

NXM/208/2005/4

NATO TODAY...



DIALOGUE...



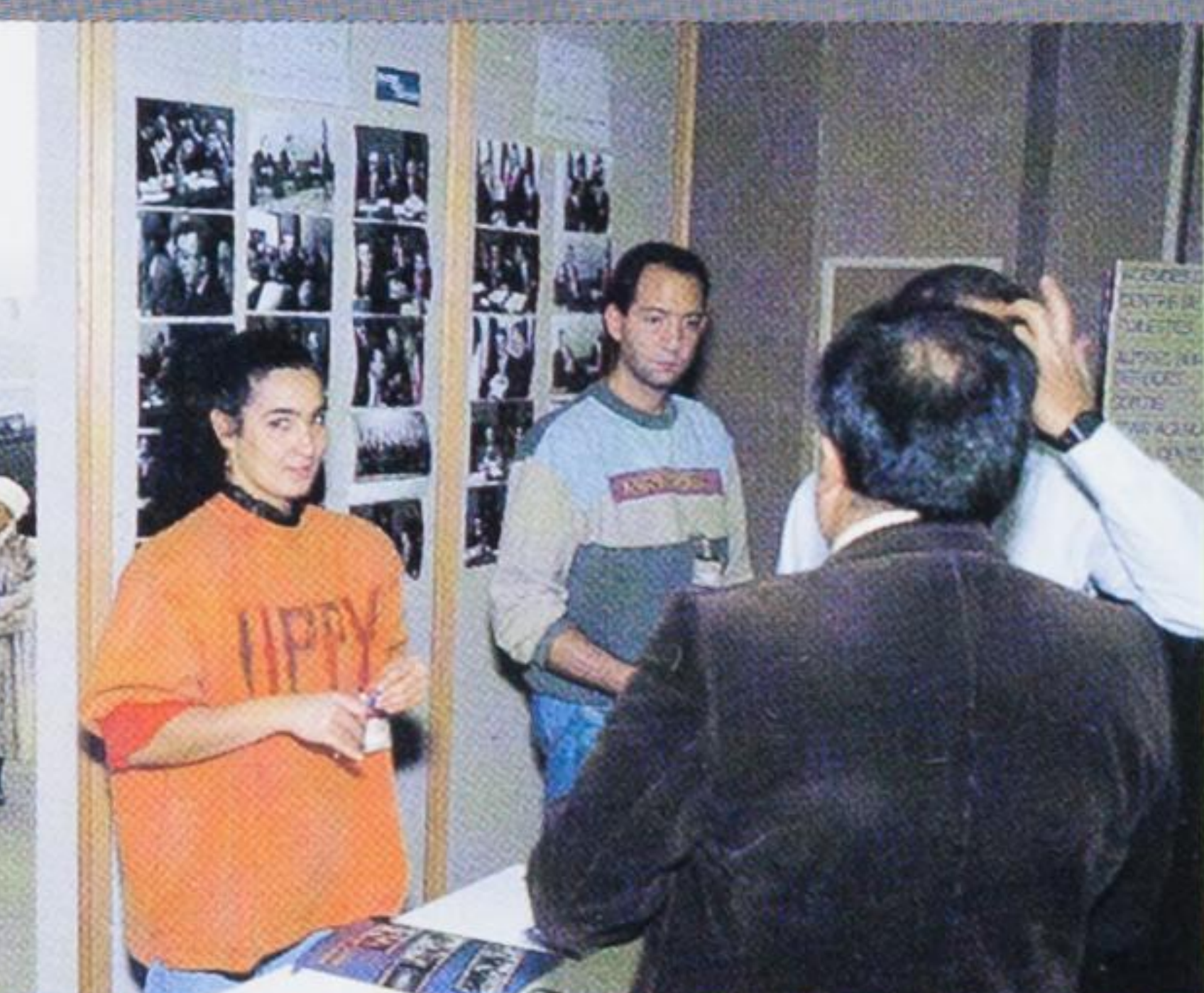
PARTNERSHIP AND COOPERATION...



CONSULTATION...



CIVIL AND MILITARY STRUCTURE...



JOINT PLANNING...



ORIGINS OF THE ALLIANCE...



THE NORTH ATLANTIC TREATY ORGANISATION  
***HOW IT WORKS***



# *NATO Today*

At the 1990 London Summit Meeting NATO published a far-reaching Declaration on steps being undertaken within the Alliance to adapt its policies and objectives in the light of the changes taking place in Europe.

Sixteen months later, in November 1991, the Heads of State and Government of NATO countries gathered in Rome to open a new chapter in the history of the Alliance. They issued an historic Declaration on Peace and Cooperation and published the Alliance's new Strategic Concept.

In accordance with the decisions taken in London and Rome, the North Atlantic Alliance is in the process of carrying out major reductions in the size of its armed forces and transforming its structures, policies and procedures to meet the requirements of the changed situation in Europe. It is adapting its defence planning arrangements in accordance with the new Strategic Concept and in line with the future roles and tasks assigned to its military forces. In addition a number of measures are being taken to streamline NATO's military

command structure. These include the decision to reduce the number of Major NATO Commands and to reorganise the Major Subordinate Command structure of Allied Command Europe.

NATO is also establishing new patterns of dialogue and cooperation with its partners in Central and Eastern Europe and with the independent states on the territory of the former Soviet Union, sharing its experience of political, military, economic and scientific consultation with them by inviting their participation in appropriate Alliance forums. Significant steps taken in this context include the establishment of a North Atlantic Cooperation Council or NACC, to coordinate the future development of this partnership. The inaugural meeting of the NACC took place on 20 December 1991 with the participation of the Foreign Ministers or representatives of the North Atlantic Alliance countries and of nine Central and Eastern European states.

