

CHAPTER 11

MILITARY ORGANISATION AND STRUCTURES

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THE MILITARY COMMITTEE

Earlier chapters have described the NATO Headquarters in Brussels, which is the political headquarters of the Alliance and is where the Permanent Representatives, at Ambassadorial level, meet in the North Atlantic Council under the Chairmanship of the Secretary General to discuss and approve NATO policy. At regular intervals the Council and other senior level policy committees (principally the Defence Planning Committee (DPC) and the Nuclear Planning Group (NPG)) meet in Brussels, or in other Alliance capitals, at higher levels involving Foreign or Defence Ministers and from time to time, when Summit meetings are convened, Heads of State and Government.

The decisions taken by each of these bodies have the same status and represent the agreed policy of the member countries, irrespective of the level at which they are taken. Subordinate to these senior bodies are specialised committees also consisting of officials representing their countries. It is this committee structure which provides the basic mechanism giving the Alliance its consultation and decision-making capability, ensuring that each member nation can be represented at every level and in all fields of NATO activity.

In a similar fashion, in order to assist and advise the North Atlantic Council, DPC and NPG on military matters, senior military officers serve as national Military Representatives to NATO and as members of the Military Committee in permanent session, under the chairmanship of an elected Chairman (CMC). Like the political decision-making bodies, the Military Committee also meets regularly at a higher level, namely at the level of Chiefs of Defence (CHODs). Iceland, which has no military forces, is represented at such meetings by a civilian official. The Committee is the highest military authority in NATO, working under the overall political authority of the Council, DPC and NPG.

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

The Committee is responsible for recommending to NATO's political authorities those measures considered necessary for the common defence of the NATO area. Its principal role is to provide direction and advice on military policy and strategy. It provides guidance on military matters to the NATO Strategic Commanders, whose representatives attend its meetings, and is responsible for the overall conduct of the military affairs of the Alliance under the authority of the Council, as well as for the efficient operation of Military Committee agencies (see Chapter 14).

The Committee assists in developing overall strategic concepts for the Alliance and prepares an annual long term assessment of the strength and capabilities of countries and areas posing a risk to NATO's interests. Its additional responsibilities in times of crises, tension or war are to advise the Council and Defence Planning Committee of the military situation and to make recommendations on the use of military force, the implementation of contingency plans and the development of appropriate rules of engagement.

The Military Committee meets every Thursday, following the regular Wednesday meeting of the Council, so that it can follow up promptly on Council decisions. In practice, meetings can also be convened whenever necessary and both the Council and the Military Committee often meet much more frequently. As a result of the Alliance's role in Bosnia and Herzegovina and Kosovo, the internal and external adaptation of Alliance structures, the development of partnership and cooperation with other countries and of the new institutions to oversee these developments, the frequency of meetings of all the decision-making bodies of the Alliance has greatly increased.

The Military Committee in Chiefs of Defence Session (CHODS) normally meets three times a year. Two of these Military Committee meetings occur in Brussels and one is hosted by NATO nations, on a rotational basis.

In the framework of the Euro-Atlantic Partnership Council (EAPC) and Partnership for Peace (PfP), the Military Committee meets regularly with EAPC/PfP Partner countries at the level of national Military Representatives (once a month) and at CHODS level (twice a year) to deal with military co-operation issues. Further details are given in Chapter 12, together with details of meetings of the Military Committee with Russia and with Ukraine.

The Chairman of the Military Committee

The Chairman of the Military Committee (CMC) is selected by the Chiefs of Defence and appointed for a three year term of office. He acts exclusively in an international capacity and his authority stems from the Military Committee, to which he is responsible in the performance of his duties. He normally chairs

all meetings of the Military Committee. In his absence, the Deputy Chairman of the Military Committee (DCMC) takes the chair.

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

By virtue of his appointment, the Chairman of the Committee also has an important public role and is the senior military spokesman for the Alliance in contacts with the press and media. He undertakes official visits and representational duties on behalf of the Committee, both in NATO countries and in countries with which NATO is developing closer contacts in the framework of the Partnership for Peace programme, the Euro-Atlantic Partnership Council, the NATO-Russia Permanent Joint Council, the NATO-Ukraine Commission, the Mediterranean Cooperation Group and the South East Europe Initiative. The Chairman is also ex-officio Chairman of the NATO Defense College Academic Advisory Board. The role of the Defense College is described in Chapter 14.

STRATEGIC COMMANDERS

The Strategic Commanders (SCs), namely the Supreme Allied Commander Europe (SACEUR) and the Supreme Allied Commander Atlantic (SACLANT), are responsible to the Military Committee for the overall direction and conduct of all Alliance military matters within their areas of command. They also provide advice to the Military Committee. They each have representatives at NATO of General or Flag Officer rank, who assist them by maintaining close links with both the political and military staffs within the headquarters and by ensuring that the flow of information and communications in both directions works efficiently. The SC Representatives attend meetings of the Military Committee and provide advice on Military Committee business relating to their respective Commands.

