

# MODULE 2.

## EURO-ATLANTIC INTEGRATION

### PART 1. HISTORY OF NATO AND THEORY OF EURO-ATLANTIC INTEGRATION

#### 1.1 The Evolution of NATO (1)

And I think to be in NATO for the countries of our region, it means more guarantees for us, it means more responsibility for our common security, but it means fulfillment of all standards of civilized world, like protection of human rights and democratic mechanisms.

*Aleksander Kwasniewski*

#### 1. Read the quotation and discuss the following:

- What was the original purpose of NATO?
- What does Aleksander Kwasniewski mean under «the countries of our region»?
- In your opinion, should NATO protect human rights and democratic mechanisms only in its member countries or in other countries around the globe as well?
- In what ways can NATO «share» these functions with the UN?

#### 2. Read and translate the text:

March 17, 1948: Belgium, the Netherlands, Luxembourg (the Benelux countries), France, and the United Kingdom sign the Treaty of Brussels, a precursor to the NATO Agreement.

April 4, 1949: North Atlantic Treaty is signed in Washington.

May 14, 1955: Warsaw Pact treaty is signed in Warsaw by the Soviet Union and its satellite states (including East Germany) as a formal response to NATO's incorporation of West Germany in the same year. Both organizations are opposing sides in the Cold War.

July 1, 1968: The Nuclear Non-Proliferation Treaty opened for signature. NATO argued its nuclear weapons sharing arrangements did not breach the treaty as U.S. forces controlled the weapons until a decision is made to go to war, at which point the treaty would no longer be controlling. Few states knew of the NATO nuclear sharing arrangements at that time, and they were not challenged.

May 30, 1978 NATO countries define two complementary aims of the Alliance, to maintain security and pursue détente. This is supposed to mean matching defences at the level rendered necessary by the Warsaw Pact's offensive capabilities without spurring a further arms race.

December 12, 1979 In light of a build-up of Warsaw Pact nuclear capabilities in Europe, ministers approved the deployment of US Cruise and Pershing II theatre nuclear weapons in Europe. The new warheads are also meant to strengthen the western negotiating position in regard to nuclear disarmament.

May 30, 1982: Spain joins the alliance.

1983-84: Responding to the stationing of Warsaw Pact SS-20 medium-range missiles in Europe, NATO deploys modern Pershing II missiles able to reach Moscow within minutes. This action leads to bitter peace movement protests throughout Western Europe.

October 3, 1990: With the reunification of Germany, the former East Germany becomes part of the Federal Republic of Germany and the alliance. This had been agreed in the Two Plus Four Treaty earlier in the year. To secure Soviet approval of united Germany remaining in NATO, it is agreed that there will be no new foreign military bases in the east, and that nuclear weapons will not be permanently stationed there.

March 31, 1991: The Warsaw Pact comes to an end. It is officially dissolved on July 1, 1991. The Soviet Union collapses in December of the same year.

February 8, 1994: NATO takes its first military action, shooting down two Bosnian Serb aircraft violating a UN no-fly zone over central Bosnia and Herzegovina. NATO airstrikes the following year help bring the war in Bosnia to an end, resulting in the Dayton Agreement.

July 8, 1997: Three former communist countries, Hungary, the Czech Republic, and Poland, are invited to join NATO. They join in 1999.

March 24, 1999: NATO sees its first broad-scale military engagement in the Kosovo War, where it wages an 11-week bombing campaign against what was then the Federal Republic of Yugoslavia, aimed at preventing the alleged ethnic cleansing of Albanians. It ends on June 11, 1999, when Yugoslavian leader Slobodan Miloshević agrees to NATO's demands.

April 1999: At the Washington summit, Germany proposes that NATO adopt a no-first-use nuclear strategy; the proposal is rejected.

*From: NATO Handbook. Accessed at <http://www.nato.int> on Dec. 29, 2009*

### **Vocabulary**

precursor – попередник, попередниця	deployment – розміщення
North Atlantic Treaty – Північноатлантичний Договір	détente – розрядження напруженості
Warsaw Pact – Варшавський договір	offensive capabilities – наступальна здатність
satellite states – країни-сателіти	spurring – стимулювання
response – відповідь, реакція	disarmament – роззброєння
The Nuclear Non-Proliferation Treaty – Договір про нерозповсюдження ядерної зброї	medium-range missiles – ракети середньої дальності
nuclear weapons – ядерна зброя	approval – схвалення
arrangement – згода, домовленість	broad-scale military engagement – широкомасштабна військова операція
to breach – порушувати	to wage – проводити (кампанію), вести (війну)
to challenge – викликати (на дуель), тут. заперечувати, брати під сумнів	to allege – твердити, заявляти
complementary – додатковий	ethnic cleansing – етнічні чистки
to maintain – підтримувати, відстоювати	to reject – відхиляти
to render – тут. вважати за потрібний, визначати	

### **Vocabulary Practice**

**3. Find English equivalents from the text for the following words and phrases, provide Ukrainian translation:**

- to break, to rupture, to violate -
- set, defined, specified -
- relaxation, easing of tension -