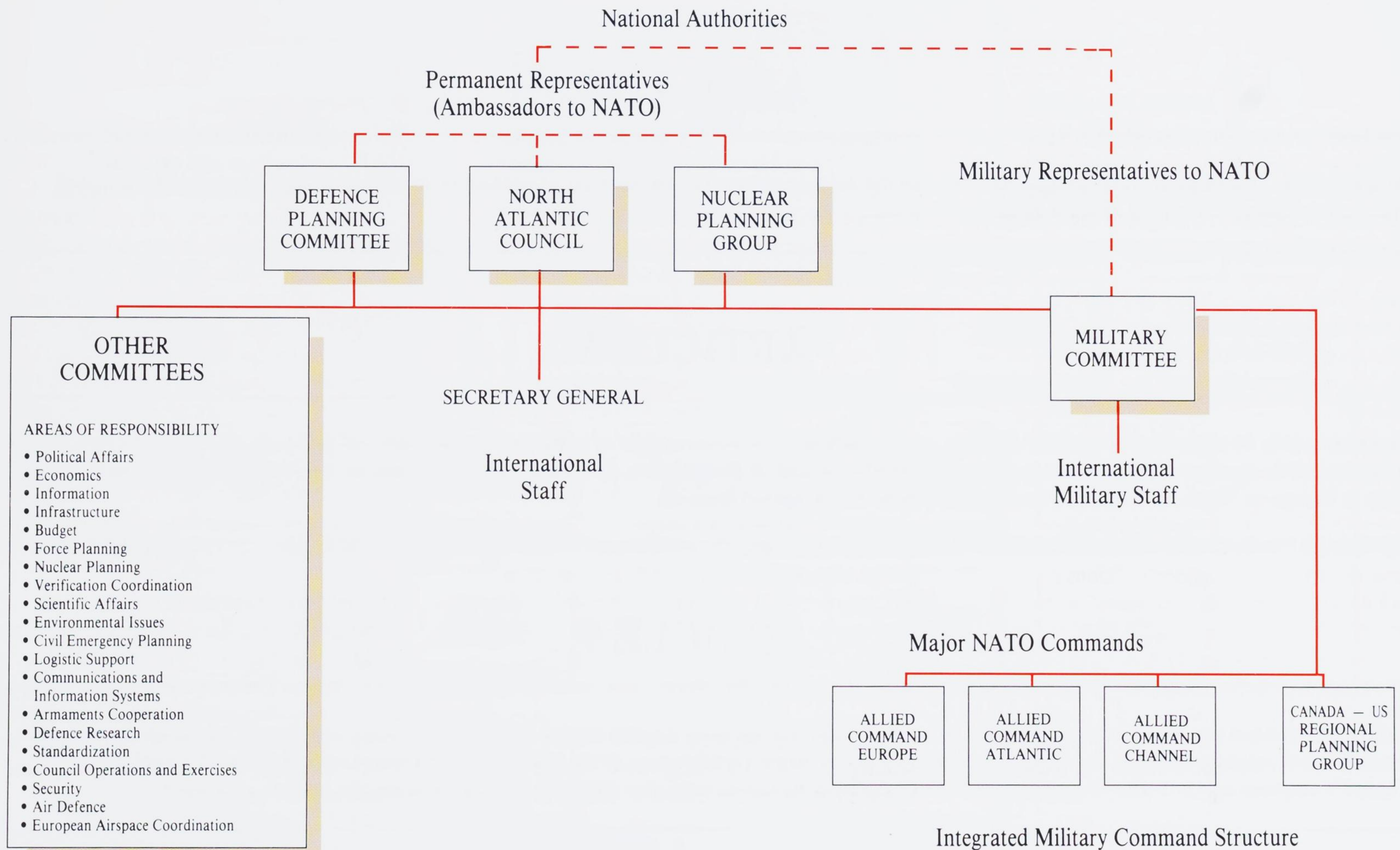
Additional measures were taken at Ministerial Meetings of NATO's Foreign and Defence Ministers in December 1991 to further this process.

Defence Ministers have examined ways of making NATO's experience and expertise in defence-related issues available to the countries of Central and Eastern Europe and to the independent states on the territory of the former Soviet Union and met with cooperation partners in Brussels on 1 April 1992 to develop contacts at the military and defence level. The first meeting of the Military Committee in Cooperation Session, at the level of Chiefs of Staff, took place on 10 April 1992, representing another important milestone in the partnership process. The Alliance is also playing a role in the coordination of humanitarian aid to the new states on the territory of the former Soviet Union and in making available its unique expertise and capabilities for this purpose.

The political and strategic context of the transformation of the Alliance's political and military role is described in other NATO publications. The purpose of this booklet is to illustrate the way in which the Alliance works and to describe the structures and procedures which enable NATO to fulfil continuing tasks and to meet new challenges.



# NATO's Civil and Military Structure



The North Atlantic Treaty was signed in Washington DC on 4 April 1949, by the Foreign Ministers of 12 nations: Belgium, Canada, Denmark, France, Iceland, Italy, Luxembourg, the Netherlands, Norway, Portugal, the United Kingdom and the United States. Greece and Turkey acceded to the Treaty in 1952, the Federal Republic of Germany in 1955, and Spain in 1982.

The Treaty created an alliance for collective defence as defined in Article 51 of the United Nations Charter and led to the formation of NATO. The organisation thus links 16 independent nations in a voluntary security system in which roles, risks and responsibilities are shared.



# ***Highlights of the North Atlantic Treaty***

## **ARTICLE 2**

Article 2 of the Washington Treaty extends its scope beyond defence matters and includes the promotion of conditions of stability and well-being and economic collaboration among Alliance member countries.

