Its first function is to maintain adequate military strength and political solidarity to deter aggression and other forms of pressure and to defend the territory of the member countries if aggression should occur; and its second, in a climate of security and confidence, is to pursue the search for progress towards a more stable East-West relationship in which the underlying political issues which divide them can be resolved. On the basis of these complementary policies the member countries use the structures they have created within nato to co-ordinate their policies in accordance with the goals of the Treaty. This involves continuous political consultation and co-operation in economic and other non-military fields as well as the formulation of joint plans for the common defence, the establishment of the infrastructure needed to enable military forces to operate, and arrangements for joint training programmes and exercises. Underpinning these activities is a complex civilian and military structure involving administrative, budgetary and planning staffs, as well as agencies which have been established by the member countries of the Alliance to co-ordinate work in specialist fields such as the communications needed to facilitate political consultation and command and control of military forces, and the logistics support needed to sustain military forces.

The following sections describe the principal political
Figure 1.
and military authorities responsible for formulating
Alliance policies and supervising their implementation.

The North Atlantic Council

The North Atlantic Council is the highest political and
military authority in the Alliance. It provides a unique
forum for wide-ranging consultation between govern­
ments on all issues affecting their security and is the most
important decision-making body in NATO. All sixteen
member countries of NATO have an equal right to express
their views round the Council table. Decisions are the
expression of the collective will of member governments
arrived at by common consent. All governments are party
to the policies formulated and to the consensus on which
decisions are based. Each government is represented on
the NATO Council by a Permanent Representative with
ambassadorial rank. Each Permanent Representative is
supported by a political and military staff or delegation
to NATO, varying in size. Twice each year, and sometimes
more frequently, the Council meets at Ministerial level
where each nation is represented by its Minister of
Foreign Affairs. Sometimes Summit Meetings take place,
at which member countries are represented by their Head
of State or Government.

There have been ten such Summit meetings since the
North Atlantic Treaty was signed in 1949, normally result­
ing in a major statement of future objectives and a reaf­
firmation of the basic principles of Alliance policy. The
NATO Summit Meeting held at the end of May 1989 was
a singularly noteworthy occasion for the Alliance. Two
major statements of Alliance policy were published,
namely a declaration marking the 40th Anniversary of the
Alliance setting out goals and policies to guide the Allies
during the fifth decade of their cooperation; and a Com­
prehensive Concept on Arms Control and Disarmament
(see "Arms Control and Disarmament" below).

The Summit Declaration contained many extremely
PRINCIPAL COMMITTEES OF THE COUNCIL

DEFENCE PLANNING COMMITTEE

NORTH ATLANTIC COUNCIL

NUCLEAR PLANNING GROUP

POLITICAL COMMITTEES (AT SENIOR AND OTHER LEVELS)

DEFENCE REVIEW COMMITTEE

HIGH LEVEL TASK FORCE ON CONVENTIONAL ARMS CONTROL

EXECUTIVE WORKING GROUP

ECONOMICS COMMITTEE

COMMITTEE ON INFORMATION AND CULTURAL RELATIONS

CONFERENCE OF NATIONAL ARMAMENTS DIRECTORS

NATO CONVENTIONAL ARMAMENTS REVIEW COMMITTEE

SENIOR CIVIL EMERGENCY PLANNING COMMITTEE

SENIOR NATO LOGISTICS CONFERENCE

SCIENCE COMMITTEE

COMMITTEE ON THE CHALLENGES OF MODERN SOCIETY

NATO AIR DEFENCE COMMITTEE

NATO STANDARDIZATION GROUP

NATO COMMUNICATIONS AND INFORMATION SYSTEMS COMMITTEE

NATO PIPELINE COMMITTEE

COUNCIL OPERATIONS AND EXERCISES COMMITTEE

INFRASTRUCTURE COMMITTEE

COMMITTEE FOR EUROPEAN AIRSPACE COORDINATION

CIVIL AND MILITARY BUDGET COMMITTEES

NATO SECURITY COMMITTEE

Figure 2.
Important elements. It recognised the changes that are underway in the Soviet Union as well as in some other East European countries and outlined the Alliance's approach to the overcoming of the division of Europe and the shaping of a just and peaceful European order. It reiterated the need for credible and effective deterrent forces and an adequate defence and endorsed in principle President Bush's arms control initiative calling for an acceleration of the CFE negotiations in Vienna and for significant reductions in additional categories of conventional forces as well as in United States and Soviet military personnel stationed outside their national territory. The Declaration set forth a broad agenda for expanded East/West cooperation in other areas, for action on significant global challenges and for measures designed to meet the Alliance's long-term objectives.

The permanent Council normally meets at least once a week but can be convened at short notice whenever necessary. At whatever level it meets it has the same authority and power of decision-making. It is chaired by the Secretary General of NATO or his Deputy. At Ministerial Meetings of the Council one of the Foreign Ministers assumes the honorary role of President. The position rotates annually among the nations, in the order of the English alphabet.

Items discussed and decisions taken at meetings of the Council cover all aspects of the Organisation's activities and are frequently based on reports and recommendations prepared by subordinate committees at the Council's request. Equally, subjects may be raised by any one of the national representatives or by the Secretary General. Permanent Representatives act on instructions from their capitals, informing and explaining the views and policy decisions of their governments to their colleagues round the table. Conversely they report back to their national authorities the views expressed and positions taken by other governments, informing them of new
developments and keeping them abreast of movement towards consensus on important issues.

When decisions have to be made, there is no voting or decision by majority. Action is agreed upon on the basis of unanimity and common accord. Each nation represented at the Council table or on any of its subordinate committees retains complete sovereignty and responsibility for its own decisions.

The Council is the only body within the Alliance which derives its authority explicitly from the North Atlantic Treaty. The Council itself was given responsibility under the Treaty for setting up subsidiary bodies. A number of committees and planning groups have since been created to support the work of the Council or to assume responsibility in specific fields such as defence planning, nuclear planning and military matters.

The Defence Planning Committee

Most defence matters are dealt with in the Defence Planning Committee composed of representatives of all member countries except France. Within the field of its responsibilities the Defence Planning Committee has the same functions and authority as the Council. Like the Council it meets regularly at ambassadorial level and assembles twice a year in Ministerial Sessions, when member countries are represented by their Defence Ministers.

The Nuclear Planning Group

The Nuclear Planning Group follows a similar pattern of meetings at ambassadorial level and at the level of Ministers of Defence and has the same functions and authority for decisions on nuclear matters as the Council and Defence Planning Committee have in their own spheres. All member countries except France participate. Iceland participates as an observer.
The Military Committee

The Military Committee is the highest military authority in the Alliance under the political authority of the North Atlantic Council and Defence Planning Committee, or, where nuclear matters are concerned, the Nuclear Planning Group. It is composed of the Chiefs-of-Staff of each member country except France, which is represented by a military mission to the Military Committee. Iceland has no military forces but may be represented by a civilian. The Chiefs-of-Staff meet at least twice a year. At other times member countries are represented by national Military Representatives appointed by the Chiefs-of-Staff.

The Presidency of the Military Committee rotates annually among the nations in the order of the English alphabet. The Chairman of the Military Committee is elected by the Chiefs-of-Staff, normally for a period of three years. He directs the day-to-day business of the Committee and acts as spokesman. He is assisted by a Deputy Chairman and by the Director of the International Military Staff.

The Military Committee is responsible for recommending those measures considered necessary for the common defence of the NATO area and for providing guidance on military matters to the Major NATO Commanders, whose functions are described in Part III. At meetings of the North Atlantic Council, Defence Planning Committee and Nuclear Planning Group, the Military Committee is represented by its Chairman or his Deputy.

POLITICAL CONSULTATION

Policy formulation and implementation in an Alliance of sixteen independent sovereign countries depends on all member governments being fully informed of each other's overall policies and intentions and of the underlying considerations which give rise to them. This calls for continuous political consultation, wherever possible during the
policy-making stage of deliberations before national decisions have been taken.

Political consultation in NATO began as a systematic exercise when the Council first met in September 1949, shortly after the North Atlantic Treaty came into force. Since that time it has been strengthened and adapted to suit new developments. The principal forum for political consultation remains the Council. Its meetings take place with a minimum of formality and discussion is frank and direct. The Secretary General, by virtue of his Chairmanship, plays an essential part in its deliberations and acts as its principal representative and spokesman both in contacts with individual governments and in public affairs.

There are a number of other fora in which consultation takes place on a regular basis, all of which derive their authority from the Council: the Political Committee at senior and other levels, Regional Expert Groups, Ad Hoc Political Working Groups, an Atlantic Policy Advisory Group and other special committees all have a direct role to play in facilitating political consultation between member governments. Like the Council, they are assisted by an International Staff responsible to the Secretary General of NATO and an International Military Staff responsible to its Director, and through him, responsible for supporting the activities of the Military Committee.

The process of consultation is continuous and takes place on an informal as well as a formal basis in many different contexts. As a consequence of the colocation of all 16 Permanent Representatives to NATO and their staffs within the same Headquarters, it takes place with a minimum of delay or inconvenience. Where necessary, it enables intensive work to be carried out at short notice on matters of particular importance or urgency, with the full participation of representatives from all member governments concerned.

The need for consultation is not limited to political subjects. Wide-ranging consultation takes place in the fields of defence planning, civil emergency planning, arma-
ments co-operation and other areas. Nor is consultation in the political sphere limited to events taking place within the NATO Treaty area. Events outside the geographical area covered by the Treaty may have implications for the Alliance and consultation on such events therefore takes place as a matter of course.

Consultation is a necessary part of the process of formulating and implementing short- and longer-term Alliance policies. However it naturally takes on particular significance in times of crisis or tension. The practices and procedures involved at such times form the Alliance’s crisis management arrangements designed to facilitate rapid and decisive implementation of decisions and the immediate access to complete and accurate information required for decision-making. For this purpose NATO maintains a Situation Centre which houses communications and other crisis management facilities. It operates on a permanent 24 hour basis. Exercises are held at regular intervals in conjunction with national capitals and NATO military authorities to test and develop procedures for crisis management throughout the Alliance.

**DETERRENCE AND DEFENCE**

The basis for NATO’s deterrence and defence policies is the maintenance of political solidarity and cohesion within the Alliance combined with:

(a) the maintenance of adequate military forces to deter all possible forms of aggression and to counter it at any level if it occurs; and

(b) intensive efforts to bring about more stable East-West relations at lower levels of military forces and armaments.

France, Spain and Iceland (which has no military forces) do not participate in the Alliance’s integrated military structure. However, with the exception of France, all member countries base their common defence on the
strategy of flexible response and forward defence. The strategy calls for a balanced combination of both nuclear and conventional forces sufficient to be a credible deterrent against aggression and, if deterrence were to fail, capable of direct defence including escalation under political control to the level of response necessary to persuade an aggressor to cease an attack and withdraw. Flexibility of response means that forces must be deployed in adequate numbers and locations, prepared to respond firmly and effectively, if need be at short notice. Readiness and capability to mobilize, reinforce and deploy military forces in times of tension and crisis are critical elements of this policy, the purpose of which is to preserve peace and to guarantee the freedom, democratic systems and common values of the members of the Alliance.

If the strategy of deterrence were to fail, the objective of Alliance countries would be to preserve or restore the integrity and security of the Treaty area, terminate the conflict as soon as possible and restore deterrence against further aggression. For this strategy to be credible, NATO must be capable of convincing a potential aggressor that the risks he would be taking by initiating aggression would be out of all proportion to any advantages which could possibly be gained and could lead to a sequence of events which could not be determined in advance.

ARMS CONTROL AND DISARMAMENT

Arms control is an integral part of NATO’s security policy. The Alliance’s objectives in arms control are tied to the achievement of both the aims enunciated in the 1967 Report on the Future Tasks of the Alliance known as the Harmel Report - the maintenance of sufficient military capacity to act as an effective and credible deterrent to aggression and other forms of pressure, and the improvement of the East-West dialogue. Meaningful and verifiable arms control agreements which respect the security
concerns of East and West contribute both to increased 
confidence and to credible deterrence. Defence and arms 
control policies must therefore remain in harmony and 
their respective rôles in safeguarding the security of the 
countries of the Alliance must be consistent and mutually 
reinforcing. The principal criterion for the Alliance in the 
context of all arms control negotiations is not whether 
agreements are desirable objectives in their own right, 
but rather whether or not they maintain and enhance 
security and stability. To do this they must be clear and 
precise, verifiable and not open to circumvention.

The successful conclusion of the INF Treaty between 
the United States and the Soviet Union in December 1987 
was an important step in the arms control process. The 
Treaty eliminated all United States and Soviet land-based 
intermediate-range missiles on a global basis. In addition 
to removing a whole class of weapons, it also established 
the principle of assymetrical reductions and provided for 
a stringent verification régime. Its implementation, how­
ever, will only affect a small proportion of the Soviet 
nuclear armoury and the Alliance continues to face a sub­ 
stantial array of modern and effective Soviet nuclear sys­

tems of all ranges as well as serious imbalances in 
conventional forces. The full realisation of the Alliance 
arms control agenda therefore requires further steps.

In order to take account of all the complex and inter­
related issues arising in the arms control context, the 
Alliance has developed a Comprehensive Concept of 
Arms Control and Disarmament. The Comprehensive 
Concept addresses the role of arms control in East-West 
relations, the principles of Alliance security, and a num­
ber of guiding principles and objectives governing Allied 
policy in the nuclear, conventional and chemical fields of 
arms control. It sets out the interrelationships between 
arms control and defence policies and establishes the 
overall conceptual framework within which the Alliance 
is seeking progress in each area of its arms control agenda, 
that is to say:
— a 50% reduction in the strategic nuclear weapons of the United States and the Soviet Union;
— the global elimination of chemical weapons;
— the establishment of a secure and stable balance of conventional forces in Europe at lower levels, the elimination of disparities prejudicial to stability and security, and the elimination of the capability for launching surprise attack and for initiating large-scale offensive action;
— once implementation of an agreement on conventional force reductions is under way, negotiations to achieve a partial reduction of American and Soviet land-based nuclear missile forces of shorter range to equal and verifiable levels, on the understanding by the Allies concerned that negotiated reductions leading to a level below the existing level of their SNF missiles will not be carried out until the results of the conventional force negotiations have been implemented.

Work on the Comprehensive Concept provided the foundation for progress in the arms control sphere which the Alliance has been actively seeking for many years. The Concept was formally adopted and published at the Summit Meeting held in Brussels on 29–30th May 1989.

Arms control deals essentially with two broad categories of proposals: those seeking agreement on measures to build confidence and those which result in reductions and limitations of military manpower and equipment. The Alliance is actively involved in both these areas. Extensive consultation takes place within NATO over the whole range of disarmament and arms control issues so that commonly agreed positions can be reached and national policies co-ordinated whenever appropriate. In addition to the consultation which takes place in the North Atlantic Council and the Political Committee, a number of special bodies have been created to deal with specific arms control issues.
The main focus of the Alliance's interest in arms control lies in negotiations and agreements which directly affect Alliance security – in particular, the two sets of negotiations provided for in the concluding document resulting from the Vienna CSCE Follow-up Meeting which ended on 19th January 1989; namely the negotiations on Conventional Armed Forces in Europe (CFE) and the negotiations on Confidence and Security-Building Measures (CSBMs). These negotiations address the conventional imbalance which has long been a principle cause of the military instability which is at the core of Allied security concerns in Europe. Other negotiations of direct concern to the Alliance include: the bilateral talks in Geneva between the United States and the Soviet Union on reduction and limitation of strategic nuclear weapons (known as START) and on Defence and Space (DST); the successful negotiations on land-based intermediate-range nuclear weapons (INF), to which reference is made above, and the subsequent implementation of the INF Treaty; the process known as the Conference on Security and Co-operation in Europe (CSCE) and the implementation of the 1975 Helsinki Final Act; the Conference on Confidence and Security-Building Measures and Disarmament in Europe (CDE), which is itself part of the CSCE process, and the implementation of the resulting Stockholm Document of September 1986 which introduced inter alia unprecedented mandatory challenge inspections of military activities; and the implementation of all the measures agreed upon at CSCE Follow-up Meetings designed to strengthen the CSCE process, in particular those contained in the Concluding Document resulting from the Vienna CSCE Follow-up Meeting.