- extensive, wide army action -
- to refuse, to repel -
- assault, assail opportunities -
- predecessor, forerunner -

**4. Choose necessary word from the box to insert into the sentences:**

the Nuclear Non-Proliferation Treaty, nuclear weapons, The North Atlantic Treaty, deployment, Nuclear Non-Proliferation, Disarmament, Ethnic cleansing, satellite states, complementary,

- a. Ireland and Finland were the first to sign ..., now 189 countries have signed it with only four abstaining.
- b. Only twice ... were detonated in the war settings.
- c. ... was signed by twelve states who automatically became the founding members of NATO.
- d. Cuban Missile Crisis, Caribbean Crisis or October Crisis are the same names for the crisis that emerged because of the ... of Soviet nuclear missiles in Cuba in 1962.
- e. One can find key positions of the North Atlantic Alliance and of Allies with regard to ... , Arms Control and ... on the NATO website.
- f. ... - the mass expulsion or killing of members of an ethnic or religious group in an area by those of another.
- g. Several Central and East European countries such as People's Republic of Albania or Czechoslovak Socialist Republic were called ... of the Soviet Union.
- h. Sometimes an official agreement needs ... clauses in order to satisfy all requests from the parties.

**5. Fill in the sentences using words from the box below and complete the sentence with the ending of your own:**

arrangement, breach, challenged, rejected, spurring, approval

- a. This ... was rendered necessary for future cooperation ....
- b. The acts of Parliament did not ... the agreement between ...
- c. The President ... the common view that the lectures on new security guidelines ...
- d. In 1954 the NATO countries ... the proposal of the USSR to join ... .
- e. The ... and escalation of conflict can averted if ...
- f. The Secretary General does not need the ... of the committee because ...

**Reading and Comprehension**

**6. Answer the questions:**

- a. What does the acronym NATO stand for?
- b. What treaty was the precursor to the NATO Agreement?
- c. Could you explain in your own words what does «nuclear sharing arrangements» mean?
- d. When was the deployment of US Cruise and Pershing II theatre nuclear weapons in Europe approved?
- e. What was the first military action of NATO?
- f. What was the aim of the NATO bombing campaign against the former Federal Republic of Yugoslavia?
- g. From your point of view, why was the «no-first-use nuclear strategy» rejected by NATO member states?



- i. If she (read) the final report for several hours, her eyes (be) tired.
- j. If Secretary General (want) to hear everybody's opinion on this topic, he (give) the representative of each country an opportunity to prepare a response on the issue.
- k. If I (be) you, I (suggest) not to conduct a broad-scale involvement in that region of the country.
- l. (read) the minutes of the last meeting first, or you (not, know) where to start your lecture.

**10. Make formal statements from the following sentences:**

- a. If you meet the Head of the Foreign Relations Department, tell him to come and see me.
- b. If Mr. McKay calls, inform me immediately because I really need to talk to him.
- c. If I find your report, I will deliver it to your secretary.
- d. If you go to Brussels, bring me full description of the project.

**11. Make negatives from the following sentences:**

- a. If the plane arrives on time, he will catch the shuttle to the centre.
- b. Should you see Mr. Johnson, please let me know.
- c. I would be surprised if he sent the report on time.
- d. Should you hear from him, inform the director at once.

**12. Complete the sentences using Type 1 and 2 Conditionals:**

- a. Were it not for your help, ... .
- b. ... , he would definitely prepare his CV.
- c. If I knew English, ...
- d. ... , please contact us.
- e. Cancel the meeting if ...
- f. ... , it would challenge his political views.
- g. I wish I didn't have to work ...
- h. If I were you, I would accept ...
- i. If the employee could know the facts, she ...
- j. If the director has come today, ...

**Professional Skills Development**

**Telephoning strategies: clarifying and confirming**

**13. Brainstorm with your colleagues and make a list of possible phrases that you could use during the telephone conversation to clarify or confirm information. Make a separate list of phrases for correcting information.**

TO THINK ABOUT:

- What would you say if the speaker speaks too fast for you to understand?
- What would you say if the speaker speaks to you in a low voice and you almost cannot hear him/her?
- What would you say if you have not understood something?
- What would you say if your last name was pronounced incorrectly?

**13. Complete the dialogue with necessary phrases from the Essential Vocabulary section. Identify phrases that clarify or confirm information.**

Can I take a message?  
Could you ask her to call me back at 617-683-6\*\*\*\*.  
Could you repeat the number, please?  
How can I help you?  
How do you spell your last name?  
Let me read that back to you.  
Please hold a second and I'll see if she's in.  
Thank you, Mr Moland.  
Thanks, bye.  
Yes, can I speak to...  
Yes, that's 617-683-6\*\*\* and this is Andrew Moland.  
Yes, that's correct.

Cindy: Hello, you've reached the international relations department. ...?

Andrew: ... Jessica Simons, please?

Cindy: ...?

Andrew: My name is Andrew Moland.