## **ARTICLE 5**

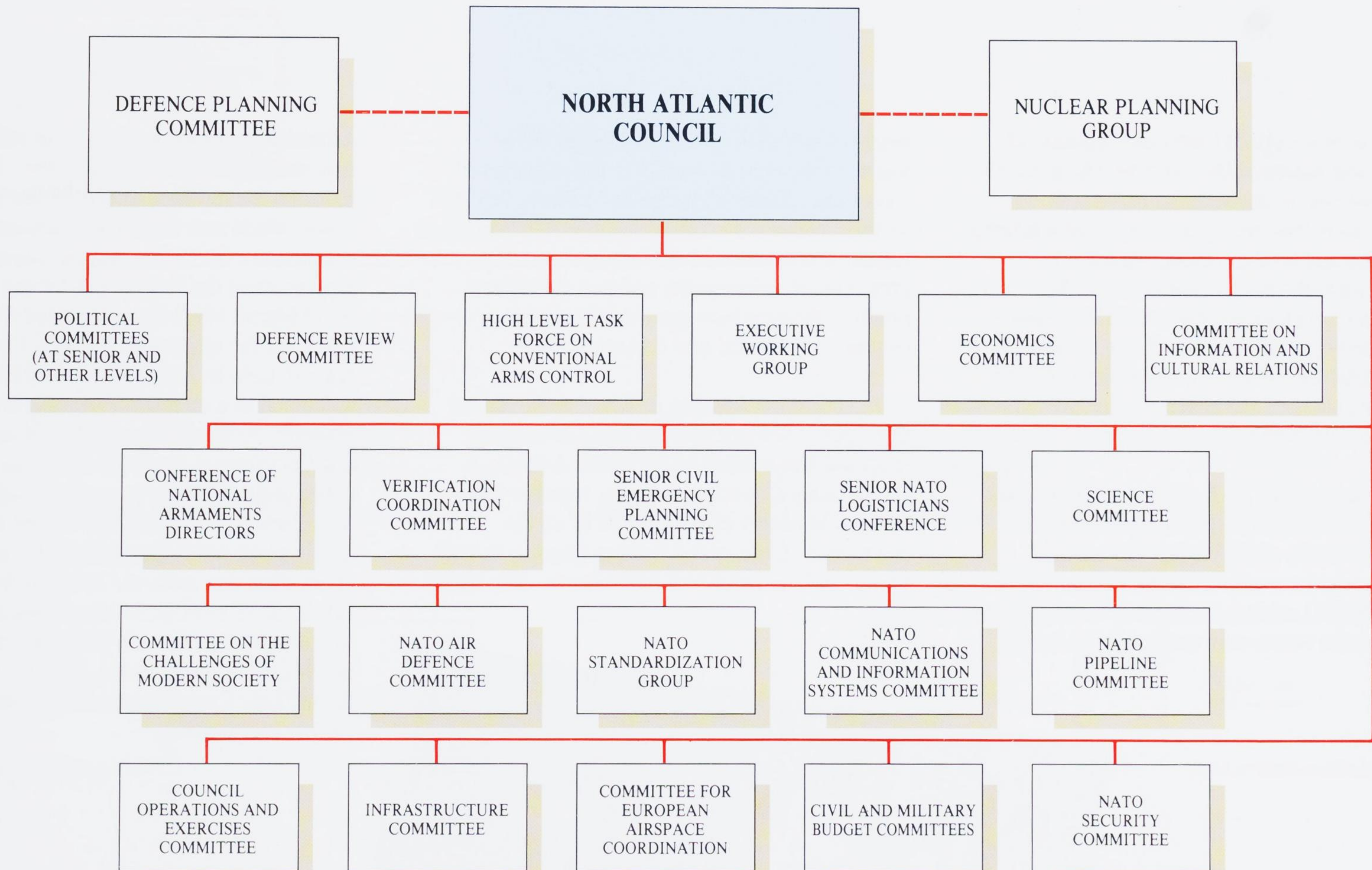
Based on Article 51 of the United Nations' Charter, which confirms "the inherent right of individual or collective self-defence", the North Atlantic Treaty states that all its signatories desire to live in peace with all peoples and all governments. In Article 5 they agree that an armed attack against one or more of them in Europe or North America shall be considered as an attack against them all.

## **ARTICLE 9**

Article 9 established the North Atlantic Council. This was the only official body directly created by the Treaty. The Council itself was given the task of creating "such subsidiary bodies" as might be necessary. This led to the establishment of the North Atlantic Treaty Organisation which implements the Council's decisions and provides the practical means of collaboration between member countries in all areas of mutual interest or concern.



# Principal Committees of the Council



MOST OF THE ABOVE COMMITTEES REPORT TO THE COUNCIL. SOME ARE RESPONSIBLE TO THE DEFENCE PLANNING COMMITTEE OR NUCLEAR PLANNING GROUP. CERTAIN COMMITTEES ARE JOINT CIVIL AND MILITARY BODIES WHICH REPORT BOTH TO THE COUNCIL, DEFENCE PLANNING COMMITTEE OR NUCLEAR PLANNING GROUP AND TO THE MILITARY COMMITTEE.

*The North Atlantic Council is the highest decision-making body and forum for consultation within the Alliance and is composed of representatives of the sixteen member nations.*  
*The Defence Planning Committee, or DPC, deals with matters specifically related*

*to defence. It is composed of representatives of all member countries except France.*  
*The Nuclear Planning Group, with the same participation as the Defence Planning Committee, is the principal forum for consultation on all matters relating to the role of nuclear forces in NATO's security and defence policies.*



# *Dialogue, Partnership and Cooperation*

NATO is an international defensive Alliance of sovereign and independent countries which have a common interest in maintaining peace and defending their freedom through political solidarity and an adequate level of military defence to safeguard against risks to their security. Its decisions are taken on the basis of full consensus among member countries. This is the foundation of the partnership which has existed between the member countries of the Alliance since the signature of the North Atlantic Treaty.

However, the security of Europe is indivisible and today NATO has new partners. Following the momentous events of 1989 when Central and Eastern European countries began to regain their freedom, NATO extended a hand of friendship to those countries which were nominally its former

potential adversaries. Through visits by the Secretary General of NATO to the countries of Central and Eastern Europe and visits to NATO by their leaders and statesmen, this offer has led to regular diplomatic and military contacts and exchanges of information and to a permanent political dialogue between NATO and the countries of Central and Eastern Europe.

