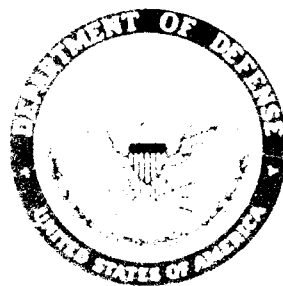


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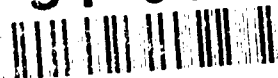


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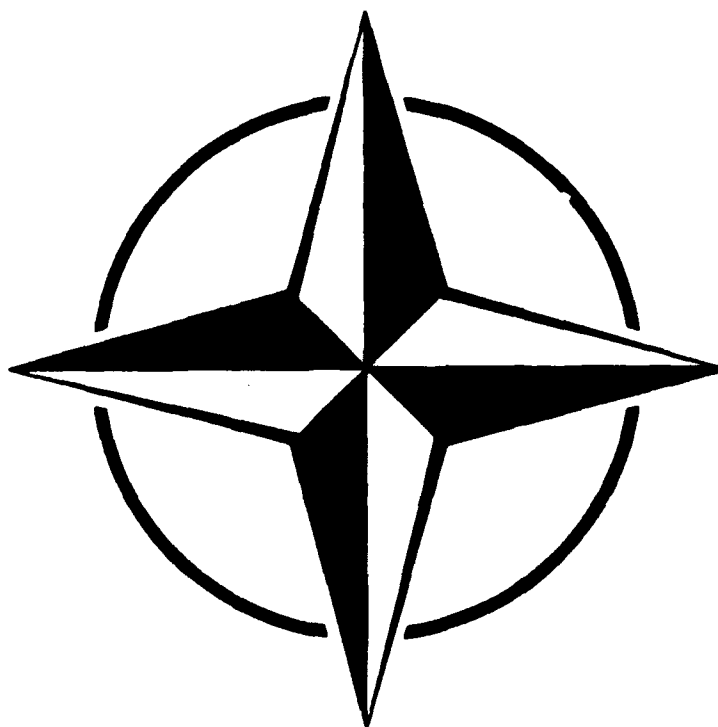
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WASHINGTON, DC 20301-8000

NATO



OTAN

**ANIMUS IN
CONSULENDO
LIBER**

Since NATO's creation in 1949, its

Many of the Standardization Agreements (STANAGs) developed in NATO are serving as the foundation for the development of European Community (EC) 92 standardization efforts. Eleven of the twelve member nations of the EC are also member nations of NATO and are very active participants in NATO standardization. The Department of Defense, in cooperation with the military organizations in the other member nations of NATO, must work to ensure that all the NATO standardization achievements are given equitable consideration in the formation of EC standards. 

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CHAPTER 1

INTRODUCTION

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CHAPTER 1

INTRODUCTION

The policy information contained in this document applies to the Office of the Secretary of Defense (SECDEF), the Military Departments, the Defense Agencies, and the Organization of the Joint Chiefs of Staff.

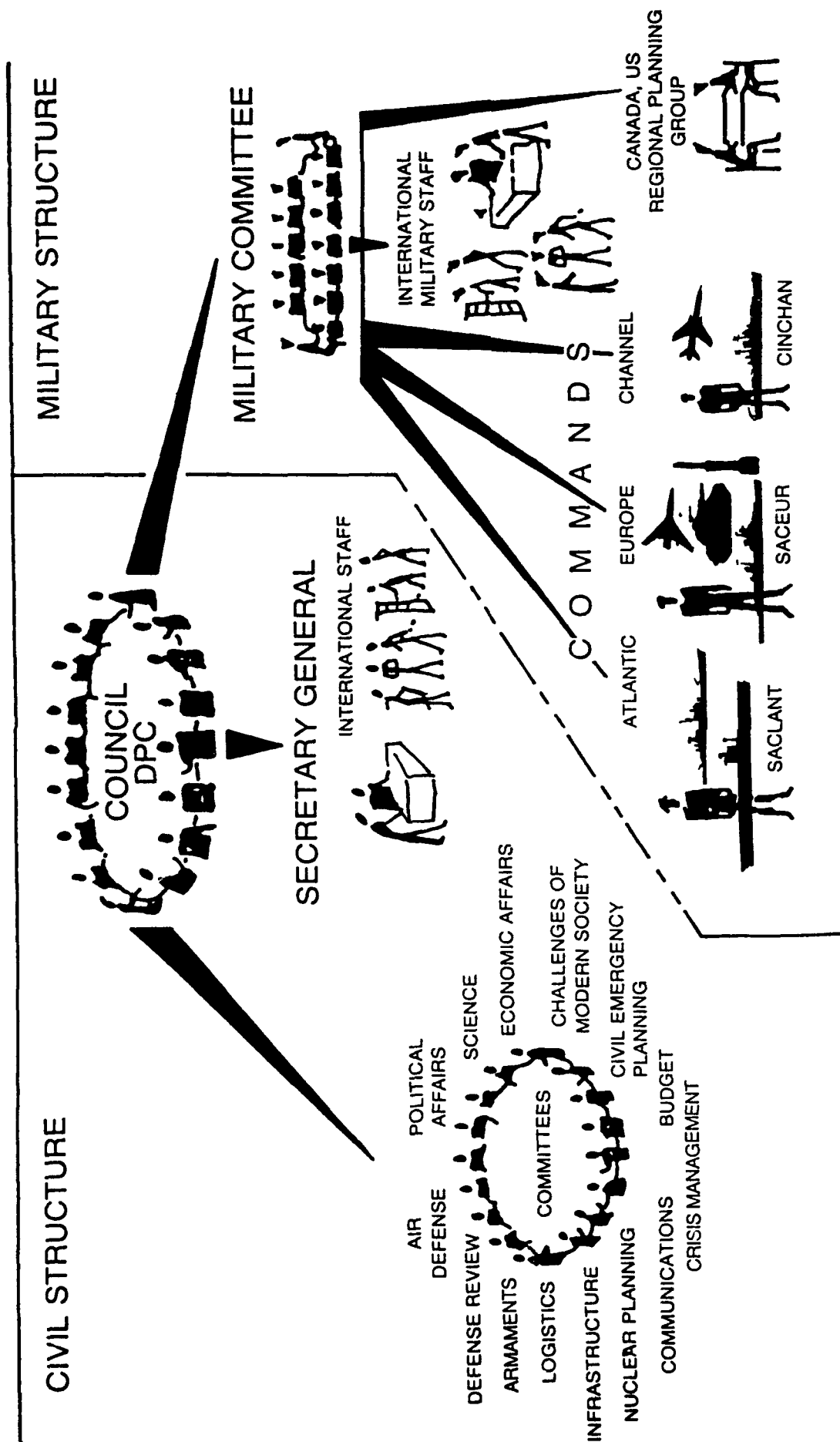
This guide provides the necessary background information for Department of Defense (DoD) personnel participating in standardization meetings of the North Atlantic Treaty Organization (NATO). It will assist these personnel by providing a quick reference on the organization of NATO, NATO procedures, security questions, emergency information, and preparations for NATO meetings of groups subordinate or related to the civil and military structure of the North Atlantic Council (NAC). The civil and military relationships within NATO are illustrated in figure 1-1.

Throughout this document many acronyms and abbreviations will be used. The first time a title is used, it will be written in full with the acronym following in parenthesis. Thereafter, only the acronym for that title will be used. To facilitate a clearer understanding of unfamiliar acronyms and abbreviations, a glossary of acronyms is included in Appendix A and pertinent terms and definitions in Appendix B. In this text, the term United States (U.S.) Delegate will define all members of a U.S. Delegation.

As with any publication of this kind, its usefulness is dependent on the timeliness, accuracy, and adequacy of the information it contains. Users of this book can help by providing feedback with constructive comments and recommendations to the Assistant Director for International Standardization, Standardization Program Division, 5203 Leesburg Pike, Suite 1403, Falls Church, VA 22041-3466.

The Department of State, Army, Navy, Air Force, Marine Corps, Joint Chiefs of Staff, and Defense Agencies are acknowledged for their efforts and inputs in making this document possible.

CIVIL and MILITARY STRUCTURE



CIVIL AND MILITARY STRUCTURE

Figure 1-1

CHAPTER 2

**THE NORTH ATLANTIC
TREATY ORGANIZATION (NATO)**

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CHAPTER 2

THE NORTH ATLANTIC TREATY ORGANIZATION

North Atlantic Treaty

The North Atlantic Treaty, signed in Washington on 4 April 1949, created an Alliance for collective defense as defined in Article 51 of the United Nations Charter. The Alliance links fourteen European countries with Canada (CA) and the United States (US). The Treaty came into force on 24 August, 1949, after disposition of the ratifications of all signatory states.

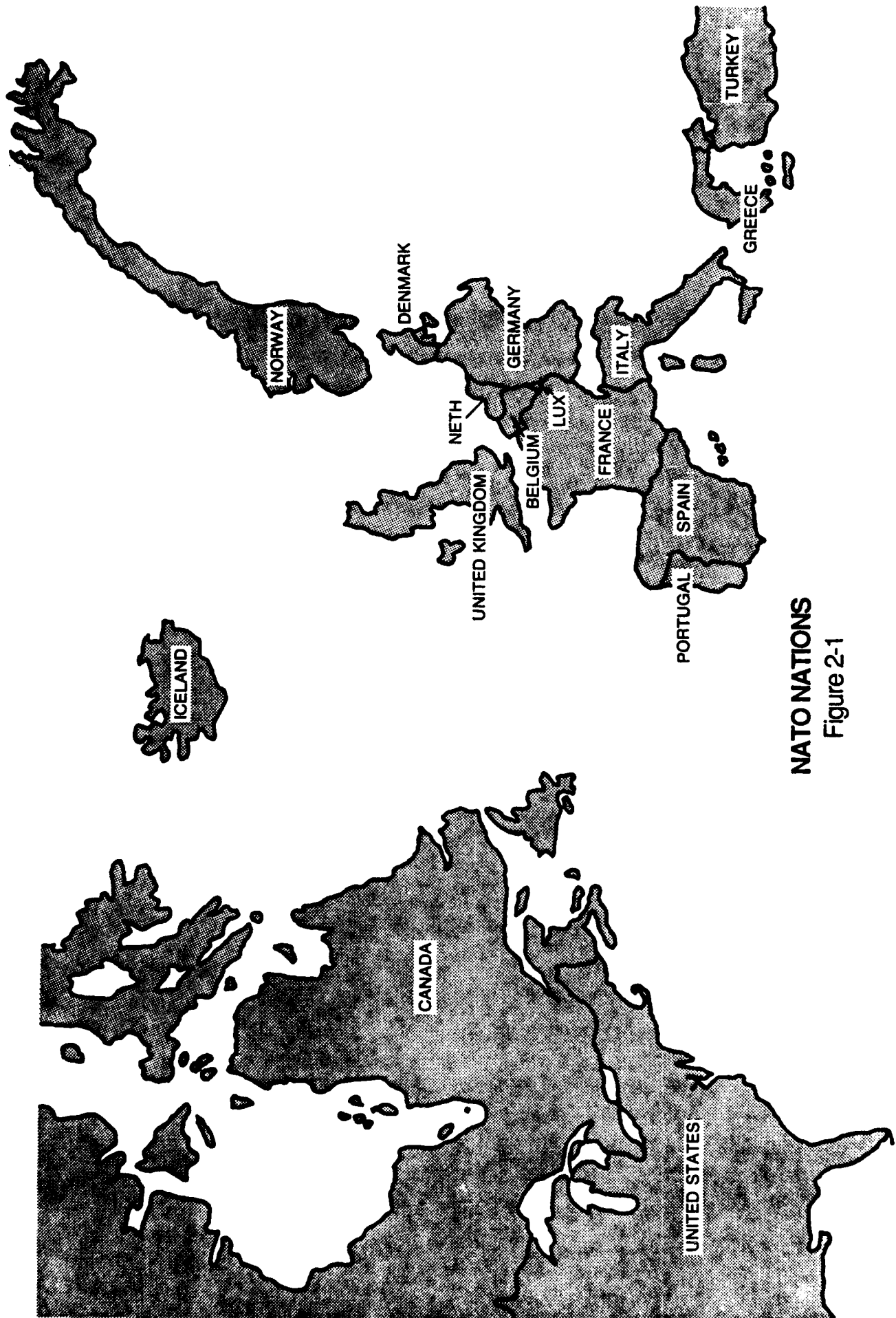
The Treaty established an international organization to carry out its work, the North Atlantic Treaty Organization (NATO).

NATO

NATO is a defensive Alliance which maintains military preparedness in order to prevent war. The Alliance is an association of free nations joined together to preserve their security through mutual guarantees and collective self-defense. It is an inter-governmental, not a supranational organization, in which member states retain their full sovereignty and independence. It is a democracy; all issues in NATO are ultimately settled unanimously, although this is often stated obliquely as "reaching a consensus." The basic point to remember is that you may be outnumbered or outmaneuvered but, you cannot be outvoted.

With few minor exceptions, you do not obtain "NATO approval" of a proposal, you obtain the collective approval of national delegates within a given NATO forum. You do not transfer technical data, for example, "to NATO", you transmit it to the member nations through the NATO mechanism.

NATO has no supranational authority over national governments; thus, responsibility for equipping and maintaining forces remains a national one. With the exception of certain areas such as communications, airborne early warning and control, and common infrastructure works, NATO is not directly involved in the research, development or production of equipment. The role of NATO is to advise and coordinate, with the purpose of fostering cooperation to enhance military posture and strengthen the collective defense effort of the allied nations.



NATO NATIONS
Figure 2-1

NATO ORGANIZATIONAL STRUCTURE

The North Atlantic Council

The North Atlantic Council (NAC) is the highest authority in NATO. It is composed of representatives from 16 nations which make up the North Atlantic Treaty Organization, or Alliance. Listed below are the 16 member nations, see figure 2-1:

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

Since member nations are sovereign states, equal in status, all decisions of the Council are taken unanimously. The Council may meet either at the level of Ministers or Ambassadors, (Permanent Representatives (PERMREPS)). At Ministerial Meetings of the Council, member nations are represented by one (or several) of their Ministers, according to the meeting agenda. The Council also meets on occasion at the level of Heads of State and Government. PERMREPS of the member countries, who hold the rank of Ambassador, meet between Ministerial sessions, thus ensuring the continuous functioning of the Council with effective powers of decision. The Council meets at the Ministerial level twice each year and usually meets at least once each week at the PERMREP level. The PERMREPS can be called into session upon short notice at any time. Whatever the level at which the Council meets, its chairman is the Secretary General of NATO. Each year the Foreign Minister of a member nation serves as President of the Council. The presidency rotates annually according to the alphabetical order of the NATO countries. Spring Ministerial Meetings are held in the capital of one member nation; in the fall, the Ministers meet at the NATO Headquarters in Brussels, Belgium.

The Defense Planning Committee

Military policy matters are discussed at the same level as the Council in the Defense Planning Committee (DPC). As in the Council, member nations are represented in the DPC by their PERMREPS. They meet around the same table as

the Council and also under the chairmanship of the Secretary General. Collectively, the two high-level bodies are referred to as the "NAC/DPC." Since the withdrawal of France from the integrated military organization, its representative does not attend meetings of the DPC, nor does the representative from Iceland since Iceland has no military forces.

Nuclear Planning Group

Nuclear matters are discussed by the Nuclear Planning Group (NPG) in which fourteen countries now participate. It meets as required at the PERMREPS level and twice a year at the level of Ministers of Defense.

The PERMREPS And National Delegations

The PERMREPS of member countries are supported by national delegations located at NATO Headquarters. The delegations are composed of advisers and officials who represent their countries on committees created by the Council.

THE NATO CIVIL ORGANIZATION

The International Staff (IS) (figure 2-2) and the Council Committees (figure 2-3) supported by the IS are commonly referred to as the NATO Civil Organization. This connotation should not imply that the Civil Organization has no impact upon the military activities of NATO. In the areas of command and control, communications-electronics, tactical data systems, data processing and interoperability, several committees, e.g., NATO Standardization Group (NSG), Conference of National Armament Directors (CNAD), Committee for European Airspace Coordination (CEAC), NATO Air Defense Committee (NADC), NATO Communications and Information Systems Committee (NACISC) and their respective subgroups, play a significant and sometimes dominant role. The following paragraphs provide a brief overview of the Civil Organization.

International Staff

The Secretary General is head of the Secretariat, with members drawn from all NATO countries. A Deputy Secretary General assists the Secretary General in performing the Secretary's functions and acts for the Secretary when absent. The Office of the Secretary General is comprised of five major divisions in the IS (Political Affairs; the Division of Defense Planning and Policy; Defense Support; Scientific Affairs; and Infrastructure, Logistics, and Council Operations), the Office of Management, and the Financial Controller. Each of the divisions is headed by an Assistant Secretary General.

NATO INTERNATIONAL STAFF

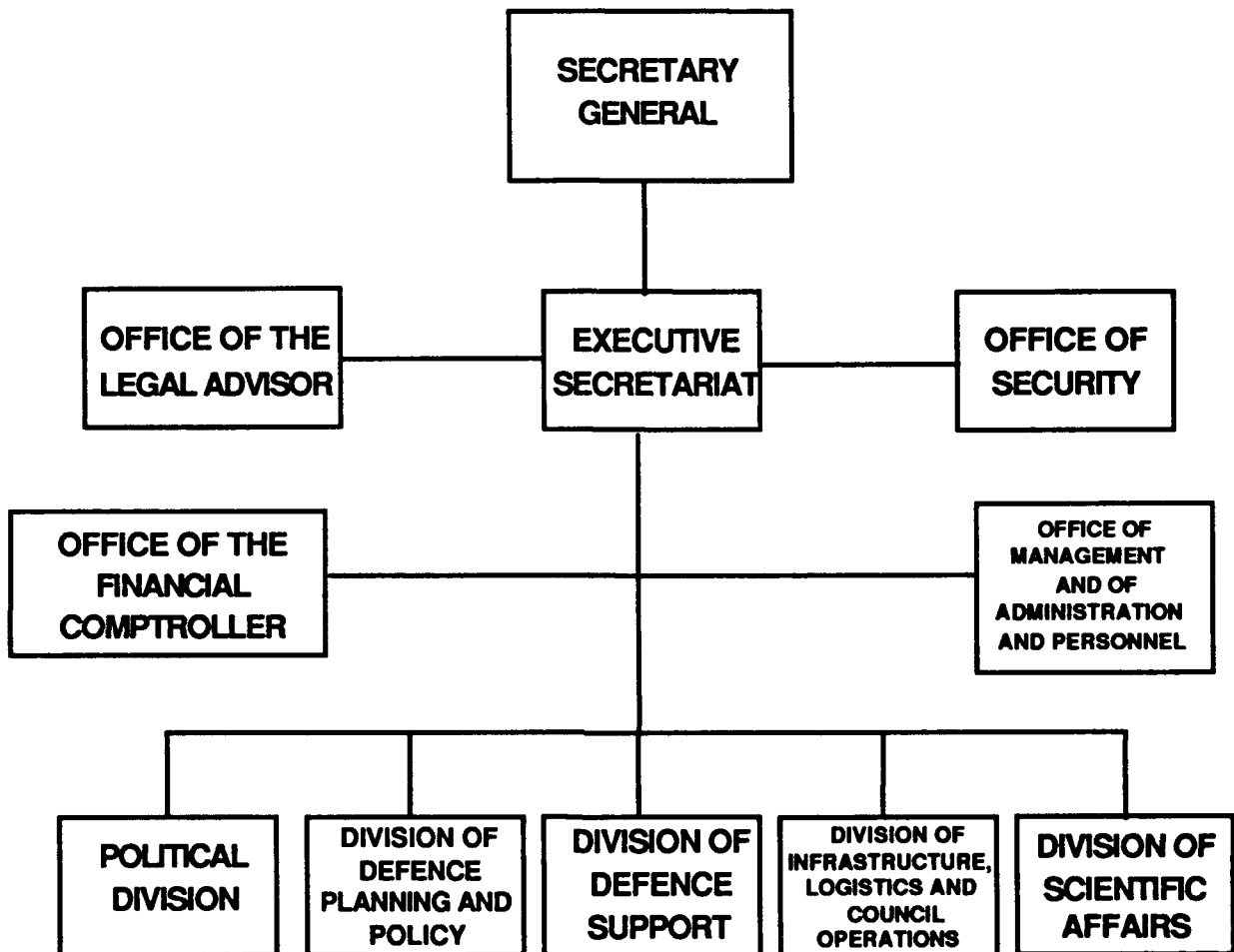
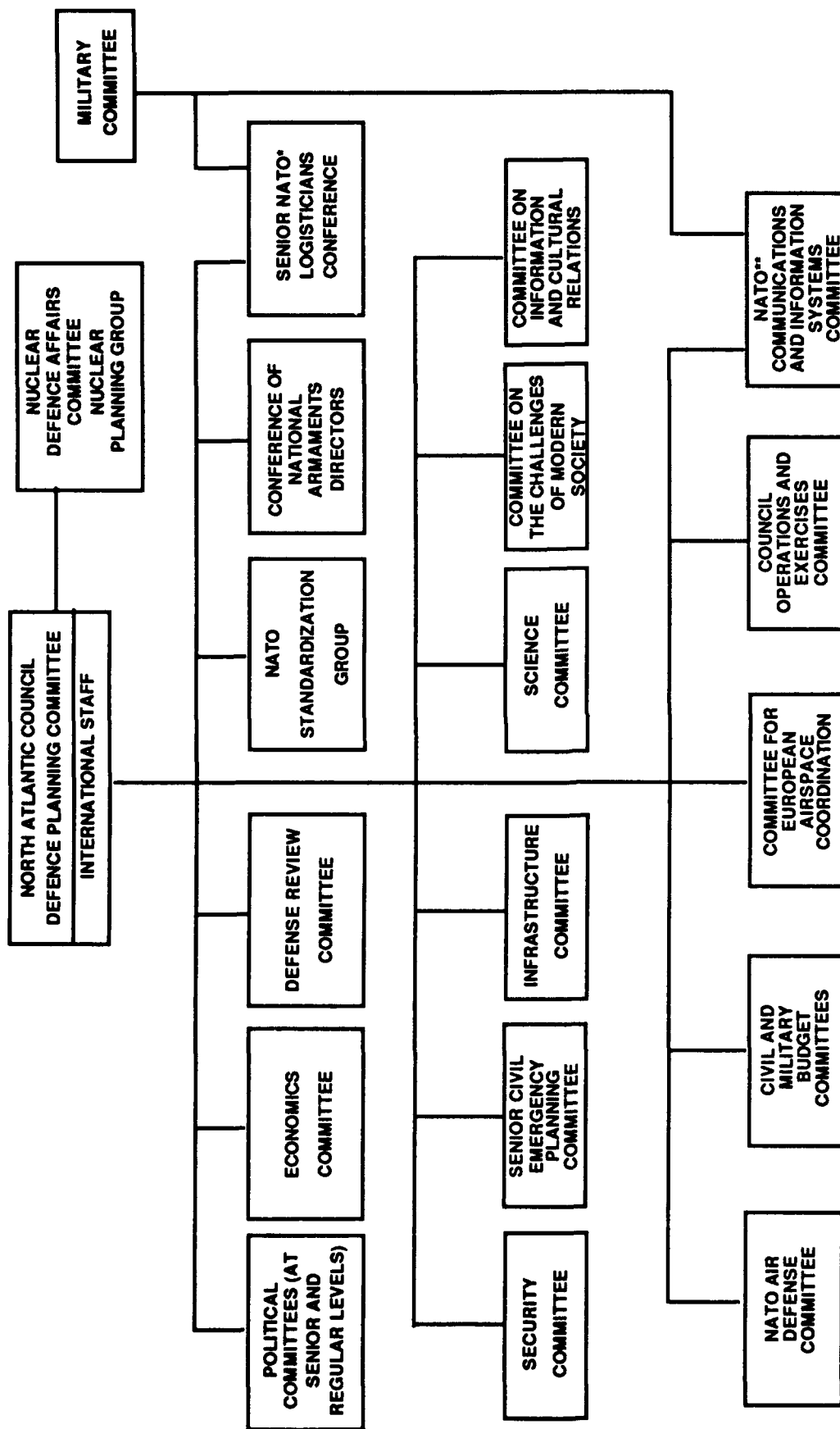


Figure 2-2



* THE SNLC IS A JOINT CIVIL/MILITARY COMMITTEE WHICH REPORTS BOTH TO THE NAC OR DPC AND TO THE MILITARY COMMITTEE.