Cindy: I am sorry, ...

Andrew: My last name is Moland. M as in mat, O as in open, L as in lion, A as in apple, N as in net and D as in day.

Cindy: Thank you, Mr. Moland. ... .

Andrew: Thank you.

[after a minute]

Cindy: I'm afraid she's out at the moment. ...

Andrew: Yes. ... .

Cindy: ...

Andrew: ... . I need to talk to her about the new staff-trainer, Mr. McArthur, who would be coming from the UK next week. Could you also tell that she should submit MrArthur's profile no later than Friday.

Cindy: ... . You would like to talk to Mrs. Simons about the new staff-trainer, Mr. McArthur, who would be coming from the UK next week. Also Mrs. Simons needs to submit the profile of Mr. McArthur by this Friday, is that right?

Andrew: ... .

Cindy: ... . I'll make sure Mrs. Simons gets this information.

Andrew: ... .

Cindy: Bye.

**15. Make a short dialogue of your own using phrases from the Essential Vocabulary. Dramatize your dialogue.**

**Essential Vocabulary**

*Clarifying*

Sorry, did you tell ...

Sorry, did I catch that right?

Could you repeat that, please?

Let me read that back to you.

Would you mind repeating that?

Could you explain what you meant by...?

Can you please speak a little more slowly?

Can you please speak a little louder?

Can you please spell that for me?  
How do you spell your last name?  
My last name is Simons. S as in sun, I as in ice, M as in May, O as in ocean, N as in now, and S as in sun.

#### *Confirming*

So, the train arrives at 8 a.m., right?  
Is that right?  
Is that correct?  
Let me see, if I understood you correctly then ...  
And that company name again was, ...?  
Let me repeat your information to make sure I got it right.

### **Review Questions**

1. When was the Treaty of Brussels signed?
2. On the 30th of May, 1978 NATO member states defined two complementary aims of the Alliance, what were they?
3. When did the Warsaw Pact dissolve?
4. When did Hungary, the Czech Republic, and Poland join NATO?
5. According to the text, what does the phrase «*satellite states*» mean? What are these states?
6. How would you translate into English «*Договір про нерозповсюдження ядерної зброї*»?
7. Give English synonyms for the word «*deployment*».
8. What type of Conditional is used in the following sentence: «If it didn't rain tomorrow, the delegation would attend the conference»?
9. Compare the usage of Conditionals 1 and 2? Give examples to both types.
10. When would you use the following phrase: «*Let me see, if I understood you correctly then ...*»
11. What phrases would you use in order to clarify and confirm information?

### **Additional Reading**

#### **NATO Member countries**

At present, NATO has 28 members. Albania and Croatia are the countries that joined the Alliance most recently, in April 2009. In 1949, there were 12 founding members of the Alliance. Provision for enlargement is given by Article 10 of the North Atlantic Treaty, which states that membership is open to any «European State in a position to further the principles of this Treaty and to contribute to the security of the North Atlantic area».

#### *The founding members*

On 4 April 1949, the foreign ministers from 12 countries signed the North Atlantic Treaty at the Departmental Auditorium in Washington D.C.: Belgium, Canada, Denmark, France, Iceland, Italy, Luxembourg, the Netherlands, Norway, Portugal, the United Kingdom and the United States. Within the following five months of the signing ceremony, the Treaty was ratified by the parliaments of the interested countries, sealing their membership.

#### *The 12 signatories*

Some of the foreign ministers who signed the Treaty were heavily involved in NATO's work at a later stage in their careers:

- Belgium: M. Paul-Henri Spaak (NATO Secretary General, 1957-1961);

- Canada: Mr. Lester B. Pearson (negotiated the Treaty and was one of the «Three Wise Men» who drafted the report on non-military cooperation in NATO, published in 1956 in the wake of the Suez crisis);
- Denmark: Mr. Gustav Rasmussen;
- France: M. Robert Schuman (architect of the European institutions, who also initiated the idea of a European Defence Community);
- Iceland: Mr. Bjarni Benediktsson;
- Italy: Count Carlo Sforza;
- Luxembourg: M. Joseph Bech;
- the Netherlands: Dr. D.U. Stikker (NATO Secretary General, 1961-1964);
- Norway: Mr. Halvard M. Lange (one of the «Three Wise Men» who drafted the report on non-military cooperation in NATO);
- Portugal: Dr. Jose Caerio da Matta;
- the United Kingdom: Mr. Ernest Bevin (main drive behind the creation of NATO and as Foreign Secretary from 1945 to 1951, he attended the first formative meetings of the North Atlantic Council);
- the United States: Mr. Dean Acheson (as US Secretary of State from 1949 to 1953, he attended and chaired meetings of the North Atlantic Council).

#### *Flexibility of NATO membership*

On signing the Treaty, countries voluntarily commit themselves to participating in the political consultations and military activities of the Organization. Although each and every signatory to the North Atlantic Treaty is subject to the obligations of the Treaty, there remains a certain degree of flexibility which allows members to choose how they participate. The memberships of Iceland and France, for instance, illustrate this point.