Members of the Alliance are also actively engaged in other fora dealing with subjects which have a direct bearing on the interests of the Alliance as a whole. The Conference on Disarmament which meets under United Nations auspices in Geneva is a good example. The Conference is a multilateral disarmament forum dealing with
several issues, in particular the achievement of a global, comprehensive and effectively verifiable ban on chemical weapons.

Significant progress has been made in the negotiations which began in Vienna in March 1989 among the 23 members of NATO and of the Warsaw Treaty Organisation on Conventional Armed Forces in Europe (CFE). At the NATO Summit Meeting on 29th May 1989, President Bush announced a major new initiative calling for an acceleration of the negotiations and for significant reductions in land-based combat aircraft, helicopters, and United States and Soviet military personnel stationed outside their national territory, as well as the three categories (tanks, artillery, armoured troop carriers) included in the initial Western CFE proposals presented in Vienna in March. The new proposals set goals for reaching agreement within 6-12 months with a calendar for full implementation by 1992 or 1993. NATO Heads of State and Government endorsed this initiative in principle in the Summit Declaration issued at the conclusion of their meeting and announced that concrete proposals for achieving these aims would be tabled in Vienna. The Alliance’s High Level Task Force on Conventional Arms Control was tasked with the further elaboration of the proposals.

ECONOMIC CO-OPERATION

Analyses and joint assessments of security-related economic developments are key ingredients in the co-ordination of Allied security policy. Regular exchanges of views are particularly important in analysing the economies of the Soviet Union and Eastern Europe and their economic relations with one another, with the West and with the less developed countries. The objective of such analyses is to contribute to an understanding of Soviet behaviour at home and abroad, and to the overall assess-
ment of the capabilities of the Warsaw Treaty countries and of the resulting implications for the Alliance.

In the context of the NATO defence planning process, economic assessments are prepared for all member countries of NATO's integrated military structure, and for the Alliance as a whole, based on the published reports and studies of member countries and various international organisations. Such assessments are taken into account in the preparation of resource guidance and provide the relevant longer-term economic framework for the consideration of member countries' force proposals and plans. Work is also undertaken on a wide range of defence economic topics such as burden-sharing, transatlantic economic relations including the likely effects of the removal of the European Economic Community's internal market barriers in 1992, economic co-operation and assistance within the Alliance, and other matters which have important implications for Alliance cohesion and security.

PUBLIC DIPLOMACY

Public recognition of the defensive nature of the Alliance and the need for adequate, modern and effective forces to implement the policies of deterrence and defence are fundamental to the continued success of the Alliance and its ability to work towards more stable and beneficial East-West relations. Explaining national defence and security policy and each member country's own rôle within the Alliance is the responsibility of each individual government. Likewise the choice of the methods to be employed and the resources to be devoted to the task of informing public opinion about the policies and objectives of the Alliance is a matter for each government.

The rôle of the NATO Information Service is to complement the activities undertaken within each country and to provide whatever assistance may be required, including information materials such as periodical and non-periodi-
ical publications, films, photographs and exhibitions. In addition the Information Service runs a major programme of visits which brings some 20,000 people to NATO Headquarters each year. Visitors attend briefings by experts from the International Staff and International Military Staff and from national delegations. Topics discussed cover every aspect of NATO's work. Conferences and seminars on security-related themes are also organised both at NATO and in different member countries, often involving parliamentarians, journalists, church leaders, trade unionists, academics, students or youth organisations. A NATO Research Fellowship Programme awards grants to post-graduate students and other qualified citizens of member countries to stimulate study and research into subjects of relevance to the Alliance. The Information Service also administers an annual Atlantic Award for outstanding services to the Alliance by private citizens from Alliance countries. The award is presented by the Secretary General of NATO on the recommendation of an independent jury.

The channelling of official policy statements and announcements to journalists is the responsibility of the NATO Press Service which takes charge of day-to-day relations with the media and arranges interviews with the Secretary General and other senior officials of the Organisation.

There are a number of non-governmental organisations which support NATO and play an important rôle in informing their constituents about Alliance goals and policies. They are assisted in this work by the NATO Information Service. These organisations include national Atlantic Committees, Councils and Associations as well as a number of other organisations such as the North Atlantic Assembly, which brings together parliamentarians from different member countries, and the Interallied Confederation of Reserve Officers.
The concept of mutual security embraces a broad range of concerns of a type which transcend national boundaries. These include the preservation of the physical environment, the management of natural resources and the protection of human health. NATO addresses these issues through a programme of scientific activity which seeks to advance the frontiers of science generally and to promote the broadest possible participation in scientific research by NATO nations. By providing multilateral support for high-level scientific research the programme encourages the development of national scientific and technological resources and enables economies to be achieved through international collaboration.

The NATO Science Programme was established in 1957 since when it has involved almost a quarter of a million participants from Alliance and other countries. Most of its activities promote collaboration through international exchange programmes and encourage international working arrangements among scientists, focussing in particular on individual rather than institutional involvement. The principal forms of exchange are Collaborative Research Grants, Advanced Study Institutes, Advanced Research Workshops and Science Fellowships. Added to these are a number of special programmes to stimulate activity in particularly promising areas of scientific research. A further programme of the Science Committee is called Science for Stability. This arose out of the need to provide concrete assistance, in the spirit of Article 2 of the North Atlantic Treaty, to the economically less prosperous member countries. The programme has concentrated on assisting Greece, Portugal and Turkey to enhance their scientific and technological research and development capacity and to strengthen co-operation between universities, public research institutes and private companies. Its projects are essentially joint ventures
of significance to the development of scientific, engineering and technological capabilities which assist these countries by supplementing national resources with international funding for equipment, foreign technical or managerial expertise, and training abroad. Science for Stability has developed projects in agronomy, agriculture, water resources, mining, energy, computer science, micro-electronics, medicine, biotechnology, transportation, remote sensing, archeology, oceanography and food chemistry.

The NATO Science Committee is composed of national representatives able to speak authoritatively on scientific matters on behalf of their respective governments. In collaboration with the staff of the Scientific Affairs Division, it decides on policy and assists in the implementation of the Science Programme.

A further initiative in 1969 led to the establishment of the Committee on the Challenges of Modern Society. Member countries have participated through this Committee in numerous initiatives to take advantage of the potential offered by the Alliance for co-operation in tackling problems affecting the environment and the quality of life. Under the auspices of the Committee, work has been undertaken in fields such as environmental pollution, noise, urban problems, energy, and human health and safety issues.

Two important concepts characterize the work of the Committee, namely that it should lead to concrete action and that its results should be entirely open and accessible to international organisations or individual countries anywhere in the world. For each project embarked upon, a member nation volunteers to assume a "pilot" rôle, including responsibility for planning the work, co-ordinating its execution, preparing the necessary reports and promoting follow-up action.
THE DEFENCE PLANNING PROCESS

NATO’s defence planning procedures provide both the method and the machinery for determining the forces required for the defence of the Alliance, co-ordinating national defence plans and implementing agreed force goals in the interests of the Alliance as a whole. The planning process provides for force goals to be adapted to keep pace with changing circumstances and technological developments and is based on continuous evaluation of the relative military capabilities of NATO and of the Warsaw Treaty countries. Many quantitative and qualitative factors have to be taken into account and close co-ordination between international and military staffs, NATO’s military authorities and the countries themselves, is essential. In determining the size and nature of their contribution to the common defence, member countries retain their sovereignty and independence of action but in reaching their decisions, give full weight to the overall requirements of collective defence. This means taking into account factors ranging from the military requirements to be met, the best use of available resources, advances in science and technology, the need for an equitable distribution of roles, risks and responsibilities within the Alliance, and individual economic and financial capabilities.

As part of an agreed defence planning cycle, the Alliance conducts a defence review designed to co-ordinate national defence plans in the light of NATO’s common defence requirements. The first step in this review is the development of political directives for national and international defence planners in a document called “Ministerial Guidance”, approved by Defence Ministers in the Defence Planning Committee. The second step, completed approximately one year after the Ministerial Guidance has been issued, is the development of specific military planning targets for the armed forces of member nations in the form of “Force Goals” covering a six-year
period. Both the Ministerial Guidance and the Force Goals are updated every two years. The third step, carried out annually against the background of the latest versions of the Ministerial Guidance and Force Goals, is a review of national commitments for the coming year and plans for the next five years leading up to the adoption by Defence Ministers, at a meeting of the Defence Planning Committee at the end of each year, of a common NATO Force Plan for a five-year period.

THE NATO COMMON INFRASTRUCTURE PROGRAMME

Installations of many different kinds are needed to enable military forces to train effectively and to be ready to operate efficiently if called upon to do so. The NATO Common Infrastructure Programme enables the installations and facilities required by the Major NATO Commanders for the training and operational use of the forces assigned to them to be financed collectively by the participating countries. Such funding takes place within agreed limits and in accordance with agreed NATO procedures on the basis of cost-sharing formulae designed to distribute the burden and benefits as equitably as possible. The programme provides for installations and facilities such as airfields, telecommunications networks and satellites, command control and information systems, military headquarters, fuel pipelines and storage, radar and navigational aids, port installations, missile sites, forward storage and support facilities for reinforcement, etc. Infrastructure used only by national forces or portions of installations which do not come within the criteria for NATO common-funding are financed by the governments concerned. Contracts for installations designated as NATO Infrastructure are normally subject to international competitive bidding procedures on the basis of cost estimates screened by the NATO Infrastructure Payments and Progress Committee to ensure compliance with agreed speci-
fications as well as maximum efficiency and economy. Completed projects are subject to inspection by teams consisting of experts from the country on whose territory the installation is located, user countries, and NATO International Staff and military authorities. The programme is continuously monitored by the NATO Infrastructure Committees and all financial operations are audited by the NATO International Board of Auditors under the authority of the North Atlantic Council.

LOGISTIC SUPPORT

It is a basic tenet of the Alliance that each member country is responsible for the continuous support of its own forces. Major NATO Commanders are responsible for identifying, planning and co-ordinating the support required for the forces assigned to them to enable them to meet their operational commitments. However, co-ordinated planning is essential in ensuring efficient and economical use of logistics resources. Apart from common-funded facilities provided under the NATO Infrastructure Programme, the co-ordination of civil resources under arrangements for Civil Emergency Planning, and the logistic aspects of armaments production and procurement, member countries also co-operate in ensuring sustained logistics support for NATO forces in the sphere of consumer logistics. This includes functional support for equipment and material such as vehicles, weapons, ammunition and fuel; support for military personnel and military facilities, and the provision of services.

Co-operation in these fields is co-ordinated through the Senior NATO Logisticians' Conference. A number of production and logistics organisations have been established to manage specific aspects of the support needed by NATO forces on a permanent basis, including the Central Europe Operating Agency responsible for the operation and maintenance of the Central Europe Pipeline System; and the NATO Maintenance and Supply Organisation.
which assists member countries primarily through the common procurement and supply of spare parts and the provision of maintenance and repair facilities.

**CIVIL EMERGENCY PLANNING**

Arrangements made by member nations for providing civil support for the common defence represent an important part of the overall defence capacity of the Alliance. Civil preparedness and the management of resources are national responsibilities. However, much can be done through co-ordination within NATO to facilitate national planning and to ensure that the many facets of civil emergency planning contribute to the overall defence of the Alliance in a cost-effective and well-structured manner. The principal NATO body with responsibilities in this sphere is the Senior Civil Emergency Planning Committee which co-ordinates the activities of a number of Planning Boards and Committees dealing with the mobilisation and use of resources in the fields of food and agriculture, industry, petroleum, inland surface transport, ocean shipping, civil aviation, civil communications and civil defence.

**ARMAMENTS CO-OPERATION**

Responsibility for equipping and maintaining military forces rests with the member nations of NATO and in most spheres research, development and production of equipment are organised by each country in accordance with its national requirements and its commitments to NATO. Extensive co-ordination and co-operation nevertheless take place within NATO in the armaments field in order to improve the collective defence efforts of Allied countries.

Co-ordination is organised under the Conference of National Armaments Directors within a structure of army, navy and air force armaments groups, a defence research group and a tri-service group on communications
and electronic equipment. Assistance on industrial matters is provided by a NATO Industrial Advisory Group. Other groups under the Conference of National Armaments Directors are active in fields such as acquisition practices, codification, quality assurance, test and safety criteria, and material standardization.

Within the above structure sub-groups, panels, working and ad hoc groups are established to promote cooperation in specific fields. The overall structure enables member countries to select the equipment and research projects in which they wish to participate and facilitates exchange of information on operational concepts, national equipment programmes and technical and logistics matters where co-operation can be of benefit to individual nations and to NATO as a whole.

While there is no centralised regulatory armaments planning system in NATO, improvements in the management and programming of work in this field have been introduced through the adoption of a Phased Armaments Programming System (PAPS). A system known as the NATO Conventional Armaments Planning System (CAPS) has recently been introduced on a trial basis to give greater coherence and structure to co-operative efforts and a Conventional Armaments Review Committee (NCARC) has been created to oversee the co-ordination and testing of mechanisms and procedures being introduced.

STANDARDIZATION

Standardization and interoperability between NATO forces make a vital contribution to the combined operational effectiveness of the military forces of the Alliance and enable opportunities for better use of the economic resources available for defence to be exploited. Extensive efforts are therefore made in many different spheres to improve co-operation and eliminate duplication in research, development, production, procurement and support of defence systems.
By formulating, agreeing, implementing and maintaining standards for equipment and procedures used throughout NATO, a significant contribution is made to the cohesion of the Alliance and the effectiveness of deterrence and defence. While standardization is of relevance in many different fields, the senior forum for co-operation in this sphere is the NATO Standardization Group. The Military Agency for Standardization which, together with the Conference of National Armaments Directors and other authorities, develops NATO Standardization Agreements (STANAGS) for procedures and components, is responsible for the promulgation of all STANAGS.

COMMUNICATIONS AND INFORMATION SYSTEMS

Rapid and reliable communications and information systems are required by national and NATO political and military authorities for political consultation, crisis management and for the command and control of assigned forces. These requirements can only be met by the utilisation of the most modern technology and the integration of strategic and tactical communications and information systems into an overall NATO Communications and Information System (CIS).