** THE NATO COMMUNICATIONS AND INFORMATION SYSTEMS COMMITTEE, ALSO REPORTS TO THE MILITARY COMMITTEE.

COUNCIL COMMITTEES

Figure 2-3

Division of Political Affairs

Under the Assistant Secretary General for Political Affairs, the Political Affairs Division is organized in three separate Directorates: Political Affairs; Economics; and Information. The division also includes a Press Service. The Assistant Secretary General is Chairman of both the Political Committee and the Committee on Information and Cultural Relations.

The Political Affairs Directorate has the following responsibilities:

- Preparing the political discussions of the Council and the discussions of the Committee of Political Advisors;
- Preparing notes and reports on political subjects for the Secretary General and the Council;
- Maintaining political liaison with the delegations of member countries; and
- Maintaining liaison with other international organizations, both governmental and non-governmental.

The Directorate of Economics carries out similar functions with regard to all economic questions having political or defense implications of concern to NATO and maintains contacts with international economic organizations. Its Director presides over the Economic Committee.

The Directorate of Information is tasked to inform the public about the aims and achievements of the Alliance. It assists member governments in widening public understanding of NATO activities using periodicals, films, radio and television programs, publications and exhibitions. It also arranges group visits to NATO Headquarters for briefings and participates in organizing special courses and seminars on NATO matters, particularly for young people. The Directorate includes a Library and Documentation Service. The Director is Chairman of the Committee on Information and Cultural Relations.

The Head of the Press Service is the official spokesman for NATO with the press. The spokesman is also responsible for daily press reviews and press cutting services for the IS, and for national delegations.

Division of Defense Planning and Policy

The Assistant Secretary General for Defense Planning and Policy is Chairman

of the Defense Review Committee (DRC) and Vice Chairman of the Executive Working Group (EWG) of the DPC. The Assistant Secretary General also supervises the work of the Nuclear Planning Group (NPG) and the Civil Emergency Planning Committee (CEPC). The Division is organized into three Directorates: Force Planning and Policy, Nuclear Planning, and Civil Emergency Planning.

The Directorate of Force Planning and Policy is responsible for preparation, in collaboration with national delegations, of all papers and business concerned with the NATO Defense Review including the analysis of national defense programs; for other matters of a politico-military and military-economic nature considered by the DPC; for the preparation of studies of general or particular aspects of NATO defense on behalf of the EWG of the DPC; for the maintenance of a computerized data base on NATO and Warsaw Pact forces; and to organize and direct all statistical studies and in particular those required to assess the NATO defense effort.

The Directorate of Nuclear Planning is responsible for the coordination of work on the development of NATO defense policy in the nuclear field and with the preparation of business for the NPG and the Nuclear Defense Affairs Committee.

The Directorate of Civil Emergency Planning is responsible for the coordination of plans to use civil resources supporting the Alliance defense effort; the rapid transition of peacetime economies to an emergency footing; and to prepare business in this field for the NAC and other bodies.

The Assistant Secretary General for Defense Planning and Policy is responsible for providing advice to the Secretary General on these matters and for maintaining liaison with national delegations, the military authorities, other divisions of the IS, and with other appropriate organizations.

Division of Defense Support

The Assistant Secretary General of the Defense Support Division has the responsibility to:

- Advise the Secretary General, the NAC, the DPC and any other NATO bodies on all matters relating to armaments research, development, production, procurement, air defense systems, and all aspects of command, control and communications;
- Promote the most efficient use of the Alliance's resources to equip its forces; and,
- To develop necessary communication between the NAC, national capitals and major NATO commanders.

The Division is organized into four Directorates: Armaments and Defense Research; Command, Control and Communications; Air Defense, and Planning and Support.

The Directorate of Armaments and Defense Research is responsible for encouraging cooperation among nations in harmonizing the concepts and requirements for future maritime, land and air equipment, and harmonizing procurement and replacement plans, so as to facilitate greater standardization, commonality and interoperability; encouraging coordination of national research, development and production programs, and of rationalization of national research, development, production and logistic capabilities so as to improve the efficiency of resource utilization; organizing systematic exchanges of information to support better national decision making and to facilitate international cooperation in defense equipment and its support.

The Directorate of Command, Control and Communications is responsible for encouraging cooperative programs 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 Management Agency responsible for the establishment of the NATO Integrated Communications System (NICSMA) and to the NATO Joint Communications-Electronics Committee (also acting as the NICS Policy Committee).

The Directorate of Air Defense is responsible for promoting and coordinating efforts to assure the continuing adequacy, effectiveness and efficiency of the NATO Air Defense Committee (NADC). The NADC advises on all aspects of air defense program development; and provides for liaison with the agency responsible for the implementation of the NATO Airborne Early Warning program (NAPMA) and the team responsible for the design of the future air command and control system (ACCS).

The Directorate of Planning and Support is responsible for overall planning activities in support of armaments cooperation, including the development of procedures for the systematizing and rationalizing of armaments planning. The Directorate is also responsible for promoting international cooperation among industries in the defense equipment field and also between government and industry; for liaison with outside bodies; and for providing guidance, coordination and staff support to the activities of all NATO committees or bodies dealing with Defense Support matters, particularly in the areas of material management and intellectual property.

The Assistant Secretary General for Defense Support serves as the Permanent Chairman of the Conference of National Armament Directors. Members of the

Division provide liaison with NATO Production and Logistics Organizations concerned with cooperative equipment projects and with NATO Military Agencies dealing with defense research and connected problems. They participate in the NATO Defense Planning process on all matters within the responsibility and competence of the Division.

Division of Scientific Affairs

The Assistant Secretary General for Scientific and Environmental Affairs is the Chairman of the NATO Science Committee, Acting Chairman of the Committee on the Challenges of Modern Society (CCMS) and has the following responsibilities:

- To advise the Secretary General and the NAC on scientific, technological and environmental matters of interest to NATO;
- To maintain liaison in the scientific field with the military and civil authorities of NATO, with agencies in the member countries responsible for implementing science policies and with international organizations having scientific and environmental affiliations;
- To supervise a division staff of professional scientists and engineers supported by advisory panels of experts in administering the NATO Science program; and
- To plan, develop, implement and evaluate the international programs of the Science Committee and the CCMS.

Division of Infrastructure, Logistics and Council Operations

The Assistant Secretary General for Infrastructure, Logistics and Council Operations, through three Directorates (Infrastructure; Logistics; and Council Operations), is responsible for:

- Advising the Secretary General, the North Atlantic Council, the Defense Planning Committee, and any other NATO bodies on matters related to logistics and infrastructure and to Council operations;
- Promoting the most efficient use of the resources available to the Alliance to support its forces. This task especially involves:
 - encouraging cooperation among nations in the consumer logistics field, to achieve greater efficiency and to increase combat effectiveness within the defense

plans of the Alliance;

- encouraging rationalizing national logistic capabilities to improve the efficiency of resource use; and

- organizing systematic exchanges of information to support better national cooperation in the logistic support of NATO forces;

- Preparing proposals on policy issues relating to the future shape and size of NATO infrastructure programs and their management;

- Providing technical and financial supervision of the NATO infrastructure programs;

- Coordinating the operational Council's activities, crisis management plans and arrangements; preparing and conducting high-level exercises and exercising on behalf of the Council, Defense Planning Committee and the Secretary General, overall supervision of the NATO Situation Center;

- Ensuring liaison with the NATO Maintenance and Supply Organization, and the Central Europe Pipeline System, with other NATO production and logistics organizations and with other NATO groups with logistics or infrastructure matters;

- Providing guidance, coordination and support to the activities of all NATO committees or groups active in consumer logistics and infrastructure and Council operations and acting as cochairman, with the Deputy Chairman of the Military Committee (MC), for the Secretary General, to the Joint Senior NATO Logisticians' Conference; and

- Participating in the NATO defense planning process on all matters within the responsibility and competence of the Division.

Office of Management

The Director of Management is responsible for all matters pertaining to the organization and structure of the IS and for preparing and presenting the annual budget. The Director supervises the activities of the Management Advisory Unit and the Pensions Computation Unit and provides policy guidance for the civilian staffs throughout NATO.

The Office of Management provides linguistic and conference support services

and is responsible for translating and reproducing documents for graphic service, the registry and archives, and for the Headquarters.

Office of Financial Controller

The Financial Controller is appointed by the Council and is responsible for controlling expenditures within the framework of the budget.

Council Committees

A series of committees, established by the NAC and reporting directly to the Council, addresses the entire range of NATO activities. The principal committees of the Council are shown in figure 2-3. A summary of these committees is provided in the following paragraphs.

Political Committee

This committee prepares studies of political problems for council discussion reports to the Council on subjects to be debated. The Committee is tasked to follow up and implement Council decisions.

Economic Committee

The Economic Committee has two main functions. First, it acts as a clearing-house for member countries to exchange economic questions directly concerning NATO and provides a forum where the implications of those questions can be discussed. It is also a convenient forum to regularly discuss economic problems raised by members of the Alliance or by the Council. Communications of this kind may result in recommendations to guide member governments in framing national policies. Second, the Economic Committee regularly prepares reports covering different aspects of economic and financial relations between East and West, and studies analyzing the economic situation in various Eastern countries.

Defense Review Committee

This Committee reviews NATO force proposals, other politico-military and military/economic matters, and provides analyses of defense programs. Assessments, analyses, and recommendations are provided to the Directorate of Force Planning and Policy, Division of Defense Planning and Policy.

NATO Standardization Group

The NATO Standardization Group (NSG) is the central Alliance body for remedying existing deficiencies and facilitating the dual aims of standardization: enhancing of NATO's military posture, and making more efficient use of available resources. The NSG's primary goal is to develop and maintain a harmonized NATO Standardization Program (NSP) that forms an integral part of the Alliance's overall defense planning processes. In order to achieve this, both the civil and military sides of NATO are involved. This is based on recognition of the fact that the complementary military and economic aims of standardization are attainable only if efforts are well coordinated between member nations and among the IS, the International Military Staff (IMS) and the MAS.

Conference of National Armaments Directors

The principal role of the Conference of National Armaments Directors (CNAD) and its subordinate bodies is to encourage and assist the nations to join together in equipment research, development and production projects and to provide the means to facilitate information exchanges on operational concepts, national equipment programs, and technical and logistics matters, see figure 2-4. The CNAD investigates economic aspects of multinational collaboration to produce equipment provides reports to Defense Ministers to elicit their support. It works closely with NATO military authorities to identify priority needs for standardization and interoperability. As the most extensive Council Committee, the CNAD has the NATO Industrial Advisory Group, five Main Groups, and six cadre groups to assist in its responsibilities. It may also form ad hoc organizations and project steering committees for NATO projects as agreed to by the NATO nations.

Nuclear Defense Affairs Committee

This Committee is open to any NATO country and meets under the chairmanship of the Secretary General, normally at the Ministerial level. Its task is to propose to the Nuclear Planning Directorate and Council/DPC general policy on the nuclear affairs of the Alliance. Seven or eight members of this Committee form the NPG. The NPG meets regularly at the Permanent Representative level and twice a year at Defense Minister level, changing its composition periodically so all interested countries have an opportunity to participate.

Ad Hoc Committee on Equipment Interoperability

This committee was established in January 1976 to deal with the most pressing equipment interoperability problems facing the Alliance. Committee recommenda-

tions, when approved by the Council, are referred either to the CNAD, the MC, or the NACISC as a program of work for implementation. Functions and responsibility of this Committee are being transferred to permanent bodies such as the CNAD's Tri-Service Group on Communications and Electronic Equipment.

Civil Emergency Planning Committee

The Civil Emergency Planning Committee (CEPC) directs policy and coordinates civil emergency planning at the NATO level, including maintenance of government machinery, mobilization and use of national resources, and implementation of civil defense measures. The CEPC directs and supervises the activities of eight planning boards and committees. Under the overall guidance of the CEPC, plans have evolved to set up NATO civil wartime agencies to be activated in emergencies.

Infrastructure Committee

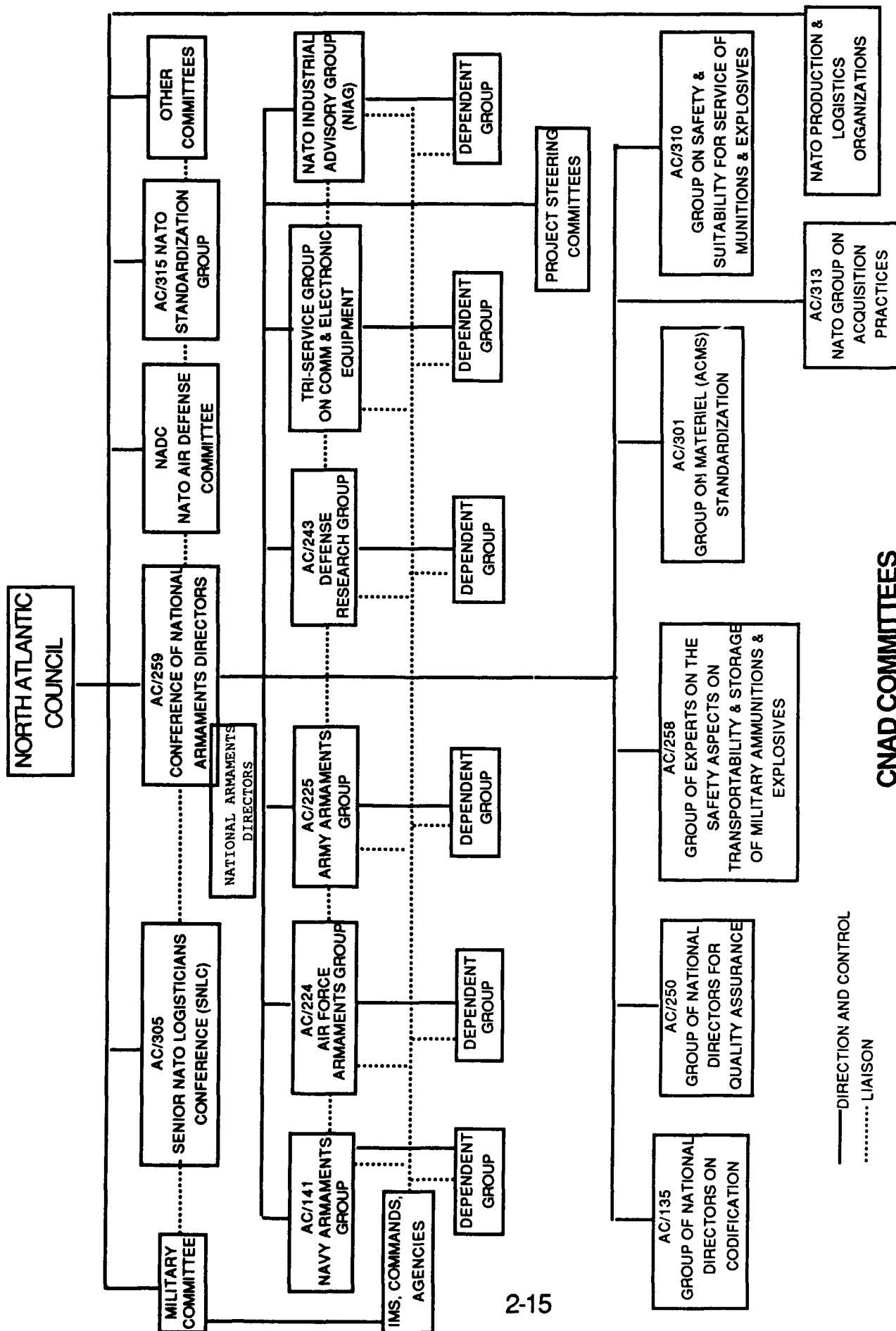
The Infrastructure Committee is concerned primarily with the technical and financial supervision of the NATO Infrastructure Programme and with associated logistics matters. The Infrastructure Directorate supports the Infrastructure Committee.

Science Committee

The NATO Science Committee, which meets three times a year and is chaired by the Assistant Secretary General for Scientific and Environmental Affairs, is composed of national representatives qualified to speak authoritatively on science policy for their respective governments. These national representatives also consider themselves scientists in pursuit of knowledge. The Science Committee is charged with the mission of stimulating and strengthening science within the Alliance. The Assistant Secretary General for Scientific and Environmental Affairs, with the aid of this small scientific staff, is responsible for implementing the Committee's decisions and administering scientific matters. The Assistant Secretary General is assisted by groups or panels of individual experts in different areas of science programs.

Committee on Information and Cultural Relations

This committee is tasked to assess and analyze public opinion about the aims and achievements of the Alliance. It assists member governments in improving the public understanding of NATO activities and promoting cultural relations using various information media. It also initiates discussions and agreements for information exchanges and cultural relations for the NATO countries.



CNAD COMMITTEES

— DIRECTION AND CONTROL
 LIAISON

Figure 2-4

Security Committee

This committee provides assessments, analyses, and recommendations to coordinate all security within NATO, and also provides advice and guidance on NATO security matters.

Military and Civil Budget Committees

The operating expenses of the Alliance are funded by budgets adopted by the Council based on reports by NATO budget committees. The Civil Budget Committee examines the budget of the IS. The Military Budget Committee examines the budget of the International Military Staff (IMS), SACEUR, SACLANT, and CINCHAN, and the various subordinate headquarters and specialized agencies.

Infrastructure Payments and Progress Committee

This committee is responsible for estimating NATO project costs, cost analysis, work progress, and payments to host countries. When infrastructure works are carried out in their country/territory, the NATO countries incur expenses which are financed jointly by all members of the Alliance. This common funding is based on a cost sharing formula approved by all countries. No project is eligible for funding unless the work has prior authorization by the Infrastructure Payments and Progress Committee which estimates the costs. After review of financial and progress reports by the IS, the Payments and Progress Committee authorizes payment to the host country by the contributing countries.

Committee for European Airspace Coordination

Members of the Committee for European Airspace Coordination (CEAC) are high ranking civil and military representatives of NATO countries. NATO military authorities, in particular the major NATO commanders, are represented on the committee. The International Civil Aviation Organization, the European Organization for the Safety of Air Navigation, and the International Air Transport Association are invited to provide observers when subjects concerning those organizations are being studied.

The CEAC is responsible for coordinating civil and military use of NATO's European airspace; controlling air traffic procedures and aircraft identification; and planning for joint civil and military use of equipment, facilities and resources.

CEAC interests include standardizing civil and military airspace organization and air traffic control systems and procedures; and establishing joint civil/military control

centers and joint use of radars. Joint air/ground communications, navigational aids, and associated frequency requirements have been coordinated in one overall plan for the entire NATO area. CEAC is supported by the Office of the Technical Advisor for European Airspace Coordination, located within the Executive Secretariat of the IS.

Council Operations and Exercises Committee

This committee is responsible for coordinating the operational aspects of the council's activities, developing crisis management plans and arrangements, and planning the conduct of high-level NATO exercises.

Committee on the Challenges of Modern Society

This committee examines methods to improve allied cooperation in creating a better environment for NATO nations' societies. Nonmember countries and relevant international organizations are invited to join in specific areas. Pilot studies are not intended to involve long-term research for which other international organizations might be better suited, but rather to lead to prompt council adoption of resolutions and recommendations to catalyze national and international action. Studies have been initiated in such areas as pollution control, transportation, advanced energy systems, health, and conservation.

NATO Air Defense Committee

The NATO Air Defense Committee (NADC) provides a forum to harmonize the military operational requirement and risk associated with air defense as stated by the military authorities, with political, economic, industrial and technological factors obtained from the nations and from other NATO bodies.

NATO Communications and Information Systems Committee (NACISC)

The NACISC is the senior advisory body to the NAC/DPC to coordinate advice and policy recommendations on communications and information systems. Equally, the NACISC is the senior advisory body to the MC for coordinated advice and policy recommendations on military communications and information systems. It is assisted and supported by the Communications Systems Working Group, the Information Systems Working Group, the Allied Data Systems Interoperability Agency (ADSIA) and the other military CIS agencies (ACCSA, ALLA, ANCA, ARFA, and ATCA).

Permanent support for the Committee is provided jointly by the IS and the IMS. The committee is chaired by the Deputy Secretary General who is assisted by two vice-chairmen, the Assistant Secretary General for Defense Support and the

Assistant Director, Communications and Information Systems, IMS. The major responsibility of the NACISC can be described briefly as the responsibility to ensure coordination within NATO, and between NATO and national, civil and military communications and information systems requirements and to endeavor to meet these NATO requirements in a cost-effective manner. Included are the committee's responsibility to establish overall communications and information systems policy; to review the operational requirements for military communications and information systems to assist the MC in their validation process; to identify and define aspects of communications and information systems, which require interoperability and/or standardization; to provide guidance to and approve the work program of the Military Communications and Electronic Agencies and review their annual reports; and to deal with other matters referred to it by the NAC/DPC, MC and other NATO Committees.

THE NATO MILITARY ORGANIZATION

Military Committee (MC)

The NATO MC is the highest military authority in NATO. This committee is composed of the military chiefs of staff from every nation except France, which is represented by a military mission to the MC; and Iceland, which has no military forces. The MC is charged by the NAC with the peacetime task of recommending measures considered necessary for the common defense of the NATO area. As NATO's highest military authority, the MC is the body to which the Supreme Allied Commander Europe (SACEUR); the Supreme Allied Commander Atlantic (SACLANT); the Commander-in-Chief Channel (CINCHAN); and the Canada-United States Regional Planning Group are responsible. At the chiefs of staff level, the committee meets at least twice a year or when necessary. For the committee to function on a continuous basis with effective powers of decision, each nation appoints a permanent Military Representative (MILREP) as a member of the MC in permanent session. The MILREPS are representatives of the Chiefs of Staff. The MC in the permanent session meets weekly at NATO Headquarters in Brussels, Belgium. The offices of MC members in permanent session are in the Headquarters complex with the Chairman and the IMS. The meeting of the MC in Chiefs of Staff session may be held at NATO Headquarters or in any member country.

The Chairman of the MC presides over both the Chiefs of Staff sessions and the permanent sessions, and represents the MC in meetings of the NAC/DPC. The Chairman is elected by the Chiefs of Staff for a two year term that can be extended. The Chairman directs the day to day business of the MC and acts as its spokesman. The Chairman is assisted by the Deputy Chairman, a U.S. lieutenant general who is responsible for coordinating nuclear matters, arms control and military aspects of the

Mutual and Balanced Force Reduction matters, and by the Director of the IMS. The chairmanship of the MC rotates annually according to the alphabetical order of the NATO countries.

The history of the MC began with the establishment of NATO. Two days before the North Atlantic Treaty was signed on April 4, 1949 a working group began to formulate recommendations for the establishment of agencies that NATO would require for successful operations. These recommendations were approved by the NATO Foreign Ministers, who met as members of the NAC, at its first session on September 17, 1949. The working group recommended the MC include one military representative of each country (preferably a Chief of Staff). During its first session, the NAC created a Defense Committee composed of the NATO MC. The first meeting of the Committee was held on October 5, 1949, in Washington, D.C. The MC remained in Washington until 1967, when it moved to Brussels, coincident with the relocation of the NATO Headquarters from Paris to Brussels. Figure 2-5 shows the MC and its primary subordinate organizations.

International Military Staff (IMS)

The IMS is comprised of about 150 officers, 150 enlisted men, and 100 civilian employees and is headed by a Director with three star rank who is nominated by the member nations and selected by the MC. The Director is assisted by seven flag or general officers (six Assistant Directors and the Secretary of the IMS). There are six divisions: Intelligence; Plans and Policy; Operations; Management and Logistics; Armaments, Standardization, and Interoperability; and Communications and Information Systems. In addition, there is a Secretariat and a support branch for administration and personnel matters.

As the executive agent of the MC, the IMS is tasked to ensure the policies and decisions of the MC are implemented. The IMS prepares plans, initiates studies, and recommends policy of a military nature that has been referred to the MC by various national or NATO authorities, commanders, or agencies. The IMS organization is shown in figure 2-6.

Allied Command Europe (ACE)

One of three Major NATO Commands (MNCs), Allied Command Europe (ACE), shown in figure 2-7, covers the land area extending from the North Cape to North Africa and from the Atlantic to the eastern border of Turkey, excluding the United Kingdom and Portugal whose defense does not fall under the responsibility of any single major NATO Command. The mission of the Supreme Allied Commander

(Europe), SACEUR, is to ensure the security of Western Europe by unifying Allied defense plans, strengthening Allied military forces in peacetime, and planning for their most advantageous use during war.