#### *Iceland*

When Iceland signed the Treaty in 1949, it did not have – and still does not have – armed forces. There is no legal impediment to forming them, but Iceland has chosen not to have any. However, Iceland has a Coast Guard, national police forces, an air defence system and a voluntary expeditionary peacekeeping force. Since 1951, Iceland also benefits from a long-standing bilateral defence agreement with the United States. In 2006, US forces were withdrawn but the defence agreement remains valid. Since 2008, air policing has been conducted on a periodic basis by NATO Allies.

Today, Iceland with its population of 320 000 is represented on all of NATO's principal committees; it pays toward NATO's military budget, civilian budget and the NATO Security and Investment Programme. Since 2006, it has also assumed the responsibility of a host and user nation to NATO infrastructure based in Iceland. Iceland also contributes civilian peacekeepers to NATO-led operations. It regularly hosts NATO exercises and events, and is taking a more active role in NATO deliberations and planning.

#### *France*

In 1966, President Charles De Gaulle decided to withdraw France from NATO's integrated military structure. This reflected the desire for greater military independence, particularly vis-à-vis the United States, and the refusal to integrate France's nuclear deterrent or accept any form of control over its armed forces.

In practical terms, while France still fully participated in the political instances of the Organization, it was no longer represented on certain committees, for instance, the Defence Planning Committee and the Nuclear Planning Group. This decision also led to the removal of French forces from NATO commands and foreign forces from French territory. The stationing of foreign weapons, including nuclear weapons, was also banned. NATO's political headquarters (based in Paris since 1952), as well as the Supreme Headquarters Allied Powers Europe or SHAPE (in Rocquencourt since 1951) moved to Belgium.

Despite France's withdrawal from NATO's integrated military structure, two technical agreements were signed with the Alliance, setting out procedures in the event of soviet aggression. Since the fall of the Berlin Wall, France has regularly contributed troops to NATO's military operations, making it one of the largest troop-contributing states. It is also NATO's fourth biggest contributor to the military budget.

Since the early 1990s, France has been distancing itself from the 1966 decision with, for instance, its participation at the meetings of defence ministers since 1994 (Seville) and the presence of French officers in ACO and ACT structures since 2003. At NATO's Strasbourg/Kehl Summit, April 2009, France officially announced its decision to fully participate in NATO structures.

#### *The accession of Greece and Turkey*

Three years after the signing of the Washington Treaty, on 18 February 1952, Greece and Turkey joined NATO. This enabled NATO to reinforce its «southern flank». At a time when there was a fear of communist expansion throughout Europe and other parts of the world (soviet support of the North Korean invasion of South Korea in 1950), extending security to south-eastern Europe was strategically important. Not only did NATO membership curb communist influence in Greece – a country recovering from civil war - but it also relieved Turkey from soviet pressure for access to key strategic maritime routes.

#### *The accession of Germany*

Germany became a NATO member on 6 May 1955. This was the result of several years of deliberations among western leaders and Germany, whose population opposed any form of rearmament. Following the end of the Second World War, ways of integrating Germany into West European defence structures was a priority. When the European Defence Community failed, Germany joined the Western Union, which became the Western European Union as soon as it had adhered to the organization. This, together with the termination of its status as an occupied country, was a stepping stone to becoming a member of NATO.

The Federal Republic of Germany officially joined the Western Union on 23 October 1954 and its status as an occupied country came to an end when the Bonn-Paris conventions came into effect on 5 May 1955. The next day, it became NATO's 15th member country. With the reunification of Germany on 3 October 1990, the länders of the former German Democratic Republic joined the Federal Republic of Germany in its membership of NATO.

#### *The accession of Spain*

Despite considerable public opposition, Spain joined the Alliance on 30 May 1982, but refrained from participating in the integrated military structure. This position was reaffirmed in a referendum held in 1986.

Spain fully participated in the political instances of the Organization. With regard to the military aspects, it was present as an observer on the Nuclear Planning Group; reserved its position on participation in the integrated communication system; maintained Spanish forces under Spanish command and did not accept to have troops deployed outside of Spain for long periods of time. Nevertheless, Spanish forces would still be able to operate with other NATO forces in an emergency. Spain's reservations gradually diminished and at the nomination of Dr Javier Solana as NATO's first Spanish Secretary General (1995-1999), the Spanish Parliament endorsed the country's participation in the integrated military command structure (1996).

#### *The first wave of post-Cold War enlargement*

The fall of the Berlin Wall and the dissolution of the Warsaw Pact after the end of the Cold War opened up the possibility of further NATO enlargement. Some of the new democracies of Central and Eastern Europe were eager to become integrated into Euro-Atlantic institutions.

In 1995, the Alliance carried out and published the results of a Study on NATO Enlargement that considered the merits of admitting new members and how they should be brought in. It concluded that the end of the Cold War provided a unique opportunity to build improved security in the entire Euro-Atlantic area and that NATO enlargement would contribute to enhanced stability and security for all.