The rudimentary communications links available in the early days of the Alliance were expanded in the late 1960s to provide direct communications between capitals, NATO Headquarters and Major NATO Commands. When NATO moved to Brussels in 1967 a modern Communications Centre was established as part of a range of improvements in facilities available for crisis management. Satellite communications and ground terminals were introduced in 1970. The integrated NATO Communications System is managed by the NATO Communications and Information Systems Agency (NACISA). Related policy matters are coordinated by the NATO Communications and Information Systems Committee (NACISC) and the system is financed
jointly by member nations through the NATO Common Infrastructure Programme. As regards national forces, the Tri-Service Group on Communications and Electronic Equipment, established under the Conference of National Armaments Directors, promotes co-operation among the NATO nations in the development and procurement of communications and electronic equipment with the aim of achieving the maximum degree of standardization or inter-operability.

AIR DEFENCE

Air Defence of the NATO Treaty area is provided by a complex system which enables aircraft and cruise missiles to be detected, tracked and intercepted either by surface-to-air missile systems or by interceptor aircraft. The early warning capability has been enhanced by the acquisition by Allied nations of a fleet of NATO E-3A Early Warning and Control aircraft operated by a multinational force under the command of the Supreme Allied Commander Europe (SACEUR). The NATO Air Defence Ground Environment (NADGE) consists of a number of radar sites stretching from Northern Norway to Eastern Turkey equipped with modern radars and data-processing and display systems and linked by modern communications. Much of this integrated system is commonly financed by the NATO Infrastructure Programme. The NATO Air Defence Committee (NADC) advises the North Atlantic Council and Defence Planning Committee on all aspects of air defence and enables all member countries to participate in the future development of the system. The air defence of Canada and the United States is co-ordinated in the North American Aerospace Command (NORAD).

EUROPEAN AIRSPACE CO-ORDINATION

Large numbers of civilian and military aircraft use European airspace over NATO member countries. It is the most
complex air traffic environment in the world. Coordination of air traffic management and control between civil and military users is therefore essential to enable civil aviation to operate both safely and economically, while at the same time allowing Allied air forces the freedom of operation which is a prerequisite for effective defence.

The North Atlantic Council recognised these concerns when it established the Committee for European Airspace Coordination (CEAC) in 1955. Since then this Committee has been responsible for ensuring that all civil and military airspace requirements are fully coordinated. This includes the conduct of major air exercises, the harmonisation of air traffic control systems and procedures, and the sharing of communications frequencies. More recently, the surge in civilian air traffic, and delays caused by insufficient capacity of air traffic control and airport structure in many parts of Europe to cope with peak time traffic, have highlighted the need for effective coordination between civil and military authorities to ensure that the airspace is shared by all users on an equitable basis. The role played by CEAC, the only international forum exclusively concerned with civil and military air traffic management problems, is therefore likely to become increasingly important in the years to come.
PART II

Civilian Organisation and Structures
NATO HEADQUARTERS

There are approximately 2,660 people employed at NATO Headquarters on a full-time basis. Of these, some 1,000 are members of national delegations and national military representation to NATO. There are approximately 1,260 civilian members of the International Staff and 380 members of the International Military Staff including 100 civilian personnel.

PERMANENT REPRESENTATIVES AND NATIONAL DELEGATIONS

Each member nation is represented on the North Atlantic Council by a Permanent Representative supported by a national delegation composed of advisers and officials who represent their country on different NATO committees. The delegations, similar in many respects to small embassies, are co-located with the International Staff and International Military Staff at NATO Headquarters in Brussels.

In a similar way, members of the Military Committee (Chiefs of Staff) are represented at NATO by senior officers acting as Military Representatives and their supporting staffs.

THE INTERNATIONAL STAFF

The work of the North Atlantic Council and its committees is supported by an International Staff consisting of personnel from member countries either recruited directly by the Organisation or seconded by their governments, normally for periods of 3-4 years. The members of the International Staff are responsible to the Secretary General and owe their allegiance to the Organisation throughout the period of their appointment.

The International Staff comprises the Office of the Secretary General, five Divisions, the Office of
Figure 3.
Management and the Office of the Financial Controller. Each of the Divisions is headed by an Assistant Secretary General, who is normally the Chairman of the main committee dealing with subjects in his field of responsibility. Through their structure of Directorates and Services, the Divisions support the work of the committees in the various fields of activity described in Part I.

The Secretary General. The Secretary General is responsible for promoting and directing the process of consultation and decision-making throughout the Alliance. He is the Chairman of the North Atlantic Council, the Defence Planning Committee and the Nuclear Planning Group as well as titular Chairman of other senior committees. He may propose items for discussion and decision and has the authority to use his good offices in cases of dispute between member countries. He is responsible for directing the International Staff and is the principal spokesman for the Alliance in relations between governments and with the media. The Deputy Secretary General assists the Secretary General in the exercise of his functions and replaces him in his absence. He is Chairman of the High Level Task Force on Conventional Arms Control, the Executive Working Group, the NATO Air Defence Committee, the Joint Consultative Board, and a number of other Ad Hoc and Working Groups.

The Secretary General has under his direct control a Private Office and the Office of the Secretary General. The Private Office supports the Secretary General and Deputy Secretary General in all aspects of their work.

The Office of the Secretary General consists of the Executive Secretariat, the Press Service, the NATO Office of Security, and the Office of the Legal Adviser.

The Executive Secretariat is responsible for ensuring the smooth functioning of Council, Defence Planning Committee and Nuclear Planning Group business and the work of the whole structure of committees and working groups set up under these bodies. Members of the Executive Secretariat act as Committee Secretaries and provide
secretarial and administrative back-up for the Council and a number of other committees. Agendas, summary records, reports, decision and action sheets are prepared and issued by Committee Secretaries under the responsibility of the Committee Chairman.

The Executive Secretary is Secretary to the Council, Defence Planning Committee and Nuclear Planning Group and is responsible for ensuring that the work of the different divisions of the International Staff is carried out in accordance with the directives given. Through the Council Operations Directorate, the Executive Secretary also co-ordinates crisis management procedures and arrangements in NATO and is responsible for the preparation and conduct of exercises. He is also responsible on behalf of the Secretary General for the development and control of the NATO Situation Centre. The Director of the International Military Staff, acting on behalf of the Military Committee, is responsible for co-ordinating the day-to-day operations of the Centre with the Chief of the Situation Centre.

The Press Service arranges media interviews with the Secretary General and other NATO officials, arranges accreditation for journalists, issues press releases, communiqués and speeches by the Secretary General and provides a daily press review and press cutting service for the International Staffs and national delegations. The Head of the Press Service is the official spokesman for the Secretary General and the Organisation in contacts with the media.

The NATO Office of Security co-ordinates, monitors and implements NATO security policy. The Director of Security is the Secretary General's principal adviser on security issues and is Chairman of the NATO Security Committee. He directs the NATO Headquarters Security Service and is responsible for the overall co-ordination of security within NATO.

The Office of the Legal Adviser provides advice on legal aspects of all matters affecting the Organisation.
DIVISIONS OF THE INTERNATIONAL STAFF

ASSISTANT SECRETARY GENERAL FOR POLITICAL AFFAIRS

DIVISION OF POLITICAL AFFAIRS

POLITICAL DIRECTORATE
- GENERAL AFFAIRS
  - RESEARCH & SPECIAL QUESTIONS
  - DISARMAMENT & ARMS CONTROL

ECONOMICS DIRECTORATE
- EAST EUROPEAN & SOVIET STUDIES
  - NATO COUNTRIES & GENERAL STUDIES

INFORMATION DIRECTORATE
- PLANNING, EDITORIAL, AND BUDGET
  - MEDIA
  - EXTERNAL RELATIONS

ASSISTANT SECRETARY GENERAL FOR DEFENCE PLANNING AND POLICY

DIVISION OF DEFENCE PLANNING AND POLICY

FORCE PLANNING DIRECTORATE
- PLANS & POLICY
- FORCE PLANNING ANALYSIS

STATISTICAL ANALYSIS SERVICE

NUCLEAR PLANNING DIRECTORATE

ASSISTANT SECRETARY GENERAL FOR DEFENCE SUPPORT

DIVISION OF DEFENCE SUPPORT

ARMAMENTS & DEFENCE RESEARCH DIRECTORATE
- AIR ARMAMENTS
  - LAND ARMAMENTS
  - NAVAL ARMAMENTS
  - DEFENCE RESEARCH
  - ELECTRONICS, WARRIERS

COOPERATION AND STANDARDIZATION DIRECTORATE
- ARMAMENTS COOPERATION
  - MATERIAL MANAGEMENT SYSTEMS

COMMAND, CONTROL & COMMUNICATIONS DIRECTORATE
- PLANNING & REQUIREMENTS
  - INTEROPERABILITY & COOPERATIVE PROGRAMMES

AIR DEFENCE SYSTEMS DIRECTORATE

ASSISTANT SECRETARY GENERAL FOR INFRASTRUCTURE, LOGISTICS & CIVIL EMERGENCY PLANNING

DIVISION OF INFRASTRUCTURE LOGISTICS & CIVIL EMERGENCY PLANNING

INFRASTRUCTURE DIRECTORATE
- PROGRAMME CONTROL & SECRETARIAT
  - POL. NAVAL, BASES & WAR HEADQUARTERS
  - AIRFIELDS
  - MUNITIONS & MUNITIONS TESTS

LOGISTICS DIRECTORATE
- LOGISTICS PLANNING
  - LOGISTICS SUPPORT

LOGISTICS PLANNING DIRECTORATE
- CIVIL EMERGENCY PLANNING
  - GENERAL AFFAIRS
  - SUPPLY AND TRANSPORT PLANNING

ASSISTANT SECRETARY GENERAL FOR SCIENTIFIC AND ENVIRONMENTAL AFFAIRS

DIVISION OF SCIENTIFIC AND ENVIRONMENTAL AFFAIRS

ADVANCED RESEARCH PROGRAMS
- SCIENCE FELLOWSHIPS
- SCIENCE FELLOWSHIPS
- ADVANCED STUDY PROGRAMS
- RESEARCH FELLOWSHIPS
- PROGRAMME COORDINATION
The Division of Political Affairs comes under the responsibility of the Assistant Secretary General for Political Affairs, who is Chairman of the Political Committee. The Division has three Directorates.

*The Political Directorate* is responsible for:

(a) preparation of the political discussions of the Council and of the discussions of the Political Committee at regular and senior level;
(b) preparation of notes and reports on political subjects for the Secretary General and the Council;
(c) political liaison with the delegations of member countries;
(d) liaison with other governmental and non-governmental international organisations.

The Political Directorate thus provides the administrative substructure for the management of the entire spectrum of the Alliance's political responsibilities, including political aspects of the East-West relationship, out-of-area developments, the European political process and, of increasing importance, arms control. In the latter area, the Directorate is particularly involved in the extensive preparatory and follow-up work called for in support of arms control negotiations in which Alliance countries are involved. The Disarmament and Arms Control Section of the Directorate prepares the work of the High Level Task Force formed by the sixteen Allies as the vehicle for political decision-making in the area of conventional arms control and in the current negotiations in this field in Vienna.

The Director of the Political Directorate is Deputy Assistant Secretary General for Political Affairs and Deputy Chairman of the Political Committee.

*The Economics Directorate* provides advice concerning economic developments which have political or defence implications for NATO. It undertakes studies of economic trends in the Soviet Union and Eastern Europe and studies of economic aspects of security in NATO countries on
behalf of the Economics Committee; prepares economic assessments of NATO countries in the context of NATO defence planning for the Defence Review Committee; and maintains contacts with international economic organisations. The Director of the Economics Directorate is Chairman of the Economics Committee.

The Information Directorate has the task of informing public opinion about the aims and achievements of the Atlantic Alliance. It assists member governments to widen public understanding of NATO activities through the medium of publications, films, radio and television programmes, photographs and exhibitions; arranges for group visits to NATO Headquarters for briefings; and participates in the organisation of conferences and seminars on NATO matters, particularly for young people. The Directorate includes a Library and Documentation Service. The Director of Information is Chairman of the Committee on Information and Cultural Relations, the Conference of National Information Officials and the annual meeting of Ministry of Defence Information Officers.

The Division of Defence Planning and Policy comes under the responsibility of the Assistant Secretary General for Defence Planning and Policy, who is Chairman of the Defence Review Committee, the Alerts Committee, and Vice-Chairman of the Executive Working Group. He also supervises the work of the Nuclear Planning Group (NPG) Staff Group. The Division has two Directorates:

The Directorate of Force Planning is responsible for the preparation, in collaboration with national delegations, of all papers and business concerned with the Defence Review, including the analysis of national defence programmes; for other matters of a politico-military nature considered by the Defence Planning Committee; for the preparation of studies of general or particular aspects of NATO defence planning and policy on behalf of the Executive Working Group; for the maintenance of
a computerised data base of information on NATO and Warsaw Treaty forces; and for the organisation and direction of statistical studies required to assess the NATO defence effort. The Director of Force Planning is Vice-Chairman of the Defence Review Committee.

*The Nuclear Planning Directorate* is responsible for coordination of work on the development of NATO defence policy in the nuclear field and the work of the Nuclear Planning Group. The Director of Nuclear Planning is Chairman of the NPG Staff Group.

*The Division of Defence Support*, under the responsibility of the Assistant Secretary General for Defence Support, has the following tasks:

(a) advising the Secretary General, the North Atlantic Council, the Defence Planning Committee and any other NATO bodies on all matters relating to armaments research, development, production, procurement, and materiel aspects of air defence and command, control and communications systems;

(b) promoting the most efficient use of the resources of the Alliance for the equipment of its forces.

The Division provides liaison with NATO production and logistics organisations concerned with co-operative equipment projects and liaison with NATO military agencies dealing with defence research and related issues; and participates in all aspects of the NATO Defence Planning process within its responsibility and competence. The Assistant Secretary General for Defence Support serves as the Permanent Chairman of the Conference of National Armaments Directors. The Division consists of four Directorates:

*The Directorate of Armaments and Defence Research* is responsible for encouraging member nations to exchange information and to harmonise concepts and requirements for future maritime, land, air, research and technological capabilities in order to achieve cooperative research, development and production programmes and to
facilitate a high level of material standardization. The objective is to improve the overall efficiency of NATO forces and to make better use of the limited resources available for defence purposes.

The Directorate of Command, Control and Communications is responsible for encouraging co-operative programmes in communications and electronics, for the coordination of the overall policy aspects of NATO’s civil and military communications, and for providing support to the NATO Communications and Information Systems Committee and the Tri-Service Group on Communications and Electronic Equipment.

The Directorate of Air Defence is responsible for promoting and co-ordinating efforts to assure the continuing adequacy, effectiveness and efficiency of NATO air defence systems; for providing support to the NATO Air Defence Committee whose rôle is to advise on all aspects of air defence programme development; and for liaison with the agencies responsible for the implementation of air defence related systems, the NATO airborne early warning programme, the Improved HAWK surface-to-air missile system and the design of the future air command and control system.

The Directorate of Co-operation and Standardization is responsible for policy preparation in support of armaments co-operation, including the development of guidance for systematising and rationalising armaments collaboration; for promoting international co-operation among industries in the defence equipment field and between government and industry; for liaison with outside bodies; and for providing co-ordination and staff support to the activities of NATO committees or bodies dealing with Defence Support matters in the areas of material management, standardization, quality assurance, safety of transportation and storage of ammunition and explosives, and intellectual property and acquisition practices.