INTERNATIONAL MILITARY STAFF

The International Military Staff (IMS) is headed by a General/Flag officer, selected by the Military Committee from candidates nominated by member nations for the position of Director of the International Military Staff (DIMS). The IMS, under his direction, is responsible for planning, assessing and recom-

mending policy on military matters for consideration by the Military Committee, as well as ensuring that the policies and decisions of the Committee are implemented as directed.

The IMS consists of military personnel who have been sent by their nations to take up staff appointments at NATO Headquarters, to work in an international capacity for the common interest of the Alliance rather than on behalf of their nation. Some posts within the International Military Staff are filled by civilian personnel, who work in clerical and support roles. The International Military Staff supports the work of the Military Committee, preparing and following up its decisions, and is also actively involved in the process of cooperation with the countries of Central and Eastern Europe under the Partnership for Peace (PfP) initiative.

Coordination of staff action, and controlling the flow of information and communications both within the IMS and between the IMS and other parts of the NATO Headquarters, is the responsibility of the Executive Coordinator located within the Office of the Director of the IMS. The Executive Coordinator and his staff also provide secretarial support to the Military Committee as well as procedural advice. The Director of the International Military Staff is also supported by five Assistant Directors, each of whom heads a separate functional Division.

The **Plans and Policy Division** develops and coordinates the Military Committee contribution to NATO defence policy and strategic planning. This includes contributing to the development of politico-military concepts, studies, assessments and related documents, NATO force planning, the Force Goal process, the annual defence review, the PfP Planning and Review Process (PARP) and long term conceptual thinking. The Division also participates on behalf of the Military Committee in NATO's overall defence planning process and develops and represents the views of the Military Committee and of the NATO Strategic Commanders on military policy matters in various NATO bodies.

The **Operations Division** supports the Military Committee in the development of current operational plans and in addressing questions relating to the NATO force posture and military management issues relating to NATO's role in international crises. The Division promotes and coordinates multinational training and exercises, including those involving PfP nations; and coordinates efforts relating to the development of an effective NATO electronic warfare operational capability and associated training and exercises. It is responsible for monitoring and assessing Electronic Warfare programmes and requirements. It provides support for the NATO Air Defence Committee and has responsibility within the International Military Staff for air defence matters. The Division also acts as the point of contact for the NATO Liaison Officer to the United Nations, a position which is filled by a serving member of the

International Military Staff, on behalf of the Organisation as a whole, when required.

The **Intelligence Division** provides day-to-day strategic intelligence support to the Secretary General, the North Atlantic Council/Defence Planning Committee, the Military Committee, and other NATO bodies such as International Military Staff elements, the Political Committee and WMD Proliferation Centre. It relies on the NATO nations and NATO Commands for its basic intelligence needs since it has no independent intelligence gathering function or capacity. On the basis of these contributions, it acts as a central coordinating body for the collation, assessment and dissemination of intelligence within NATO Headquarters and to NATO commands, agencies, organisations and nations. In addition to providing routine staff intelligence support, the Intelligence Division manages and coordinates the production and dissemination of NATO strategic intelligence estimates, intelligence policy documents and basic intelligence documents, as well as the maintenance of selected data bases and digital intelligence information services. It also performs strategic warning and crisis management functions and conducts liaison with other NATO and national bodies performing specialised intelligence functions and related activities. In sum, the Intelligence Division, supported by NATO nations and Commands, keeps the Alliance's senior bodies continually informed, facilitates the Military Committee's formulation of military advice to political authorities, provides an intelligence foundation for guiding the composition, organisation and operations of NATO forces, and performs a broad range of tasks in support of NATO defence and political functions.

The **Cooperation and Regional Security Division** serves as the focal point for military contacts and cooperation with Euro-Atlantic Partnership Council (EAPC), Partnership for Peace (PfP) countries, Russia within the framework of the NATO-Russia Founding Act, and Ukraine within the framework of the NATO-Ukraine Charter. It is responsible for the development and coordination of all IMS staff work on EAPC, PfP, NATO-Russia and NATO-Ukraine related issues, as well as the Mediterranean Dialogue. Its Cooperation Policy and Arms Control Branch produces and coordinates IMS PfP policy staff work, while the Russia-Ukraine Branch plans, develops and implements MC policy in relation to these two countries. In addition the Arms Control Section of the Cooperation Policy and Arms Control Branch coordinates and develops military advice on NATO involvement in different aspects of disarmament, arms control and cooperative security issues. It is also the channel for the Military Committee's focus on issues dealt with by the Organisation for Security and Cooperation in Europe (OSCE) in the field of disarmament, arms control and cooperative security. A section of the Division is located in the Western Consultation Office (WCO) in Vienna, in order to facilitate and enhance NATO's cooperation with the OSCE. The IMS PfP Staff element (PSE) is integrated

within the Division as a separate branch, in which Partner officers work side-by-side with NATO colleagues as the focal point in the IMS for all elements of Partner country expertise related to the military aspects of PFP. It acts as the IMS' primary liaison with Partner Military Representatives and Partner Liaison Officers at NATO Headquarters.