The Czech Republic, Hungary and Poland were invited to begin accession talks at the Alliance's Madrid Summit in 1997 and on 12 March 1999 they became the first former members of the Warsaw Pact to join NATO.

Drawing heavily on the experience gained during this accession process, NATO launched the Membership Action Plan - or MAP - at the Washington Summit in April 1999. The MAP was established to help countries aspiring to NATO membership in their preparations, even if it did not pre-judge any decisions.

*The second wave of post-Cold War enlargement*

Bulgaria, Estonia, Latvia, Lithuania, Romania and Slovakia and Slovenia were invited to begin accession talks at the Alliance's Prague Summit in 2002. On 29 March 2004, they officially became members of the Alliance, making this the largest wave of enlargement in NATO history. All seven countries had participated in the MAP before acceding to NATO.

*The accession of Albania and Croatia*

The most recent accessions are those of Albania and Croatia. Albania had participated in MAP since its inception in 1999 and Croatia joined in 2002. They worked with NATO in a wide range of areas, with particular emphasis on defence and security sector reform, as well as support for wider democratic and institutional reform. In July 2008, they both signed Accession Protocols and became official members of the Alliance on 1 April 2009.

*From: NATO transformed. Accessed at <http://www.nato.int> on Dec. 29, 2009*

## 1.2. The Evolution of NATO (2)

Commitment and co-operation to overcome barriers and difficulties, and determination to achieve the standards of the EU as well as NATO membership, are and have always been the principal target.

*Alfred Moisiu, the President of Albania  
2002-2007*

### 1. Read the quotation and discuss the following:

- Which «barriers and difficulties» are talked about?
- Why do you think it was important for Albania to achieve NATO membership?
- Did Albania achieve this membership?

### 2. Read and translate the text:

September 12, 2001: NATO provisionally invokes, for the first time in its history, the collective security clause of its charter. Article 5 states that any attack on a member state is considered an attack against the entire alliance. This comes in response to the September 11, 2001 Terrorist Attack against the United States.

October 5, 2001: NATO confirms the invocation of Article 5, having determined that the attacks of 11 September were eligible under the terms of the North Atlantic Treaty.

November 21, 2002: During the Prague summit, seven countries are invited to start talks in order to join the Alliance: Estonia, Latvia, Lithuania, Slovenia, Slovakia, Bulgaria, and Romania. The invited countries join NATO on March 29, 2004. Further countries express the wish to join the alliance, including Albania, the Republic of Macedonia, and Croatia. The summit also launches the NATO Response Force (NRF).

February 10, 2003: NATO faces a crisis when France and Belgium veto the procedure of silent approval concerning the timing of protective measures for Turkey in case of a possible war with Iraq. Germany does not use its right to break the procedure but says it supports the veto.

April 16, 2003: NATO agrees to take command in August of the International Security Assistance Force (ISAF) in Afghanistan. The decision comes at the request of Germany and the Netherlands, the two nations leading ISAF at the time of the agreement. All 19 NATO ambassadors approve it unanimously. The handover of control to NATO takes place on August 11, and marked the first time in NATO's history that it takes charge of a mission outside the north Atlantic area. Canada had originally been slated to take over ISAF by itself on that date.

June 19, 2003: A major restructuring of the NATO military commands begins as the Headquarters of the Supreme Allied Commander, Atlantic was abolished and a new command, Allied Command Transformation (ACT), was established in Norfolk, Virginia, U.S. and the Supreme Headquarters Allied Powers Europe (SHAPE) became the Headquarters of Allied Command Operations (ACO). ACT is responsible for driving transformation (future capabilities) in NATO, while ACO is responsible for current operations.

March 29, 2004: Bulgaria, Estonia, Latvia, Lithuania, Romania, Slovakia, and Slovenia join NATO.

In November 2006 when NATO leaders endorsed the «Comprehensive Political Guidance». This is a major policy document that sets out the framework and priorities for all Alliance capability issues, planning disciplines and intelligence for the next 10 to 15 years. It analyses the probable future security environment and acknowledges the

possibility of unpredictable events. Against that analysis, it sets out the kinds of operations the Alliance must be able to perform in light of the Alliance's Strategic Concept and the kinds of capabilities the Alliance will need.

At the April 2008 summit in Bucharest, Romania, NATO agreed to the accession of Croatia and Albania and invited them to join. Both countries joined NATO in April 2009. Ukraine and Georgia were also told that they will eventually become members.

At the Strasbourg-Kehl Summit in April 2009, NATO leaders endorsed the «Declaration on Alliance Security» which, inter alia, called for a new Strategic Concept. It will be issued at the next Summit meeting end 2010 and will also be accompanied by a strategic guidance document.