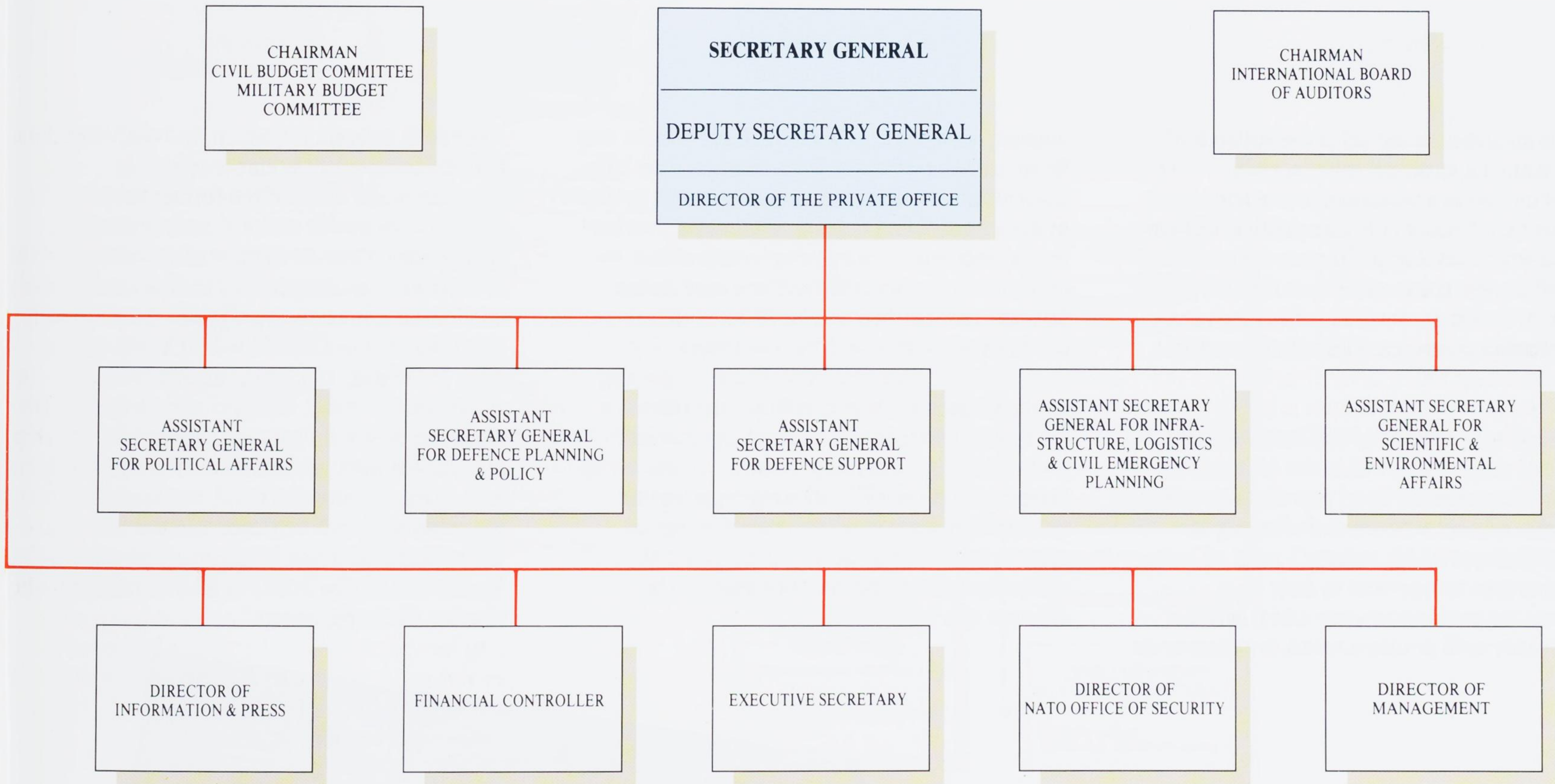
At their Summit Meeting in Rome in November 1991, NATO Heads of State and Government proposed the creation of a "North Atlantic Cooperation Council", bringing together the Foreign Ministers of NATO and of all the countries of Central and Eastern Europe, as well as the newly independent Baltic States. The North

Atlantic Cooperation Council, or NACC, held its first meeting on 20 December 1991. The eleven states on the territory of the former Soviet Union which now form the Commonwealth of Independent States became participants in this process when the NACC met for the second time on 10 March 1992. Georgia joined the process in April. At the meeting of the NACC which took place in Oslo in June 1992, Albania was also welcomed as a member. Finland participated as an observer. A Work Plan for Dialogue, Partnership and Cooperation has been drawn up to provide an initial basis for the process of consultation and cooperation on security and related issues which is taking place under the aegis of this new body. The Work Plan was endorsed by all participants in the NACC at its meeting in March and is being put into immediate effect. Within the framework established by the Council, Defence Ministers and the Military Committee have elaborated areas for further cooperation.





# NATO International Staff



*The Council is a forum for confidential and constant inter-governmental consultation and decision-making. As Chairman of the Council the Secretary General is responsible for promoting and directing its work. He is also the Chairman of the Defence Planning*

*Committee and the Nuclear Planning Group as well as titular Chairman of other senior committees. He is responsible for directing the International Staff and is the principal spokesman for the Alliance in relations between governments and with the media.*



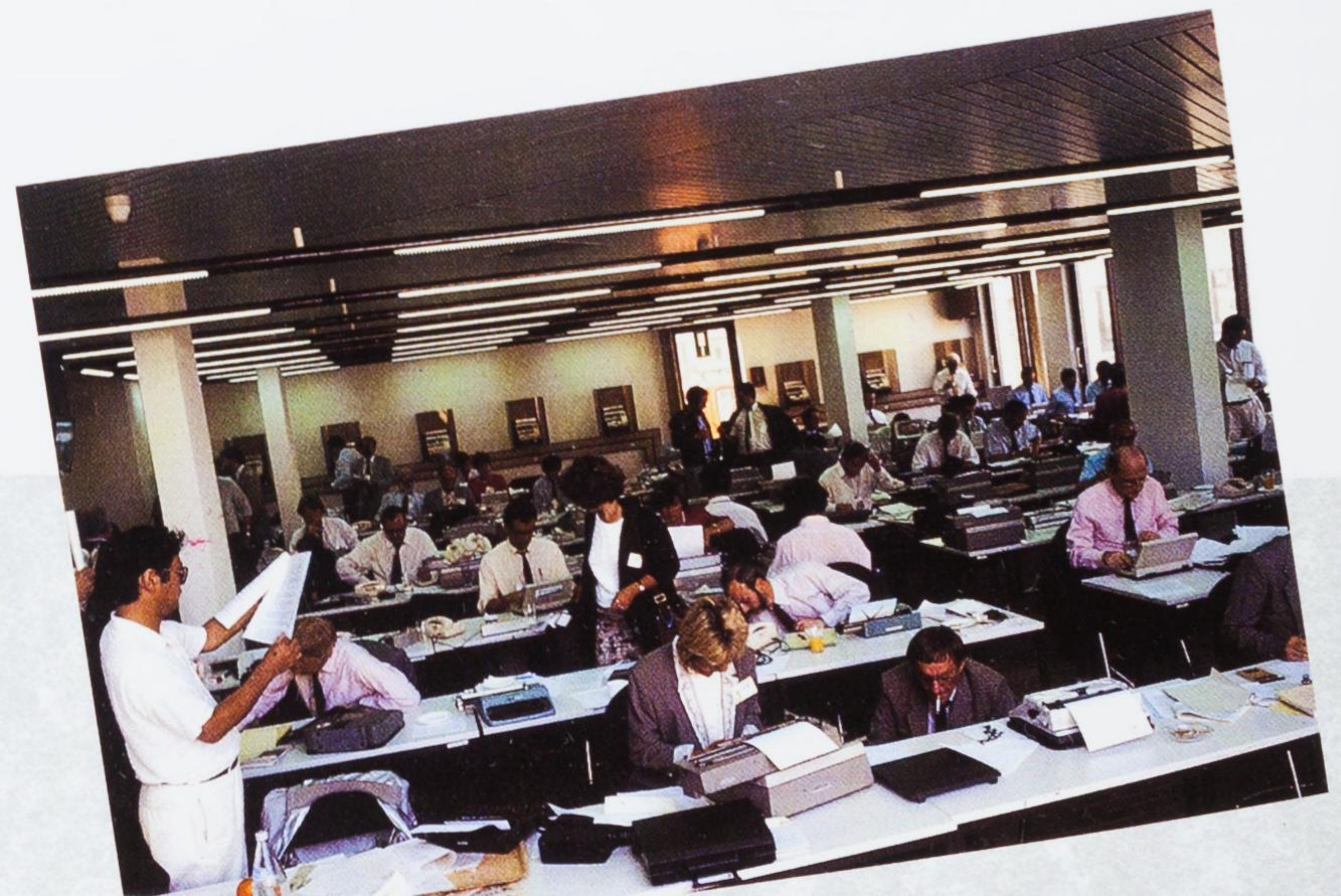
# *How does the North Atlantic Alliance work?*