The Division of Infrastructure, Logistics and Civil Emergency Planning comes under the responsibility of
the Assistant Secretary General for Infrastructure, Logistics and Civil Emergency Planning, who is Chairman of the Infrastructure Committee and the Infrastructure Payments and Progress Committee. He is also Chairman of the Senior Civil Emergency Planning Committee in plenary session and co-Chairman of the Senior NATO Logisticians' Conference. The Division consists of three Directorates:

The Infrastructure Directorate comes under the direction of the Controller for Infrastructure, who is the permanent Chairman of the Infrastructure Committee; and of the Deputy Controller, who is the permanent Chairman of the Infrastructure Payments and Progress Committee. The Infrastructure Directorate is responsible for supporting the Infrastructure Committees by:

(a) developing proposals on policy issues, on funding issues related to the shape and size of NATO Infrastructure programmes and on improved procedures for their management;
(b) providing technical and financial supervision of the NATO Infrastructure Programme;
(c) screening, from the technical, financial, economic and political points of view, the Major NATO Commanders' programmes for annual Infrastructure Slices and related cost estimates; and
(d) screening, from a technical and financial point of view, requests to the Payments and Progress Committee for authorisation of the scope and funding of infrastructure works.

The Logistics Directorate, which comes under the direction of the Director of Logistics, who is the Chairman of the NATO Pipeline Committee and Deputy co-Chairman of the Senior NATO Logisticians' Conference, is responsible for:

(a) the development and co-ordination of plans and policies designed to achieve a coherent approach
within NATO on consumer logistics matters in order to increase the combat effectiveness of Alliance forces by achieving greater logistical readiness and sustainability;

(b) providing staff support to the Senior NATO Logisticians' Conference and its subsidiary bodies;

(c) providing technical staff support to the NATO Pipeline Committee;

(d) supporting, co-ordinating and maintaining liaison with the NATO military authorities and with NATO and other committees and bodies dealing with the planning and implementation of consumer logistics matters; and

(e) maintaining liaison, on behalf of the Secretary General, with the directing bodies of the Central Europe Pipeline System and the NATO Maintenance and Supply Organisation.

The Civil Emergency Planning Directorate, under the direction of the Director of Civil Emergency Planning, who is the Chairman of the Senior Civil Emergency Planning Committee in permanent session, is responsible for:

(a) the co-ordination and guidance of planning aimed at the rapid transition of peacetime economies of the nations of the Alliance to an emergency footing;

(b) development of the arrangements for the use of civil resources in support of the Alliance defence effort and for the protection of the civil populations; and

(c) providing staff support to the Senior Civil Emergency Planning Committee and the eight civil emergency planning boards and committees established to develop crisis management arrangements in the areas of civil sea, land and air transport; energy; industry; food and agriculture; civil communications; and civil defence.
The Scientific Affairs Division comes under the responsibility of the Assistant Secretary General for Scientific and Environmental Affairs, who is Chairman of the NATO Science Committee and Acting Chairman of the Committee on the Challenges of Modern Society. He has the following responsibilities:

(a) advising the Secretary General on scientific and technological matters of interest to NATO;
(b) implementing the decisions of the Science Committee; directing the activities of the sub-committees created by it and developing ways to strengthen scientific and technological capabilities of Alliance countries;
(c) supervising the development of pilot projects initiated by the Committee on the Challenges of Modern Society;
(d) ensuring liaison in the scientific field with the International Staff of NATO, with NATO agencies, with agencies in the member countries responsible for implementation of science policies, and with international organisations engaged in scientific, technological and environmental activities.

The Office of Management comes under the responsibility of the Director of Management who is responsible for all matters pertaining to the organisation and structure of the International Staff and for advising the Secretary General on civilian staff policy and emoluments throughout the Organisation. He is charged with the preparation, presentation and management of the International Staff budget and supervises the activities of the Pensions Computation Unit and of the Management Advisory Unit which has responsibility for advising the Secretary General on all matters related to organisation, work methods, procedures and manpower.

The Deputy Director of Management is responsible for the general administration of the International Staff including personnel services, the maintenance of the
headquarters, the provision of conference, interpretation and translation facilities and the production and distribution of internal documents.

Office of the Financial Controller. The Financial Controller is appointed by the Council and is responsible for the call-up of funds and the control of expenditures within the framework of the Civil and Military Budgets and in accordance with NATO's financial regulations.

Office of the Chairman of the Budget Committees. The Chairman of the Budget Committees is provided by one of the member countries. His position is nationally funded in order to maintain the independence of the Budget Committees. He has a small staff provided by the International Secretariat.

International Board of Auditors. The accounts of the various NATO bodies and those relating to expenditure under NATO's common-funded Infrastructure programme are audited by an International Board of Auditors. The Board is composed of officials from auditing bodies in member countries. They have independent status and are selected and remunerated by their respective countries. They are appointed by and are responsible to the Council.

Production and Logistics Organisations and Project Steering Committees

The Council has created a number of production and logistics organisations and agencies to carry out specific tasks. Examples are given below.

— Central Europe Operating Agency (CEOA).
— Central Europe Pipeline System (CEPS).
— NATO Maintenance and Supply Agency (NAMSA).
— NATO HAWK Production and Logistics Organisation (NHPLO).
— NATO Communications and Information Systems Agency (NACISA).
— NATO Airborne Early Warning and Control Programme Management Organisation (NAPMO).
— NATO European Fighter Aircraft Development, Production and Logistics Management Organisation (NEFMO).

Under procedures for cooperation in research, development and production introduced in 1966, there are also a number of Project Steering Committees responsible for the joint development and production of armaments equipment.
PART III

Military Organisation and Structures

THE INTERNATIONAL MILITARY STAFF

The Military Committee is supported by an integrated International Military Staff made up of military personnel seconded from national military establishments and of supporting civilian personnel. Members of the International Military Staff have a similar structural and contractual relationship with the Organisation as the International Staff but come under the administrative authority of the Director of the International Military Staff or the Head of the independent NATO agency within which they are employed. The national military status of personnel seconded from national armed forces is not affected by their temporary secondment to NATO.

The International Military Staff is headed by a Director of three star rank who is nominated by the member nations and is selected by the Military Committee. He may be from any one of the member nations, but he must be of a different nationality from the Chairman of the Military Committee. The Director is assisted by six Assistant Directors of flag or general officer rank and the Secretary of the International Military Staff.

As the executive agent of the Military Committee, the International Military Staff is tasked with ensuring that the policies and decisions of the Military Committee are implemented as directed. In addition, the International Military Staff prepares plans, initiates studies and recommends policy on matters of a military nature referred to
FIGURE 5.
nato or to the Military Committee by various national or nato authorities, commanders or agencies.

ORGANISATION OF THE INTERNATIONAL MILITARY STAFF

The organisation of the International Military Staff is as follows:

The Intelligence Division keeps the Military Committee, the Council and Defence Planning Committee informed of the assessed direct or indirect military threat to nato, co-ordinates the production and dissemination of nato agreed intelligence, including Electronic Warfare (ew) intelligence policy and basic intelligence documents. nato has no independent intelligence gathering function or capacity of its own but acts as a central co-ordinating body to collate and disseminate intelligence provided by national authorities.

The Plans and Policy Division serves as the focal point for all policy and planning matters of specific interest to the Military Committee. This includes providing staff support to the Military Committee in military matters concerning the nato strategic concept, long-term conceptual thinking and arms control and disarmament. The Division also participates on behalf of the Military Committee in nato’s defence planning process; and develops and represents the views of the Military Committee and the Major nato Commanders on military policy matters in various nato fora.

The Operations Division provides staff support to the Military Committee in matters concerning current operational plans; the nato force posture and the organisational structure of nato Commands and military headquarters; the definition and management of contingency reactions to international crises where nato interests are involved; the promotion and co-ordination of multinational training and exercises; and the co-ordination of efforts towards an effective nato Electronic
Warfare operational capability and associated training and exercises.

The Logistics and Resources Division is responsible to the Military Committee for the international military management of Allied logistics, financial, manpower and infrastructure matters.

The Communications and Information Systems Division provides staff support to the Military Committee on Command, Control and Information Systems including the application of Automatic Data Processing (ADP) techniques to NATO functions and activities; communications and electronics; and communications and ADP security and long lines (PTT) leasing policy and practices.

The Armaments and Standardization Division provides staff support to the Military Committee on matters concerning the development and assessment of NATO military policy and procedures for armaments and related standardization activities and acts as the focal point for staffing and co-ordination of military needs in these areas.

THE INTEGRATED MILITARY COMMAND STRUCTURE

The strategic area covered by the North Atlantic Treaty is divided among three Major NATO Commands (European, Atlantic and Channel) and a Regional Planning Group for Canada and the United States. The Major NATO Commanders are responsible for the development of defence plans for their respective areas, for the determination of force requirements and for the deployment and exercise of the forces under their command. Their reports and recommendations regarding the forces assigned to them and their logistic support are referred to the NATO Military Committee.

All member countries assign forces to the integrated military command structure with the exception of France, Spain and Iceland (which has no military forces).
FIGURE 6.
Allied Command Europe (ACE) Headquarters: SHAPE at Casteau near Mons, Belgium

The task of Allied Command Europe (ACE) is to safeguard the area extending from the northern tip of Norway to Southern Europe, including the whole of the Mediterranean, and from the Atlantic coastline to the eastern border of Turkey. This equates to nearly two million square kilometres of land, more than three million square kilometres of sea, and a population of about 320 million people.

The military task of ACE is to contribute, along with the forces of the other Major NATO Commanders, to the deterrence of all forms of aggression against NATO. Should aggression occur, or be considered imminent, the Supreme Allied Commander, Europe becomes responsible for implementing military measures to preserve the security, or restore the integrity, of Allied Command Europe within the framework of the authority given to him by the Council or Defence Planning Committee.

The Supreme Allied Commander, Europe (SACEUR)

SACEUR is responsible for preparing defence plans for the area under his command and ensuring the combat efficiency of the forces assigned to his command in event of war; making recommendations to the Military Committee on matters likely to improve the organisation of his command; setting down standards for organising, training, equipping, maintaining and sustaining the forces he commands; and conducting exercises and evaluations to ensure that these forces form a unified and capable force for the collective defence of NATO territory. In war-time, SACEUR would control all land, sea and air operations in his area.

SACEUR makes recommendations to NATO's political and military authorities on any military matter which might affect his ability to carry out his responsibilities, and he
has direct access to the Chiefs-of-Staff, the Defence Ministers and Heads of Government of the NATO nations.

The headquarters of Allied Command Europe are the Supreme Headquarters Allied Powers Europe (SHAPE).

The following subordinate commands are responsible to the Supreme Allied Commander Europe:

(a) **Allied Forces Northern Europe (AFNORTH):** Kolsås, Norway.

This Command comprises: Allied Forces North Norway; Allied Forces South Norway; and Allied Forces Baltic Approaches.

(b) **Allied Forces Central Europe (AFCENT):** Brunssum, the Netherlands

This Command comprises: Northern Army Group, Central Army Group; Allied Air Forces Central Europe; 2nd Allied Tactical Air Force and 4th Allied Tactical Air Force.

(c) **Allied Forces Southern Europe (AFSOUTH):** Naples, Italy

This Command comprises: Allied Land Forces Southern Europe; Allied Land Forces South-Eastern Europe; Allied Air Forces Southern Europe; Allied Naval Forces Southern Europe; Naval Striking and Support Forces Southern Europe.

(d) **UK Air Forces Command (CINCUKAIR):** High Wycombe, United Kingdom.

(e) **Allied Command Europe Mobile Force (AMF):** Heidelberg, Federal Republic of Germany.

(f) The **NATO Airborne Early Warning Force: Geilenkirchen, Federal Republic of Germany** (The NA EW Force is under the operational command of the three Major NATO Commanders, SACEUR, SACLANT and CINCHAN. SACEUR is their Executive Agent.)
Allied Command Atlantic (ACLANT)

Allied Command Atlantic extends from the North Pole to the Tropic of Cancer and from the coastal waters of North America to those of Europe and Africa, including Portugal, but not including the Channel and the British Isles. The Supreme Allied Commander Atlantic (SACLANT), like the Supreme Allied Commander Europe, receives his directions from the Military Committee. The headquarters of ACLANT are at Norfolk, Virginia, USA.

The Supreme Allied Commander Atlantic (SACLANT)

The Supreme Allied Commander Atlantic prepares defence plans for his command, conducts joint and combined training exercises, sets training standards and determines the establishment of units; and advises NATO military authorities on his strategic requirements.

The primary task of Allied Command Atlantic is to maintain security in the whole Atlantic area by guarding the sea lanes as far forward as possible and denying their use to an enemy, conducting operations against enemy naval bases and airfields and supporting military operations carried out by SACEUR. SACLANT also has responsibility for islands in his area.

Like SACEUR, SACLANT has direct access to the Chiefs-of-Staff and to the appropriate Defence Ministers and Heads of Government of NATO nations.

The following subordinate commands are responsible to the Supreme Allied Commander Atlantic:

(a) Western Atlantic Command, comprising a Submarine Force Western Atlantic Area Command; an Ocean Sub-Area Command; a Canadian Atlantic Sub-Area Command; and the Bermuda and Greenland Island Commands;

(b) Eastern Atlantic Command, comprising Maritime Air Eastern Atlantic Area; Northern Sub-Area; Maritime Air Northern Sub-Area; Central Sub-Area;
Maritime Air Central Sub-Area; Submarine Forces Eastern Atlantic Area; and the Island Commands of Iceland and the Faeroes;
(c) Striking Fleet Atlantic Command, comprising a Carrier Striking Force, consisting of the Carrier Striking Group, the Anti-Submarine Warfare Group and an Amphibious Force;
(d) Submarines Allied Command Atlantic;
(e) Iberian Atlantic Command, including the Island Commands of Madeira and of the Azores;
(f) Standing Naval Force Atlantic (STANAVFORLANT).

Allied Command Channel (ACCHAN)
The Channel Command extends from the Southern North Sea through the English Channel. The Headquarters of the Allied Commander-in-Chief Channel (CINCHAN) are located at Northwood, in the United Kingdom. Its task is to control and protect merchant shipping and contribute to overall deterrence.

The Commander-in-Chief Channel (CINCHAN)
In the event of aggression CINCHAN would be responsible for establishing and maintaining control of the Channel area, supporting operations in adjacent commands, and co-operating with SACEUR in the air defence of the Channel. The forces available for these tasks are predominantly naval, but include maritime air forces.
CINCHAN's subordinate commanders include Commander Allied Maritime Air Force, Channel; Commander Nore Sub-Area Channel; Commander Plymouth Sub-Area, Channel; and Commander Benelux Sub-Area, Channel. CINCHAN also has under his command the NATO Standing Naval Force Channel (STANAVFORCHAN), a permanent force mainly comprising mine counter-measure vessels.
A Channel Committee consisting of the naval Chiefs-
of-Staff of Belgium, the Netherlands and the United Kingdom serves as an advisory and consultative body to the Commander-in-Chief, Channel.

Both SACEUR and SACLANT have official representatives at NATO Headquarters in Brussels (SACEUREP and SACLANTREPEUR) to provide liaison with NATO and national authorities. SACLANTREPEUR also acts as representative for CINCHAN when required.

Canada-United States Regional Planning Group

The Canada-US Regional Planning Group, which covers the North American area, develops and recommends to the Military Committee plans for the defence of the Canada-US Region. It meets alternately in one of these two countries.

FORCES AVAILABLE TO NATO

The forces of member countries available to NATO’s integrated military command structure are essentially in two categories. Assigned forces are those which come under the operational command or operational control of a Major NATO Commander when required, in accordance with specified procedures or at prescribed stages of alert measures approved by NATO. Earmarked forces are those which nations have agreed to assign to the operational command or operational control of a Major NATO Commander at a future date.