*From: NATO Handbook. Accessed at <http://www.nato.int> on Dec. 29, 2009*

### Vocabulary

provisionally – тимчасовий, попередній  
to invoke – благати (про допомогу)  
collective security clause – стаття про колективну безпеку  
entire – цілий, суцільний  
to determine – визначати, вирішувати  
eligible – можливий  
to launch – розпочинати, вводити в дію  
NATO Response Force (NRF) – Сили реагування НАТО  
silent approval – мовчазне схвалення  
International Security Assistance Force (ISAF) – Міжнародні Сили Сприяння Безпеці  
unanimously – одностайно  
handover – передача повноважень  
to slate – висувати у кандидати  
Headquarters of the Supreme Allied Commander – Штаб Верховного Головнокомандуючого об'єднаних збройних сил НАТО

Allied Command Transformation (ACT) – Командування об'єднаних збройних сил НАТО з питань трансформації  
Supreme Headquarters Allied Powers Europe (SHAPE) – Штаб Верховного головнокомандувача об'єднаних збройних сил НАТО в Європі  
Allied Command Operations (ACO) – Оперативне командування об'єднаних збройних сил НАТО  
to endorse – підтверджувати  
Comprehensive Political Guidance – Комплексні політичні настанови  
to acknowledge – визнавати, підтверджувати  
unpredictable – непередбачуваний  
to accompany – супроводити  
guidance document – інструкція, керівництво, керуючий документ

### Vocabulary Practice

#### 3. Match English words and phrases with their Ukrainian equivalents:

- |                                                      |                                                                     |
|------------------------------------------------------|---------------------------------------------------------------------|
| 1) NATO Response Force (NRF)                         | a) Штаб Верховного Головнокомандуючого об'єднаних збройних сил НАТО |
| 2) Allied Command Transformation (ACT)               | b) Сили Реагування НАТО                                             |
| 3) International Security Assistance Force (ISAF)    | c) Верховний Штаб об'єднаних збройних сил НАТО в Європі             |
| 4) Allied Command Operations (ACO)                   | d) Комплексні політичні настанови                                   |
| 5) Comprehensive Political Guidance                  | e) Оперативне командування об'єднаних збройних сил НАТО             |
| 6) Supreme Headquarters Allied Powers Europe (SHAPE) | f) Командування об'єднаних збройних сил НАТО з питань трансформації |
| 7) Headquarters of the Supreme Allied Commander      | g) Міжнародні Сили Сприяння Безпеці                                 |

#### 4. Match the words with their explanations:

- |                      |                                                                |
|----------------------|----------------------------------------------------------------|
| 1) to determine      | a) to appeal for conformation                                  |
| 2) to launch         | b) characterized by complete agreement                         |
| 3) to invoke         | c) a transfer                                                  |
| 4) to slate          | d) to ascertain or conclude after observation or consideration |
| 5) to accompany      | e) to choose                                                   |
| 6) unanimously       | f) to start off or set in motion                               |
| 7) guidance document | g) to go along with so as to be in company with                |
| 8) handover          | h) management directive                                        |

#### 5. Replace the words in *italics* with their synonyms from exercise 4:

- a. NATO *concluded* that the attacks of 11 September were eligible under the terms of the North Atlantic Treaty.
- b. He's *chosen* to be the next chairman.
- c. The «Declaration of Alliance Security» will be *attended* by a strategic guidance document.
- d. The Prague summit also *starts off* the NATO Response Force.
- e. All 19 NATO ambassadors approve the decision *in complete agreement*.
- f. On September 12, 2001 NATO *appeals for* the collective security clause of its charter.
- g. The «Declaration of Alliance Security» will be issued at the next Summit meeting and will also be accompanied by a strategic *management directive*.
- h. The *transfer* of control to NATO takes place on August 11, 2003.

#### Reading Comprehension

##### 6. Answer the questions:

- a. What was the reason for NATO to invoke the collective security clause of its charter on 12 September 2001?
- b. Which events was the Prague summit marked with in November 2002?
- c. What caused the crisis NATO faced on February 10, 2003?
- d. What was the position of Germany concerning this issue?
- e. What happened for the first time in NATO's history on August 11, 2003?
- f. When did the major restructuring of the NATO military commands begin?
- g. What was abolished, established, transformed in the framework of the restructuring?
- h. What is ACT responsible for? What is ACO responsible for?
- i. Which countries joined NATO on March 29, 2004?
- j. What are the main points of the «Comprehensive Political Guidance»?

##### 7. Multiple choice:

1. A major restructuring of the NATO military commands begins ...
  - a) on June 19, 2003;
  - b) when NATO leaders endorsed the «Comprehensive Political Guidance»;
  - c) when NATO agreed to the accession of Croatia and Albania;
2. NATO provisionally invokes the collective security clause of its charter because ...
  - a) seven countries are invited to start talks in order to join the Alliance;
  - b) of a possible war with Iraq;
  - c) of the September 11, 2001 Terrorist Attack against the United States;
3. The Prague summit launches ...
  - a) the NATO Response Force (NRF);

- b) the International Security Assistance Force (ISAF);
- c) the «Comprehensive Political Guidance»;
- 4. The «Comprehensive Political Guidance» ...
  - a) is a major policy document;
  - b) outlines NATO's mission outside the north Atlantic area;
  - c) is a strategic guidance document for those countries which express the wish to join the alliance;
- 5. NRF stands for ...
  - a) New Response Force;      b) NATO Rapid Force;      c) NATO Response Force;
- 6. On April 16, 2003 NATO agreed to ...
  - a) a major restructuring of its military commands;
  - b) to take command in August of the ISAF in Afghanistan;
  - c) the accession of Croatia and Albania;

**8. Make a summary of the main events in NATO's history since 2001.**

**Grammar Practice**

**Conditionals 3**

**9. Put the verbs into the correct form of Conditionals-3 as in the example:**

If NATO *hadn't confirmed* (not confirm) the invocation of Article 5, it *would have made* (make) a mistake.