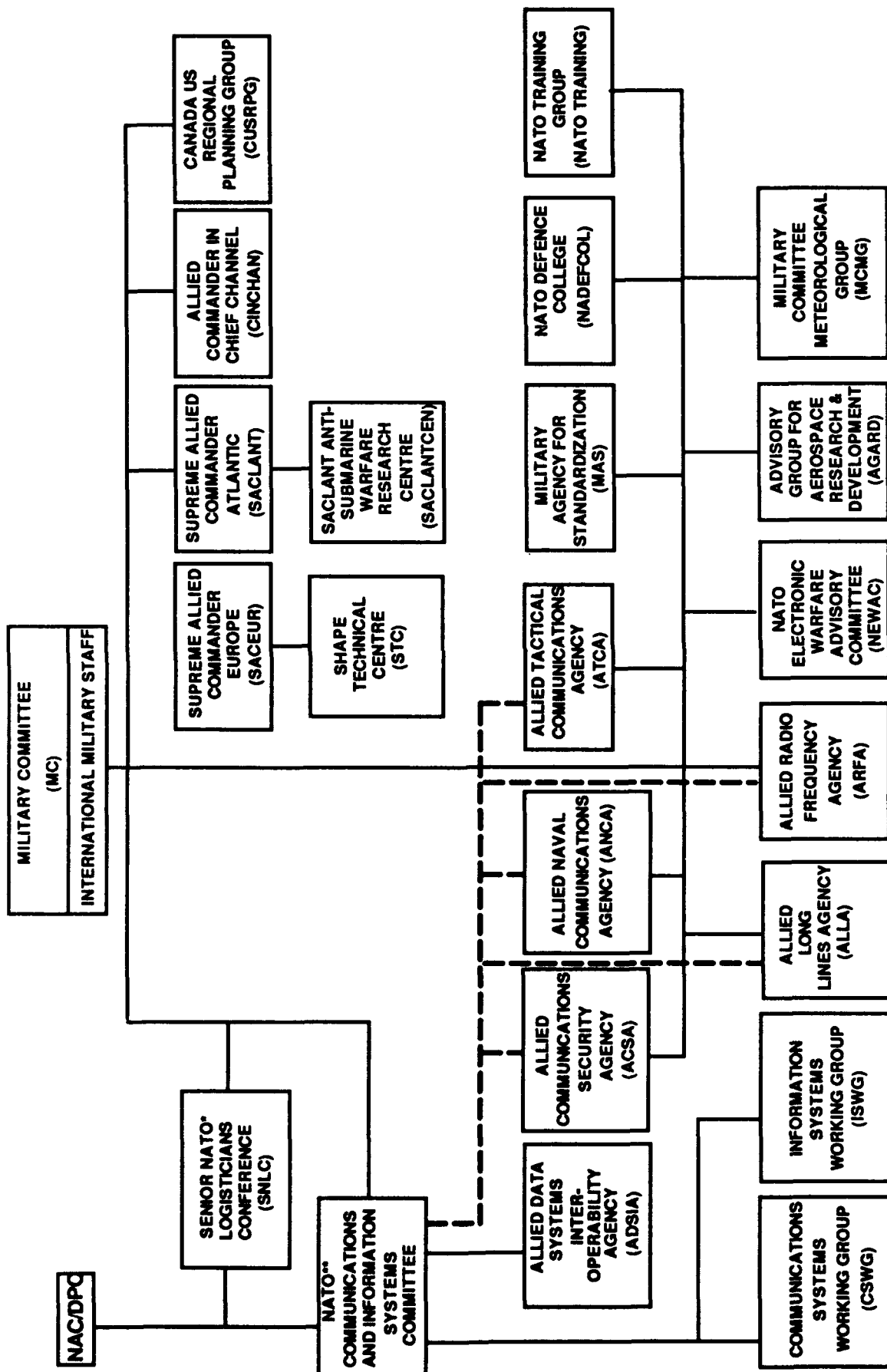
SACEUR is responsible, under the general direction of the MC, for defending against any attack of Allied countries situated within the command area. During war, SACEUR would control all land, sea and air operations in this area. Internal defense and defense of coastal waters remain the responsibilities of the national authorities concerned, but the Supreme Commander would have full authority to carry out operations considered necessary to defend any area under the command.

SACEUR's peacetime functions include organizing, training, and equipping the North Atlantic forces assigned and earmarked to that command to ensure they are knitted together into one unified force; preparing and finalizing defense plans; and making recommendations to the MC about instructing, training, equipping, and supporting of SACEUR forces, and on any military questions affecting the ability to carry out SACEUR's responsibilities during peace and war. While the Supreme Commander receives direction from the MC, the Commander also has the right of direct access to the Chief of Staff of any of the NATO powers and, in certain circumstances, to Defense Ministers and Heads of Government. In addition, all the North Atlantic countries, with the exception of France and Iceland, maintain a National Military Mission at SHAPE. The SHAPE Headquarters is at Casteau near Mons, Belgium.

To control the vast areas covered by ACE, four major subordinate commands report directly to SACEUR:

- The Northern European Command, comprised of Allied Forces North Norway, Allied Forces South Norway, and Allied Forces Baltic Approaches;
- The Central European Command, comprised of Northern Army Group, central Army Group, and Allied Air Forces Central Europe;
- The Southern European Command, comprised of Allied Land Forces Southern Europe, Allied Land Forces South Eastern Europe, Allied Air Forces Southern Europe, Allied Naval Forces Southern Europe, and Naval Striking and Support Forces Southern Europe; and
- The United Kingdom NATO Air Forces.

In addition, two other commanders are directly subordinate to SACEUR: the Commander, Allied Command Europe Mobile Force (Land Component) and the Commander, NATO Airborne Early Warning Force.

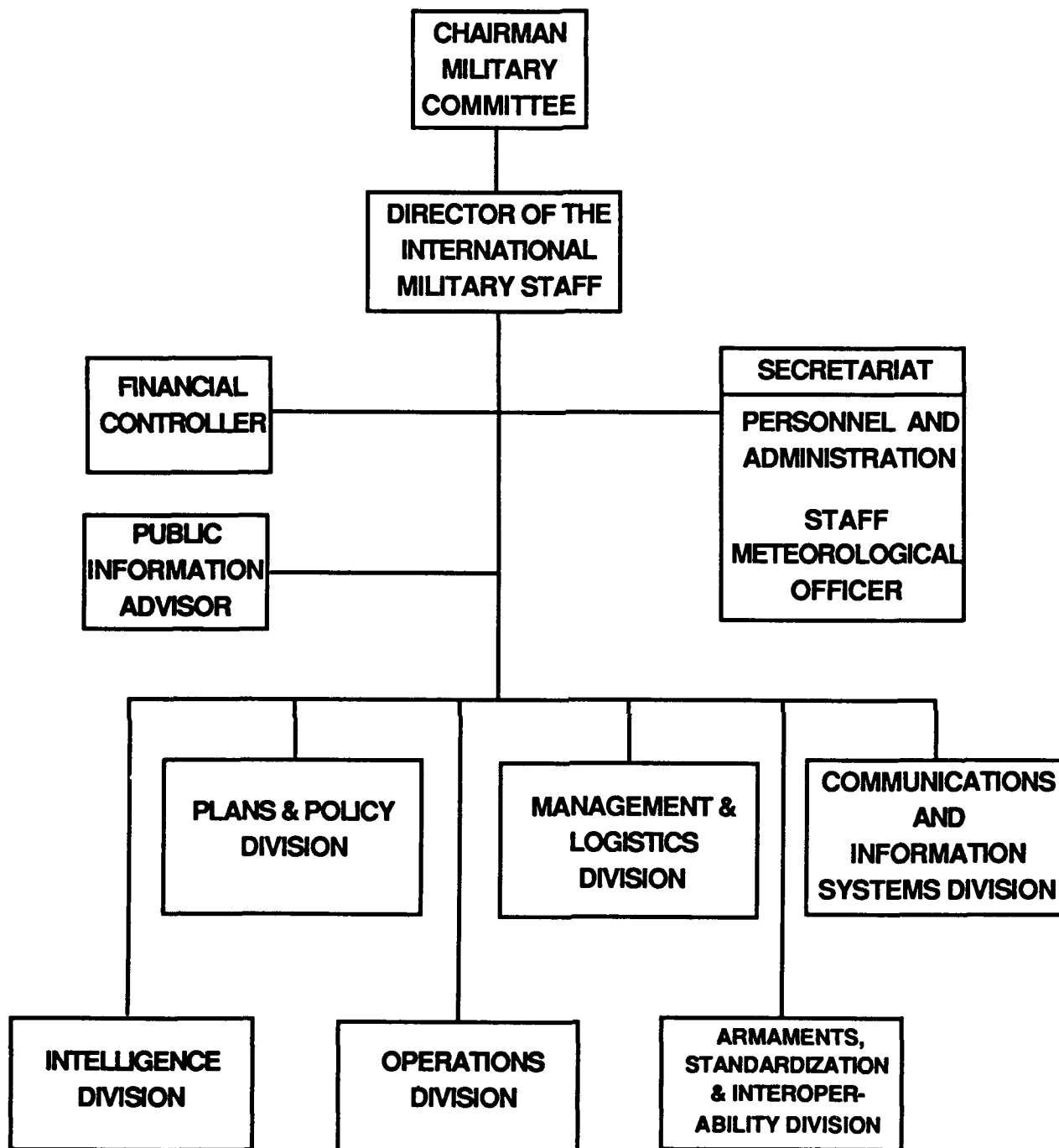


* THE SNLC IS A JOINT CIVIL/MILITARY COMMITTEE WHICH REPORTS BOTH TO THE NAC/DPC AND TO THE MILITARY COMMITTEE.

** THE NATO COMMUNICATIONS AND INFORMATION SYSTEMS COMMITTEE, ALSO REPORTS TO THE NAC/DPC.

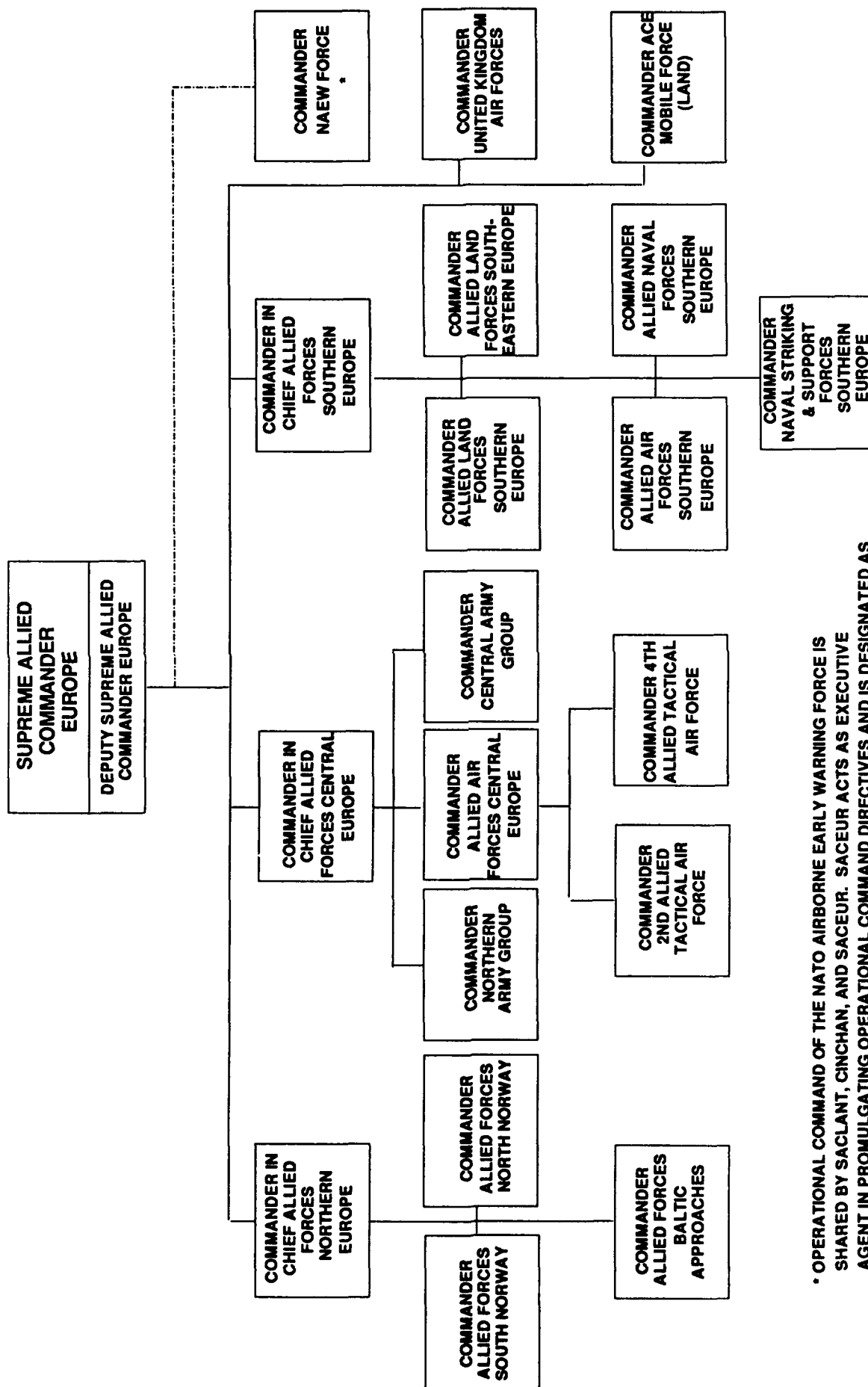
NATO MILITARY STRUCTURE

Figure 2-5



NATO INTERNATIONAL MILITARY STAFF

Figure 2-6



* OPERATIONAL COMMAND OF THE NATO AIRBORNE EARLY WARNING FORCE IS SHARED BY SACLANT, CINCHAN, AND SACEUR. SACEUR ACTS AS EXECUTIVE AGENT IN PROMULGATING OPERATIONAL COMMAND DIRECTIVES AND IS DESIGNATED AS EXECUTIVE AGENT IN DAY-TO-DAY EXERCISE OF ADMINISTRATIVE CONTROL.

ALLIED COMMAND EUROPE

Figure 2-7

Allied Command Atlantic

Allied Command Atlantic, a second MNC, 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 SACEUR, receives his direction from the MC.

SACLANT's peacetime responsibilities are to prepare and finalize defense plans; conduct joint and combined training exercises; lay down training standards and determine the establishment of units; and supply the NATO authorities with information on his strategic requirements.

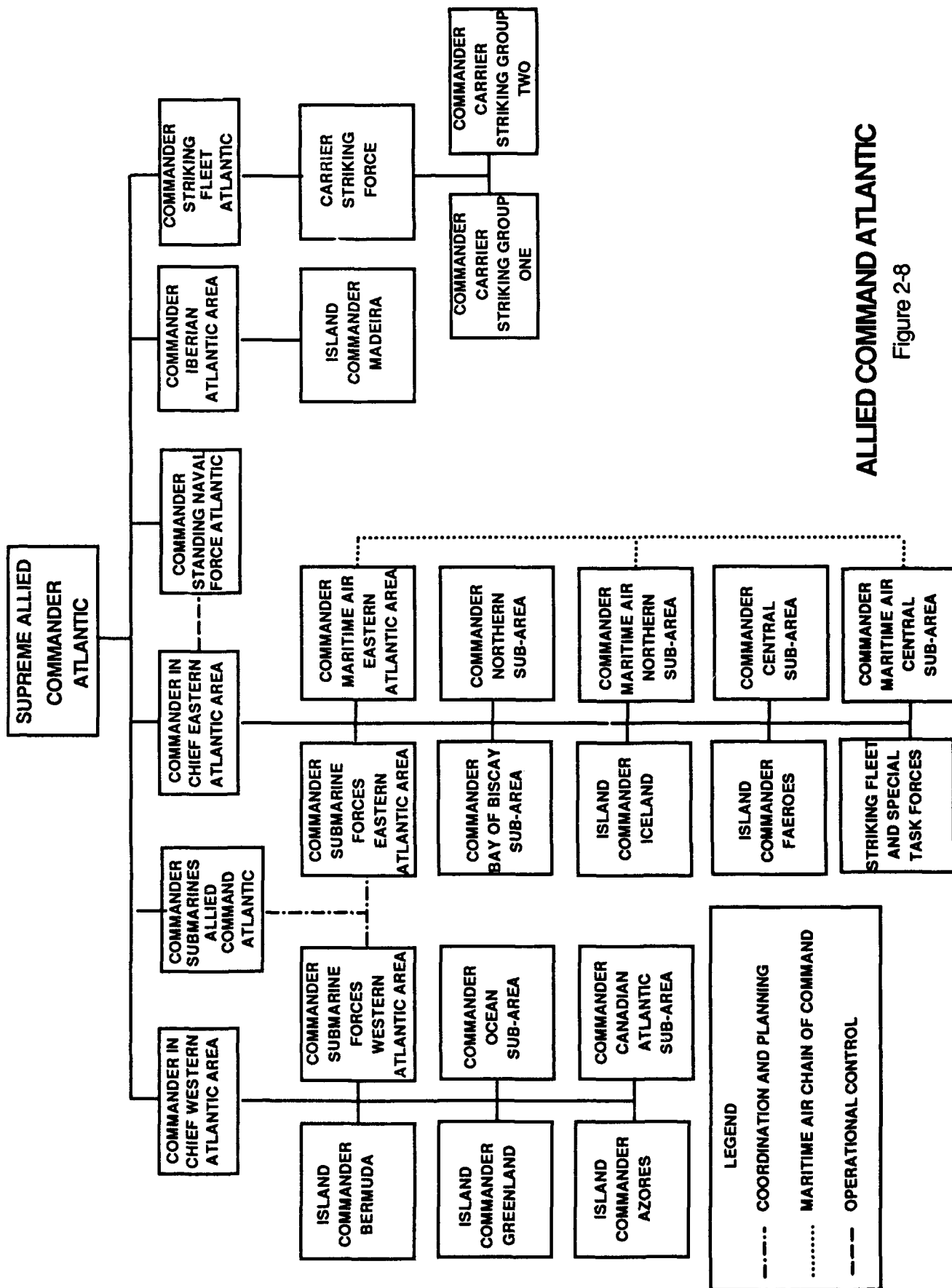
The Allied Command Atlantic's primary task during war is to ensure security of the whole Atlantic area by guarding the sea lanes and denying their use to an enemy, to conduct conventional and nuclear operations against enemy naval bases and airfields, and to support operations carried out by SACEUR. SACLANT has responsibility for islands in this area, such as the Faeroes and the Azores. SACLANT's authority in the event of war covers, in particular, the determination of the composition and deployment of forces, overall direction of operations, and assignment of forces.

SACLANT's responsibilities are almost entirely operational. NATO's Standing Naval Force Atlantic (STANAVFORLANT) is an international fleet composed of ships from NATO countries which normally operate their naval forces in the Atlantic. STANAVFORLANT is under the command of SACLANT, but control is delegated to Commander-in-Chief, Eastern Atlantic when the force is operating in European waters. Furthermore, additional forces have been earmarked for assignment to SACLANT for training and during war.

Like SACEUR, SACLANT has the right of direct access to the Chiefs of Staff and, as occasion demands, has access to the appropriate Defense Ministers and Heads of Government.

Six subordinate commands (figure 2-8) report directly to SACLANT:

- The Western Atlantic Command, including the Submarine Force Western Atlantic Area Command; the Ocean Sub-Area Command; the Canadian Atlantic Sub-Area Command; and the Bermuda, Azores; and Greenland Island Commands;
- The Eastern Atlantic Command, including the Maritime Air Eastern Atlantic Area; Northern Sub-Area; Maritime Air Northern Sub-Area; Central Sub-Area;



ALLIED COMMAND ATLANTIC

Figure 2-8

Maritime Air Central Sub-Area; Submarine Forces Eastern Atlantic Area; the Bay of Biscay Sub-Area; and the Island Commands of Iceland and the Faeroes;

- The Standing Naval Force Atlantic;
- The Striking Fleet Atlantic Command, comprising a Carrier Striking Force, consists of the Carrier Striking Group and the Anti-Submarine Warfare Group;
- The Submarines Allied Command Atlantic; and
- The Iberian Atlantic Command, including the Island Command of Madeira.

Allied Channel Command

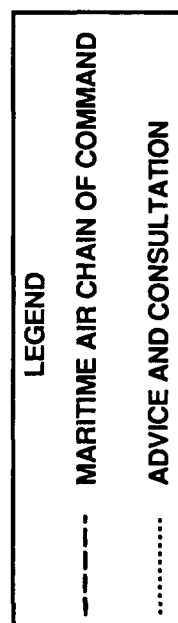
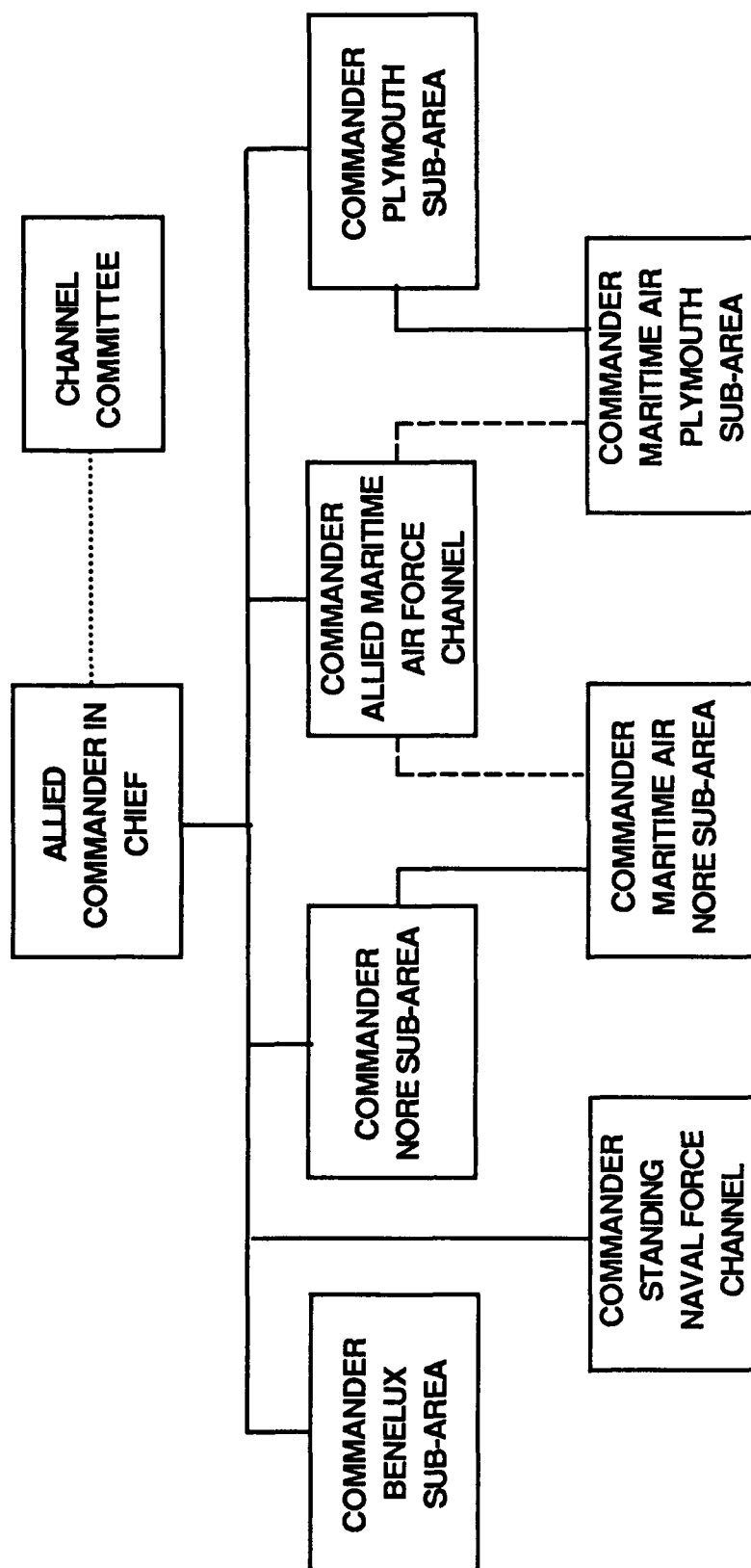
The third MNC, Channel Command, extends from the southern North Sea through the English Channel, with headquarters located at Northwood, England. The primary mission of Channel Command is to control and protect merchant shipping and to contribute to deterring all aggression in the Channel Command Area. A Channel Committee, consisting of the Naval Chiefs of Staff of Belgium, the Netherlands and the United Kingdom, acts as an advisory and consultative body to Commander-in-Chief Channel Command (CINCHAN).