It should be noted that some of the above terms have precise military definitions. The terms “command” and “control”, for example, relate to the nature of the authority exercised by military commanders over the forces assigned to them. When used internationally, these terms do not necessarily have the same implications as they do when used in a purely national context. In assigning forces to NATO, member nations assign operational command or operational control as distinct from full command over all
aspects of the military operations and administration of those forces.

In general, national forces remain under national command in peacetime. Exceptions to this rule are the integrated staffs in the various NATO military headquarters; certain air defence units on constant alert such as the units manning the Airborne Early Warning and Control Force (AWACS); some communications units; and four small multinational forces created for specific tasks. These are described below.

The ACE Mobile Force (AMF)

In 1960 NATO formed a small, multinational task force which could be sent at short notice to any threatened part of Allied Command Europe to demonstrate the solidarity of the Alliance and its ability and determination to defend itself against aggression. The ACE Mobile Force or “AMF” is composed of land and air forces from Belgium, Canada, the Federal Republic of Germany, Italy, Luxembourg, the Netherlands, the United Kingdom and the United States. Until assembled at the request of the Supreme Allied Commander Europe (SACEUR), most units assigned to it are stationed in their home countries. United States units are provided by the US Forces already stationed in Europe.

The AMF is a balanced force made up of infantry battalions, artillery batteries and supporting units, with the fighting strength of a brigade group of about 5,000 men. The air squadrons assigned to it are placed under the control of the local Air Force Commander in the area to which the force is sent. The force can be deployed rapidly to any part of Allied Command Europe and is trained and tested every year in tough, realistic exercises held in both the northern and southern flanks of Europe. The Headquarters of AMF’s land component are located near Heidelberg in the Federal Republic of Germany.
Standing Naval Forces

The Standing Naval Force Atlantic (STANAVFORLANT) was established in 1967. Composed of destroyer or frigate class ships drawn from the navies of member countries, this force comes under the command of the Supreme Allied Commander Atlantic (SAKLANT). Ships from Canada, the Federal Republic of Germany, the Netherlands, the United Kingdom and the United States form the permanent membership of the force. They are joined periodically by naval units from Belgium, Denmark, Norway and Portugal. The force carries out a programme of scheduled exercises, manoeuvres, and port visits and can be rapidly deployed to a threatened area in times of crisis or tension.

The Standing Naval Force Channel (STANAVFORCHAN) was commissioned in May 1973. It consists of mine countermeasure vessels and operates under the command of the Allied Commander-in-Chief, Channel (CINCHAN). Belgium, the Federal Republic of Germany, the Netherlands and the United Kingdom are regular contributors to the force. Danish, Norwegian and United States' ships also join the force from time to time.

The Naval On-Call Force for the Mediterranean (NAVOCFORMED) was created in 1969. Similar in purpose to STANAVFORLANT and STANAVFORCHAN, this naval force is assigned to the Supreme Allied Commander, Europe. It is not permanently in being and assembles only when called upon. Between exercises, which take place at least once a year, the ships remain under national command. Italy, Greece, Turkey, the United Kingdom and the United States normally contribute ships to the force and units of other nations exercise with the force from time to time.
Reserve Forces

The ability to mobilize reserves quickly and in a timely fashion in order to provide adequate conventional response to aggression is an essential part of the policy of deterrence. Reserve forces therefore play an important rôle in the whole spectrum of NATO's defence structure and in the event of crisis, would be required to take up positions and carry out tasks alongside regular forces.

MILITARY AGENCIES AND ORGANISATIONS

The Military Committee is charged with the direction of a number of NATO military agencies. These include:

The Advisory Group for Aerospace Research and Development (AGARD)

The Advisory Group for Aerospace Research and Development (AGARD) was formed in 1952 and became an agency under the Military Committee in 1966. Its task is to foster and improve the interchange of information relating to aerospace research and development between the NATO nations in order to ensure that the advances made by one nation are available to the others. AGARD also provides scientific and technical advice and assistance to the NATO Military Committee in the field of aerospace research and development, with particular regard to military applications. The Headquarters of AGARD are located in Paris.

The Military Agency for Standardization (MAS)

Organised in London in 1951, the MAS is the principal military agency for standardization within NATO. Its purpose is to facilitate operational, procedural and material standardization among member nations to enable NATO forces to operate together in the most effective manner.
Co-operation between the international technical expert groups and the agency in regard to defence equipment is effected through the NATO Standardization Group and by liaison with the International Staff and the International Military Staff. Since January 1970 the MAS has been housed within NATO Headquarters in Brussels.

The NATO Electronic Warfare Advisory Committee (NEWAC)

NEWAC was established in 1966 to support the Military Committee, the Major NATO Commanders (MNCs) and the nations by acting as a specialist multinational body to promote on a tri-service basis an effective NATO electronic warfare capability. It monitors national and MNC progress in implementing measures which improve NATO's electronic warfare capabilities. NEWAC is composed of representatives of each NATO country and of the MNCs. The Chairman of the Committee and the Secretary are permanently assigned to the Operations Division of the International Military Staff (IMS).

The EURO/NATO Training Group

Responsibility within NATO for consolidation of training on a multinational basis is vested in the EURO/NATO Training Group (ENTG). The Group's objectives are to improve and expand existing and to initiate new, multinational training arrangements between member nations. The ENTG reports to the NATO Military Committee and to the EUROGROUP.

The Military Committee Meteorological Group (MCMG)

The task of the MCMG is to advise the Military Committee on meteorological matters affecting NATO and to make appropriate recommendations. The MCMG also acts as the co-ordinating agency of the Military Committee for all
military meteorological policies, procedures and techniques within NATO.

Communications and Information Systems

Nine specialised multinational Communications and Information Systems Committees, Working Groups or Agencies provide the Military Committee with expert technical advice on military matters within their own fields of competence. These are:

— NATO Communications and Information Systems Committee (NACISC).
— Allied Communications and Computer Security Agency (ACCSA).
— Allied Long Lines Agency (ALLA).
— Allied Radio Frequency Agency (ARFA).
— Allied Tactical Communications Agency (ATCA).
— Allied Data Systems Interoperability Agency (ADSIA).
— Information Systems Working Group (ISWG).
— Communications Systems Working Group (CSWG).
— Allied Naval Communications Agency (ANCA).

The permanent staffs of these bodies, with the exception of ANCA staff located in London, are drawn from the NATO International Military Staff and are co-located in Brussels.

The SHAPE Technical Centre

The SHAPE Technical Centre is an international military organisation under the policy direction of the Supreme Allied Commander Europe. Its task is to provide scientific and technical advice and assistance to SHAPE and to undertake research, studies, investigations, development projects and operational tests for Allied Command Europe. Initially limited to air defence problems, its scope was widened in 1963 to cover all military matters pertaining to Allied Command Europe.
Its current programme is directed in particular towards three major areas of concern to Allied Command Europe: force capability and force structure, including the effects of new weapons technology; command and control, including application of automated data processing; and communications, including concept formulation, systems engineering and operations support.

The SACLANT Undersea Research Centre

The SACLANT Undersea Warfare Research Centre was commissioned in 1959 at La Spezia, Italy and formally became a NATO military organisation in 1963. The task of the Centre is to provide scientific and technical advice and assistance to SACLANT in the field of anti-submarine warfare. The Centre carries out research and limited development (but not engineering or manufacturing) in the field of anti-submarine warfare, including oceanography, operational research and analysis, advisory and consultancy work, and exploratory research. In July 1986, under the auspices of SACLANTCEN, the first ship to be funded jointly by NATO countries, the 3,200-ton anti-submarine research vessel Alliance, was officially launched at La Spezia. The ship became operational in May 1988.

The NATO Defense College

The NATO Defense College was established in 1951 in Paris and moved to Rome in 1966. Under the direction of the Military Committee, assisted by an independent Advisory Board, the College provides courses for officers and civilian officials from member countries expected to be appointed to key posts within NATO or in their national administrations. The Commandant of the College is a senior officer of at least Lieutenant General rank appointed for a two to three year period. The Commandant is assisted by a Faculty comprising two military and one civilian deputy and eight faculty advisers. Courses
include lectures and discussions, team studies, committee work and instructional tours to the United States and Canada and to European member countries. Course requirements include competence in a specialised field and a thorough knowledge of English or French.
PART IV

Other Governmental and Non-Governmental Organisations
THE EUROGROUP

The EUROGROUP is a grouping of European governments within the framework of NATO, open to all European members of the Alliance. Its aim is to help strengthen the whole Alliance by seeking to ensure that the European contribution to the common defence is as strong and cohesive as possible. It provides an informal forum in which European Defence Ministers can exchange views on major political and security issues and foster practical co-operation through the work of specialist sub-groups on tactical communications, logistics, long-term concepts of operation, military medicine, armaments co-operation, and joint training facilities.

Meetings of Defence Ministers take place twice a year, just before the regular half-yearly Ministerial session of NATO's Defence Planning Committee. The chairmanship of the EUROGROUP rotates each year. The work is overseen and Ministerial meetings prepared by an ad hoc committee of EUROGROUP Ambassadors at NATO Headquarters. For day-to-day affairs, the main working body is the Staff Group, which is composed of officials from the national delegations at NATO Headquarters. A Secretariat is provided by the United Kingdom.

The EUROGROUP regularly sends panels to North America in order to increase understanding of the scale of the European defence effort and arranges for North American legislators and journalists to see European defence forces at first hand. Briefings are given at NATO Headquarters to a wide range of visitors and a number of other public relations initiatives are undertaken. Publications setting out the European contribution to the common defence and giving information on the military forces of the member countries are widely distributed.
THE INDEPENDENT EUROPEAN PROGRAMME GROUP

The Independent European Programme Group (IEPG) is the principal institution through which the European members of NATO seek greater co-operation and progress in collective armaments procurement. All the European Allies except Iceland are members. The IEPG is independent of both NATO and the Eurogroup. Formed in 1976, its objectives are to permit the most efficient use of funds for research, development and procurement; to increase standardization and interoperability of equipment; to maintain a healthy European defence industrial and technological base; and to encourage a more balanced two-way street in armaments co-operation between Europe and North America.

The IEPG seeks to encourage co-operation between Europe and North America in specific areas of defence production and procurement, for example, by removing protectionist obstacles. It provides a forum in which a common European view can be developed and expressed and facilitates exploitation of emerging technologies on a co-operative basis between Europe and North America.

THE WESTERN EUROPEAN UNION

The Western European Union has its origins in the Brussels Treaty of 1948 signed by Belgium, France, Luxembourg, the Netherlands and the United Kingdom. With the signature of the North Atlantic Treaty in 1949, the military structure created by the Brussels Treaty powers, known as the Western Union Defence Organisation or Western Union, was merged with the new integrated defence structure of the North Atlantic Alliance and many of the functions of the Brussels Treaty passed to NATO. Under the Paris Agreements of 1954, the Federal Republic of Germany and Italy acceded to the Brussels Treaty and the Organisation was renamed the Western
European Union. The latter continued in being in fulfilment of the conditions and tasks laid down in the Paris Agreements. The Western European Union was reacti­vated in 1984 with a view both to developing a common European defence identity through co-operation among its members in the security field and to strengthening the European pillar of the North Atlantic Alliance.

Under the “Platform on European Security Interests” published in The Hague in 1987, WEU Foreign and Defence Ministers defined the Organisation’s relationship with NATO and with other organisations, as well as the enlargement of the Organisation and the conditions for the further development of its rôle as a forum for regular discussion of defence and security issues affecting Europe. In this context, the WEU has been used as a forum for consultation, and when possible for co-ordination, in specific fields including naval operations undertaken to protect shipping in the Gulf during the Iran-Iraq War. Portugal and Spain become members of the Western European Union following ratification of the Treaty of Accession signed by both countries in November 1988.

THE NORTH ATLANTIC ASSEMBLY

The North Atlantic Assembly is the inter-parliamentary organisation of the 16 member countries of the Alliance and provides a forum where North American and European parliamentarians meet to discuss problems of common concern. Founded in 1955, its aims are to strengthen co-operation and understanding among the countries of the Alliance, to encourage governments to take Alliance concerns into account when framing legislation; and to encourage a common feeling of Atlantic cohesion in national parliaments. The Assembly is independent of NATO but constitutes a link between national parliaments and the Alliance.

The Assembly has five committees whose activities cover a wide range of subjects. They are: the Civilian
Affairs Committee; the Economic Committee; the Military Committee; the Political Committee; and the Scientific and Technical Committee. Special Committees on NATO in the 1990s and NATO Strategy and Arms Control were created in 1987 and 1988 respectively. The Committees meet twice a year during the spring and autumn sessions to discuss draft reports and policy recommendations on the most urgent issues facing the Alliance.

The North Atlantic Assembly convenes in plenary session twice a year. Its policy recommendations are forwarded to the Secretary General of NATO, who formulates a reply in consultation with the North Atlantic Council. These documents, along with the committee reports, are also sent to member governments, parliaments and relevant international organisations. The Assembly also organises an annual tour to a specific region in the Alliance to better acquaint member legislators with the complexities and problems associated with Alliance defence.

The budget of the Assembly is drawn from contributions from member governments or parliaments. A grant is allocated by NATO towards the costs of the plenary sessions.

Further information on the North Atlantic Assembly may be obtained from its International Secretariat - Place du Petit Sablon 3, B-1000 Brussels. Tel.: 513.28.65.

**THE ATLANTIC TREATY ASSOCIATION**

Voluntary associations affiliated to the Atlantic Treaty Association (ATA) support the activities of NATO and of individual governments to promote the objectives of the North Atlantic Treaty. The objectives of the Atlantic Treaty Association are:

(a) to educate and inform the public concerning the aims and goals of the North Atlantic Treaty Organisation;
(b) to conduct research in the various purposes and activities related to the Organisation;
(c) to promote the solidarity of the peoples in the North Atlantic area;
(d) to develop permanent relations and co-operation between its national member committees or associations.

An Atlantic Education Committee (AEC) and an Atlantic Association of Young Political Leaders (AAYPL) (formed in 1963) are active in their own fields.

The following national voluntary organisations are members of the ATA:

**BELGIUM**
The Belgian Atlantic Association
24 rue des Petits Carmes
1000 Brussels.

**ICELAND**
Association of Western Co-operation
PO Box 28
121 Reykjavik

**CANADA**
The Atlantic Council of Canada
15 King's College Circle
Toronto
Ontario M5S 2V9

**ITALY**
Italian Atlantic Committee
Piazza di Firenze 27
00186 Rome

**DENMARK**
Danish Atlantic Association
Ved Idraetsparken 4
Postboks 2715
2100 Copenhagen 0

**LUXEMBOURG**
Luxembourg Atlantic Association
BP 805
Luxembourg

**FRANCE**
French Association for the Atlantic Community
185 rue de la Pompe
75116 Paris

**NETHERLANDS**
Netherlands Atlantic Committee
Laan van Meerdervoort 96
2517 AR The Hague

**FEDERAL REPUBLIC OF GERMANY**
The German Atlantic Society
AM Burgweiher 12
5300 Bonn 1

**NORWAY**
Norwegian Atlantic Committee
Fridtjof Nansens Plass 6
0160 Oslo 1

**GREECE**
Hellenic Atlantic Association
18 Sina Street
Athens 106 72

**PORTUGAL**
Portuguese Atlantic Committee
Av. Infante Santo 42, 6e
1300 Lisbon
Further information concerning the Atlantic Treaty Association may be obtained from the Secretary General of the ATA at 185, rue de la Pompe, 75116 Paris. Tel: 45 53 2880.