- a. Seven more countries (not join) NATO if they (not start) talks during the Prague summit.
- b. If France and Belgium (not veto) the procedure of silent approval in 2003, NATO (not face) a crisis.
- c. NATO (not take) command of the ISAF in Afghanistan if Germany and the Netherlands (take) another decision.
- d. If NATO (not have) the «Comprehensive Political Guidance», it (work out) another policy document.
- e. If NATO (reject) the accession of Croatia and Albania in 2008, these countries (not join) the Alliance in April 2009.

**10. Match the beginning of each sentence with its ending:**

- |                                             |                                          |
|---------------------------------------------|------------------------------------------|
| 1) If he had taken a map with him,          | a) I would have gone on a weekend trip.  |
| 2) If Fleming hadn't discovered penicillin, | b) he wouldn't have bought a new car.    |
| 3) If she had told us she was coming,       | c) he wouldn't have got lost.            |
| 4) If he hadn't found a better paid job,    | d) he wouldn't have been so rude.        |
| 5) If I had finished making my report,      | e) lots of people would have died.       |
| 6) If he hadn't lost his temper,            | f) we would have met her at the airport. |

**11. For each situation, write a sentence with *I wish ...* :**

- a. There was a job advertised in the newspaper. You decided not to apply for it. Now you think that your decision was wrong. I wish ...
- b. You've worked too much and now you feel very tired. I wish ...
- c. In your last job, you didn't want to learn how to make a budget. Now you regret this. I wish ...
- d. You have some unexpected visitors. They didn't tell you they were coming. You very busy and you are not prepared for them. I wish ...
- e. You've agreed to hold a conference. Now you think that it's not a good idea. I wish ...
- f. You took a taxi to the office but the traffic the traffic is very bad and you're at risk of being late. I wish ...

## Professional Skills Development

### Arranging a meeting on the phone

**12. Look at the structure for arranging a meeting on the phone and think of a possible dialogue for this structure:**

- Need to fix time for meeting.
- Yes. When?
- Tuesday?
- Sorry, busy. You free Wednesday?
- Yes, Wednesday is good. 2pm?
- OK. See you.

**13. Work in pairs. Sit back-to-back and hold real or imaginary mobile phones to your ears. Role play your own dialogues following the structure in exercise 12.**

**Compare your dialogues with a possible version below:**

- We need to fix a time for our next meeting.
- Yes, that's right. When would suit you?
- How about Tuesday?
- I'm sorry, I'm busy on Tuesday. Are you free on Wednesday?
- Yes, Wednesday is good for me. Shall we say 2pm?
- Okay, 2pm is fine. I look forward to seeing you.

**14. Do the same activity again, but with a new partner. This time with your books closed.**

### Review Questions

1. What do the following acronyms stand for: *NRF, ACT, ISAF, ACO, SHAPE*?
2. Translate the following into your language: *silent approval, guidance document, collective security clause*?
3. Translate the following into English: *визначати, вводити в дію, одностайно, визнавати, супроводити, цілий*?
4. Which events was the Prague summit marked with in November 2002?
5. What happened for the first time in NATO's history on August 11, 2003?
6. What is ACT responsible for? What is ACO responsible for?
7. What are the main points of the «Comprehensive Political Guidance»?
8. What are the rules to form Conditional-3?
9. When is Conditional-3 used? Provide your examples.
10. What do «I wish»- sentences mean?
11. What is a possible structure for arranging a meeting on the phone?

Can you think of some typical phrases people normally use arranging a meeting on the phone?

### Additional Reading

#### Prague Capabilities Commitment (PCC)

At the 2002 NATO Summit in Prague, Alliance leaders made a commitment at the highest level to improve the operational capabilities of their armed forces individually and collectively.

NATO Heads of State and Government agreed to firm, country-specific targets and deadlines for improving existing and developing new capabilities in specific areas. The Alliance has put in place measures to track and monitor progress.

The aim is to ensure that NATO can fulfil its present and future operational commitments and fight new threats such as terrorism and the spread of weapons of mass destruction.

This is particularly important as NATO takes on new missions in faraway areas such as Afghanistan. These missions require forces that can be quickly deployed to distant areas to perform a wide range of missions, and to remain in theatre for significant periods.

What does this mean in practice?