Should aggression occur, CINCHAN would endeavor to establish and maintain control of the area and support operations in adjacent commands, cooperating with SACEUR in the air defense of the Channel. The forces earmarked to CINCHAN in an emergency are predominantly naval, but include maritime air forces as well.

CINCHAN's subordinate commanders, shown in figure 2-9, include Commander, Allied Maritime Air Force Channel; Commander, Nore Sub-Area Channel; Commander Plymouth Sub-Area Channel; and Commander, Benelux Sub-Area Channel. In addition, there are commanders for the Maritime Air Forces in the Nore Sub-Area and the Plymouth Sub-Area.

CINCHAN also has under this command the NATO Standing Naval Force Channel (STANAVFORCHAN) which is a permanent force comprising mine countermeasures vessels of Belgium, Denmark, the Federal Republic of Germany, the Netherlands, and the United Kingdom. In addition, Norwegian and United States' ships join the force from time to time.

Both SACLANT and SACEUR have official representatives at NATO Headquarters in Brussels. These representatives provide liaison with the NATO and national



ALLIED COMMAND CHANNEL

Figure 2-9

authorities and with the various staffs. SACLANT's representatives also act as representatives for CINCHAN when directed.

Canada-US Regional Planning Group

The Canada-US Regional Planning Group, which covers the North American area, develops and recommends to the MC plans for the defense of the Canada-United States region. It meets alternately in Washington, D.C. and Ottawa.

Military Agencies, Boards, Groups, and Committees

The MC is assisted in its responsibilities by a number of specialized agencies, boards, groups, and committees, each with its own subordinate bodies. The primary organizations, shown in figure 2-5 and described in the following paragraphs, are located in Brussels unless otherwise noted.

Allied Communications Security Agency (ACSA)

ACSA advises and supports the MC on all matters relating to communications security (COMSEC), including the development of detailed planning required to implement the general policies laid down by the MC. ACSA's permanent staff or secretariat is provided by the Communications and Information Systems (CIS) Division, IMS.

Allies Naval Communications Agency (ANCA)

ANCA is a specialist multinational telecommunications agency which supports the MC, the major NATO commanders, other NATO authorities, and the NATO nations by providing a forum to develop military procedures so the integrated NATO force may achieve and maintain adequate and effective telecommunication capability for maritime operations. The Chairman of ANCA is elected by and from the national membership of the agency. The Secretary of ANCA is a full-time international staff officer. The supporting staff is provided from national resources available to the Chairman. While the Chairman is technically a member of the IMS. The Chairman and permanent staff are currently based in London. Logistical support for ANCA is provided from IMS resources, from the NATO Headquarters' financial controller, and from the Chairman's national resources.

Allies Tactical Communications Agency (ATCA)

ATCA supports the MC, the major NATO commanders, and the NATO nations by providing a forum to determine operational requirements, policy and procedures in

tactical communications for land and air operations. ATCA and ANCA together address requirements for combined operations involving land, air, and maritime forces. The ATCA secretariat is drawn from the CIS Division of the IMS. ATCA has two working groups; the Land Working Group and the Air Working Group.

Military Agency for Standardization (MAS)

The MAS is the principal agency in NATO dealing with standardization. The MAS includes a chairman, terminology coordinator, coordinating committee, and three service boards (Army, Naval, Air), and an international secretariat. While the responsibility to develop a NATO Standardization Agreement (STANAG) may be delegated to a specialized body (e.g., the CIS Division for the STANAG on NATO Maritime DataLINK 11), promulgation of all STANAGs remains within the purview of MAS.

Allied Long Lines Agency (ALLA)

ALLA provides the local point within NATO to formulate policies and plans to meet the long lines requirements of NATO. A primary concern of ALLA is the leased communications facilities required to support the NATO Integrated Communications System. It also develops plans to ensure connectivity, wartime support, and reconstitution. The ALLA secretariat is from the CIS Division, IMS.

Allied Radio Frequency Agency (ARFA)

ARFA, whose secretariat is also from the CIS Division, develops policies concerned with managing the military use of the radio frequency spectrum. The Agency develops frequency allocation plans and provides engineering assistance to all nations and NATO commands in the selection of suitable frequencies.

Advisory Group for Aerospace Research and Development (AGARD)

AGARD's mission is to bring together leading aerospace scientists from NATO nations to stimulate advances in aerospace science/technology by exchanging technical information which will strengthen the common defense posture. AGARD is located in Neuilly-sur-Seine, France. AGARD is headed by a Director and has a technical and administrative support staff of approximately 40 people.

NATO Electronic Warfare Advisory Committee (NEWAC)

NEWAC is responsible for facilitating the exchange of Electronic Warfare (EW)

information among NATO nations and major NATO commanders. It reviews and provides comments/recommendations on NATO EW plans, policies, and requirements in intelligence, EW equipment, doctrine, and training. The NEWAC Secretariat is from the Operations Division, IMS.

Communications Systems Working Group (CSWG)

The CSWG advises and supports the NACISC and provides a forum to discuss any topic referred to it in the communications systems field.

Information Systems Working Group (ISWG)

The ISWG advises and supports the NACISC and provides a forum to discuss any topic referred to in the Command, Control and Information Systems (CCIS) and Automatic Data Processing Fields.

Allied Data Systems Interoperability Agency (ADSIA)

ADSIA provides specialist support to nations and NATO by planning, developing and maintaining common data systems interoperability standards to improve the interoperability within the NATO Command Central and Information System, including systems of the national component. ADSIA advises and supports the NACISC, the MC, its Agencies, and their subsidiary bodies, and the CNAD, the NADC and their subsidiary bodies, on data systems interoperability standards. ADSIA is supported by its Permanent Interoperability Working Group and seven specialized committee style working groups.

MNC Technical Support Centers

SACEUR and SACLANT each have a supporting technical center. SACEUR's SHAPE Technical Center (STC) provides scientific and technical advice and is located in the Hague, The Netherlands. The SACLANT Anti-Submarine Warfare Research Center, commonly known as SACLANTCEN, is in La Spezia, Italy.

NATO Defense College (NADEFCOL)

Although not an agency in a strict sense, the NADEFCOL, located in Rome, is responsible for training officials, civilian or military, who will serve in key posts in NATO organizations or in national ministries.

PRINCIPAL U.S. ORGANIZATIONS AT THE NATO HEADQUARTERS

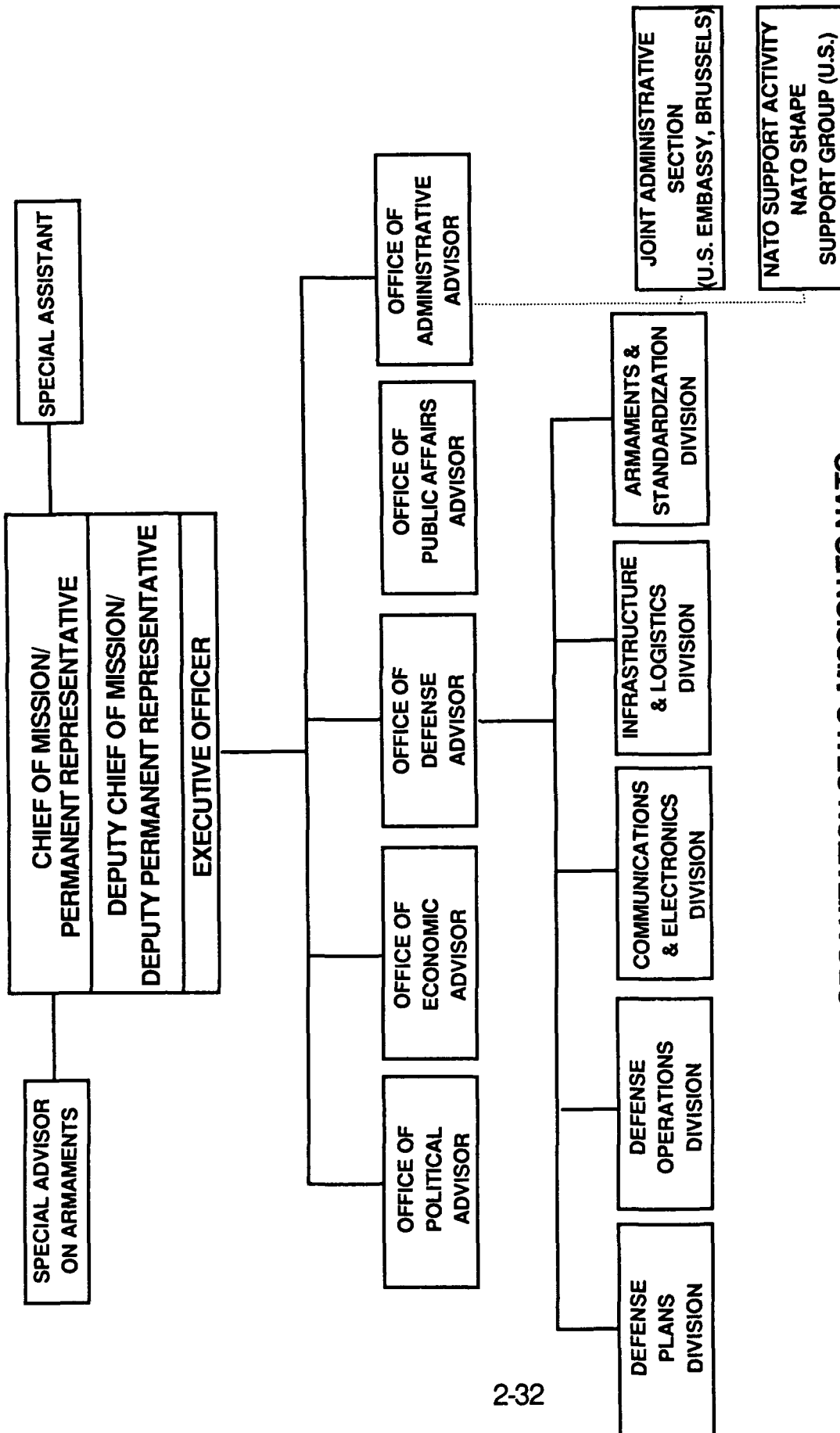
U.S. Mission to NATO (U.S. NATO)

The senior U.S. official at the NATO Headquarters, Brussels, has the rank of Ambassador and is the Chief of the U.S. Mission to NATO. The Ambassador functions as the U.S. PERMREP to the NAC/DPC, acting for the Secretary of State in this capacity. The Mission (See figure 2-10) is made up of five offices: Political Advisor, Economic Advisor, Public Affairs Advisor, Administrative Advisor, and Defense Advisor. The Office of Defense Advisor, headed by the Senior Civilian Representative of the Secretary of Defense in Europe (SECDEFREPEUR), is supported by five divisions: Plans; Operations; Communications and Electronics; Infrastructure and Logistics; and Armaments and Standardization. Both civilian and military personnel are assigned to the Mission staff, with the senior military officer, the Deputy Defense Advisor, a flag or general officer. Members of the U.S. Mission have specific responsibilities for day-to-day U.S. participation in the committees, groups and other bodies subordinate to the NAC/DPC, and work closely with staff officers of the U.S. Delegation to the MC.

U.S. Delegation to the Military Committee (USDELMC)

The senior U.S. military officer at NATO Headquarters is the U.S. Representative (USMILREP) to the NATO Military Committee, acting on behalf of the Chairman, Joint Chiefs of Staff (JCS). The USMILREP, with four-stars, is supported by the USDELMC staff which includes military personnel from the four Services. The USDELMC includes a Deputy USMILREP, an Executive Office and Administrative Section, and Intelligence Staff Planner, two Communications-Electronics Staff Planners, the U.S. member of the Permanent Interoperability Working Group and the Planning Team. The Planning Team consists of six officers who are responsible for developing proposed U.S. positions on subjects which come before the MC. The broad mission of the USDELMC is to present approved JCS policies in the MC forum, to recommend changes to policy, and to advise the JCS on how to achieve U.S. national objectives.

The USDELMC also coordinates JCS matters with the U.S. Mission to NATO and with other agencies. The USMILREP maintains a liaison office in the Pentagon to maintain liaison with agencies in the Washington, D.C. area.



ORGANIZATION OF U.S. MISSION TO NATO

Figure 2-10

CHAPTER 3

**NATO STANDARDIZATION PROGRAMS,
POLICIES, AND MEMBER NATION
RESPONSIBILITIES**

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CHAPTER 3

NATO STANDARDIZATION PROGRAMS, POLICIES, AND MEMBER NATION RESPONSIBILITIES

NATO STANDARDIZATION

Aim

The aim of NATO standardization is to increase interoperability and interchangeability of materiel and to improve the combined operational effectiveness of the military forces of the Alliance.

Standardization Categories

NATO Standardization is a broad scope process which may be applied to any NATO activity. NATO standards are normally classified into one of three main groups as follows, although some standards may apply to more than one group:

Operational Standards

These are standards which affect future and/or current military practices, procedures or formats. They may apply to concepts, doctrine, tactics, techniques, logistics, training, organizations, reports, forms, maps and charts, among other things.

Materiel Standards

These are standards which affect the characteristics of future and/or current defense materiel. They may cover engineering and production codes of practice and materiel specifications. Materiel includes complete systems (including weapon systems and supporting command, control and communications systems), subsystems, assemblies, components, and consumables (including ammunition, fuel, supplies, stores and consumable spares).

Administrative Standards

These are standards primarily concerned with terminology which applies to both

the operational and the material fields. This category also includes standards which facilitate Alliance administration in fields without direct military application (e.g., reporting of economic statistics).

Guiding Principles

Standardization should be guided by the following basic principles:

- Standardization is an engineering management function.
- Standardization is voluntary.
- Standardization is a means of achieving the desired end, but is not an end in itself.
- Standardization of materiel interfaces at the appropriate level of assembly and function is essential to effectively implement interoperability, interchangeability, intersupportability and operational plans.
- Standardization is a desirable and an efficient means for implementing operational plans and for enhancing the NATO economy.
- Standardization is not desirable when it would hinder the production of war material, research and development or operational techniques.
- The maximum practical degree of operational standardization should be achieved on a NATO-wide basis so NATO forces may operate together as effectively as possible.
- The ultimate goal for achievement of NATO wide standardization should not impede special standardization agreements by smaller groups of NATO nations.

NATO nations are responsible individually and jointly to equip the forces which they have earmarked for or assigned to NATO. The degree of materiel standardization to be achieved will often depend on conflicting requirements since some nations must use equipment designed to meet worldwide commitments while others need equipment suitable for a particular type of regional terrain or climate.

Clear, precise and consistent use of terminology is essential to ensure effective communication within any multinational organization. The standardization of terminology is a prerequisite for both operational and materiel standardization. The exchange of information in pursuit of multinational standardization is governed by national security policies.

Military Responsibilities in the Standardization Process

NATO Military Authorities (NMAs). The responsibilities of NMAs are divided as follows:

Military Committee (MC). The MC is responsible for:

- Providing NATO military requirements and recommendations on all operational, materiel and administrative standardization matters.
- Directing the NATO Terminology Program.
- Directing the military application of the Principles of NATO Standardization.
- Ensuring appropriate levels of standardization for efficient interoperability of joint forces.

Major NATO Commanders. The major NATO commanders are responsible for:

- Establishing standardization objectives and recommending priorities to enhance the combined operational effectiveness of the Alliance's military forces.
- Reporting systematically on the effectiveness of STANAGs.
- Representing the standardization tasking authorities and working groups (WGs) whenever possible.

Standardization Proposal Generation

General. Proposals for NATO standardization projects may be generated by any NATO nation, command, agency or WG. Standardization proposals are to be submitted for validation and further processing to the appropriate divisions of the IMS or MAS Service Boards or to a CNAD or other body competent to deal with them, which may task WGs and custodians to produce NATO STANAGs and Allied Publications (APs) or reject them if there is insufficient support from nations.

Terminology. Proposals for terminology standardization will be addressed through the NATO Terminology Program.

NATO STANDARDIZATION PROGRAMS

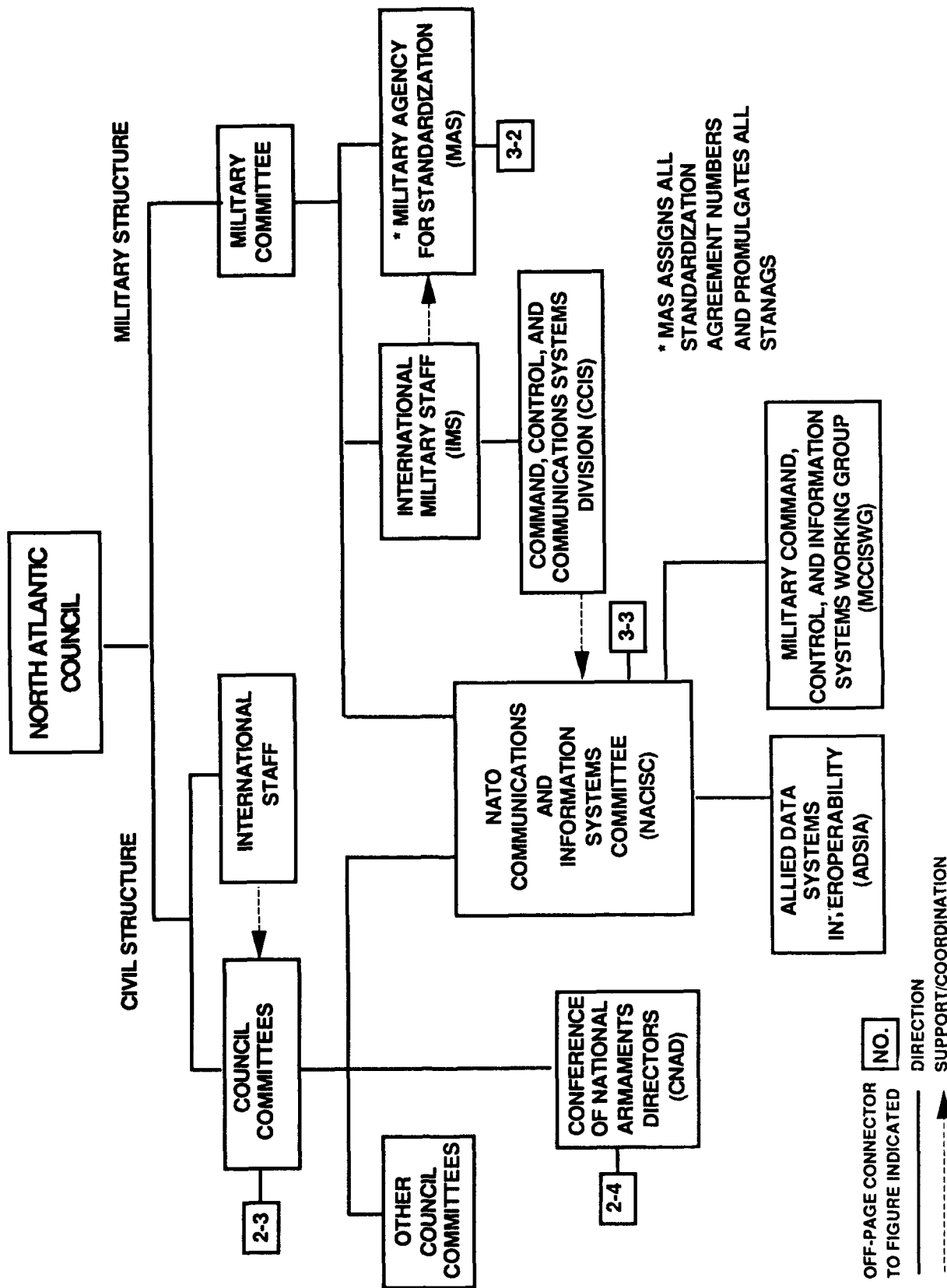
NATO STANAGs are produced under the overall authority of the CNAD, the MC and other council committees. These organizations fall into two categories: the Civil

Structure and the Military Structure of NATO (see figure 3-1). The term Civil Structure does not mean that the civil organization has no impact upon the military activities of NATO. In the areas of command and control, communications-electronics, tactical data systems, data processing, and interoperability, several committees in the Civil Structure, (e.g., NATO Communications and Information Systems Committee (NACISC)), and their respective subgroups play significant and sometimes dominant roles on military activities.

NATO Organization for Standardization

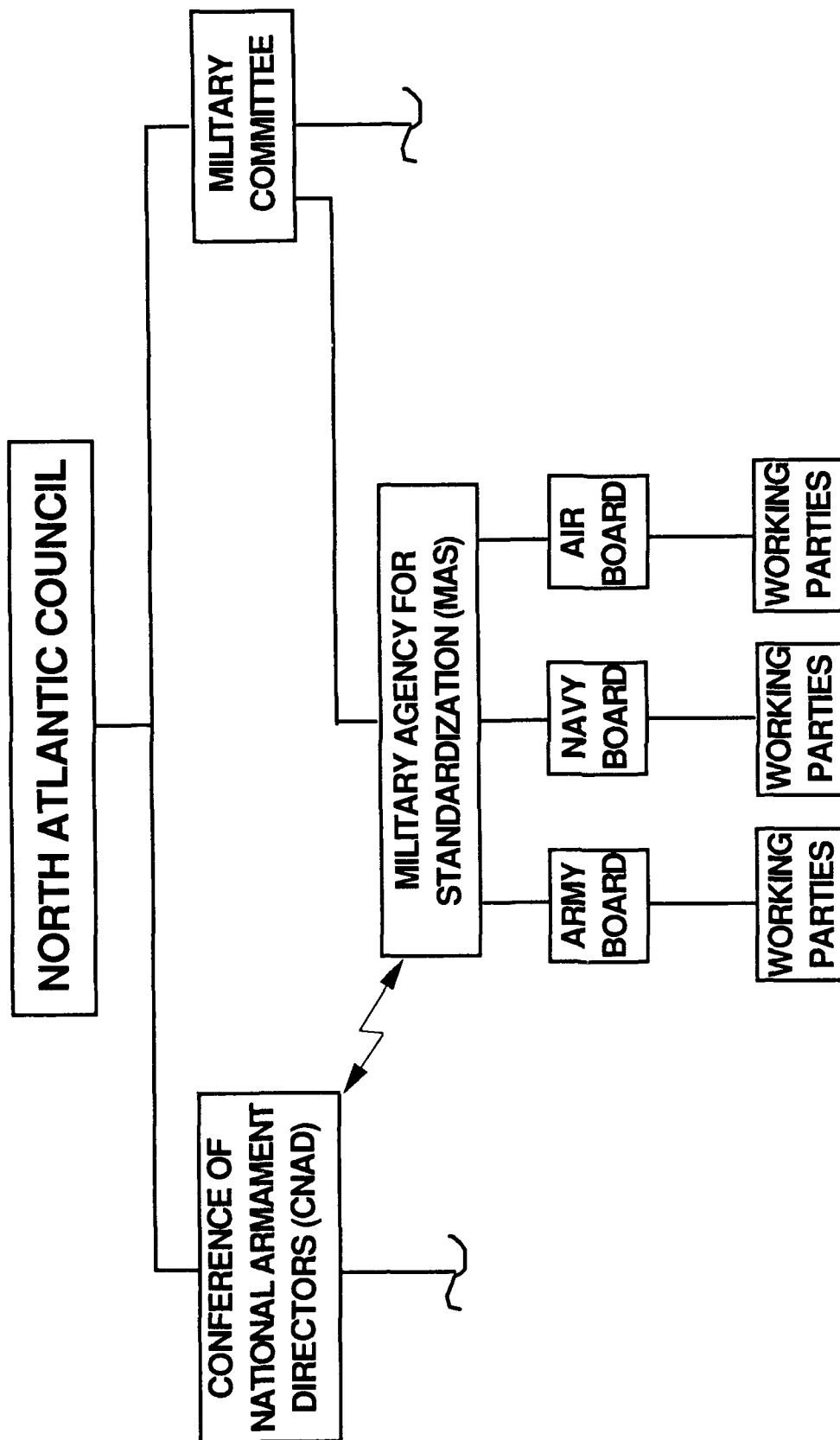
NATO is the largest producer of international standardization agreements. Within NATO, STANAGs and APs are produced under the overall authority of the MC, the CNAD, and other council committees. Authority has been delegated to the following NATO bodies (Tasking Authorities) to task working groups to produce STANAGs and APs within their responsibility:

- Military Agency for Standardization (MAS): Army, Navy, and Air Boards (see figure 3-2). The MAS is the principal MC Agency involved with standardization management.
- The International Military Staff (IMS) (see figure 2-6): The following elements of the IMS are responsible for certain aspects of standardization in their particular field:
 - Armaments, Standardization and Interoperability (ASI) Division. The ASI Division provides the international staff support dealing with armaments and standardization subjects of interest to the MC. These include developing and assessing NATO military policy and procedures for armaments and related standardization activities such as the development of tactical Concepts and Mission Needs Documents (MNDs) as input to the Phased Armaments Planning System (PAPS) and Military Input (MI) to the NATO Armaments Planning Review (NAPR).
 - Command, Control and Communication Systems (CCCS) Division. The CCCS Division is the staff element supporting all Command, Control and Communication Systems activities through the NACISC. Preparing STANAGs, in accordance with the MAS standard procedures, is achieved by the special agencies specifically established under the aegis of the NACISC.
- Groups directly subordinate to the CNAD (figure 2-4), in particular the Main Armaments Groups (MAG's) are: land, naval and air, the materiel standards groups (AC/301) and the Tri-Service Group on Communications and Electronic Equipment (TSGCEE).