NATO is not a supranational organisation but an alliance designed to permit international cooperation between independent sovereign states on a voluntary basis. There is no central NATO authority which can impose its view or opinion on the member nations any more than any one nation can impose its will on the others. Decisions are taken with the common consent of all member nations.

As a natural consequence of this fundamental principle of cooperation within the Alliance, all NATO bodies are made up of representatives of the member nations who are there literally to represent their particular country's point of view and, conversely, to represent to their own authorities the positions of their allies. Member countries may hold positions which are close to the

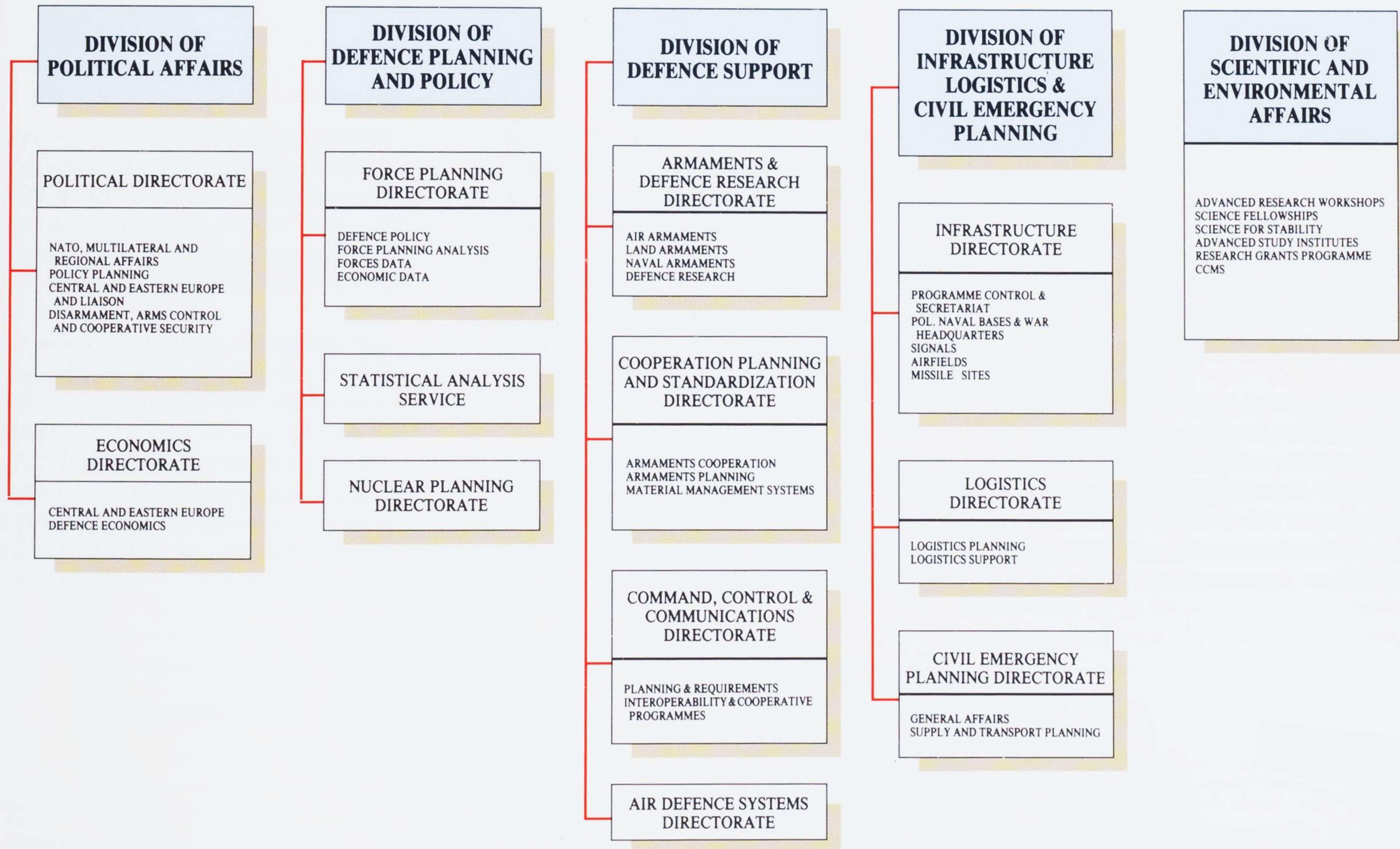
majority view but at other times their policies may differ more significantly from those of their allies. Their efforts are designed to find common ground wherever possible. However, if agreement cannot be reached, individual member countries are free to pursue their own preferred course of action. The basic solidarity among member countries need not be threatened in such circumstances. The machinery for consultation available to member countries through NATO ensures that there is a permanent dialogue among them and mutual understanding for national policies. To the extent possible, major differences of approach are resolved in a manner which protects common security interests and preserves the political solidarity and operational coherence of the Alliance as a whole.