THE INTERALLIED CONFEDERATION OF RESERVE OFFICERS (CIOR)

The Interallied Confederation of Reserve Officers is a non-governmental, non-political, non-profit-making organisation. Known by its French acronym CIOR, the Confederation was formed in 1948 by the Reserve Officers Associations of Belgium, France and the Netherlands. All existing national reserve officer associations of NATO member nations now belong to the Confederation. It represents more than 800,000 reserve officers and aims to inculcate and maintain an interallied spirit among its members and to provide them with information about NATO developments and activities. It also aims to contribute to the organisation, administration and training of reserve forces in NATO countries and to improve their motivation, capabilities, interoperability and mutual confidence through common and exchange training programmes.

The Confederation maintains close liaison with appropriate national defence organisations and with NATO military authorities, and develops international contacts between reserve officers. Its members are active in professional, business, industrial, academic and political cir-
cles in their respective countries and contribute individually to the improvement of public understanding of NATO and the strengthening of public support for its policies.

The chief executive of the Confederation is an elected President who serves in that office for a period of two years. He is assisted by a Secretary General and an Executive Committee composed of delegates from all national member associations. The head of each national delegation is also a Vice-President of the Confederation.

The Interallied Confederation of Medical Reserve Officers (CIOMR) is affiliated to the CIOR.

Member Associations of the CIOR:

**BELGIUM**  
Union Royale Nationale des Officiers de Réserve de Belgique (URNOR/BE)  
Rue des Petits Carmes 24  
B-1000 Brussels

**GREECE**  
The Supreme Pan-Hellenic Federation of Reserve Officers (SPFRO)  
100 Solonos Street  
GR-Athens 144

**CANADA**  
The Conference of Defence Associations of Canada (CDA)  
PO Box 893  
Ottawa, Ontario K1P 5P9

**ITALY**  
Unione Nazionale Ufficiali in Congedo d’Italia (UNUCI)  
Via Nomentana 313  
I-00162 Rome

**DENMARK**  
Reserve officers Foreningen i Danmark (ROID)  
Svanestok  
Kastellet 68  
DK-2100 Copenhagen

**LUXEMBOURG**  
Amicale des Anciens Officiers de Réserve Luxembourg (ANORL)  
124 A Kiem  
L-8030 Strassen

**FRANCE**  
Union Nationale des Officiers de Réserve de France (UNOR/FR)  
12 Rue Marie Laurenein  
F-75012 Paris

**THE NETHERLANDS**  
Koninklijke Vereniging van Nederlandse Reserve Officieren (KVNRO)  
Postbus 95395  
NL-2501 JE The Hague

**FEDERAL REPUBLIC OF GERMANY**  
Verband der Reservisten der Deutschen Bundeswehr e.V. (VdRBw)  
PO Box 14 03 61  
D-5300 Bonn 1

**NORWAY**  
Norske Reserveoffiserers Forbund (NROF)  
Oslo Mil. Akershus  
NO-Oslo 1
The CIOR and CIOMR are represented at NATO Headquarters by a liaison office situated within the International Military Staff. Further information about the Confederations may be obtained from this office (CIOR/CIOMR Liaison Office, NATO/IMS/P&P, B-1110 Brussels).
Appendix I

ABBREVIATIONS IN COMMON USE

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABM</td>
<td>Anti-Ballistic Missile</td>
</tr>
<tr>
<td>ACHANC</td>
<td>Allied Command Channel</td>
</tr>
<tr>
<td>ACE</td>
<td>Allied Command Europe</td>
</tr>
<tr>
<td>ACLANT</td>
<td>Allied Command Atlantic</td>
</tr>
<tr>
<td>ACCSA</td>
<td>Allied Communications and Computer Security Agency</td>
</tr>
<tr>
<td>ADM</td>
<td>Atomic Demolition Munition</td>
</tr>
<tr>
<td>ADP</td>
<td>Automatic Data Processing</td>
</tr>
<tr>
<td>ADSIA</td>
<td>Allied Data Systems Interoperability Agency</td>
</tr>
<tr>
<td>AEW</td>
<td>Airborne Early Warning</td>
</tr>
<tr>
<td>AFCENT</td>
<td>Allied Forces Central Europe</td>
</tr>
<tr>
<td>AFNORTH</td>
<td>Allied Forces Northern Europe</td>
</tr>
<tr>
<td>AFSOUTH</td>
<td>Allied Forces Southern Europe</td>
</tr>
<tr>
<td>AGARD</td>
<td>Advisory Group for Aerospace Research and Develop</td>
</tr>
<tr>
<td>ALCM</td>
<td>Air-Launched Cruise Missile</td>
</tr>
<tr>
<td>ALLA</td>
<td>Allied Long Lines Agency</td>
</tr>
<tr>
<td>AMF</td>
<td>ACE Mobile Force</td>
</tr>
<tr>
<td>ANCA</td>
<td>Allied Naval Communications Agency</td>
</tr>
<tr>
<td>AP</td>
<td>Allied Publication</td>
</tr>
<tr>
<td>APAG</td>
<td>Atlantic Policy Advisory Group</td>
</tr>
<tr>
<td>AQAP</td>
<td>Allied Quality Assurance Publication</td>
</tr>
<tr>
<td>ARFA</td>
<td>Allied Radio Frequency Agency</td>
</tr>
<tr>
<td>ASW</td>
<td>Anti-Submarine Warfare</td>
</tr>
<tr>
<td>ATA</td>
<td>Atlantic Treaty Association</td>
</tr>
<tr>
<td>ATCA</td>
<td>Allied Tactical Communications Agency</td>
</tr>
<tr>
<td>AWACS</td>
<td>Airborne Warning and Control System</td>
</tr>
<tr>
<td>BMEWS</td>
<td>Ballistic Missile Early Warning System</td>
</tr>
<tr>
<td>CAPS</td>
<td>Conventional Armaments Planning System</td>
</tr>
<tr>
<td>CBM</td>
<td>Confidence Building Measure</td>
</tr>
<tr>
<td>CCMS</td>
<td>Committee on the Challenges of Modern Society</td>
</tr>
<tr>
<td>CCPC</td>
<td>Civil Communications Planning Committee</td>
</tr>
<tr>
<td>CDE</td>
<td>Conference on Confidence and Security-Building Measures and Disarmament in Europe</td>
</tr>
<tr>
<td>CDH</td>
<td>Conference on the Human Dimension (csce)</td>
</tr>
<tr>
<td>CDI</td>
<td>Conventional Defence Improvements</td>
</tr>
<tr>
<td>CEAC</td>
<td>Committee for European Airspace Co-ordination</td>
</tr>
<tr>
<td>CENTAG</td>
<td>Central Army Group, Central Europe</td>
</tr>
<tr>
<td>CENTO</td>
<td>Central Treaty Organisation</td>
</tr>
<tr>
<td>CEOA</td>
<td>Central Europe Operating Agency</td>
</tr>
<tr>
<td>CEP</td>
<td>Civil Emergency Planning</td>
</tr>
<tr>
<td>CEPS</td>
<td>Central Europe Pipeline System</td>
</tr>
<tr>
<td>CFE</td>
<td>Negotiations on Conventional Armed Forces in Europe</td>
</tr>
<tr>
<td>Acronym</td>
<td>Full Form</td>
</tr>
<tr>
<td>--------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>CHANCOM</td>
<td>Channel Committee</td>
</tr>
<tr>
<td>CINCEASTLANT</td>
<td>Commander-in-Chief Eastern Atlantic Area</td>
</tr>
<tr>
<td>CINCENT</td>
<td>Commander-in-Chief Allied Forces Central Europe</td>
</tr>
<tr>
<td>CINCHAN</td>
<td>Allied Commander-in-Chief Channel</td>
</tr>
<tr>
<td>CINCIBERLANT</td>
<td>Commander-in-Chief Iberian Atlantic Area</td>
</tr>
<tr>
<td>CINCNORTH</td>
<td>Commander-in-Chief Allied Forces Northern Europe</td>
</tr>
<tr>
<td>CINCSOUTH</td>
<td>Commander-in-Chief Allied Forces Southern Europe</td>
</tr>
<tr>
<td>CINCUKAIR</td>
<td>Commander-in-Chief United Kingdom Air Forces</td>
</tr>
<tr>
<td>CINCWESTLANT</td>
<td>Commander-in-Chief Western Atlantic Area</td>
</tr>
<tr>
<td>CIS</td>
<td>Communications and Information Systems</td>
</tr>
<tr>
<td>CMEA</td>
<td>Council of Mutual Economic Assistance (COMECON)</td>
</tr>
<tr>
<td>CNAD</td>
<td>Conference of National Armaments Directors</td>
</tr>
<tr>
<td>CONMAROPS</td>
<td>Concept of Maritime Operations</td>
</tr>
<tr>
<td>CPX</td>
<td>Command Post Exercise</td>
</tr>
<tr>
<td>CSBM</td>
<td>Confidence and Security Building Measure</td>
</tr>
<tr>
<td>CSCE</td>
<td>Conference on Security and Co-operation in Europe</td>
</tr>
<tr>
<td>CST</td>
<td>Conventional Stability Talks</td>
</tr>
<tr>
<td>CSWG</td>
<td>Communications Systems Working Group</td>
</tr>
<tr>
<td>CUSRPG</td>
<td>Canada-US Regional Planning Group</td>
</tr>
<tr>
<td>DPC</td>
<td>Defence Planning Committee</td>
</tr>
<tr>
<td>DRC</td>
<td>Defence Review Committee</td>
</tr>
<tr>
<td>ECCM</td>
<td>Electronic Counter-Countermeasures</td>
</tr>
<tr>
<td>ECM</td>
<td>Electronic Countermeasures</td>
</tr>
<tr>
<td>ECSC</td>
<td>European Coal and Steel Community</td>
</tr>
<tr>
<td>EDC</td>
<td>European Defence Community</td>
</tr>
<tr>
<td>EDIP</td>
<td>European Defence Improvement Programme</td>
</tr>
<tr>
<td>EEC</td>
<td>European Economic Community</td>
</tr>
<tr>
<td>ELDO</td>
<td>European Launcher Development Organisation</td>
</tr>
<tr>
<td>EMP</td>
<td>Electro-Magnet Pulse</td>
</tr>
<tr>
<td>ENTG</td>
<td>EURO/NATO Training Group</td>
</tr>
<tr>
<td>ESA</td>
<td>European Space Agency</td>
</tr>
<tr>
<td>ESRO</td>
<td>European Space Research Organisation</td>
</tr>
<tr>
<td>EUROGROUP</td>
<td>Acronym used for informal Group of NATO European Defence Ministers</td>
</tr>
<tr>
<td>EW</td>
<td>Electronic Warfare</td>
</tr>
<tr>
<td>EWG</td>
<td>Executive Working Group</td>
</tr>
<tr>
<td>FOFA</td>
<td>Follow-on Forces Attack</td>
</tr>
<tr>
<td>GLCM</td>
<td>Ground Launched Cruise Missile</td>
</tr>
<tr>
<td>HLTG</td>
<td>High Level Task Force</td>
</tr>
<tr>
<td>HLG</td>
<td>High Level Group (NPG)</td>
</tr>
<tr>
<td>IATA</td>
<td>International Air Transport Association</td>
</tr>
<tr>
<td>ICAO</td>
<td>International Civil Aviation Organisation</td>
</tr>
<tr>
<td>ICB</td>
<td>International Competitive Bidding</td>
</tr>
<tr>
<td>ICBM</td>
<td>Intercontinental Ballistic Missile</td>
</tr>
<tr>
<td>IEG</td>
<td>Information Exchange Group</td>
</tr>
<tr>
<td>IEPG</td>
<td>Independent European Programme Group</td>
</tr>
<tr>
<td>IISS</td>
<td>International Institute for Strategic Studies</td>
</tr>
<tr>
<td>IMS</td>
<td>International Military Staff</td>
</tr>
<tr>
<td>INF</td>
<td>Intermediate-Range Nuclear Forces</td>
</tr>
<tr>
<td>IRBM</td>
<td>Intermediate-Range Ballistic Missile</td>
</tr>
</tbody>
</table>