NATO ORGANIZATION FOR STANDARDIZATION

Figure 3-1



MAS ORGANIZATION

Figure 3-2

- Council Committees (see figure 2-3)

Those agencies involved with standardization, but not under the auspices of CNAD or the MC are listed below.

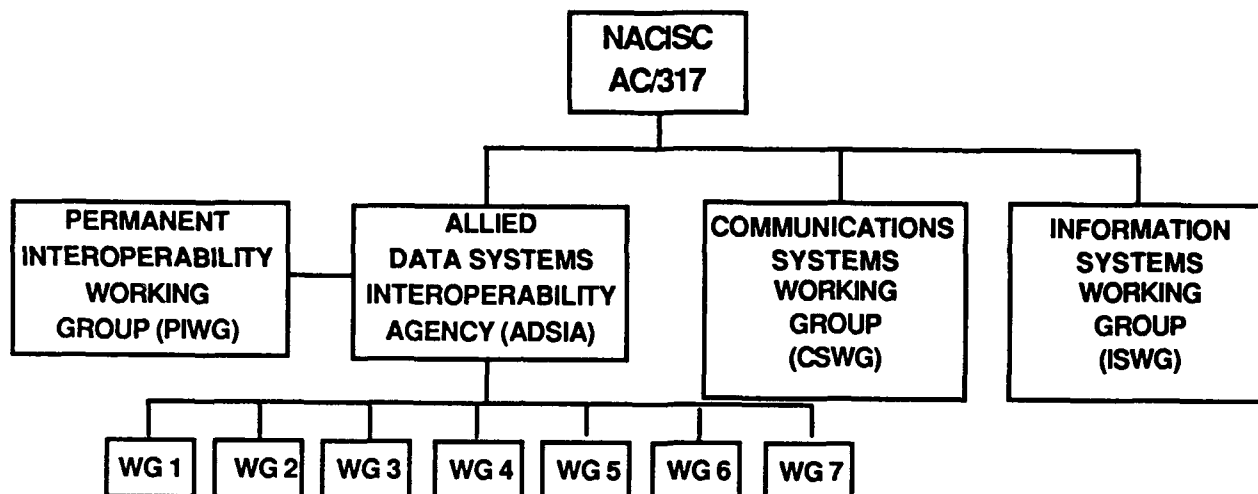
- NATO (NACISC) (see figure 3-3).
- NATO Standardization Group (NSG).
- NATO Air Defense Committee (NADC).
- Senior NATO Logisticians Conference (SNLC).
- Senior Civil Emergency Planning Committee (SCEPC).

OVERVIEW OF U.S. POLICY TO COOPERATE WITH ALLIES IN MILITARY STANDARDIZATION

The Office of the Secretary of Defense, coordinating with other government agencies and with the advice and assistance of the Joint Chiefs of Staff, establishes the policies for international standardization among the military departments and the agencies of the Department of Defense. The responsibility to execute and manage standardization set forth in these policies rests with the service or agency having primary responsibility for the item or category to be standardized according to existing directives and policies governing roles and missions. The Secretary of Defense has stated it is the policy of the United States that equipment procured for U.S. forces employed in Europe under the terms of the North Atlantic Treaty shall be standardized to the level or degree required for interoperability with equipment used by other NATO members for similar purposes. Also, the Department of Defense will seek greater doctrine and tactics compatibility to provide a better basis to arrive at common NATO requirements. The goal is to achieve optimum standardization throughout the Alliance.

Importance of Standardization

The objective of NATO standardization is to enable the military forces of the United States and its allies to operate together in the most effective and economical manner.



WG 1 - DATA LINKS (10, 11, 14)

WG 2 - AIR OPREATIONS

WG 3 - LAND OPERATIONS

WG 4 - DATA LINKS (1, 16, IJMS)

WG 5 - LANGUAGE DEVELOPMENT AND CONFIGURATION CONTROL

WG 6 - MARITIME OPERATIONS

WG 7 - INTELLIGENCE OPERATIONS

NATO COMMUNICATIONS AND INFORMATION SYSTEMS COMMITTEE

Figure 3-3

This is achieved by agreeing to adopt, on the broadest possible basis, the use of:

- Common or compatible operational, administrative, and logistic procedures.
- Common or compatible operational concepts and tactical doctrine with corresponding organizational compatibility.
- Common, compatible, or interchangeable components, weapons, equipment, and supplies.
- Common or compatible engineering practices, technical procedures and criteria.
- Common terminology definitions.
- Common or standardized data codes to use in data systems associated with concepts, doctrine, procedures, criteria, and material.
- Common or compatible communication systems and equipment.

U.S. Services' Responsibilities for Standardization

U.S. Services use standardized staffing procedures as outlined in JCS MOP 147 for validating, ratifying, implementing, and evaluating international military standardization agreements. These staffing procedures ensure that positions presented at international forums are consistent with existing U.S. national positions.

The U.S. uses the lead service concept to develop, coordinate and ratify international military standardization agreements. The lead Service is one of the four Services that has primary interest in the equipment, doctrine, publication, or procedure being submitted to the standardization process. On behalf of the United States, the lead Service heads the negotiating process leading to ratification.

Upon receipt of a ratified STANAG, the lead Service shall select the appropriate distribution statement in accordance with DoD Directive 5230.24 or the appropriate Service or Agency regulation, and annotate the front page of the STANAG. As agreed to by all NATO member nations, unclassified NATO documents shall be annotated with Distribution Statement C. These policies apply only to unclassified STANAGs and APs.

The lead Service shall ensure that the STANAG is forwarded to the Department of Defense Single Stock Point for reproduction and distribution.

DISTRIBUTION STATEMENT C

"Distribution authorized to U.S. Government agencies and their contractors (*fill in reason*) (*date of determination*). Other requests for this document shall be referred to (*insert controlling DoD office*)."

IMPLEMENTATION OF NATO INTERNATIONAL STANDARDIZATION AGREEMENTS

APs and STANAGs are received by the Services and are staffed to responsible staff agencies and other cognizant Service agencies in order to develop a Service position.

APs are to be given the widest possible distribution and are intended for use at all command levels involved in operations or exercises with NATO signatory nations. When used, the covering STANAGs to APs must be checked for national ratification details as well as for possible reservations to avoid assuming that the provisions of all APs are followed by all NATO signatory nations. All nations do not have to agree to an AP prior to promulgation.

STANAGs are not implemented by a Service until after national ratification and subscription by the Service. Before implementing a promulgated standard, check the implementing document to ensure the requirements are satisfied.

HANDLING NATO DOCUMENTATION

There are special rules associated with handling NATO documentation. The rules are available at your security office. Some of the more important ones that U.S. delegates should know are:

Origination. Only NATO organizations and subsidiary bodies have the authority to originate NATO documentation. U.S. Delegates do not have this authority, nor do U.S. officials who have been elected Chairmen of NATO groups. U.S. Delegates may prepare working papers as part of an effort of a NATO group, but only the IS, in supporting the NATO group, may publish it with appropriate NATO identification and classification.

Classification. NATO has four security classifications. The top three security classifications are comparable to those used in the U.S. system. The NATO security classification system includes a "NATO Restricted" category which is between "NATO Unclassified" and "NATO Confidential". NATO Restricted material is handled as if it were "For Official Use Only". The acronym NATO is always a part of and appears before a NATO security classification marking.

Storage. NATO classified documentation is not to be intermingled with U.S. classified matter in storage containers.

Control. All classified NATO documentation requires control. Above confidential, a separate log is required for recording NATO material.

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CHAPTER 4

**MILITARY AGENCY FOR
STANDARDIZATION (MAS)**

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CHAPTER 4

MILITARY AGENCY FOR STANDARDIZATION (MAS)

MISSION

The task of the MAS is to foster NATO standardization within the policy established by the MC with the aim of increasing the combined operational effectiveness of the military forces of the Alliance.

COMPOSITION

The MAS consists of:

- An International Chairman (Chairman MAS) selected by the MC.
- Three Service Boards (Navy, Army and Air) each consisting of an International Chairman and of one member representing each NATO nation.
- A NATO terminology coordinator.
- A secretariat and administrative staff.

FUNCTIONS

The MAS:

- Initiates standardization proposals.
- Assesses standardization proposals arising primarily from military considerations.
- Refers accepted proposals to a WG or to a nation or major NATO Commander prepared to accept custodianship.
- Monitors the development and the state of implementation of those STANAGs and APs for which it is responsible.

- Ensures that MNCs are given the opportunity to comment on new standardization proposals and to recommend a priority.
- Establishes the procedures for the development, preparation, production and the updating of NATO STANAGs and APs for all NATO bodies involved in standardization (see Appendix B).
- Obtains national ratification of draft STANAGs and APs developed by MAS WGs and custodians.
- Promulgates all approved STANAGs and APs, including those sponsored by non-MAS groups.
- Manages the NATO Terminology Program by coordinating the standardization of terms and definitions required for use throughout NATO.
- Maintains the NATO Glossary of Terms and Definitions.
- Maintains liaison with nations, MNCs and other NATO bodies involved in standardization.
- Maintains a complete file of current STANAGs and APs.
- Maintains a historical record of cancelled STANAGs and APs and of rejected standardization proposals.
- Submits an annual report to the MC as of 31 December.
- Submits to the MC and the NATO Standardization Group, by 1 October annually, a proposed Standardization Program for the next calendar year.

COORDINATION

Internal. Coordination within the MAS is effected directly between the Service Boards or through the MAS Coordinating Committee. The MAS Coordinating Committee consists of the Chairman MAS and the three Service Board Chairmen and meets as required under the chairmanship of the Chairman, MAS to assist the Chairman in:

- Determining means of furthering the aims of NATO standardization;
- Coordinating the work of the three Service Boards;

- Allocating joint service matters to one of the three Service Boards; and
- Administering the MAS.

External. Coordination of standardization matters with relevant NATO bodies will be effected at different levels as follows:

- MAS WGs should maintain liaison with other NATO groups working in common, adjacent or complementary areas.
- MAS Service Boards should maintain regular liaison and coordination, through the Board Chairman, the Board Secretariat or a Board member with other service related WGs including the Main Armament Groups of CNAD and with the appropriate functional staff levels of the MNCs, the IS and the IMS.
- The MAS Chairman establishes and maintains liaison and coordination at the staff level between the MNCs, NATO Agencies and other NATO bodies by:
 - Using the representative Standardization Liaison Officers as points of contact; and
 - Chairing meetings of the NATO Standardization Liaison Officers Committee (NSLOC) as required.
- The MAS Chairman maintains liaison with the appropriate senior staff level of the MNCs, the IS and the IMS.

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CHAPTER 5

NATO MEETINGS

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CHAPTER 5

NATO MEETINGS

STRUCTURE

NATO groups subordinate to the CNAD and MAS service boards have a chairman, a secretary, participants and observers. The chairman is agreed to by delegates of participating nations. The secretary is an individual permanently assigned to the NATO international staffs to fulfill the secretarial function for all CNAD and MAS service boards groups. Exceptions to this are for Ad Hoc Working Groups (AHWG) and Working groups (WG) that may be established to address specific subjects for a finite period. These groups elect their own secretary (drafter), usually one of the national delegates, to keep the minutes.

Working Group Types. There are two categories of WGs under the MAS Service Boards:

- Working parties (WPs) are established to develop standardization agreements in specific functional areas.
- Panels are established to study one or more standardization proposals. Panels report either to a Service Board WP, or to a Board; and they are disbanded when their assigned task is completed.

Chairman

The chairman organizes and controls the proceedings of a meeting using parliamentary procedures. The Chairman is the spokesman for the group in making reports to higher authority and may represent the group at meetings of other groups where liaison is needed. The report of the meeting is the Chairman's report. In some NATO groups the chairman may be "two-hatted", i.e., serving as a national delegate and chairman.

Secretary

The secretary is the workhorse for the group. The secretary keeps a record of each meeting, collects and distributes papers, prepares all routine NATO documentation for the group and effects distribution. At NATO Headquarters the secretary serves as the point of contact between group meetings.

Participants

National delegates and NATO commands are the participants at NATO meetings. There may be more than one person in a nation's delegation, but only one is recognized as the Head of Delegation (HOD). Only the HOD votes on decisions, with one vote allowed per participating nation (commands are only allowed to participate in discussions). The U.S. position is agreed to prior to a NATO meeting in accordance with the procedures outlined in JCS MOP 147. National delegates may contribute to specific agenda items in their individual areas of expertise by giving presentations, responding to questions or providing information to the HOD. The U.S. HOD normally represents the lead Service. Other Services decide when a representative of their Service should attend a NATO meeting and selects the appropriate delegate. National delegates may be either military or civilian personnel - - some delegations include both.

FREQUENCY OF MEETINGS

WPs meet as directed by the Service Board based on the program of work. In NATO MAS this is normally on a 12 to 18 month cycle.

LANGUAGE

The primary language spoken at NATO meetings is English. Some delegates of the nations use only the French language in formal meeting sessions. Simultaneous translations for the English and French languages are available for meetings at NATO Headquarters. Use the ear plug listening device that is provided. Use the ear plug listening device continuously, not only to get the French to English language translations, but to better understand the English that is spoken.

English is the second language of most of the delegates of the other nations except Canada and the United Kingdom. The capability to use the English language varies widely among delegates. U.S. Delegates should consider this fact when speaking and when writing. U.S. Delegates should make a conscious effort to speak slowly and distinctly. Speech and written papers should minimize use of idiomatic expressions, slang, acronyms, jargon, and figurative language. Interpreters and delegates of non-English speaking nations will appreciate the efforts of U.S. Delegates. When reading from a document or script, a copy should be provided to assist in the translation by the interpreters.

AGENDA

A draft agenda for a MAS Service Board subordinate group meeting is usually established near the end of the prior meeting. During the course of this meeting

national delegates may indicate willingness to make a presentation on a subject. The secretary will note remarks and use them to draft a preliminary agenda. The chairman or the secretary will go through the draft agenda requesting concurrence from national delegates for specific agenda items and consensus from the group on the overall agenda.

During this process of developing the agenda for the next meeting, an individual delegate may request the delegate of another nation to provide an update or presentation. There is nothing wrong with this. Some delegates never volunteer to do anything. This procedure is one way to update the group on some nation's activities. If such a request is directed to the U.S., the U.S. Delegate should use judgement in responding. If responding affirmatively, it is wise for the U.S. Delegate to add that, "confirmation will be subject to approval by U.S. Authorities." Having said that, the U.S. Delegate should initiate action needed to obtain approval or denial in a timely manner. The secretary should be informed of the result before the agenda is promulgated, about ninety days before the scheduled meeting date.

New agenda items may be added by the secretary (with prior approval by the chairman) between meetings. Notification may be made by promulgation of a NATO Working Paper, Notice or MAS letter. The NATO documentation will provide background information on the items, references, and the reason for adding it to the agenda.

As the group meeting date approaches, there is increased resistance to changing the agenda. Still, last minute changes can occur, provided there is little or no preparation requirement by national delegates. For example, a national delegate's offer to give a briefing on a subject of interest to the group is likely to be accepted providing adequate time can be allocated.

PREPARATION FOR NATO MEETINGS

It is the HOD's responsibility to coordinate preparation for a NATO meeting. This preparation includes developing a coordinated U.S. position in accordance with JCS MOP 147; preparing U.S. positions, statements and presentations; initiating the process to obtain authority for foreign disclosure of positions, statements and presentations; and arranging for timely message transmission to U.S. Mission NATO attention of the appropriate U.S. NATO Armaments Officer or U.S. Delegate to a MAS (USDELMAS) the identification of the U.S. Delegation with the level of NATO security clearance for each official, hotel reservation requests, and arranging for transportation of classified material to U.S. Mission NATO to assure its arrival before the meeting. The HOD to a working group is in the best position to outline the schedule of events needed to prepare for a meeting. Other members of the U.S.

delegation are responsible for attending U.S. position meetings, assuring their Services' positions are represented in the national position, preparing presentations as required and obtaining authority for foreign disclosure of those presentations, arranging for transportation of their classified material to NATO to ensure its arrival before the meeting and assisting the HOD with the development of presentations, and national positions and statements.

Presentations

The key ingredients to determine a schedule for a presentation are: preparation time, the time required to obtain authorization for foreign disclosure, and, if it is classified, the time needed to assure transmission to U.S. Mission NATO. U.S. Mission NATO does not have a graphics capability.

Preparation. Unless the U.S. Delegate is preparing the presentation himself, adequate time must be allowed to task a subordinate command and for the inevitable delays associated with this procedure. A presentation should be typed. Viewgraphs or 35mm slides should be used to simplify complicated matters and to aid in organization and clarity. A one-half page or one paragraph summary of the presentation is required. Reproducible copies of the presentation, viewgraphs and summary should be available to give to the secretary of the group. (Note: A copy of the presentation should also be given to the secretary to distribute to the interpreters. Do this as early as possible before the presentation is scheduled to occur. You will gain the immediate appreciation of the interpretation staff for this thoughtful courtesy.) The presentation may be published by the NATO International Staff, or preferably, a copy may be given to each participating principal delegate. The presentation summary is published in the record of the meeting. The record will also include information developed from the question and answer period. A question and answer period follows each presentation. Questions should be anticipated and appropriate responses prepared.

Foreign Disclosure

Decisions to authorize foreign disclosure are based on a number of factors. Some of them are: subject matter, degree of detail, identity of recipient nation(s), precedent (including prior disclosure of same or similar information), security classification of the material, and importance of the information to national security.

A word of CAUTION. Unauthorized foreign disclosure and technology transfer control are current topics receiving high level interest in the Department of Defense. For example, in a recent memorandum, the Deputy Secretary of Defense (DEPS-ECDEF) said that programs for information and data exchange with our allies

are sources of disclosure of classified defense information. The groups subordinate to the CNAD or MAS are in this category. In the same memorandum, the DEPS-ECDEF stated, "the controlling factors in contacts with foreign representations should be the interests of the United States, reciprocity, and the mutual interests of the U.S. and foreign government(s) concerned."

U.S. Delegates are advised to initiate authorization requests for foreign disclosure in every instance where a presentation is scheduled for delivery to a CNAD or MAS subordinate group. Requests should be initiated at least six to eight weeks before the scheduled meeting date. Earlier initiation of requests is advised for proposed presentations containing sensitive or classified information.

A reproducible copy of the proposed presentation, including viewgraphs, must be forwarded with the request for authority for foreign disclosure. Responses to anticipated questions should also be forwarded.

The requirement for foreign disclosure authorization applies equally to classified and unclassified presentations.

Transmitting Classified Material to U.S. Mission NATO. Because of hijacking possibilities, carrying classified documents on overseas commercial flights is discouraged. Alternative methods of transmission are: U.S. mail, diplomatic pouch, and courier. U.S. mail will require a minimum of two to three weeks provided there is prompt mailing in the postal system. The proper address to be used is: U.S. Delegate, (Army, Navy, or Air) Board, Military Agency for Standardization, U.S. Mission, NATO, APO New York, NY 09667-5029. Using a diplomatic pouch will require delivery to the State Department and special marking. A minimum of two weeks should be allowed for delivery by pouch. When using the U.S. mail or diplomatic pouch, inform the appropriate U.S. Delegate at U.S. Mission, NATO by telephone so that they can arrange for proper storage and confirm receipt. Classified documents must be separated into U.S. and NATO classification categories to ensure proper storage. The courier method of transmission requires special packaging, courier designation by letter and specific authorization to transport the material by commercial aircraft outside of the U.S., U.S. territories and Canada.

Statement. Nearly every agenda for a NATO meeting contains one or more agenda items calling for statements by nations, updating statements by nations or positions by nations. The U.S. delegate should prepare statements and positions rather than improvise. National statements and positions should have the clearance, or approval from each service. Perhaps the U.S. would prefer not to make a statement or has no position. If this is the case, it should be stated, "the U.S. has no statement or position at this time". This could mean that the situation is still being

studied, the U.S. does not want to say anything for now, or the U.S. delegate is not prepared. Non-responsive statements of this nature (especially in the last category may be accepted one or two times when a delegate is new, but that attitude will change and will be reported to a higher level. In situations where it is important a U.S. statement or position be very clear and precise, it should be typed and a copy given to the secretary for the record. Postponing a U.S. statement or position is perfectly legitimate and is usually preferred where an agenda item is added at the meeting or just before it, when preparation time is inadequate.

Discussions. Nearly every NATO agenda also contains an item calling for discussion. Alternative points of view are sought and are usually given. In preparing for discussion items, the U.S. Delegate should itemize points to be made in discussion, then rationalize and prepare the approach to take, being mindful of the international sensitivities involved.

National Inputs to NATO IS and Groups. NATO groups sometimes agree that during the interval between meetings, all nations or specific nations, will forward information for a NATO document being prepared. Due dates are frequently specified so the IS can promulgate the assembled national input in sufficient time to permit review by nations before the next meeting. U.S. Delegates are reminded that all official written communication with the MAS Service Boards, the MAS, and with or through delegations of other nations at NATO headquarters must be conducted through the USDELMAS, or respective service board, with regard to applicable U.S. disclosure policy directives, security regulations, and proprietary rights.

Coordination and Approval of U.S. Positions. JCS MOP 147 requires that standardized U.S. staffing procedures be used to develop, coordinate, and ratify international military standardization agreements between the Services and other nations. These staffing procedures ensure that positions presented at international forums are consistent with existing U.S. national positions or developing emerging U.S. national positions. The lead Service responsible for an international Rationalization, Standardization, and Interoperability (RSI) activity will forward to those interested organizations all documents needed to formulate a U.S. position. When developing the U.S. position, the lead Service will consider all comments from participating organizations. Before the lead Service presents a final position for ratification at the international forum, the draft agreement will be coordinated with all previously interested organizations to request consensus on a U.S. national position.

Coordination and Approval of U.S. Positions in International C³ Fora. The U.S. Military Communications-Electronics Board (USMCEB) has been directed to support the Offices of the Secretary of Defense and the Joint Chiefs of Staff to coordinate

approval of U.S. positions on international C³ issues. The Assistant Secretary of Defense for Command, Control, Communications and Intelligence's memorandum of 2 October 1986, formalized the USMCEB as the DoD focal point to coordinate and/or approve C³ positions and is the ratification authority for NATO STANAGs in the C³ area. Enclosures to the memorandum was a list of all the fora and STANAGs assigned to the USMCEB. The Director, C³S (J-6), Joint Staff, will be the focal point for all matters not listed in these enclosures. Details to submit guidance packages, STANAGs, or policy papers are to be coordinated with the Military Secretary, USMCEB, Washington, DC 20318-6100 (phone (703) 697- 9903). The USMCEB Secretariat will provide a copy of all guidance packages to the Joint Staff for review per JCS MOP 184, 16 August 1988. Proposed guidance packages should be forwarded to the USMCEB Secretariat for coordination and approval at least four weeks prior to policy meetings, and at least three weeks prior to technical WG/expert level meetings.

Review of U.S. Positions and Statements

Upon arrival in Brussels, an important first item of business by all U.S. HOD is to review the U.S. positions and statements with the U.S. NATO Armaments Officer or MAS Service Board Delegate. The U.S. HOD should allow sufficient time for this review. To enhance the productivity of the review, a copy of position papers and statements should be forwarded to the appropriate U.S. NATO Armaments Officer or MAS Service Board Delegate, USNATO, prior to departing the U.S. if time permits. U.S. Delegates should arrive in Brussels at least one day before the NATO group meeting if possible. If not, then the U.S. HOD should call the U.S. NATO Armaments Officer or MAS Service Board Delegate (Army, Navy, or Air) upon arrival and arrange for an entrance briefing in advance of the NATO group meeting. Since the position papers will have been fully staffed and agreed in CONUS, no changes are likely to result from this review.