The North Atlantic Council is first and foremost a political body which brings together the governments of all sixteen member countries. Its consultations enable national authorities to express their views on matters of common concern or on issues requiring collective decisions but there are no restrictions on subjects which the Council may discuss. The Council usually meets once a week at the level of Permanent Representatives or Ambassadors, but it can meet more frequently or at shorter notice if necessary. At least twice a year the Council meets at the level of Foreign Ministers and, when the occasion requires, there is a meeting at the Summit level of Heads of State and Government. Defence Ministers also meet regularly in the Defence Planning Committee and Nuclear Planning Group.





# Divisions of the International Staff



There are approximately 2,640 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. It consists of several independent Offices, including the Office of the Secretary

General; the Office of Management and of Administration and Personnel; the Office of the Financial Controller; the Office of Information and Press; and five operational Divisions, namely: Political Affairs; Defence Planning and Policy; Defence Support; Infrastructure, Logistics and Civil Emergency Planning; and Scientific and Environmental Affairs. The above diagram shows the structure of each Division.



# *NATO's Military Authorities*

NATO is first and foremost a political Alliance between sixteen countries and its political role is therefore of primary importance. Its military structure is overseen by NATO's Military Committee. This is the highest military authority in the Alliance under the political authority of the North Atlantic Council, Defence Planning Committee and Nuclear Planning Group.

The Military Committee is made up of the Chiefs of Staff of all member countries except France, which is represented by a Military Mission. Iceland is represented by a civilian. The Committee meets at least twice a year at this level but on a permanent basis member countries are represented by National Military Representatives.

The Committee provides military advice to the Council, Defence Planning Committee and Nuclear Planning Group and gives guidance to the Major NATO Commanders who are responsible for the forces which guarantee the security and territorial integrity of member states, contribute to the maintenance of stability and balance in Europe and to crisis management, and, ultimately, provide the defence of the strategic area covered by the NATO Treaty.

The three Major NATO Commanders are SACEUR, the Supreme Allied Commander Europe, whose Headquarters are based at SHAPE near Mons, some sixty kilometres from Brussels; SACLANT, the Supreme Allied Commander

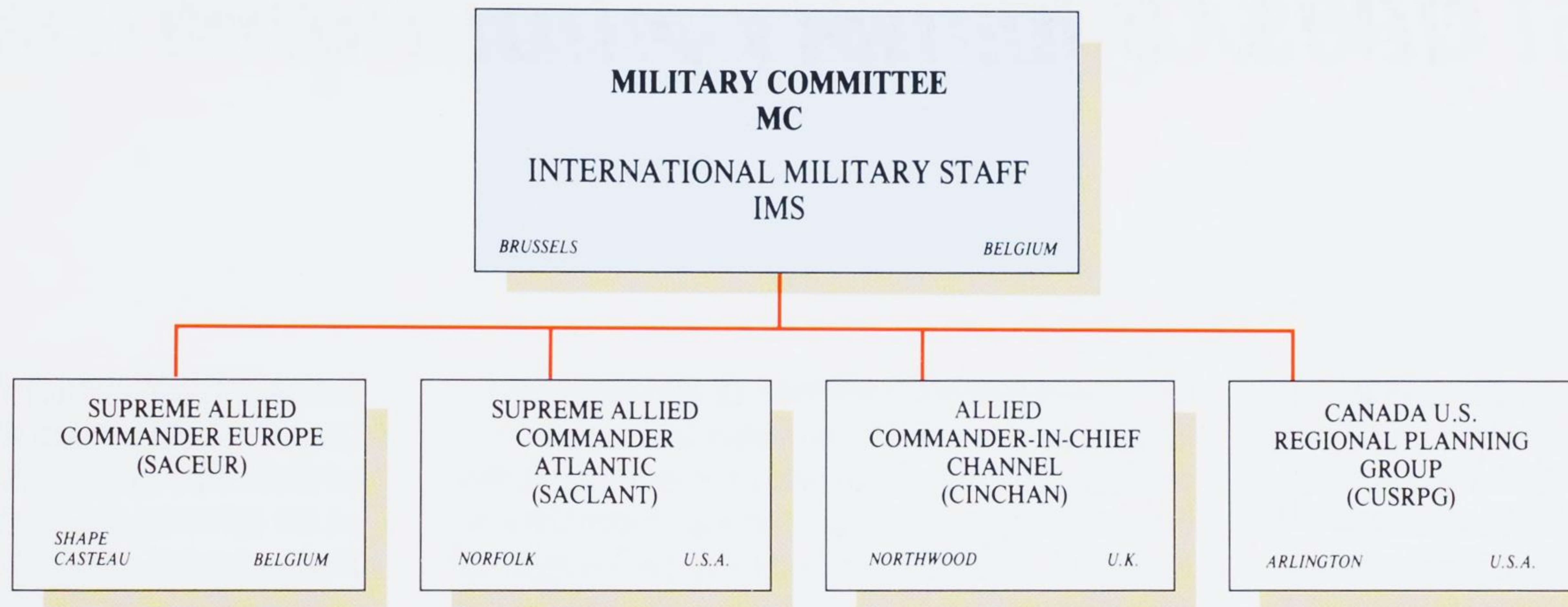
Atlantic, based in Norfolk, Virginia, USA; and CINCHAN, the Allied Commander in Chief Channel based in Northwood in the United Kingdom. There is also a Canadian-United States Regional Planning Group which coordinates defence plans for North America.

NATO's military command structure is being adapted to take account of the changed strategic environment. The number of Major NATO Commands is being reduced from three to two - Allied Command Europe and Allied Command Atlantic; and the subordinate command structure is being reorganised to enable NATO's forces to meet the requirements of the Alliance's new Strategic Concept.