94
ISWG  Information Systems Working Group
LCC  Logistics Co-ordination Centre
LRINF  Longer-Range INF
LTDP  Long-Term Defence Programme
MARAIMED  Maritime Air Forces Mediterranean
MAREQ  Military Assistance Requirements
MAS  Military Agency for Standardization
MBFR  Mutual and Balanced Force Reductions
MC  Military Committee
MCM  Mine Countermeasures
MCMG  Military Committee Meteorological Group
MEWSG  Multi-Service Electronic Warfare Support Group
MILREP  Military Representative (to the Military Committee)
MLF  Multilateral Force
MNC  Major NATO Commander
MNF  Maritime Nuclear Forces
MOD  Ministry of Defence
MOU  Memorandum of Understanding
NAA  North Atlantic Assembly
NAAG  NATO Army Armaments Group
NAC  North Atlantic Council
NACISA  NATO Communications and Information Systems Agency
NACISC  NATO Communications and Information Systems Committee
NACISO  NATO Communications and Information Systems Organisation
NADC  NATO Air Defence Committee
NADEEC  NATO Air Defence Electronic Environment Committee
NADEFCOL  NATO Defense College
NADGE  NATO Air Defence Ground Environment
NAEW  NATO Airborne Early Warning
NAFAG  NATO Air Force Armaments Group
NAMFI  NATO Missile Firing Installation
NAMMA  NATO Multi-Rôle Combat Aircraft Development and Production Management Agency
NAMMO  NATO Multi-Rôle Combat Aircraft Development and Production Management Organisation
NAMSA  NATO Maintenance and Supply Agency
NAMSO  NATO Maintenance and Supply Organisation
NAPATMO  NATO PATRIOT Management Office
NAPMA  NATO Airborne Early Warning and Control Programme Management Agency
NAPMO  NATO Airborne Early Warning and Control Programme Management Organisation
NAPPR  NATO Armaments Planning Review
NASMO  NATO Starfighter Management Office
NASPO  NATO Starfighter Production Organisation
NATO  North Atlantic Treaty Organisation
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>NATO</td>
<td>North Atlantic Treaty Organization</td>
</tr>
<tr>
<td>FORACS</td>
<td>Fleet Operational Readiness Accuracy Check Sites</td>
</tr>
<tr>
<td>NAVOCFORMED</td>
<td>Naval On-Call Force, Mediterranean</td>
</tr>
<tr>
<td>NCARC</td>
<td>NATO Conventional Armaments Review Committee</td>
</tr>
<tr>
<td>NCCIS</td>
<td>NATO Command, Control and Information System</td>
</tr>
<tr>
<td>NCEB</td>
<td>NATO Communications Electronic Board</td>
</tr>
<tr>
<td>NDAC</td>
<td>Nuclear Defence Affairs Committee</td>
</tr>
<tr>
<td>NEFMO</td>
<td>NATO European Fighter Aircraft Development, Production and Logistics Management Organisation</td>
</tr>
<tr>
<td>NEWAC</td>
<td>NATO Electronic Warfare Advisory Committee</td>
</tr>
<tr>
<td>NHMO</td>
<td>NATO HAWK Management Office</td>
</tr>
<tr>
<td>NHPLO</td>
<td>NATO HAWK Production and Logistics Organisation</td>
</tr>
<tr>
<td>NIAG</td>
<td>NATO Industrial Advisory Group</td>
</tr>
<tr>
<td>NICS</td>
<td>NATO Integrated Communications System</td>
</tr>
<tr>
<td>NICS COA</td>
<td>NICS Control Operating Authority</td>
</tr>
<tr>
<td>NISSPO</td>
<td>NATO Identification System Special Project Office</td>
</tr>
<tr>
<td>NMNR</td>
<td>National Military Representative (to SHAPE)</td>
</tr>
<tr>
<td>NNAG</td>
<td>NATO Naval Armaments Group</td>
</tr>
<tr>
<td>NORAD</td>
<td>North American Air Defence System</td>
</tr>
<tr>
<td>NORTHAG</td>
<td>Northern Army Group, Central Europe</td>
</tr>
<tr>
<td>NPG</td>
<td>Nuclear Planning Group</td>
</tr>
<tr>
<td>NPLO</td>
<td>NATO Production and Logistics Organisation</td>
</tr>
<tr>
<td>NRSG</td>
<td>Network Rationalisation Sub-Group</td>
</tr>
<tr>
<td>NSC</td>
<td>NATO Supply Centre</td>
</tr>
<tr>
<td>NSG</td>
<td>NATO Standardization Group</td>
</tr>
<tr>
<td>NSWP</td>
<td>Non-Soviet Warsaw Pact</td>
</tr>
<tr>
<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
</tr>
<tr>
<td>OPEC</td>
<td>Organisation for Petroleum Exporting Countries</td>
</tr>
<tr>
<td>OTAN</td>
<td>Organisation du Traité de l'Atlantique Nord</td>
</tr>
<tr>
<td>PAPS</td>
<td>Periodic Armaments Planning System</td>
</tr>
<tr>
<td>PBIEIST</td>
<td>Planning Board for European Inland Surface Transport</td>
</tr>
<tr>
<td>PBOS</td>
<td>Planning Board for Ocean Shipping</td>
</tr>
<tr>
<td>PERM REP</td>
<td>Permanent Representative (to the North Atlantic Council)</td>
</tr>
<tr>
<td>PG</td>
<td>Project Group</td>
</tr>
<tr>
<td>PNET</td>
<td>Peaceful Nuclear Explosion Treaty</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research and Development</td>
</tr>
<tr>
<td>SAC</td>
<td>Strategic Air Command</td>
</tr>
<tr>
<td>SACEUR</td>
<td>Supreme Allied Commander Europe</td>
</tr>
<tr>
<td>SACLANT</td>
<td>Supreme Allied Commander Atlantic</td>
</tr>
<tr>
<td>SACLANTCEN</td>
<td>SACLANT Undersea Research Centre</td>
</tr>
<tr>
<td>SALT</td>
<td>Strategic Arms Limitation Talks</td>
</tr>
<tr>
<td>SATCOM</td>
<td>Satellite Communications</td>
</tr>
<tr>
<td>SCEPC</td>
<td>Senior Civil Emergency Planning Committee</td>
</tr>
<tr>
<td>SCG</td>
<td>Special Consultative Group</td>
</tr>
<tr>
<td>SCSCG</td>
<td>Satellite Communications Sub-Group</td>
</tr>
<tr>
<td>SDI</td>
<td>Strategic Defence Initiative</td>
</tr>
<tr>
<td>SG</td>
<td>Sub-Group</td>
</tr>
<tr>
<td>SHAPE</td>
<td>Supreme Headquarters Allied Powers Europe</td>
</tr>
<tr>
<td>--------------------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>SLBM</td>
<td>Submarine-Launched Ballistic Missile</td>
</tr>
<tr>
<td>SLCM</td>
<td>Sea-Launched Cruise Missile</td>
</tr>
<tr>
<td>SNF</td>
<td>Short-Range Nuclear Forces</td>
</tr>
<tr>
<td>SNLF</td>
<td>Senior NATO Logisticians Conference</td>
</tr>
<tr>
<td>SRINF</td>
<td>Shorter-Range INF</td>
</tr>
<tr>
<td>STANAG</td>
<td>Standardization Agreement</td>
</tr>
<tr>
<td>STANAVFORCHAN</td>
<td>Standing Naval Force Channel</td>
</tr>
<tr>
<td>STANAVFORLANT</td>
<td>Standing Naval Force Atlantic</td>
</tr>
<tr>
<td>START</td>
<td>Strategic Arms Reductions Talks</td>
</tr>
<tr>
<td>STC</td>
<td>SHAPE Technical Centre</td>
</tr>
<tr>
<td>STG</td>
<td>Study Group</td>
</tr>
<tr>
<td>TCC</td>
<td>Temporary Council Committee</td>
</tr>
<tr>
<td>TNF</td>
<td>Theatre Nuclear Forces</td>
</tr>
<tr>
<td>TSG</td>
<td>Tri-Service Group</td>
</tr>
<tr>
<td>TSGCEE</td>
<td>Tri-Service Group on Communications and Electronic Equipment</td>
</tr>
<tr>
<td>TTBT</td>
<td>Threshold Test Ban Treaty</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UNCTAD</td>
<td>United Nations Conference on Trade and Development</td>
</tr>
<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organisation</td>
</tr>
<tr>
<td>WEU</td>
<td>Western European Union</td>
</tr>
<tr>
<td>WG</td>
<td>Working Group</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organisation</td>
</tr>
<tr>
<td>WTO</td>
<td>Warsaw Treaty Organisation</td>
</tr>
</tbody>
</table>
Appendix II

CHRONOLOGY

1945
26 June The United Nations Charter is signed at San Francisco.
6 August Explosion of Hiroshima atom bomb.

1946
16 March Winston Churchill's "Iron Curtain" speech at Fulton, Missouri.

1947
19 January The Soviet-sponsored Communist "Lublin-Committee" monopolises power in Poland.
12 March President Truman urges the United States "to support free peoples who are resisting attempted subjugation by armed minorities or by outside pressure" (Truman Doctrine).
5 June United States Secretary of State, George C. Marshall, announces plans for the economic rehabilitation of Europe.
5 October Establishment of Cominform, the organisation for the ideological unity of the Soviet bloc, following rejection of Marshall Aid by the Soviet Union and its allies.

1948
22 February The Communist Party of Czechoslovakia gains control of the government in Prague through a coup d'Etat.
17 March Signature of the Brussels Treaty of Economic, Social and Cultural Collaboration and Collective Self-Defence by the Foreign Ministers of Belgium, France, Luxembourg, the Netherlands and the United Kingdom.
11 June The United States Senate adopts the "Vandenberg Resolution".
24 June Beginning of the Berlin blockade by the Soviet Union.
28 June Formal expulsion of Yugoslavia from Cominform.
27-28 September The Defence Ministers of the Brussels Treaty Powers decide to create a Western Union Defence Organisation.

98
25–26 October The Consultative Council of the Brussels Treaty Powers announces "complete agreement on the principle of a defensive pact for the North Atlantic".


1949
15 March The negotiating powers invite Denmark, Iceland, Italy, Norway and Portugal to accede to the North Atlantic Treaty.

2 April The governments concerned repudiate Soviet assertions that the North Atlantic Treaty is contrary to the United Nations Charter.

4 April The North Atlantic Treaty is signed in Washington by Belgium, Canada, Denmark, France, Iceland, Italy, Luxembourg, the Netherlands, Norway, Portugal, the United Kingdom and the United States.

8 April The Brussels Treaty Powers, Denmark, Italy and Norway, request United States military and financial assistance.

9 May The Berlin blockade is lifted.

24 August The North Atlantic Treaty enters into force.

17 September First session of the North Atlantic Council in Washington.

6 October Mutual Defence Assistance Act of 1949 is signed by President Truman.

1950
9 May The French Government proposes the creation of a single authority to control the production of steel and coal in France and Germany, open for membership to other countries (Schuman Plan).

25 June North Korean Forces attack the Republic of South Korea.

24 October French Prime Minister, René Pleven, outlines his plan for a European unified army, including German contingents, within the framework of NATO.

19 December The North Atlantic Council appoints General Dwight D. Eisenhower to be the first Supreme Allied Commander Europe (SACEUR).

20 December The Brussels Treaty Powers decide to merge the military organisation of the Western Union into the North Atlantic Treaty Organisation.

1951
2 April Allied Command Europe becomes operational
with Supreme Headquarters Allied Powers Europe (SHAPE) located at Roquencourt, near Paris.

18 April Setting up of the European Coal and Steel Commu­nity by Belgium, France, Italy, Luxembourg, the Netherlands, and the Federal Republic of Germany.

17 October Signature in London of the protocol to the North Atlantic Treaty on the accession of Greece and Turkey.

1952
30 January Appointment of Vice-Admiral Lynde D. McCormick (United States) to be the first Supreme Allied Commander Atlantic (SACLANT).

18 February Greece and Turkey accede to the North Atlantic Treaty.

21 February The Council establishes a Channel Command, and appoints Admiral Sir Arthur John Power as the first Commander-in-Chief (CINCHAN).

12 March Lord Ismay (United Kingdom) is appointed Vice­Chairman of the North Atlantic Council and Secretary General of the North Atlantic Treaty Organisation.

10 April Supreme Allied Command Atlantic (SACLANT) becomes operational, with headquarters at Norfolk, Virginia.

16 April NATO opens its provisional headquarters at the Palais de Chaillot, Paris.

28 April First meeting of the North Atlantic Council in per­manent session in Paris.

1953
5 March The death of Stalin.

23 July Korean Armistice signed at Panmunjon.

8 August USSR announces its possession of the hydrogen bomb.

1954
7 May France, the United Kingdom and the United States reject the USSR's bid to join the North Atlantic Treaty Organisation.

29 August The French National Assembly decides against ratification of the Treaty setting up the European Defence Community (EDC).

23 October Signature of the Paris Agreements. The Federal Republic of Germany is invited to join NATO, and Italy and the Federal Republic of Germany accede to the Western European Union (WEU).
1955
5 May  The Federal Republic of Germany becomes a member of NATO.
14 May  The USSR concludes the Warsaw Treaty with Albania, Bulgaria, Czechoslovakia, East Germany, Hungary, Poland and Romania.
18-23 July  First Conference of NATO Parliamentarians (since November 1966, the North Atlantic Assembly) in Paris.

1956
14 February  Khrushchev denounces Stalin in “secret” speech.
18 April  Dissolution of Cominform.
28 June  Anti-régime riots erupt at Poznan in Poland.
26 July  Egypt nationalises the Suez Canal.
4 November  Soviet suppression of Hungarian people’s rebellion.
13 December  The North Atlantic Council approves the recommendations contained in the Report of the Committee of Three on non-military cooperation in NATO.

1957
25 March  Signature of the Rome Treaties setting up Euratom and the European Economic Communities.
16 May  Paul-Henri Spaak (Belgium) succeeds Lord Ismay as Secretary General of NATO.
4 October  The first Soviet Sputnik is launched.
16-19 December  At a meeting of Heads of Government in Paris, Alliance leaders reaffirm the principles and purposes of the Atlantic Alliance.

1958
1 January  Entry into force of the Treaty of Rome setting up the European Economic Community.
15-17 April  Defence Ministers of the NATO countries meeting in Paris reaffirm the defensive character of the NATO strategy.

1959
1 January  Overthrow of the Batista régime in Cuba by Fidel Castro.

1960
1 May  American U2 aircraft is shot down over Soviet territory.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 April</td>
<td>Soviet Major Yuri Gagarin becomes the first man orbited in space.</td>
</tr>
<tr>
<td>21 April</td>
<td>Dirk U. Stikker (Netherlands) succeeds Paul-Henri Spaak as Secretary General of NATO.</td>
</tr>
<tr>
<td>13 August</td>
<td>Erection of the Berlin Wall.</td>
</tr>
<tr>
<td>20 February</td>
<td>Lt. Col. John Glenn, the first American astronaut, carries out three orbits of the earth in his “Friendship” capsule.</td>
</tr>
<tr>
<td>10 April</td>
<td>Macmillan and Kennedy appeal to Khrushchev for agreement on a test ban treaty.</td>
</tr>
<tr>
<td>4-6 May</td>
<td>Foreign Ministers and Defence Ministers of the North Atlantic Alliance review the circumstances in which the Alliance might be compelled to have recourse to nuclear weapons (Athens Guidelines).</td>
</tr>
<tr>
<td>16-28 October</td>
<td>Partial blockade of Cuba by the US following revelation of Soviet construction of missile bases on the island; lifted following Soviet agreement to dismantle the bases.</td>
</tr>
<tr>
<td>18-20 December</td>
<td>President Kennedy and Prime Minister Macmillan confer at Nassau, Bahamas. They agree to contribute part of their strategic nuclear forces to NATO.</td>
</tr>
<tr>
<td>20 June</td>
<td>Agreement on a “hot line” between Washington and Moscow is signed in Geneva by the United States and the Soviet Union.</td>
</tr>
<tr>
<td>15-25 July</td>
<td>The United States, United Kingdom and the Soviet Union initial an agreement banning nuclear tests in the atmosphere, in outer space and under water.</td>
</tr>
<tr>
<td>10 October</td>
<td>The Moscow Treaty on a partial nuclear test ban comes into force.</td>
</tr>
<tr>
<td>22 November</td>
<td>President Kennedy is assassinated in Dallas, Texas.</td>
</tr>
<tr>
<td>1 August</td>
<td>Manlio Brosio (Italy) succeeds Dirk Stikker as Secretary General of NATO.</td>
</tr>
<tr>
<td>15 October</td>
<td>Khrushchev is removed from office. He is replaced by Leonid Brezhnev as General Secretary of the CPSU and by Alexei Kosygin as Prime Minister.</td>
</tr>
<tr>
<td>16 October</td>
<td>China explodes its first atomic bomb.</td>
</tr>
<tr>
<td>7 April</td>
<td>Land access to Berlin is blocked at intervals for one week during the plenary session of the Parliament of the Federal Republic of Germany in the West Berlin Congress Hall.</td>
</tr>
<tr>
<td>20 October</td>
<td>The North Atlantic Council approves revised missions for the Major NATO Commanders and the</td>
</tr>
</tbody>
</table>
14-16 December  Canada-US Regional Planning Group.

The North Atlantic Council accepts new procedures to improve the annual review of defence efforts of member countries and their force contributions to NATO.

1966

10 March  President de Gaulle announces France’s intention of withdrawing from the integrated military structure of the Alliance.

14 December  Following agreement reached by NATO Defence Ministers in 1965 to improve consultation and extend participation in the planning of nuclear forces, the Defence Planning Committee establishes NATO’s Nuclear Planning Group.

1967

31 March  Official opening ceremony of SHAPE at Casteau near Mons, Belgium.

6-7 April  First meeting of the Nuclear Planning Group in Washington.

21 April  Military régime takes over power in Greece.

14 June  The North Atlantic Council meeting in Luxembourg reviews the Middle East situation following the Six-Day War between Israel and its Arab neighbours.

16 October  Official opening of new NATO Headquarters in Brussels.


1968

25 June  Reykjavik Declaration on Mutual and Balanced Force Reductions.

20-21 August  Soviet, Polish, East German, Bulgarian and Hungarian troops invade Czechoslovakia.