As a result of daily operations in the NATO arena, the U.S. NATO Armaments Officers and MAS Service Board Delegates may have more current information about political or diplomatic matters of other nations, which may affect U.S. positions and statements. U.S. interests are not served when U.S. delegates provide conflicting U.S. positions and statements on the same question. This must be avoided, and the joint review of U.S. positions prior to the meeting is intended to ensure this problem does not occur.

Although it is necessary that U.S. positions and statements not vacillate from one meeting to another, new policy or doctrine is developed from time to time resulting in new U.S. positions. When this occurs, the U.S. HOD must be prepared to state and define the changes which have occurred.

Accountability/Responsibility. CNAD and USDELMAS Working Groups are individually accountable for their statements, commitments and actions at NATO meetings.

MEETING TIME

Meetings are usually conducted within one week, e.g., from Monday through Friday, and are normally scheduled from 0900 to 1230 and from 1400 to 1700 with coffee breaks. The normal working hours of NATO are 0900-1730. A meeting status board is located at the main entrance to the conference room area (see figure 5-1). The board is updated daily to show room numbers and meeting times for each NATO Group scheduled for that day.

MEETING ROOM FACILITIES

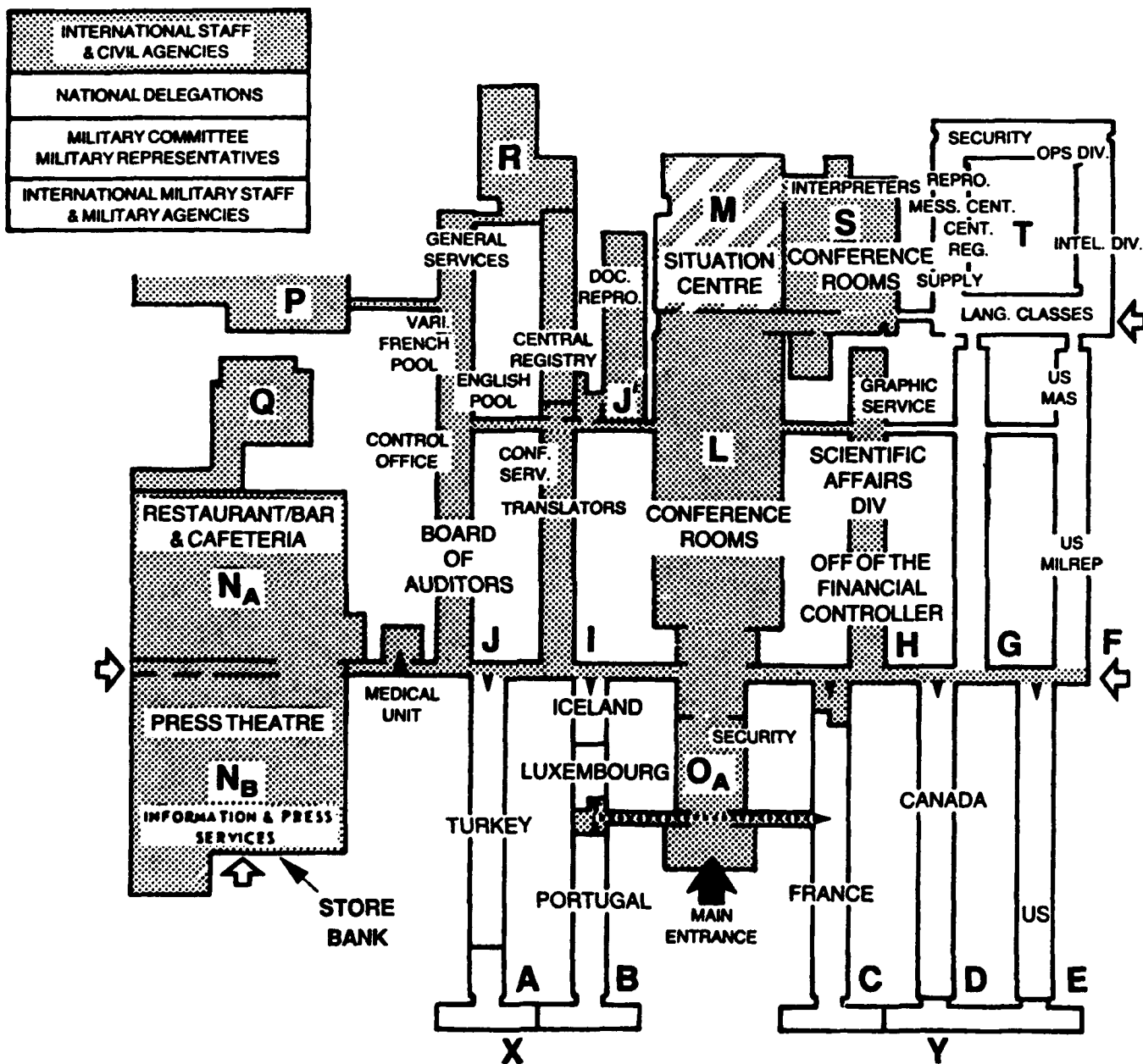
Meetings are conducted in a conference room at NATO Headquarters (figure 5-1). The table is arranged in the shape of a 'U'. English and French are the two official NATO languages. Interpreters provide simultaneous translation. The communications box at each position at the table provides a selector switch for French to English (A) or English to French (F) translation. Each position at the table also has a microphone. Chairs with a listening device, but without a microphone, are provided for members of a delegation located behind the principal member.

Two rooms for audio-technicians and interpreters are located on one side of the conference room. The audio-technicians and interpreters watch the delegates in the conference room through large windows for visual cues to determine communications needs. When preparing to speak to the panel, raise a hand. The Chairman will recognize a delegate by nationality and invite them to speak. In most conference rooms, speakers press a red button on the microphone, which lights, indicating the microphone is energized. In a few rooms, a speaker must continue to hold up their hand until the technician has selected the microphone. When selected, the red light on the microphone will be illuminated and the speaker can then be heard. When finished speaking, a speaker should press the red button again to turn off the microphone. If this is not done, private conversations can be overheard.

CONDUCT OF THE MEETING

Meetings are conducted in a formal manner. References are made to Mr. Chairman, Mr. Secretary and to representatives of the various nations by country names (e.g., the Belgian Delegate). Names of national delegates or other members are not normally used. For example, the German Delegate might refer to or agree with a point made "by our colleague from Spain". No delegate speaks to a particular point until recognized by the Chairman.

NATO HEADQUARTERS — GROUND LEVEL



NATO MEETING ROOMS

Figure 5-1

Discussions can be conducted at a moderate speaking rate. If the comment is of a technical nature, it should be made more slowly to allow for simultaneous interpretation. If the speaker departs from the text during a formal presentation, a cue to the interpreters should be given so that they are aware of it and will not continue to read the text as opposed to interpreting the ad lib commentary.

If a prepared statement is to be made, a copy of it should be given to the group secretary so it will go into the record exactly as it has been presented. A reproducible copy of lengthy presentations or papers that are to be distributed to the other member nations before a meeting, should normally be mailed to the U.S. NATO Armaments Officer or MAS service board delegate for delivery to the working group/party secretary.

Seating placements are arranged alphabetically by nation. The U.S. is therefore, to the right of the Chairman. When normal around the table comments are requested by the Chairman, the seating arrangement allows the U.S. Delegate to hear other points before responding. Any delegate may of course request recognition at any time. When a particular item is being discussed, judgment will have to be exercised as to when the time for a U.S. REACTION is most appropriate. Take notes on the positions of other nations to discuss adequately. Remember that a response should be made only after recognition by the Chairman. You may, of course, refer to notes or confer with other delegates prior to your response.

The U.S. HOD is expected to present an agreed, coordinated national position on agenda items in accordance with JCS MOP 147. Situations may develop during the meeting which were not anticipated by the staffed U.S. position. When this happens the U.S. HOD in conjunction with other national delegates must determine whether a U.S. position on the point can be truly derived from the current policy background. If the position appears to be one that the United States cannot agree to at the moment, it is advisable to comment that the discussion is outside of the guidance which has been provided for the United States Delegation and additional information will have to be acquired. It may become necessary to contact your agency for an appropriate recommendation. The U.S. HOD also can reserve the U.S. position until later in the meeting, or until the next meeting.

Everything that is said by the Chairman, Secretary, national delegates and NMC representatives at a NATO meeting is on the record except in rare situations where a delegate requests that the Chairman allow some off-the-record remarks. If allowed, the beginning and end of the off-the-record remarks should be clearly identified by the speaker.

It may be appropriate at times to request a recess in the proceedings for further

consultation with U.S. or other delegates. This can also be accomplished during other breaks from the conference table. Through informal discussions in the margins of a meeting much can be accomplished in establishing a particular point of view.

NATO group and subgroups do not operate on a majority vote. They simply maintain continuity of action as a result of a consensus of the various nation's delegations present. This consensus sometimes represents the lowest common denominator acceptable to the nations involved. It is, however, acceptable at times to recognize that other nations may have a prime interest in a subject and that the U.S. can elect not to participate in a particular activity.

Notes taken during the meeting and summarized at the end of each day will be of great value to prepare the summary message report of the meeting. Tape recorders are not allowed. Plenary sessions of the working party meetings are usually conducted in the mornings and committees in the afternoon. This method is used so everyone can be present for plenary discussions.

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CHAPTER 6

**REPORTS OF
NATO MEETINGS**

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CHAPTER 6

REPORTS OF NATO MEETINGS

Several reports of NATO meetings are required. These reports serve different purposes and are distributed to different audiences.

MESSAGE REPORT

The U.S. HOD to NATO meetings normally prepares a summary message report of the meeting results to distribute to U.S. organizations only. This message is to be dispatched from U.S. Mission NATO to the U.S. lead service, services and other interested offices and activities.

Addressees

The required addressees are U.S. Mission NATO, U.S. lead service, services and other interested offices in DoD, Department of State, or Department of Commerce. Other addressees are to be selected by the U.S. Delegate and agreed to by the Armaments Officer MAS Delegate at U.S. Mission NATO. Additional addressees should include each service; DA (SARD-IN); CNO (OP731); HQ USAF XOXX-ISO; CG, MCCDC (WFI2E); USMCEB; as appropriate. Message addressees will only be federal government organizations. No NATO or foreign government organization, nor any industrial organization, is to be included as an addressee.

Content of Message

Purpose of message to include date and place of meeting, and who attended.

Summary of major items of interest resulting from or discussed during the meeting especially those items requiring actions by U.S. Delegates or agencies. Also, decisions contrary to U.S. interests should be included in the summary report.

Next meeting date and place.

U.S. points of contact.

NATO FORMAL REPORT OF MEETING

The formal report of the meeting will be prepared on behalf of the working party chairman and issued within two months. It includes conclusions, recommendations, essential rationale, necessary supporting documents, a list of delegates, actions list, and special action items to be carried on to next meeting.

CHAPTER 7

PERSONAL PLANNING

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CHAPTER 7

PERSONAL PLANNING

SIGNIFICANT TELEPHONE NUMBERS

U.S. Mission to NATO: 241-0040

U.S. Embassy: 513-3830

Headquarters NATO: 242-5280

NATO Health Clinic: 731-6890 ext 95

VISIT NOTIFICATION

The U.S. lead service sends a message to USNATO at least thirty days in advance of the visit. The message includes full names of each member of the delegation, rank/title, NATO security clearance (U.S. security clearance is not applicable,) purpose of visit, e.g., "attend meeting of AC/301 Main Group and give inclusive dates," dates of arrival and departure, and accommodation requirements for each official (state choice(s) of hotel if you have a preference.) Notification of any special requirement/needs (such as car and driver for SES-4 and above, GS-16 and above, and General Officer). If authorized senior visitor status, state airline name, arrival and departure times, flight number, and whether or not a car is needed for the duration of the visit. This will allow protocol and the U.S. Mission time to process these requirements. Note: a minimum of NATO SECRET security clearance is required for meetings of NATO groups subordinate to the CNAD and MAS. A NATO security clearance is needed to process a NATO Headquarters access pass. Current regulations do not require an area clearance for travel from CONUS to attend NATO meetings at NATO Headquarters and return to CONUS.

USNATO will respond to a visit notification by message, confirming hotel accommodations for inclusive dates. USNATO will indicate if there is/is not a hotel shuttle bus service from the airport to the hotel. Other information in the USNATO message concerns NATO security passes, government bus transportation, return travel arrangements, a message report of meetings and points of contact at USNATO. The point of contact is at commercial from CONUS DoD access phone 011-32-2-242-5280 (this is U.S. NATO switchboard).

TRAVEL

Funding for travel and per diem is normally accomplished through the individual delegate's organization. Responsible agencies are tasked to budget for required NATO meetings.

Make air travel reservations early, particularly during peak travel periods to ensure an available seat on the flight you want. Normal schedule is to arrive one or two days prior to the first day of the meeting depending on your ability to adapt to jet lag, to permit a planning meeting with the rest of the delegation; and to permit meetings with selected delegates from other NATO nations.

ANTITERRORIST PROTECTIVE MEASURES FOR DOD TRAVELERS

A military member or DoD civilian employee can be at great risk of being victimized during a hijacking or hostage situation. Check available information to find out if a terrorist threat involving U.S. personnel in transit is anticipated.

- When making travel arrangements consider the threat level and security procedures at intermediate stops and the final destination. Where possible, use direct routing arrangements.
- All references to DoD/military rank during travel arrangements should be avoided.
 - TAD orders should not mention military rank/rate of the traveler.
 - Baggage identification should not identify military rank/rate.
- Except for passport and travel orders, documents identifying an affiliation with the U.S. government should not be carried into the aircraft cabin.
- Do not wear the military uniform or include it in carry on luggage. Wear nondescript clothing while traveling; do not wear a cowboy hat or buckle and boots which might identify you as an American.
- Examine wallets and carry-on luggage/briefcases before a trip. Remove service club and business cards, checkbooks with rank and military address and any other documents identifying an association with the U.S. government. Put your ID card in the inside pocket of your wallet or in your checked baggage.

- Distinctive military items such as high gloss shoes, black rim glasses, dog tags on key chains, flight watches, military affiliate jewelry, etc., should not be worn.
- After boarding, look for a hiding place within arm's reach for items you may have to conceal. Prepare a plan to dispose of or explain documents you must carry and cannot sanitize.
- Do not discuss your DoD status with anyone.

Many countermeasures do nothing to prevent a military member from being hijacked. A lower profile, however, will reduce the chances of an individual being singled out as a symbol. It is important that every DoD traveler do whatever possible to lower their profile and increase their survival chances.

CLOTHING AND ELECTRICAL APPLIANCES

Civilian dress (business attire - - coat and tie) is worn at NATO meetings. During the summer months, light to medium weight suits are recommended. A raincoat and umbrella are always recommended when in Brussels. No uniforms are needed. Some hotels have 110 volt outlets in bathrooms to accommodate electric shavers, but do not have sufficient amperage to power 110 volt hair dryers. A small appliance plug and converter are recommended.

PASSPORT/MILITARY ID CARD/NATO TRAVEL ORDERS

DoD personnel will need either passport or military ID and NATO travel orders ready for inspection by immigration officials at the Brussels airport (Zaventem). These same items permit you to pick up your NATO pass at the NATO main gate. Your NATO pass will permit access to the NATO HQ building (see figure 5-1). These documents do not provide freedom to move internally in the building. The NATO pass must be kept with you at all times. It is required to move between secure and non-secure areas of the complex. If the pass is not at the main gate, contact the appropriate U.S. Mission or USDELMAS office; see page 7-1 for telephone numbers. No one is permitted to enter the building or to attend a NATO meeting without at least a NATO SECRET clearance. The message notifying USNATO of attendees should state that each one has such a clearance. Cameras and recording equipment are not allowed in the main complex of the building.

The U.S. Mission is located in the E wing of the building. A Marine Corps guard at the entrance to the wing will require further identification (your NATO pass and DoD/military ID) before admitting you to this area of the building. The USDELMAS are located on the first floor of the F wing: USDELMAS (Army) in room F-127, USDELMAS (Navy) in room F-123 and the USDELMAS (Air) in room F-123.

Do not leave your NATO pass in the hotel room while you are away. If passports or other identification papers are lost, notify U.S. Mission or USDELMAS immediately and assistance will be provided to obtain new identification documents. The NATO pass must be turned in on your final departure from the NATO building. NATO travel orders and airline tickets should be turned in at the USNATO travel section for endorsement and for confirmation of return flight reservations. Do this as soon as possible after arrival.

All classified material is to be carried to the Security Office for storage at the end of each day's meetings. The material can be retrieved prior to the next day's meeting.

HOTELS RECOMMENDED BY THE U.S. EMBASSY

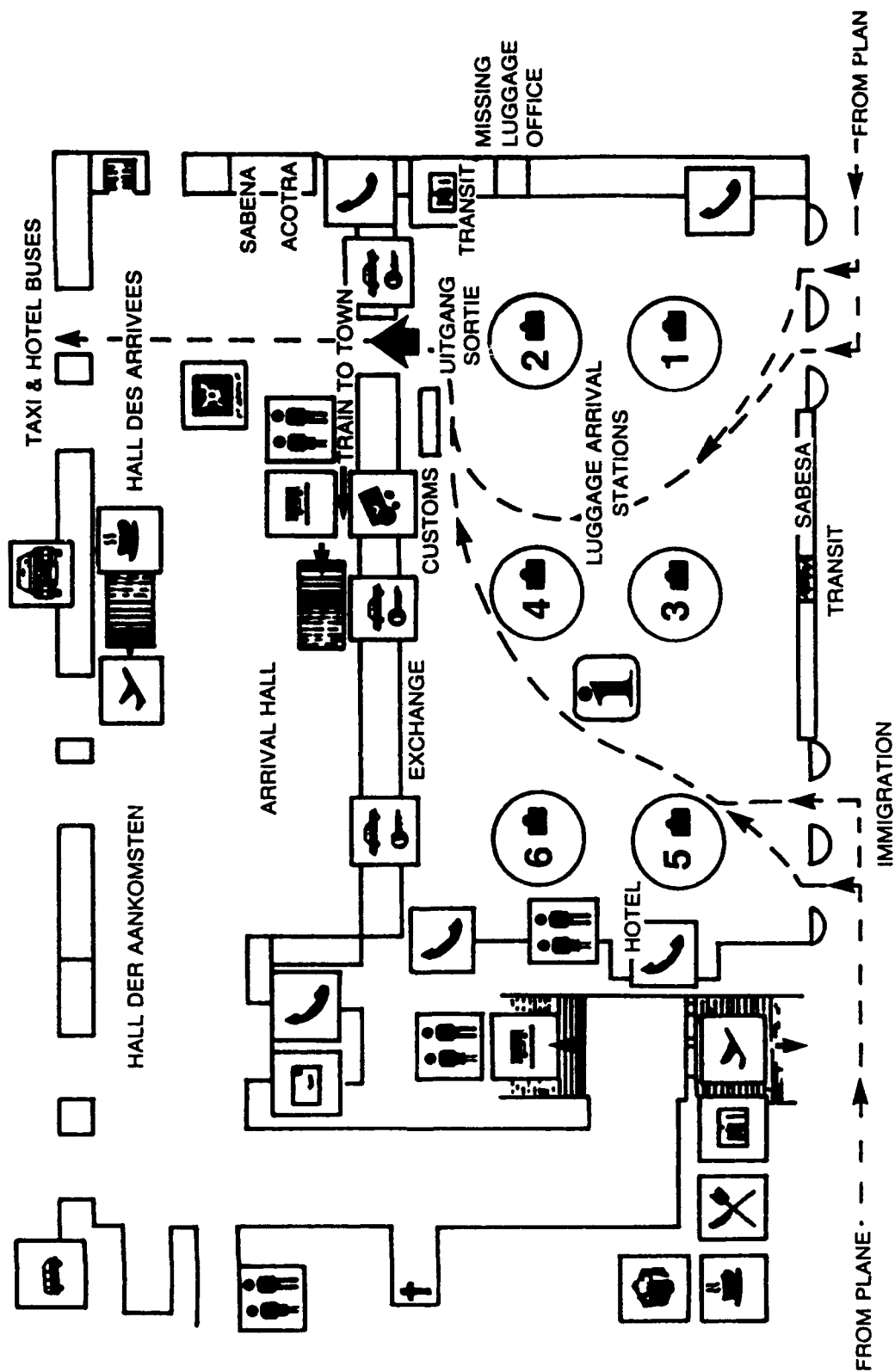
<u>HOTEL</u>	<u>ADDRESS</u>	<u>TELEPHONE NO.</u>
Brussels-Sheraton	Place Rogier 3	219-3400
Metropole	* 31 Place de Brouckere	217-2300
Arcade Stephanie	Ave Louise 91-93	539-0240
Scandia Crown	250 Rue Royale	217-1239
Astoria	103 Rue Royale	217-6290
Saint-Michel	15 Grand Place	511-5910
Palace	* 3 Rue Gineste (Place Rogier)	217-6200
Albert Premiere	20 Place Rogier	217-2125
Amigo	1-3 Rue de l'Amigo	511-5910

* Includes a full breakfast

ARRIVAL IN BRUSSELS

See figure 7-1 for the layout of the Zaventem Airport arrival section. The departure section is on the level above. On arrival: pass through immigration (passport or military ID with NATO travel orders); exchange funds (whatever you estimate you will need until you are at NATO HQ -- about \$50 to \$100); pick up luggage (frequently at baggage station 2 or 4 if arriving from London) -- if luggage does not arrive, go to the missing luggage office next to claim station 2 where you will have to fill out a lost baggage claim form including description of each piece of your luggage and bag tag information and where you will be staying in Brussels; pass through customs following the green arrow (nothing to declare); head for the train downstairs; buy your ticket before boarding the train at the ticket office by the escalator, the cost is 70 BF for a one way second class ticket to Gare du Nord (North Station) Brussels, a ten minute train ride from airport to North Station. The Sheraton Hotel is about two blocks from the North Station, a 5-10 minute covered walk on level ground; easy, providing you

AIRPORT ARRIVAL AREA



DUTY FREE SHOPS

AIRPORT ARRIVAL AREA/TRANSPORTATION DOWNTOWN

Figure 7-1

have wheels on your luggage or it is not too heavy. See figure 7- 2 for the position of North Station, Sheraton Hotel and Scandia Crown. Take a taxi from the station to your hotel if luggage is too heavy to carry.

If you have problems at the airport in Brussels, there is a U.S. Armed Forces Representative located in the baggage pickup area to provide assistance.

An alternative method to the Sheraton from the North Station is the Metro. Place Rogier, where the Sheraton and Palace are located, is the first Metro stop south of North Station, see figure 7-2. The Scandia Crown is an uphill climb from the North Station and it is not convenient to the Metro. Take a taxi. The Central Station (Gare Central) in downtown Brussels is about midway between the Grand Place and the Parc de Bruxelles (off Rue Royale). The Central Station is a recommended train debarkation point for access to taxis or Metro transit to more centrally located hotels.

Taxis cost approximately 400 BF from the airport to NATO and 900 BF from the airport to the hotel.