The **Logistics, Armaments and Resources Division (LA&R)**, in cooperation with the SILCEP Division of the International Staff, is responsible for the development of logistics principles and policies, including medical support and transport and movement. It provides staff support to the Senior NATO Logisticians' Conference (SNLC) and Committee of the Chiefs of Military Medical Services (COMEDS), the deputy military co-chairman of the SNLC, and the military co-chairman/chairman of its two subordinate bodies. The Division also has a major responsibility within the area of logistic aspects of crisis management, humanitarian assistance and disaster relief, and provides the IMS representative to the Senior Civil Emergency Planning Committee (SCEPC) and COMEDS. The Division provides military advice to the Military Committee on issues relating to development of military policies and procedures for armaments planning, including research and technology matters. It represents the Military Committee at the CNAD, Major Armament Groups (MAGs), the Research and Technology bodies and Air/Ground Surveillance (AGS) Steering Committee, as well as within Western European Armaments Group (WEAG) and EUROLONGTERM groups. When required, the Division also supports the NATO Industrial Advisory Group (NIAG). It is also responsible for development of military policies and procedures for management of resources, including NATO common military budgets, infrastructure and manpower in cooperation with the International Staff and the two Strategic Commanders. It represents the Military Committee on the NDMC, SRB, IC and MBC. The Management Advisory Unit NATO Defence Manpower Committee (NDMC) is an independent entity within the Division working directly for the NDMC, providing the expertise and staff nucleus to carry out management surveys, audits, validations and consultations.

The **NATO Situation Centre** assists the North Atlantic Council, the Defence Planning Committee and the Military Committee in fulfilling their respective functions in the field of consultation. It serves as the focal point within the Alliance for the receipt, exchange and dissemination of political, military and economic information. It monitors political, military and economic matters of interest to NATO and to NATO member countries on a 24 hour basis. The NATO Situation Centre also provides facilities for the rapid expansion of consultation during periods of tension and crises and maintains and updates relevant background information during such periods.

The **Public Information Adviser** (PIA) advises the Chairman of the Military Committee, the Deputy Chairman of the Military Committee and the Director of the IMS on public information matters and acts as a public enquiry and news media coordinator, as well as spokesperson for the Military Committee and IMS. The PIA's office coordinates public information activities with the NATO Office of Information and Press, and the counterpart public information organisations within the Strategic Commands and national Ministries of Defence.

The **Financial Controller** of the IMS is responsible for advising the Chairman of the Military Committee, the Deputy Chairman of the Military Committee and the Director of the IMS on all financial and fiscal matters related to the group of budgets administered by the IMS. He is responsible to the Military Budget Committee (MBC) for the financial management of the IMS budget. He is also responsible for preparing, justifying, administering and supervising all budget-related matters for presentation to the Military Budget Committee. Among other supervisory functions, he assumes financial control of the NATO bodies whose budgets are administered by the IMS, namely the NATO Standardisation Agency (NSA), NATO Defense College (NADEFCOL), and the Research and Technology Agency (RTA). He is responsible for conducting internal audits of accounts and activities with financial repercussions within his area of responsibility. Further details about the management of the Military Budget are to be found in Chapter 9.

The **NATO HQ Consultation, Control and Communications Staff (NHQC3S)** is a single integrated organisation composed of personnel from both the International Staff and the International Military Staff. The Director, NHQC3S, reports directly to Director of the International Military Staff and the Assistant Secretary General for Defence Support in meeting the requirements of the IMS and IS. As one of the co-Vice Chairmen of the NATO C3 Board, the Director is also the MC's representative to the Board. Members of the NATO C3 Staff support the NC3B through maintenance of key positions on the Board's eight sub committees and in turn support the provision of NC3B advice to the MC on C3/CIS Capability Packages from a C3 Policy, Plans and Architecture point of view. See further details in Chapters 10 and 14.

PARTNER COUNTRY REPRESENTATION

Since 1994 a number of Partner countries have opened Liaison Offices and, since 1997, permanent diplomatic missions, at NATO Headquarters. Military links with Partner nations are being further strengthened by the establishment of "Partnership for Peace Staff Elements". Currently eight of these elements, which consist of officers from NATO and PfP Partner countries, are

located within the IMS at NATO HQ and at the first and second levels of the NATO integrated military structure. A new PfP Staff element was recently established at the NATO (SHAPE) School as a potentially important element in facilitating collaboration with PfP Training Centres and other PfP institutes. Officers from Partner countries filling such posts work alongside officers from NATO nations in an international capacity, participating in the preparation of policy discussions and the implementation of policy decisions dealing with relevant Partnership for Peace military matters. Since 1998, PfP Partner officers have also been part of the PCC staff and participate fully in its work.