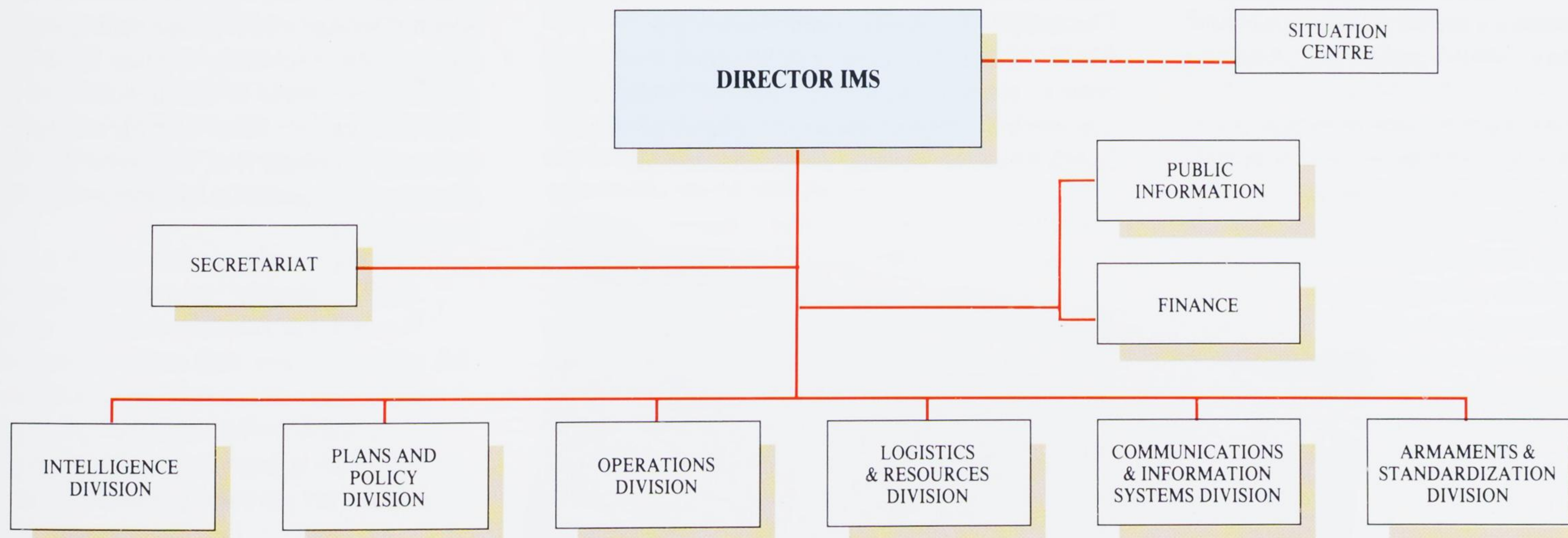




# NATO Military Structure



## NATO International Military Staff



*The International Military Staff provides support for the work of the Military Committee and ensures that its policies and decisions are implemented. 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.*

*Changes to the Alliance's integrated military command structure are being introduced in order to adapt it to present day requirements. The strategic area covered by the North Atlantic Treaty will in future be divided into two Major NATO Commands (European and Atlantic) and a Regional Planning Group (Canada and the United States).*



# *What goes on at NATO Headquarters?*

Making and implementing security policy with the participation of 16 independent and sovereign nations depends on all member governments being fully informed of each other's policies and intentions and the reasons and considerations which lie behind them. This calls for continuous dialogue and the identification of areas of common interest, whenever possible before national decisions are taken. The principal activity which takes place at NATO Headquarters in Brussels is therefore consultation in political and other fields of common concern, based on a continuous exchange of information and ideas.

Consultation normally takes place in formal committee meetings but the colocation of national delegations from each country in the same Headquarters makes informal contact between

national representatives a normal and important part of the process. The principal consultative forum is the Council but there are also many other bodies which meet on a regular basis, including the Political Committee, Regional Expert Groups, Ad Hoc Working Groups, the Atlantic Policy Advisory Group and others, each with different but related functions. The Defence Review Committee oversees the process which results in agreement among the nations on the level of their force contributions to NATO's integrated military structure. The Military Committee recommends measures needed to ensure the common defence of the NATO area and provides guidance to the Major NATO Commanders. The Infrastructure Committee examines proposals for the common funding of facilities for the

common use of NATO forces. Budget Committees submit their proposals to the Council for the use of the NATO civilian and military budgets to which each nation contributes. The Conference of National Armaments Directors meets to consider political, economic and technical aspects of the development and procurement of equipment for NATO forces. These bodies address the political and military requirements of the Organisation. There are other Committees which are more concerned with the implementation of Article 2 which provides for economic collaboration and cooperation in scientific or other fields designed to promote conditions of stability and well-being in NATO countries. Many of these committees are currently reviewing their respective tasks and adapting their priorities to accord with changing requirements.





# *Joint Planning*

The Headquarters building accommodates the 16 national delegations and their military counterparts; a civilian International Staff drawn from all the member nations which supports the work of the Secretary General and Chairman of the Council, of the Council itself and of the committees subordinate to it; and an International Military Staff which supports the work of the Military Committee and its Chairman. The subordinate committees, assisted by the international staffs, produce plans and proposals for the implementation of policies which are normally submitted to the Council for final decision. The integrated military structure, which consists of military headquarters and agencies located in different member countries, is subordinate to the political process.

The starting point for defence planning is an agreed Strategic Concept or "strategy". Each year, member countries take part in a Defence Review designed to assess their contribution to the common defence in relation to their respective capabilities and constraints. Allied defence planning is reviewed annually and given direction by Ministers of Defence. Following the decision of

the NATO Heads of State and Government in London in July 1990, a major review of NATO's overall strategy was undertaken. The review was completed in November 1991 and a new Strategic Concept for the Alliance was published. Implementation of the Strategic Concept will be one of the principal tasks facing the Alliance in the coming years.

Joint planning also takes place with regard to many other activities. One important example is the work undertaken to coordinate policies concerning developments and new initiatives in the field of arms control and disarmament. Consultations regarding measures to ensure the implementation and verification of arms control agreements are an integral part of the process. In addition, through a new Conventional Armaments Planning System, NATO member countries are now working to harmonise longer term procurement plans and to identify future opportunities for cooperation on an Alliance-wide basis.

In other areas of Alliance activity, collective planning is undertaken of the differing forms of

cooperation between member countries in civil emergency planning, scientific, technological and environmental fields. NATO's civil emergency planning activities, directed by the Senior Civil Emergency Planning Committee, are experiencing a fundamental change. Greater emphasis will be placed on crisis management and civil support to the military, particularly in civil transport and industrial mobilisation planning. The work undertaken by NATO's Science Committee and by its Committee on the Challenges of Modern Society is regularly reviewed. Both these bodies operate an expanding international programme of Science Fellowships, Advanced Study Institutes and Research Grants. A Science for Stability Programme was established in 1980 to help Greece, Portugal and Turkey develop their scientific and technological capabilities. New programmes are being planned with a view to enhancing the participation of scientists from the countries of Central and Eastern Europe and the states on the territory of the former Soviet Union with which NATO is establishing cooperation and dialogue in many different fields.