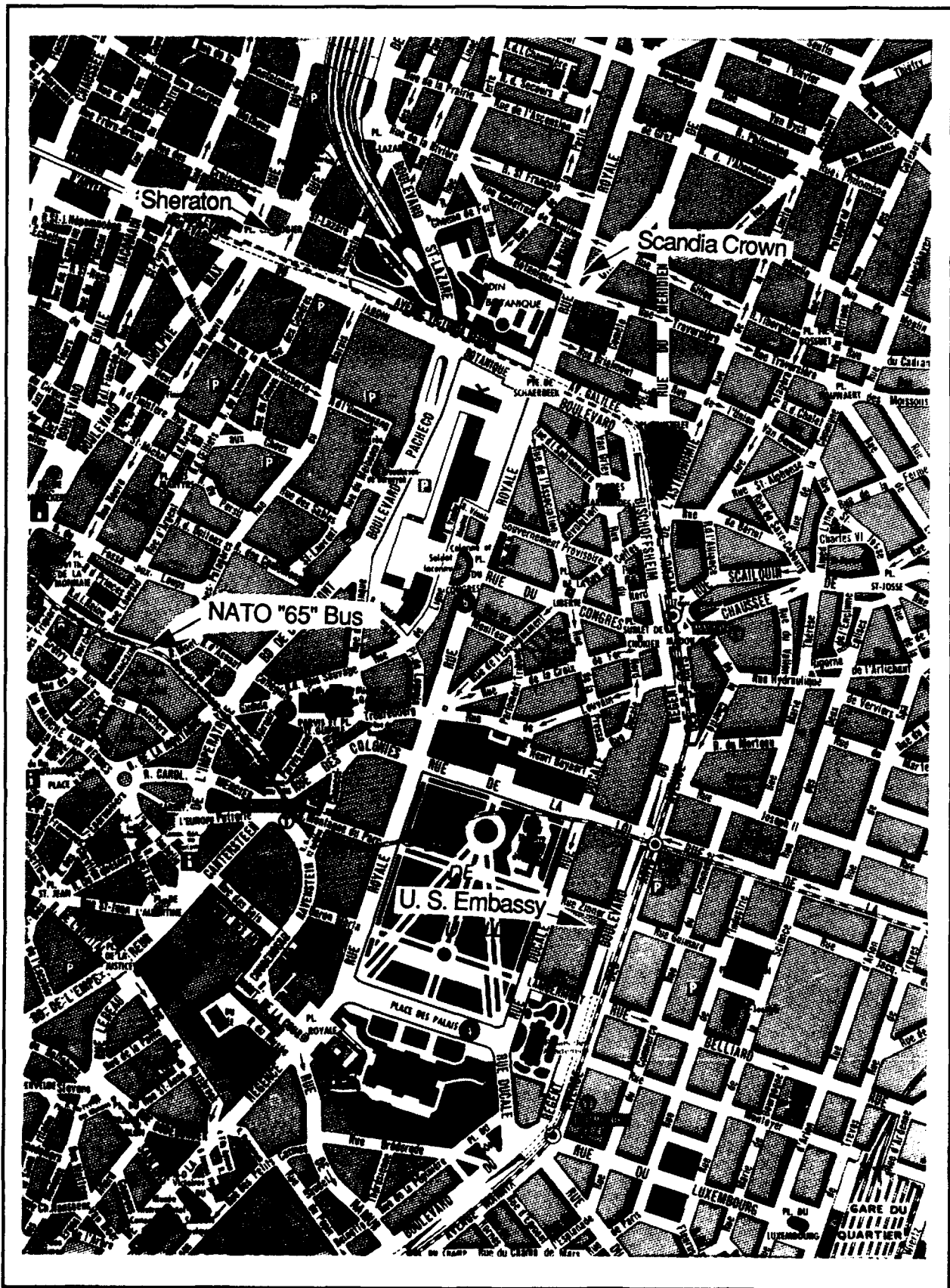
Although the use of rental cars is not recommended, the following rental car firms operate in Brussels:

	Airport Telephone	Downtown Telephone
Avis (Government Discount)	720-0944	537-1280
Budget-Rent-A-Car	720-8050	648-9249
Continental		649-9524
Europcar		640-0195
Hertz (Government Discount)	720-6044	513-2886
(Ask about the low cost "European Affordable Plan")		

LOCAL TRANSPORTATION

Free bus service provided by the U.S. Government is available between the Sheraton and Scandia Crown Hotels and NATO HQ each weekday. The bus departs the Sheraton at 0815 and the Scandia Crown at 0820. You should be standing in front of the hotel (directly across the street at the Scandia Crown) to ensure the bus driver knows to stop. The bus departs NATO HQ (F-Wing exit parking lot) (see figure 5-1) at 1800. Departure times are prompt, so be there early if you want a ride or you will have to take autobus 65 back to town.

Autobus 65 is the alternate civilian bus to and from NATO Headquarters. It is marked OTAN enroute to NATO HQ, the terminal point. Enroute to NATO HQ it



DOWNTOWN BRUSSELS

Figure 7-2

goes on Rue de l' Ecuyer (one block from Metropole Hotel), crosses Rue Royal at Treuenberg and heads for Place Madou, then north on Rue de la Limite. On the return, transfers from one line to another are free. A transfer ticket can be obtained by pushing the button marked "transit" at the entrance to metro stations or near the entrance door of trams and buses.

Tram and bus stops are marked by red and white or blue and white signs. Some stop are marked "sur demande"; lift your hand when you see the tram or bus, both are yellow in color, approaching to indicate your desire to board. Metro stations are marked by a big M in white on a blue background.

When riding public transportation, make sure you have a valid dated receipt for fare payment in your possession. Otherwise you are subject to a fine. The fine is sufficient so that you will remember to have receipts for future rides.

An Embassy/USNATO Support Activity (SUPACT)/NATO shuttle is available. See the schedule at figure 7-3.

MONEY EXCHANGE

The first rule is that every time you exchange money from one currency to another, you lose. The second rule is that exchange rates are better at banks than at hotels or other local commercial activities. Use Military or Embassy banking facilities, if possible. The rate there is even better than at local banks. The SUPACT is at 15 Chaussee de Louvain, about 5 km south (by auto) of NATO HQ. The Embassy/SUPACT/NATO shuttle will stop at SUPACT two days per week (see figure 7-3).

When you perceive the dollar is gaining in value and better exchange rates are available, use a credit card for expenses and purchases. Most major credit cards are accepted at hotels and many restaurants.

You can wait until you arrive in Brussels to exchange funds. The rate is better there than in the U.S. There is a bank currency exchange window in the baggage arrival area at the airport, figure 7-1. Complete your transaction while waiting for the luggage to arrive. Change amount \$50 to \$100 - - whatever you believe you will need until you can get to the bank at NATO HQ (area NB, figure 5-1). Change cash if possible - - there is a surcharge on travelers checks. The surcharge rises with each transaction, not on the amount at a given transaction. Cash them all at once to minimize surcharges.

EMBASSY/SUPACT/NATO SHUTTLE

For those of you who may wish to make a noontime trip on the Embassy/-SUPACT/NATO Shuttle, we have substituted a 12:05 hrs Embassy departure, two days per week, for the 13:05 hrs departure.

DEPART CHANCERY

* 0905

* 1005

* 1105

* 1205 Tuesday and Thursdays only

* 1305 Mondays, Wednesday, Friday

* 1405

* 1505

1705

DEPART NATO

* 0935

* 1035

* 1135

* 1235

* 1335

* 1435

* 1535

1735

* The car stops at the SUPACT upon request at approximately 20 minutes past the hour on its way to NATO and approximately 50 minutes past the hour on its way back to the Chancery.

In addition to these stops, this car will also stop at the Marine House upon request. Requests to do so should be made to the shuttle driver, or the receptionist at the Chancery on extension 2495, or the Marine Security Guard at NATO on extension 3108. Any questions concerning the shuttle may be directed to the Procurement Officer on Embassy extension 2356.

Figure 7-3

If you desire, the bank at Dulles International Airport will convert limited amounts of dollars to Belgian Francs. You will not receive as high an exchange rate as in Belgium, but you can avoid converting money for the cab in a strange airport by doing it at Dulles. If there is a layover in London and you may want to get enough pounds for a soda and donut while you wait. This can be done at Heathrow Airport in the UK at bank exchange windows in the lobby.

The Bank at NATO HQ (Banque Bruxelles Lambert) will change currency without service charge or travelers checks with a service charge. For U.S. Delegates with a DoD/military ID card, the SUPACT, about ten minutes by auto from NATO HQ will cash travelers checks and personal checks without a service charge. The exchange rate is best at the Support Activity.

Be sure to convert your money back to dollars before you return to the States, or if you know you are returning for another meeting you can keep it. The exchange rate should be better in Belgium, however, banks are closed on weekends so plan accordingly. Keep only as much foreign currency as you will need for cab and snacks. Banks in Belgium and the U.S. will not convert coins. Spend your change or exchange it for bills at a store or restaurant before trying to convert your currency. Due to risk associated with forgeries of \$50 and \$100 U.S. notes, the bank at NATO HQ will not accept them for exchange of funds. You may have difficulty exchanging them anywhere in Europe except at the SUPACT (still denominations \$20 or less are preferred). Try to avoid such large bills. Traveler checks in lieu of carrying a substantial amount of cash is a recommended method. The minor expense associated with purchasing and cashing these negotiable instruments is a reimbursable expense.

WHERE TO EAT

If you need a full breakfast to get started, eat at the hotel. Be prepared to pay the price. Most hotels include a continental breakfast as part of the cost of the room. Hotels marked with an * on page 7-4 include a full breakfast. For example, a glass of juice, a croissant and a small pot of tea or coffee will cost about \$7.00. If you can wait, have the same thing at NATO HQ sandwich bar, (Section Na, figure 5-1) for about \$2.00. Bar hours: 0730-1900.

Eat lunch at NATO HQ. For about \$3.00 to \$4.00 you can have a hot lunch with salad, soup, hot dish, dessert and wine. Lunch with other national delegates. The lunch period is an opportunity to exchange views on agenda items or get to know them better. Cafeteria (lunch only) hours are 1130-1430.

Evening meals in Brussels can be delightful, expensive and adventurous. In the very expensive category it will cost \$50 and up per person. The low category is \$30 and under per person. This includes wine that can be 400 to 600 BF per 0.7 liter.

TIPPING

Tipping is not customary in Europe. Most menus will state that service is included (in French, "service compris"). It usually is. Nonetheless, in paying a dinner bill, the amount paid is frequently rounded off to the higher even amount, particularly if you are pleased with the meal and service. Belgian law requires that the tip for taxi drivers be included in the amount shown on the meter. At the airport, baggage handling is at a fixed rate and a badge on the porter will state the minimum tip per package. The rate is normally higher on weekends.

TELEPHONES

NATO has its own switchboards. The NATO switchboard number is 241-0040 or 241-4400. The MAS Service Board extensions at USNATO are Army 5880, Navy 5882, and Air Force 5881. The telephone number of the American Embassy is 513-3830. The Embassy can also connect you to extensions at USNATO and connect for official calls to CONUS from your hotel. For the latter, identify yourself, where you are and request your official call. U.S. Mission to NATO is 242-5280.

The cost of long distance telephone calls from your hotel can be shocking. For example, a call from CONUS to you at your hotel might cost \$8 for 2 or 3 minutes. If you place the call to CONUS, the bill could be 2 or 3 times that amount. A way to make an international call at U.S. rates is to use AT&T USADirect® Service. From your hotel dial 11-0010, a local call, and you will be talking to an AT&T operator in the States who will place your call. From a public phone you must insert a coin to call 11-0010. With this service, use your regular AT&T Calling Card number, not your international number.

Another way to make a less expensive international call is to use the international phone booths found at many post offices and at other strategic locations. Have a big supply of BF coins available.

MEDICAL ASSISTANCE

If medical needs develop during your stay, you may contact the NATO Health Clinic, 12 J.F. Kennedylaan, 1960 Sterrebeek, phone 731-6890 ext 95. A limited medical facility is also staffed at NATO HQ by Belgian nurses, but no doctor is on duty.

U.S. EMBASSY FACILITIES

The U.S. Embassy at 27 Boulevard du Regent has a package store and limited shopping facilities. Hours 0900-1600, weekdays. Phone number 011-32-2-513-3830.

Belgian Francs are used for purchases. The U.S. Embassy runs a shuttle service (carryall with Belgian driver) between the Embassy and NATO HQ. On request the driver will make an intermediate stop at the SUPACT. The shuttle leaves NATO HQ, F Wing, every hour on the half hour (see schedule at figure 7-3). Inform the Marine Guard at the entrance to U.S. Mission NATO if you need a ride. The Guard will inform the driver. Be prompt.

USNATO SUPPORT ACTIVITY (SUPACT)

The SUPACT has a financial facility where you can exchange U.S. dollars and Belgium francs, a limited exchange facility where you can obtain items similar to those normally found in a seven-day store, a post office and other concessions, i.e., a Wedgewood china shop. The SUPACT is available to all U.S. personnel under NATO orders; have your travel orders with you. A U.S. passport or travel orders and an I.D. card are required for entrance.

SECURITY AT USNATO

All security in the USNATO complex is controlled by the U.S. State Department. The content and security of all materials within the Armaments and Standardization Division of USNATO may be scrutinized by other than Department of Defense personnel.

The USNATO Communications Center is open 24 hours a day, seven days a week. Brief cases and classified documents may be stored there for easy access at any time. Ensure they are clearly marked with your identification. The Communications Center is on the ground floor at the opposite end of the corridor from the U.S. guard. An additional overnight storage area is available at the NATO HQ entrance security office.

At the conclusion of NATO MAS meetings, documents may be left with one of the U.S. DEL to the MAS Boards for shipment to CONUS. Remember that NATO and U.S. documents must be separated and never intermixed during shipment.

DESTRUCTION OF MATERIALS

All waste paper, classified or not, is destroyed at USNATO. Burn bags are located in every office. Do not put non-burnable trash in burn bags.

NATO SECURITY CLEARANCE

All participants in NATO meetings are required to have a NATO SECRET clearance. No one is allowed into a NATO Conference Room without a NATO pass.

BELGIUM TIME

Belgium time is GMT +1 hour from the last Sunday in March to the last Saturday in September and GMT +2 hours from the last Sunday in September to the last Saturday in March.

TOURIST INFORMATION

The BBB Tourist House at rue du Marche-aux-Herbes 61, near the Grand Place is open from 0900-1800 in winter, from 0900-2000 in summer, and on weekends from 0900-1900. It is staffed by multilingual hostesses who will answer questions about tourism and provide information on Brussels in particular, and Belgium in general. The hostesses specialize in reserving hotel rooms and theatre bookings.

AIRPORT TAX

Save 300 BF to pay the Brussels airport tax on departure. Check with the airline, it may be included in the price of your ticket.

STORING BAGGAGE AT NATO HQ

Due to increased security at NATO HQ, luggage may be stored at the security building at the main gate entry point.

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APPENDIX A

**GLOSSARY OF PERTINENT ACRONYMS,
TERMS AND DEFINITIONS**

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APPENDIX A

GLOSSARY OF PERTINENT ACRONYMS

A

AAFCE	ALLIED AIR FORCES CENTRAL
AAP	ALLIES ADMINISTRATIVE PUBLICATION
ABCA	AMERICAN BRITISH CANADIAN AUSTRALIAN
AC	ARMAMENTS COMMITTEE OR ATLANTIC COUNCIL
ACCHAN	ALLIED COMMAND CHANNEL
ACE	ALLIED COMMAND EUROPE
ACEREP	ALLIED COMMAND EUROPE REPORTING SYSTEM
ACLANT	ALLIED COMMAND ATLANTIC
ACP	ALLIED COMMUNICATIONS PUBLICATION
ACSA	ALLIED COMMUNICATIONS SECURITY AGENCY
ACSM	ASSEMBLIES, COMPONENTS, SPARES, AND MATERIALS
ADATP	ALLIED DATA PROCESSING PUBLICATION
ADHC	AIR DEFENSE HARDWARE COMMITTEES
ADP	AUTOMATIC DATA PROCESSING
ADPAG	ADP ADVISORY GROUP
ADSC	AIR DEFENSE SOFTWARE COMMITTEE
ADSI	ALLIED DATA SYSTEMS INTEROPERABILITY AGENCY
AELP	ALLIED ELECTRICAL PUBLICATION
AEP	ALLIED ENGINEERING PUBLICATION
AETP	ALLIED ELECTRONICS PUBLICATION
AEW	AIRBORNE EARLY WARNING
AFCENT	ALLIED FORCES CENTRAL EUROPE
AFNORTH	ALLIED FORCES NORTHERN EUROPE
AFSOUTH	ALLIED FORCES SOUTHERN EUROPE
AGARD	ADVISORY GROUP FOR AEROSPACE RESEARCH AND DEVELOPMENT
AHP	ALLIED HYDROGRAPHICS PUBLICATION
AHWG	AD HOC WORKING GROUP
AIP	ALLIED INTELLIGENCE PUBLICATION
AISWG	AIR INTERFACE SUBWORK GROUP (OF CRIWG)
ALCM	AIR-LAUNCHED CRUISE MISSILE
ALLA	ALLIED LONG LINE AGENCY
ALP	ALLIED LOGISTICS PUBLICATION
AMC	ARMY MATERIEL COMMAND
AMEDP	ALLIED MEDICAL PUBLICATION

AMF	ACE MOBILE FORCE
AMP	ALLIED MINING AND MINE COUNTERMEASURES PUBLICATION
AMSP	ALLIED MILITARY SECURITY PUBLICATION
ANCA	ALLIED NAVAL COMMUNICATIONS AGENCY
ANP	ALLIED NAVAL PUBLICATIONS
AOP	ALLIED ORDNANCE PUBLICATION
AP	ALLIED PUBLICATION
APAG	ATLANTIC POLICY ADVISORY GROUP
AQAP	ALLIED QUALITY ASSURANCE PUBLICATION
ARFA	ALLIED RADIO FREQUENCY AGENCY
AS	AUSTRALIA
ASG/DS	ASSISTANT SECRETARY GENERAL FOR DEFENSE SUPPORT, NATO INTERNATIONAL STAFF
ASI	ARMAMENTS, STANDARDIZATION AND INTEROPERABILITY (DIVISION)
ASW	ANTI-SUBMARINE WARFARE
ATA	ATLANTIC TREATY ASSOCIATION
ATCA	ALLIED TACTICAL COMMUNICATIONS AGENCY
ATCA-AWG	ALLIED TACTICAL COMMUNICATIONS AGENCY - AIR WORKING GROUP
ATCA-LWG	ALLIED TACTICAL COMMUNICATIONS AGENCY - LAND WORKING GROUP
ATDSIA	ALLIED TACTICAL DATA SYSTEMS INTEROPERABILITY AGENCY
ATP	ALLIED TACTICAL PUBLICATION
AWACS	AIRBORNE WARNING AND CONTROL SYSTEM
AWP	ALLIED WEATHER PUBLICATION
AWWP	AMPHIBIOUS WARFARE WORKING PARTY
AXP	ALLIED EXERCISE PUBLICATION

B

BE	BELGIUM
BF	BELGIUM FRANC
BMEWS	BALLISTIC MISSILE EARLY WARNING SYSTEM

C

CA	CANADA
CAMPS	COMPUTER-ASSISTED MESSAGE PROCESSING SYSTEM

CC	COORDINATING COMMITTEE
CCCS	COMMAND, CONTROL AND COMMUNICATIONS SYSTEMS (DIVISION)
CCIS	COMMAND, CONTROL AND INFORMATION SYSTEMS
CCMS	COMMITTEE ON THE CHALLENGES OF MODERN SOCIETY
CCPC	CIVIL COMMUNICATIONS PLANNING COMMITTEE
CEAC	COMMITTEE FOR EUROPEAN AIRSPACE COORDINATION
CEB	COMMUNICATIONS-ELECTRONICS BOARD
CED	COMMUNICATIONS-ELECTRONICS DIRECTORATE
CEPC	CIVIL EMERGENCY PLANNING COMMITTEE
CHAN	CHANNEL COMMAND
CHANCOM	CHANNEL COMMITTEE
CHNAVMAT	CHIEF OF NAVAL MATERIAL
CHINCHAN	COMMANDER-IN-CHIEF, CHANNEL COMMAND
CIS	COMMUNICATIONS AND INFORMATION SYSTEMS DIVISION
CNAD	CONFERENCE OF NATIONAL ARMAMENTS DIRECTORS
CNO	CHIEF OF NAVAL OPERATIONS
COECWG	COUNCIL OPERATIONS AND EXERCISE COORDINATING WORKING GROUP
COMSEC	COMMUNICATIONS SECURITY
CONUS	CONTINENTAL UNITED STATES
CRIWG	CENTRAL REGION INTERFACE WORKING GROUP
CSCE	CONFERENCE ON SECURITY AND COOPERATION IN EUROPE
CSWG	COMMUNICATIONS SYSTEMS WORKING GROUP
CUSRPG	CANADA-US REGIONAL PLANNING GROUP

D

DACAN	DISTRIBUTION AND ACCOUNTING AGENCY
DAO	DEFENSE ATTACHE OFFICE
DA	DENMARK
DEPR	NATO ELECTRONIC PARTS RECOMMENDATIONS
DoD	DEPARTMENT OF DEFENSE
DODISS	DOD INDEX OF SPECIFICATIONS AND STANDARDS
DPC	DEFENSE PLANNING COMMITTEE
DQSO	DEFENSE QUALITY AND STANDARDIZATION OFFICE
DRG	DEFENSE RESEARCH GROUP
DSD	DEFENSE SUPPORT DIVISION

E

ECM	ELECTRONIC COUNTERMEASURES
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ECCM	ELECTRONICS COUNTER COUNTER MEASURES
EDC	EUROPEAN DEFENSE COMMUNITY
EDIP	EUROPEAN DEFENSE IMPROVEMENT PROGRAMME
EEC	EUROPEAN ECONOMIC COMMUNITY
ELDO	EUROPEAN LAUNCHER DEVELOPMENT ORGANIZATION
ESRO	EUROPEAN SPACE RESEARCH ORGANIZATION
EUDAC	EUROPEAN DISTRIBUTION AND ACCOUNTING AGENCY
EUSEC	EUROPEAN COMMUNICATIONS SECURITY AGENCY
EUROGROUP	ACRONYM USED FOR INFORMAL GROUP OF NATO EUROPEAN DEFENSE MINISTERS
EW	ELECTRONIC WARFARE
EWG	EXECUTIVE WORKING GROUP (TO NAC)

F

FBS	FORWARD BASED SYSTEM
FR	FRANCE
FS	FEASIBILITY STUDY

G

GE	GERMANY
GMS	GROUP ON MATERIEL STANDARDIZATION
GR	GREECE

H

HOD	HEAD OF DELEGATION
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I

IATA	INTERNATIONAL AIR TRANSPORT ASSOCIATION
ICAO	INTERNATIONAL CIVIL AVIATION ORGANIZATION
IC	ICELAND
ICB	INTERNATIONAL COMPETITIVE BID
IEG	INFORMATION EXCHANGE GROUP
IEPG	INDEPENDENT EUROPEAN PROGRAM GROUP
IMS	INTERNATIONAL MILITARY STAFF
IMSM	INTERNATIONAL MILITARY STAFF MEMORANDUM
IS	INTERNATIONAL STAFF
ISD	INFORMATION SYSTEMS DIVISION (OF SHAPE]
ISWG	INFORMATION SYSTEMS WORKING GROUP
IT	ITALY

J

JCC	JOINT COOPERATION CENTER
JCEWG	JOINT COMMUNICATIONS-ELECTRONICS WORKING GROUP
JCS	JOINT CHIEFS OF STAFF
JINTACCS	JOINT INTEROPERABILITY OF TACTICAL COMMAND AND CONTROL SYSTEMS
JMSWG	JOINT MESSAGE STANDARDS WORKING GROUP
JSG/TCCCS	JOINT STANDARDIZATION GROUP FOR TACTICAL COMMAND AND CONTROL, AND COMMUNICATIONS SYSTEM (US)

L

LANT	ATLANTIC COMMAND
LISWG	LAND INTERFACE SUBWORK GROUP (OF CRIWG)
LTDP	LONG TERM DEFENSE PROGRAM
LOA	LETTER OF AGREEMENT
LU	LUXEMBOURG

M

MAAG	MILITARY ASSISTANCE ADVISORY GROUP
MAG	MAIN ARMAMENTS GROUP (NNAO, NAAO, NAFAG)
MAS	MILITARY AGENCY FOR STANDARDIZATION
MASAI	MILITARY AGENCY FOR STANDARDIZATION ADMINISTRATIVE INSTRUCTIONS
MBC	MILITARY BUDGET COMMITTEE (UNDER THE NORTH ATLANTIC COUNCIL)
MC	MILITARY COMMITTEE
MC/PS	MILITARY COMMITTEE IN PERMANENT SESSION
MCEB	MILITARY COMMUNICATIONS-ELECTRONICS BOARD
MCEWG	MILITARY COMMUNICATIONS-ELECTRONICS WORKING GROUP
MCM	MILITARY COMMITTEE MEMORANDUM
MFR	MEMORANDUM FOR RECORD
MI	MILITARY INPUT
MIDS	MULTIFUNCTIONAL INFORMATION DISTRIBUTION SYSTEM
MILREP	MILITARY REPRESENTATIVE (TO)
MNC	MAJOR NATO COMMAND
MND	MISSION NEED DOCUMENT
MOA	MEMORANDUM OF AGREEMENT

MOD	MINISTRY OF DEFENSE
MOP	MEMORANDUM OF POLICY
MOU	MEMORANDUM OF UNDERSTANDING
MPCC	MULTIPROJECT COORDINATING COMMITTEE
MSC	MAJOR SUBORDINATE COMMAND