12 September  Albania renounces its membership of the Warsaw Treaty Organisation.

13-14 November  Formation of the Eurogroup.

1969

28 May  Establishment of the naval on-call force in the Mediterranean (NAVOCFORMED).

8-10 December  First meeting of the Committee on the Challenges of Modern Society (CCMS).

1970

5 March  Non-Proliferation Treaty on Nuclear Weapons comes into force.
1971
2 February  Second NATO communications satellite launched from Cape Kennedy.
1 October  Joseph Luns (Netherlands) succeeds Manlio Brosio as Secretary General of NATO.

1972
26 May  Signature in Moscow of interim agreement on strategic arms limitations (SALT).
3 June  Quadrupartite Agreement on Berlin signed by Foreign Ministers of France, United Kingdom, United States and the USSR.
21 November  Opening of SALT II in Geneva.
21 December  Signature in East Berlin of the “Basic Treaty” between the Federal Republic of Germany and the German Democratic Republic.

1973
1 January  Denmark, Eire and the United Kingdom join the European Economic Community (EEC).
11 May  Inauguration of Standing Naval Force Channel (STANAVFORCHAN).
3–7 July  Opening of Conference on Security and Cooperation in Europe (CSCE) in Helsinki.
6–24 October  Arab-Israeli Yom Kippur War.
30 October  Conference on Mutual and Balanced Force Reductions (MBFR) opens in Vienna.

1974
25 April  Military coup d’Etat in Portugal.
26 June  Summit meeting in Brussels. Signature of the Ottawa Declaration on Atlantic Relations.
14 August  Withdrawal of Greek forces from integrated military structure of NATO.
23–24 November  President Ford and General Secretary Brezhnev, meeting in Vladivostok, agree on steps towards limitation of US-USSR strategic nuclear arms.

1975
29–30 May  Meeting of the North Atlantic Council with Heads of State and Government in Brussels.
31 July–1 August  Final phase of CSCE. The Heads of State and Government sign the Helsinki Final Act.

1976
2 February  Establishment of the Independent European Programme Group.

1977
10–11 May  Council meeting in London with participation of
Heads of State and Government. Initiation of a long-term defence programme.

4 October


12 October

Establishment of NPG High Level Group on theatre nuclear force modernisation.

1978

30–31 May


31 October–11 December

csce Experts’ Meeting on the Peaceful Settlement of Disputes, Montreux.

18 November

Third NATO communications satellite launched from Cape Canaveral, Florida.

5–6 December

Approval of Airborne Early Warning and Control System (AWACS).

1979

18 June

SALT II agreement signed in Vienna by President Carter and General Secretary Brezhnev. (The agreement was not ratified by the United States).

4 November

Seizure of the United States Embassy in Tehran and 53 hostages by Islamic revolutionaries.

12 December

Special Meeting of Foreign and Defence Ministers in Brussels. "Double-track" decision on theatre nuclear force modernisation including the deployment in Europe of US ground-launched Cruise and Pershing II systems and a parallel and complementary arms control effort to obviate the need for such deployments.

27 December

Soviet Union invades Afghanistan.

1980

24 January

Members of the Alliance participating in the 12 December 1979 Special Meeting establish the Special Consultative Group on arms control involving theatre nuclear forces.

31 August

Gdansk Agreements, leading to establishment and official recognition of independent Polish trade union “Solidarity”.

12 September

Turkish military leadership takes over the administration of the country.

22 September

War breaks out between Iraq and Iran.

20 October

Re-integration of Greek forces into the integrated military structure of the Alliance.

11 November

Opening of csce Follow-up Meeting in Madrid.

1981

1 January

Greece becomes the 10th member of the European
23 February  Economic Community.

27 October  Abortive attempt by rebel civil guards to overthrow Spanish caretaker government.

18 November  Soviet submarine grounded in Swedish territorial waters.

30 November  President Reagan announces new arms control initiatives including intermediate-range nuclear force negotiations (INF) and strategic arms reduction talks (START).

10-11 December  The United States and the Soviet Union open Geneva negotiations on intermediate-range nuclear forces (INF).

13 December  Signature of the Protocol of Accession of Spain to the North Atlantic Treaty.

1982

11 January  Special Ministerial Session of the North Atlantic Council issues a Declaration on Events in Poland.

2 April-14 June  The Falklands Conflict.

30 May  Spain becomes the 16th member of the North Atlantic Treaty Organisation.

10 June  Summit Meeting of the North Atlantic Council in Bonn. Heads of State and Government issue the Bonn Declaration setting out the Alliance Programme for Peace in Freedom.

30 June  Opening of Strategic Arms Reduction Talks (START) in Geneva.

1983

23 March  President Reagan announces a comprehensive research programme aimed at eliminating the threat posed by strategic nuclear missiles (Strategic Defense Initiative).

22 July  Ending of martial law in Poland. New laws reinforce Government controls.

1 September  A South Korean airliner with 269 people on board is shot down by Soviet air defence off the coast of Sakhalin.

9 September  Conclusion of CSCE Follow-up Meeting in Madrid.

25 October  Military intervention in Grenada by United States and East Caribbean forces.

27 October  The Montebello Decision. Defence Ministers meeting in the NATO Nuclear Planning Group in Montebello, Canada announce their decision to withdraw a further 1,400 warheads from Europe, bringing the total of such withdrawals since 1979 to 2,400.

23 November  Deliveries of GLCM components to the United Kingdom mark the beginning of NATO's intermedi-
23 November  
Decision by the Soviet Union to discontinue the current round of negotiations in Geneva on intermediate-range nuclear forces (INF).

8 December  
Conclusion of the current round of US-Soviet Geneva negotiations on Strategic Arms Reductions (START) without a date being set by the Soviet side for their resumption.

8–9 December  
Foreign Ministers meeting in the Ministerial Session of the North Atlantic Council issue the Declaration of Brussels expressing their determination to seek a balanced and constructive relationship with the East and calling on the Soviet Union and other Warsaw Treaty countries to respond.

13 December  
Formation of a civilian government in Turkey following parliamentary elections under a new constitution.

1984

17 January  
Opening of the Stockholm Conference on Security and Confidence-Building Measures and Disarmament in Europe (CDE).

31 May  
NATO Foreign Ministers issue the Washington Statement on East-West Relations.

12 June  
Foreign Ministers of the seven countries of the Western European Union meeting in Paris decide to reactivate the WEU.

25 June  
Lord Carrington (United Kingdom) succeeds Josph Luns as Secretary General of NATO.

31 October  
Indian Prime Minister Indira Gandhi is assassinated and is succeeded by her son Rajiv Gandhi.

7 December  
Presentation by the Secretary General of NATO of the first Atlantic Award to Per Markussen (Denmark), for his outstanding contribution over many years to the objectives of the Atlantic Alliance.

1985

11 March  
Mikhail Gorbachev becomes General Secretary of the Communist Party of the Soviet Union.

12 March  
The United States and the USSR begin new arms control negotiations in Geneva, encompassing defence and space systems, strategic nuclear forces and intermediate-range nuclear forces.

26 April  
The 1955 Treaty of Friendship, Co-operation and Mutual Assistance, establishing the Warsaw Treaty Organisation, is extended for 20 years by leaders of the seven member states.

7 October  
Palestinian guerrillas hijack an Italian cruise liner, the Achille Lauro, in the Mediterranean, taking
21 November 1986
1 January
12 March
15 April
26 April
22 September
11–12 October
4 November
24 November
17 February
5 June

440 people hostage. An American citizen is murdered.

Professor van der Beugel (Netherlands) becomes the second recipient of NATO's Atlantic Award for outstanding services to the Atlantic Alliance.

Geneva Summit meeting between United States President Ronald Reagan and Soviet leader Mikhail Gorbachev.

President Reagan reports on his Geneva talks with Soviet leader Mikhail Gorbachev at a special meeting of the North Atlantic Council with the participation of Heads of State and Government and Foreign Ministers.

1986

Portugal and Spain become members of the European Economic Community (EEC).

In a referendum organised by Prime Minister Felipe González, Spanish voters support the continued membership of Spain in the Atlantic Alliance without participation in NATO's integrated military structure.

In response to terrorist attacks attributed to Libya, United States forces attack targets in Tripoli and Benghazi.

Nuclear accident at the Chernobyl power station in the Soviet Union.

End of Stockholm Conference on Confidence and Security Building Measures and Disarmament in Europe (CDS). Concluding document (dated 19 September) includes mandatory measures for notification, observation and on-site inspection of military manoeuvres of participating countries.

Reykjavik Summit Meeting between United States President Reagan and Soviet Leader Mikhail Gorbachev.

The third CSCE Follow-up Conference opens in Vienna.

Prof. Karl Kaiser (Federal Republic of Germany) receives the third Atlantic Award for services to the Alliance.

Talks open in Vienna between NATO and Warsaw Treaty countries on a mandate for negotiations on conventional forces in Europe from the Atlantic to the Urals.

The Canadian Government announces its decision to redirect its commitment to the reinforcement of Europe from the Northern to the Central Region.
22 July
Soviet leader Mikhail Gorbachev announces Soviet readiness to eliminate all intermediate-range nuclear weapons including those deployed in the Asian part of the Soviet Union in the context of a United States-Soviet INF treaty.

20 August
Western European Union experts meeting in The Hague consider joint action in the Gulf to ensure freedom of navigation in the oil shipping lanes of the region.

28–30 August
United States inspectors attend military manoeuvres near Minsk, the first such inspection to take place under the provisions of the September 1986 Stockholm Document.

5–7 October
Soviet inspectors attend NATO exercises in Turkey, the first such inspection to take place in an Alliance country under the provisions of the September 1986 Stockholm Document.

27 October
Foreign and Defence Ministers of the seven member countries of the Western European Union adopt a "Platform on European Security Interests".

25 November
Presentation of NATO's annual Atlantic Award to Pierre Harmel (Belgium), author of the 1967 Harmel Report.

8 December
US President Reagan and Soviet Leader Mikhail Gorbachev, meeting at the beginning of their 3-day summit talks, sign the Washington INF Treaty, eliminating on a global basis land-based intermediate-range nuclear missiles.

9 December
The United States and the Soviet Union reach agreement on measures allowing the monitoring of nuclear explosions at each other's test sites.

10 December
At the end of their 3-day summit meeting in Washington, US President Reagan and Soviet Leader Mikhail Gorbachev pledge deep cuts in strategic arms.

11 December
The North Atlantic Council marks the 20th anniversary of the Harmel report. The Secretary of State of the United States and the Foreign Ministers of Belgium, Federal Republic of Germany, Italy, the Netherlands and the United Kingdom sign bilateral agreements relating to the implementation of the INF Treaty.

1988
22 January
Establishment of a Joint Security Council by the Governments of the Federal Republic of Germany and of France. The two Governments also sign an agreement relating to the formation of a joint Franco-German Army Brigade.
2–3 March  Summit meeting of the North Atlantic Council in Brussels emphasizes Allied unity and reasserts the common objectives and principles and the continuing validity of Alliance policies. A Statement on Conventional Arms Control is issued calling for significant steps to bring about progress in eliminating conventional force disparities through negotiations on conventional stability.

15 May  Beginning of Soviet troop withdrawals from Afghanistan.

31 May  During a five-day Summit meeting in Moscow, President Reagan and General Secretary Gorbachev exchange documents implementing the recently ratified December 1987 INF Treaty and sign bilateral agreements on nuclear testing and in other fields.

1 July  Manfred Wörner, former Minister of Defence of the Federal Republic of Germany, succeeds Lord Carrington as Secretary General of NATO.

20 August  Entry into force of a ceasefire in the Gulf war between Iran and Iraq, in the framework of UN Security Council Resolution 598.

14 November  Portugal and Spain sign the Treaty of Accession to the Western European Union.

5 December  Paul Nitze, Special Adviser on Arms Control to President Reagan, receives the 1988 Atlantic Award.

7 December  President Gorbachev, in the course of a major address to the UN General Assembly, announces unilateral Soviet conventional force reductions. A major earthquake in Armenia devastates several cities and causes massive loss of life.

8 December  Alliance Foreign Ministers welcome Soviet reductions in conventional forces and publish a statement outlining the Alliance’s proposals for forthcoming negotiations on conventional stability and further confidence and security-building measures.

1989

7–11 January  149 countries participate in an international Conference on Chemical Weapons in Paris.

19 January  Conclusion of the Vienna CSCE Follow-up Meeting and adoption of a Concluding Document including mandates for new negotiations on Conventional Armed Forces in Europe (CFE) and new negotiations on Confidence and Security-Building Measures (CSBMs).

15 February  The Soviet Union completes the withdrawal of its military forces from Afghanistan.
9 March
Formal negotiations between the 23 countries of the Alliance and the Warsaw Treaty Organisation on Conventional Armed Forces in Europe open in Vienna. New negotiations on Confidence and Security-Building Measures involving all 35 csce States also begin.

4 April
The fortieth anniversary of the signing of the North Atlantic Treaty is marked by a special session of the North Atlantic Council and other ceremonies at NATO and in capitals.

18 April–12 May
CSCE Information Forum, London.

29–30 May
Summit meeting of the North Atlantic Council in Brussels attended by Heads of State and Government. Announcement by President Bush of new initiatives for conventional force reductions in Europe. Adoption of the Alliance's Comprehensive Concept of Arms Control and Disarmament and publication of a major Summit Declaration.

30 May–23 June
First meeting of the Conference on the Human Dimension (CDH), in Paris. Participants examine proposals designed to improve the implementation of csce commitments in the humanitarian field and address specific human rights issues as well as the situation of minorities.

3–4 June
Chinese leaders use armed force in Peking to suppress student-led popular demonstrations against corruption and in favour of democracy, causing large-scale loss of life and leading to major unrest in other cities, purges and infringements of basic rights throughout China.

4 and 18 June
Free elections for the Senate (upper house of the Polish Parliament) and partial elections involving 35% of seats in the Sejm (lower house) result in major electoral success for Solidarity.

8–9 June
Ministerial Meeting of the Defence Planning Committee. Defence Ministers consider inter alia implications for defence planning of Western proposals for reduction of conventional forces in Europe.

16 June
Imre Nagy, leader of the 1956 Hungarian revolution who was hanged in 1958, is reburied with full honours in Budapest.

15 and 18 June
European Parliamentary Elections.

19 June
Re-opening of Strategic Arms Reductions Talks (START) in Geneva.

9 August
A statement is issued by NATO's Secretary General on behalf of the Allies concerning the human rights situation in Bulgaria, calling upon the Bulgarian government to respond positively to appeals to meet its responsibilities under the csce documents.
24 August  Tadeusz Mazowiecki becomes Prime Minister of the first non-communist led government in Poland in 40 years.

25 September  Polish Foreign Minister Krzysztof Skubiszewski, addressing the UN General Assembly, denounces the August 1939 German-Soviet accords resulting in the partition of Poland, declaring them to be null and void.

18 October  Erich Honecker is replaced by Egon Krenz as leader of the German Democratic Republic as East German citizens demonstrate for political reform and large numbers of refugees continue to leave the German Democratic Republic through Prague and Budapest.

23 October  The new constitution adopted by the Hungarian Parliament on 18 October brings into being the Republic of Hungary as a “free, democratic, independent legal state”.

9–10 November  Opening of the Berlin Wall. Following widespread demonstrations and demands for political reform, the government of the German Democratic Republic announces the lifting of travel restrictions to the West and sets up new crossing points.
NOTES
NOTES