That then is how NATO works and how sixteen independent sovereign nations have been able to maintain their political cohesion and solidarity for over forty years, despite the national differences which distinguish them from each other. It is an Alliance which has been able to adapt to changing circumstances in an age of rapid transformation. It is continuing to adapt and change as relationships throughout the European continent and between the major powers are redefined. Based on the voluntary association of like-minded nations with common goals, the ultimate objective of the Alliance is to maintain peace and security and to enable its members to develop a successful partnership with other countries, through bilateral relations as well as other multinational organisations, within a framework of interlocking relationships designed to create the stability which Europe needs to prosper and to play its proper role in world affairs.





# *Origins of the Alliance*

Between 1945 and 1949, faced with the pressing need for economic reconstruction, Western European countries viewed with growing concern the continuing expansionism of the Soviet Union and its use of coercion and force to impose Communist governments wherever the opportunity to do so occurred. Having fulfilled their wartime undertakings to reduce their defence establishments and to demobilise forces, Western countries' alarm was all the greater as it became clear that the Soviet Union had every intention of maintaining its own military forces at full strength. Moreover, in breach of the United Nations' Charter and of international settlements reached at the end of the War, it showed no signs of respecting the national sovereignty or independence of other countries and was committed to an ideological course unacceptable to free democratic societies.

Following the imposition of undemocratic forms of government and the repression of effective opposition and of basic human and civic rights and freedoms in many Central and Eastern European countries as well as elsewhere in the world, matters came to a head in a series of dramatic political developments between 1947 and 1949. These included threats to the sovereignty of Norway, Greece, Turkey and other Western European countries, a Communist coup in Czechoslovakia and the illegal blockade of Berlin.

The signature of the Brussels Treaty of March 1948 marked the determination of five Western European countries - Belgium, France, Luxembourg, the Netherlands and the United Kingdom - to build up a common defence system and to strengthen the ties between them in a manner which would enable them to resist the

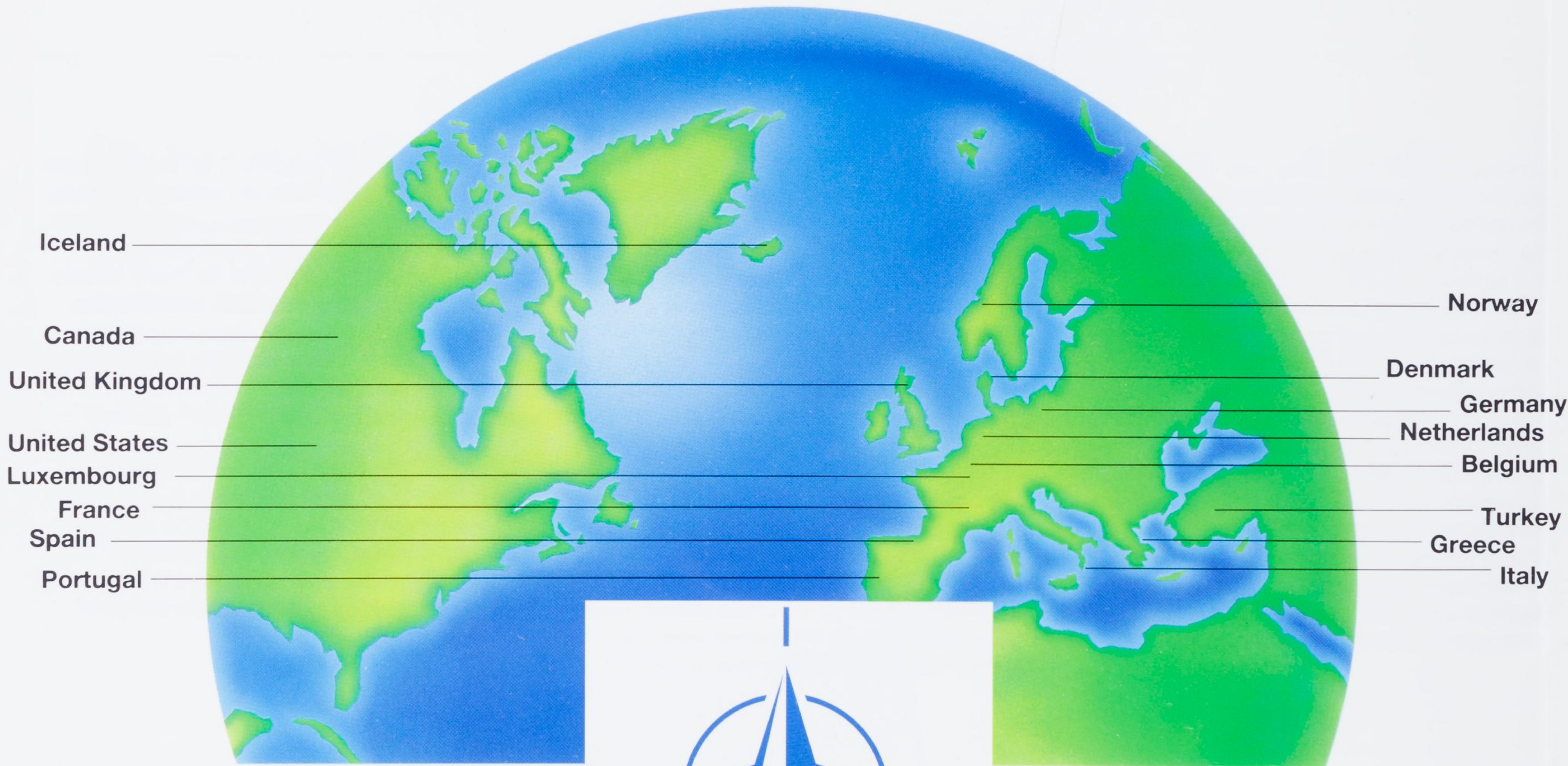
further use of such pressures. The integration into their union of other Western European countries, followed by the historic negotiation of the Treaty of Washington (the North Atlantic Treaty) in April 1949 and the creation of the North Atlantic Alliance, established a common security system and an Atlantic community based on common values and an effective partnership between Western European countries and the United States and Canada.

The principles which have governed cooperation between NATO member countries from the outset have enabled the Alliance to adapt to changing circumstances and requirements and to become a unique forum for a transatlantic partnership which is playing its full part in the transformation of Europe taking place today.





# NATO - HOW IT WORKS



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