N

NAA	NORTH ATLANTIC ASSEMBLY
NAAG	NATO ARMY ARMAMENTS GROUP
NAC	NORTH ATLANTIC COUNCIL
NACISC	NATO COMMUNICATIONS AND INFORMATION SYSTEMS COMMITTEE
NADC	NATO AIR DEFENSE COMMITTEE
NADEFCOL/NDC	NATO DEFENSE COLLEGE
NADGE	NATO AIR-DEFENSE-GROUND-ENVIRONMENT
NADIS	NATO DEFENSE INFORMATION SYSTEMS
NADREP	NATIONAL ARMAMENTS DIRECTORS REPRESENTATIVE
NAFAG	NATO AIR FORCE ARMAMENTS GROUP
NALLA	NATO ALLIED LONG LINES AGENCY
NAMILCOM	NATO MILITARY COMMITTEE
NAMMO	NATO MULTI-ROLE COMBAT AIRCRAFT DEVELOPMENT AND PRODUCTION MANAGEMENT ORGANIZATION
NAMSA	NATO MAINTENANCE AND SUPPLY AGENCY
NAMSO	NATO MAINTENANCE AND SUPPLY ORGANIZATION
NAPMA	NATO AIRBORNE EARLY WARNING PROGRAM MANAGE- MENT AGENCY
NAPMO	NATO AIRBORNE EARLY WARNING PROGRAM MANAGE- MENT ORGANIZATION
NAPR	NATO ARMAMENTS PLANNING REVIEW
NASIS	NATO SUBJECT INDICATOR SYSTEM
NATO	NORTH ATLANTIC TREATY ORGANIZATION
NAVAIRSYSCOM	NAVAL AIR SYSTEMS COMMAND
NAVSEASYSYSCOM	NAVAL SEA SYSTEMS COMMAND
NCWAS	NATO CIVIL WARTIME AGENCIES
NDAC	NATO DEFENSE AFFAIRS COMMITTEE
NDC	NATO DEFENSE COLLEGE
NDRG	NATO DEFENSE RESEARCH GROUP
NEPR	NATO ELECTRONICS PARTS RECOMMENDATIONS
NETR	NATO ELECTRONIC TECHNICAL RECOMMENDATIONS
NEWAC	NATO ELECTRONIC WARFARE ADVISORY COMMITTEE
NHPLO	NATO HAWK PRODUCTION AND LOGISTICS ORGANIZA- TION

NIAG	NATO INDUSTRIAL ADVISORY GROUP
NICSMA	NATO INTEGRATED COMMUNICATIONS SYSTEM MANAGE- MENT AGENCY
NICSO	NATO INTEGRATED COMMUNICATIONS SYSTEM ORGANIZATION
NIS	NATO IDENTIFICATION SYSTEM
NL	NETHERLANDS
NMA	NATO MILITARY AUTHORITIES
NMR	NATO MILITARY REPRESENTATIVE (TO SHAPE)
NNAG	NATO NAVY ARMAMENTS GROUP
NO	NORWAY
NPG	NUCLEAR PLANNING GROUP
NPLO	NATO PRODUCTION AND LOGISTICS ORGANIZATION
NPOC	NATIONAL POINT OF CONTACT
NSLOC	NATO STANDARDIZATION LIAISON OFFICERS COMMITTEE

O

OECD	ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT
OJCS	ORGANIZATION OF THE JOINT CHIEFS OF STAFF

P

PAS	PANEL ON AIRSPACE MANAGEMENT AND CONTROL SYS- TEMS OF (NADC)
PAPS	PHASED ARMAMENTS PLANNING SYSTEM
PERMREP	PERMANENT REPRESENTATIVES (TO NAC)
PIWG	PERMANENT INTEROPERABILITY WORKING GROUP (OF ADSIA)
PO	PORTUGAL
PSO	PRIMARY STANDARDIZATION OFFICE
PSVP	PILOT SECURE VOICE PROJECT

R

RFP	REQUEST FOR PROPOSAL
RSG	RESEARCH STUDY GROUP
RSI	RATIONALIZATION, STANDARDIZATION, INTEROPERABIL- ITY

S

SACEUR	SUPREME ALLIED COMMANDER EUROPE
SACLANT	SUPREME ALLIED COMMANDER ATLANTIC
SACLANTCEN	SACLANT ASW RESEARCH CENTER, LA SPEZIA, ITALY
SADS	SYSTEM ARCHITECTURE DEVELOPMENT STUDY
SCEPC	SENIOR CIVIL EMERGENCY PLANNING COMMITTEE
SCWG	SATELLITE COMMUNICATIONS WORKING GROUP
SECDEF	SECRETARY OF DEFENSE
SECDEFREPEUR	SECRETARY OF DEFENSE REPRESENTATIVE IN EUROPE
SECGEN	SECRETARY GENERAL (NATO)
SG	SUBGROUP
SHAPE	SUPREME HEADQUARTERS ALLIED POWERS EUROPE
SMFWP	INTERSERVICE STANDARDIZED MESSAGE FORMATS WORKING PARTY
SNLC	SENIOR NATO LOGISTICIANS CONFERENCE
SP	SPAIN
SSIP	SUBSYSTEM INTEGRATION PROJECT
STANAG	STANDARDIZATION AGREEMENT
STANAVFORCHAN	STANDING NAVAL FORCE CHANNEL
STANAVFORLANT	STANDING NAVAL FORCE ATLANTIC
STC	SHAPE TECHNICAL CENTRE
SUPACT	NATO SUPPORT ACTIVITY
SWG	SUBWORKING GROUP
SWP	SPECIAL WORKING PARTY

T

TAD	TEMPORARY ADDITIONAL DUTY
TAWP	TACTICAL AIR DOCTRINE WORKING PARTY
TCC	TEMPORARY COUNCIL COMMITTEE
TOR	TERMS OF REFERENCE
TPA	TEST PROJECT AGREEMENT
TRADOC	TRAINING AND DOCTRINE COMMAND
TSGAD	TRI-SERVICE GROUP ON AIR DEFENSE
TSGCEE	TRI-SERVICE GROUP ON COMMUNICATIONS AND ELECTRONICS EQUIPMENT
TU	TURKEY
TWG	TECHNICAL WORKING GROUP

U

UK	UNITED KINGDOM
USD(A)	UNDER SECRETARY OF DEFENSE FOR ACQUISITION
USDELMAS	U.S. DELEGATE TO A MAS SERVICE WORKING GROUP
USDELMC	U.S. DELEGATION TO NATO MILITARY COMMITTEE
USMCEB	U.S. MILITARY COMMUNICATIONS-ELECTRONICS BOARD
USMICC	U.S. MILITARY INFORMATION CONTROL COMMITTEE
USMILREP	U.S. MILITARY REPRESENTATIVE TO THE NATO MILI- TARY COMMITTEE
USNATO	UNITED STATES MISSION TO THE NORTH ATLANTIC TREATY ORGANIZATION (COLLOCATED AT NATO HQ)

W

WEU	WESTERN EUROPEAN UNION
WG	WORKING GROUP
WP	WORKING PARTY
WSO	WASHINGTON STANDARDIZATION OFFICERS

TERMS AND DEFINITIONS

Allied Publications - NATO publications covering tactics, intelligence, doctrine, training and exercise procedures, and security rules.

Armaments Groups and Panels - Groups and panels established under the NATO conference of National Armaments Directors (CNAD).

Commonality - A state achieved when groups of individuals, organizations or nations use common doctrine, procedures or equipment.

Compatibility - Capability of two or more items or components of equipment or materiel to exist or function in the same system or environment without mutual interference.

Correspondent - An authority designated by title and appointed by a NATO nation, command, or agency to participate in the preparation and/or updating of an AP/STANAG.

Custodian - An authority designated by title and appointed by the appropriate Service Board to accept the responsibility for coordination in the preparation and/or updating of a study, STANAG, or AP. In some cases MAS will retain custodial responsibility.

EXTAC - And experimental tactic or procedure which has been developed by a nation or command for temporary publication in AXP-5 so that it can be studied, employed and evaluated.

Implementation - The fulfillment by a nations' military forces of its obligations under and international military standardization agreement, as specified in the Details of Agreement.

Interchangeability - A condition which exists when two or more items possess such functional and physical characteristics as to be equivalent in performance and durability, and are capable of being exchanged one for the other without alteration of the items themselves, or of adjoining items, except for adjustment, and without selection for fit and performance.

Interoperability - The ability of systems, units, or forces to provide service to and accept service from other systems, units, or forces and to use the services so exchanged to enable them to operate effectively together.

Material Standardization - That portion of the standardization program covering military weapon systems, clothing and equipment, ammunition and supplies, to include assemblies and components and manufacturing techniques.

Member of the delegation - Any person who accompanies the principal member to a meeting in the capacity of assistant advisor.

NATO Effective Date (NED) - This is the date on which a STANAG, AP, or change thereto becomes effective NATO-wide.

Nonmaterial Standardization - That portion of the standardization program covering operational, doctrinal, administrative, logistical procedures, tactics, techniques, organization, reports, manuals, data elements, codes, forms, maps, charts, military terminology, and nonmaterial combat development activities.

Principal Member - The U.S. Delegate who is designated to Head the U.S. Delegation and to be the U.S. spokesman at a meeting of an international group.

Promulgation - Publication by the responsible international organization of an international standardization agreement that has been ratified by several or all of the member nations.

Ratification - The declaration by which a nation accepts (subscribes to) the content of a standardization agreement, with or without reservation.

Rationalization - Any action that increases the effectiveness of Alliance forces through more efficient or effective use of defense resources committed to Alliance. Rationalization includes consolidation, reassignments of national priorities to higher Alliance needs, standardization, specialization, mutual support, improved interoperability, or greater cooperation. Rationalization applies to both weapons/material resources and nonweapon military matters.

Standardization - The process by which nations achieve the closest practicable cooperation among forces, the most efficient use of research, development, and production resources, and agree to adopt on the broadest possible basis the use of:

- (1) Common or compatible operational, administrative, and logistics procedures.
- (2) Common or compatible technical procedures and criteria.

(3) Common, compatible, or interchangeable supplies, components, weapons, or equipment.

(4) Common or compatible tactical doctrine and corresponding organizational compatibility.

Subscribe - The term used by a nation's military service to indicate it agrees to accept and abide by the details of a standardization agreement, with or without reservation.

APPENDIX B

**STANAG AND AP
DEVELOPMENT**

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APPENDIX B

STANAG AND AP DEVELOPMENT

STANDARDIZATION AGREEMENT (STANAG)

Standardization Agreement (NATO) Definition. AAP-6 defines a Standardization Agreement as: The record of an agreement among several or all the member nations to adopt like or similar military equipment, ammunition, supplies, and stores; and operational, logistic, and administrative procedures. National acceptance of a NATO AP issued by the Military Agency for Standardization may be recorded as a standardization agreement. Also called "STANAG".

Outline of the STANAG Development Process. The following is an outline of the development of a STANAG. Each step in the process is overviewed below. For more detail, see reference AAP-3.

- Proposal. Standardization proposals are submitted to the appropriate tasking authorities by NATO nations and bodies. The tasking authority will validate the proposal and allocate it for development.
- Development. After validation, a WG or a custodian will be tasked to examine the proposal with the aim of achieving a STANAG.
- Draft STANAG. When the WG or the custodian has finalized a draft, this is passed to the tasking authority for approval and initiation of the ratification procedure.
- Ratification. The tasking authority approves the draft STANAG. After approval it is forwarded to nations with a request for ratification and a forecast or actual date of implementation and, as appropriate, to the MNCs for comments.
- Promulgation. When the tasking authority considers that sufficient nations have ratified the STANAG, it is forwarded to chairman MAS for promulgation.
- Implementation. After promulgation, the STANAG is considered implemented as specified in the STANAG. This will be either from the implementation dates specified by each ratifying nation or from the NATO effective date (NED).
- Review. All promulgated STANAGs are to be reviewed at least once every two years to determine their validity.

Structure and Layout of a STANAG. A STANAG is to be prepared in a standard layout which contains the following elements:

- Aim.
- Agreement.
- Definitions (if applicable).
- General section (if applicable).
- Details of the agreement (as necessary).
- Protection of Proprietary Rights (if applicable).
- Implementation of the agreement.

The requirements of STANAG 2066 OP - LAYOUT FOR MILITARY CORRESPONDENCE - are to be taken into account when preparing a STANAG.

When annexes are used, their titles are to be listed at the beginning of the STANAG, below the title.

When appendices are used to supplement an annex, their titles are to be listed in the annex below the title.

Related documents are those which contain information which is needed for the understanding of the STANAG; they may be non-NATO documents and need not be referred to in the text. When a related document is a STANAG or an AP, the edition is now shown; where an AP is listed, its covering STANAG is not quoted; draft STANAGs and APs should not normally be listed. Related documents are listed below the STANAG title, immediately after annexes; if there is no related document; the word "none" will be inserted.

DEVELOPMENT OF AN ALLIED PUBLICATION (AP)

Purpose. An AP is an official NATO standardization document which some or all NATO nations agree to use as a common implementing document and which is distributed down to user level.

Types of APs

There are three types of APs:

- APs containing factual information only, which do not require a covering STANAG (e.g. AAP-4).

- APs which direct the action to be taken in specific circumstances by implementing nations. These require nations' approval by the ratification of a covering STANAG.

- A combination of the two, i.e., factual information (which does not require ratification) and requirements/instructions which are directive in nature requiring nations' approval by ratification of a covering STANAG. The tasking authority is to ensure that the factual information is clearly identified, e.g., by inclusion in a separate Annex to the AP.

Supplements. A supplement is a document, either NATO or national which is related to an operational AP and is promulgated by NATO or nation(s) to provide additional information. A NATO supplement may have its own covering STANAG and may be of a different security classification from its parent AP.

Outline of AP Development Process

The following is an outline of the development of a NATO AP. Each step in the process is overviewed below. For more detail, see reference AAP-3:

- Proposals. A nation, NATO commander, or NATO WP identifies a deficiency. Enough NATO nations must validate the need for standardization and an AP as the most effective means for correcting the deficiency.

- Development. After validation, the MAS assigns a custodian to collect or prepare one or more drafts of the AP.

- Draft STANAG. When the final draft of the AP is complete, the custodian circulates a draft STANAG covering the AP for formal ratification.

- Ratification. Nations ratify with a forecast or actual date of implementation. Comments or reservations are appropriate.

- Promulgation. The custodian prints the AP in bulk and distributes it.

- Implementation. After promulgation of the AP, the nations either implement by their national implementation dates, or by the NATO effective date (NED). At the NED, the AP is considered to be NATO implemented.

- Update/Review. The update process is handled like a STANAG review, except that validation is unnecessary. If an update is called for, the process repeats itself starting at bullet 2 - Development.

STANAG/AP TIME/LINE

The ratification/implementation process for a STANAG is a time consuming, multi-tiered process. This section will outline the process and the ideal time used in this process.

Step 1. The first step is the Standardization Proposal (SP). A WP proposes an item (tactics, procedures, equipment, doctrine) for development and prepares a formal SP in accordance with AAP-3, figure 1. This stage should ideally take two (2) months.

Step 2. The second step is the review of the SP/initiating validation process. The Air, Army or Naval Board reviews the SP, confirms that it is within its area of responsibility and initiates the validation process in accordance with MASAI. This stage should take about four (4) months.

Step 3. The third step is where the nations respond to the SP. Nations respond to a validation questionnaire issued by the Army, Naval or Air Board. This step in the process should take no more than one (1) month.

Step 4. The fourth step is the validation decision/ allocation study. The Army, Naval or Air Board, after all national replies are received, review the replies and determine whether or not to proceed. If the answer is yes, the proposal is considered as validated. The proposal is considered to be a study. The study is assigned a STANAG number and allocated to a WP (normally the same WP that submitted the proposal) or custodian for further examination. This should lead to a draft STANAG, draft AP, or change to existing STANAG or AP. This review process takes an undetermined amount of time. After this stage, the process can follow one of two courses. These courses are not mutually exclusive. An AP can be prepared by the WP, or the STANAG text can be prepared by the WP.

Step 5. When an AP is prepared by the WP, the fifth step is where the WP prepares a draft AP, or draft change, to an existing AP. WPs also prepare draft STANAGs covering the AP, change to the AP if necessary. The APs text is called a "WP Agreed Contents". This usually takes one (1) month. The fifth step for a STANAG text is to have the STANAG WP or custodian prepare a text for the STANAG. The time needed to complete this task varies.

Step 6. The sixth step in the AP preparation is that the staff issues a staffing letter. This is a formal letter requesting that nations begin staffing the "WP Agreed Contents" so as to expedite the staffing of the formal draft change when it is received from the custodian. Similarly, the sixth step in the STANAG draft process is where the custodian sends the Preliminary Draft to the appropriate correspondents for comments. Both of these steps take from two (2) to six (6) months to complete.

Step 7. The seventh step in the production of an AP is to distribute a draft AP. The custodian produces and formally distributes a draft AP, or draft change to the AP, which includes the estimated cost per copy. This usually takes one (1) month. The seventh step in the production of a Draft STANAG is to receive comments on the preliminary draft. National/Command Correspondents comment on the Preliminary Draft to the custodian. This should take about two (2) months.

Step 8. The eighth step in the production of an AP is to circulate the AP covering Draft STANAG for ratification. A Service Board approves the draft STANAG for circulation and ratification. This takes an indeterminate amount of time.

Step 9. The ninth step in the production of an AP is to acquire National Responses. Nations acknowledge receipt of the draft, staff it, and forward national ratification responses including forecasts/actual implementation dates reservations, requirement forms, service implementation, and national implementation. This usually takes one (1) month.

Step 10. The tenth in the production of an AP is to issue printing instructions. After receipt of all national ratification responses, the Staff will issue instructions to print to the custodians. Included in these instructions will be any editorial corrections, national reservations, and requirement forms. This step in the process usually takes about two (2) months. The tenth step in the production of a STANAG text is to promulgate the STANAG. A Service Board approves the STANAG for promulgation including forecasting the NATO Effective Date (NED), if required. The time required for this step varies.

Step 11. The eleventh step in the production of an AP is to forecast the bulk distribution date. The custodian advises the staff of the forecasted bulk distribution date. This takes between two (2) and four (4) months. The eleventh step in the preparation of a STANAG text is to confirm the NEDs. The Staff, upon approval of a Service Board, will confirm the NED by message thirty (30) days prior to that date. This action is initiated at the appropriate time, according to the NED.

Step 12. The twelfth step in the production of an AP is the bulk distribution of

the AP. The custodian is responsible for distributing the AP, or AP change, in bulk. This typically takes less than a month to complete, including Step 13. The twelfth step in the preparation of a STANAG text is the national implementation. The NED triggers national implementation. This takes two (2) years or less.

Step 13. The thirteenth step in the production of an AP is to determine the forecasted NED. The staff determines the forecasted NED based on Step 12. This step is necessary only if the AP, or AP change, has a NED. Otherwise this step is ignored. The thirteenth, and final, step in the process of producing a STANAG text is the STANAG review. After a maximum of two (2) years, a WP reviews the STANAG starting with Step 5. If the STANAG is not assigned to a WP, then either the custodian or the staff institutes the review process. This is a modified version of Steps 6 through 12. This concludes the STANAG text preparation process.

Step 14. The fourteenth step in the preparation of an AP is to promulgate the AP covering STANAG. A Service Board approves a STANAG for promulgation concerning the issues in the AP. This takes from two (2) to six (6) months to complete, including Step 15.

Step 15. The fifteenth step in the preparation of an AP is to confirm the NED. The staff, upon approval by the Army, Naval, or Air Board will confirm the NED by message thirty (30) days prior to the projected date.

Step 16. The sixteenth step in the AP production process is the NED implementation. This is the national implementation of the AP.

Step 17. The seventeenth step is to repeat the process for the AP. The process begins again, usually at Step 5 for an AP. However, it can start at Step 1 if it is deemed necessary.

APPENDIX C

**LIST OF INTERNATIONAL WORKING
PARTIES, PANELS, AND COMMITTEES**

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APPENDIX C

LIST OF NATO STANDARDIZATION WORKING PARTIES AND GROUPS

NATO MAS ARMY BOARD WORKING PARTIES

<u>Short Title</u>	<u>Name</u>
AMMO	Land Forces Ammunition Interchangeability
ARTY	Artillery Procedure
BR	Land Forces Battlefield Repair and Recovery
ENGR	Combat Engineer
EOD	Explosive Ordnance Disposal
F&L	Army Fuels and Lubricants
HIS	Helicopter Interservice
INT	Intelligence Interservice
LOG	Land Force Logistics
MED	General Medical
MH	Materials Handling
M&T	Movements and Transports
NBC	Nuclear, Biological and Chemical Operations Interservice
NBC/MED	Nuclear, Biological and Chemical Medical
OP	Operational Procedures
TACDOC	Land Forces Tactical Doctrine
VF	Rail Movements and Transports

NATO MAS NAVY BOARD WORKING PARTIES

<u>Short Name</u>	<u>Name</u>
AW	Amphibious Warfare
F and L	Naval Fuels and Lubricants
HOS	Helicopter Operations from Ships Other than Aircraft Carriers
MED (N)	Naval Medical
MILOC	Military Oceanography
MT	Maritime Tactical
MW	Mine Warfare

NAI	Naval Ammunition Interchangeability
NSWG	NATO Shipping Working Group
RADHAZ	Radio and Radar Radiation Hazards
RAS	Replenishment at Sea
SMER	Submarine Escape and Rescue
UD	Underwater Diving

NATO MAS AIR BOARD WORKING PARTIES

<u>Short Title</u>	<u>Name</u>
AA	Air Armament
ACS	Aircraft Cross-Servicing
AE	Air Electrical and Electromagnetic Hazards
AI	Aircraft Displays and Aircrew Station Design
AMD	Aeromedical
AML	Airfield Marking and Lighting
ASP	Aircraft Standard Parts, Equipment and Systems
ATS	Air Traffic Service
AVS	Avionics Systems
CFR	Interservice Aircraft Crash Firefighting and Rescue
F&L	Aviation Fuels and Lubricants
FS	Flight Safety
GGG	Aircraft Gaseous Systems
IGEO	Interservice Geographic
IRI	Imagery Reconnaissance and Interpretation (Maps and Charts)
PHE	Interservice Aviation POL Facilities and Equipment
REM	Reconnaissance Equipment and Materials
SAR	Search and Rescue
TA	Tactical Air
TN	Air Transport

NATO INTERNATIONAL MILITARY STAFF WORKING GROUPS

<u>Short Title</u>	<u>Name</u>
ACCSA	Allied Communications and Computer Security Agency
ADSIA	Allied Data Systems Interoperability Agency
AISWG	Air Interface Subworking Group
ALLA	Allied Long Lines Agency
ANCA	Allied Naval Communications Agency

ARFA	Allied Radio Frequency Agency
ATCA	Allied Tactical Communications Agency
CRIWG	Central Region Interface Working Group
CSWG	Communications Systems Working Group
ISWG	Information Systems Working Group
LISWG	Land Interface Subworking Group
MCEWG	Military Communications-Electronics Working Group
NACISC	NATO Communications and Information Systems Committee

NATO CNAD, INTERNATIONAL STAFF, AND OTHER CIVIL WORKING GROUPS

<u>Short Title</u>	<u>Name</u>
DRG	Defense Research Group
GESATS- MAE	Group of Experts on the Safety Aspects of Transportability & Storage of Military Ammunitions & Explosives
GNDC	Group of National Directors on Codification
GNDQA	Group of National Directors on Quality Assurance
GMS	Group on Materiel Standardization
GSSSME	Group on Safety & Suitability for Service of Munitions & Explosives
NAFAG	NATO Air Force Armaments Group
NAAG	NATO Army Armaments Group
NACISC	NATO Communications and Information Systems Committee
NGAP	NATO Group on Acquisition Practices
NIAG	NATO Industrial Advisory Group
NIPC	NATO Intellectual Property Committee
NLSC	NATO Logistics Support Committee
NNAG	NATO Navy Armaments Group
SCEPC	Senior Civil Emergency Planning Committee
SLNC	Senior NATO Logisticians Conference
TSGCEE	Tri-Service Group For Communication-Electronics Equipment

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APPENDIX D

REFERENCES

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APPENDIX D

REFERENCES

Military Agency for Standardization Administrative Instructions (MASAI)

Military Agency for Standardization Administrative Instructions (MASAI) Air Board Supplement

Military Agency for Standardization Administrative Instructions (MASAI) Naval Board Supplement

AAP-3 Procedures for the Development, Preparation, Production and the Updating of NATO STANAGs and APs

MC 20-8, The Military Committee Policy on Standardization

MOP 147, International Military Rationalization, Standardization, and Interoperability Between the United States and Its Allies and Other Friendly Nations

MOP 184, Coordination of U.S. Positions in NATO C³ Forums

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