Under the Prague Capabilities Commitment, member countries agreed to improve capabilities in more than 400 specific areas, covering eight fields essential to today's military operations:

- Chemical, biological, radiological and nuclear defence;
- Intelligence, surveillance and target acquisition;
- Air-to-ground surveillance;
- Deployable and secure command, control and communications;
- Combat effectiveness, including precision-guided munitions and suppression of enemy air defences;
- Strategic air- and seairlift;
- Air-to-air refuelling;
- Deployable combat support and combat service support units.

NATO members are improving their capabilities in these areas individually and collectively.

For example, in the areas of strategic lift and air-to-air refuelling multinational consortia have been formed to provide the Alliance with the required capabilities.

A similar approach has been taken to chemical, biological, radiological and nuclear defence, with NATO member countries jointly creating a multinational battalion that will provide this capability. The purchase of a NATO air-to-ground surveillance system is also a multinational project, as is the creation of an F-16 aircraft expeditionary air wing.

In other areas, NATO member countries have agreed to improve their capabilities individually, by meeting country-specific targets for improving or developing new capabilities within agreed deadlines.

The PCC is being coordinated with European Union's efforts to improve its capabilities. A NATO-EU Capability Group was set up for this purpose under the so-called «Berlin Plus» arrangements. One way of ensuring that the NATO and EU processes complement each other is by having the same countries take the lead on the same capabilities in both organisations. For example, Germany leads both the NATO consortium and the European Capability Action Programme project group on strategic airlift.

How did it evolve?

Efforts to improve the Alliance's operational capabilities began at the April 1999 NATO Summit in Washington, D.C., where Allied leaders launched the Defence Capabilities Initiative (DCI).

This initiative identified a number of areas where improvements in Alliance capabilities were required. These areas fell into five major categories:

- Deployability and mobility: getting forces to the crisis quickly;
- Effective engagement: improving forces' cutting edge capacity;
- Consultation, command and control: giving forces maximum awareness and control;
- Survivability: protecting forces;
- Sustainability and logistics: supporting forces in the field.

The DCI contributed to improvements in Alliance capabilities in quite a number of important areas. However, countries were not required to report individually on progress achieved and therefore advancement under the DCI has been uneven.

As a result, at meeting in Brussels in June 2002, NATO Defence Ministers agreed to refocus their efforts on four key areas, which are fundamentally important to the efficient conduct of all Alliance missions, including defence against terrorism:

- defending against chemical, biological, radiological and nuclear (CBRN) attacks;
- ensuring command, communications and information superiority;
- improving interoperability of deployed forces and key aspects of combat effectiveness;
- ensuring rapid deployment and sustainability of combat forces.

They also decided that this new initiative should be based on firm nation-specific commitments undertaken on the basis of national decisions and incorporate target dates by when shortfalls should be corrected. Defence Ministers agreed to increase multinational cooperation in achieving the capability targets, ensure that they are realistic in economic terms, and co-ordinate with the European Union's efforts to improve its capabilities.

At November 2002 NATO Summit in Prague, the new initiative was formally endorsed and launched at the highest political level, by NATO Heads of State and Government.

#### Progress in Istanbul

Two years later, at the Istanbul Summit, Heads of State and Government reiterated their support for the Prague Capabilities Commitment and agreed to give special emphasis to overcoming the remaining critical shortages.

At the same time, Defence Ministers agreed to usability goals for their ground forces of 40 per cent deployability and eight per cent sustainability. This means that member country armed forces will be restructured so that 40 per cent of their ground forces can be deployed and eight per cent can be supported in overseas missions at any one time. Members will work to meet these goals or could even surpass them. These targets were endorsed by Heads of State and Government. Defence Ministers from a number of member countries also signed a memorandum of understanding on strategic airlift while additional countries signed letters of intent on strategic sealift and a memorandum of understanding on the creation of an F-16 expeditionary air wing.

*From: NATO Transformed. Accessed at <http://www.nato.int> on Dec. 29, 2009*

### 1.3. NATO's Strategic Concept

The last strategic concept was done in 1999, which was before the new countries were active members of NATO and before 9/11 and so I think that with an alliance that is 60 years old – some of us are slightly older – it requires a kind of rededication, a renewal of vows.

*Madeline Albright  
(US Secretary of State, 1997-2001)*

#### 1. Read the quotation and discuss the following:

- What do you know about NATO's «Strategic Concept»? What is it?
- What was the impact of 9/11 on the world? Did it change it?
- Why Madeline Albright is talking about «rededication, a renewal of vows»?
- What the renewed vows may be?

#### 2. Read and translate the text:

The Strategic Concept is an official document that outlines NATO's enduring purpose and nature and its fundamental security tasks. It also identifies the central features of the new security environment, specifies the elements of the Alliance's approach to security and provides guidelines for the further adaptation of its military forces. In sum, it equips the Alliance for security challenges and guides its future political and military development.

Transformation is a permanent feature of the Organization. Since its inception, NATO has regularly reviewed its tasks and objectives in view of the evolution of the strategic environment. Preparations for the very first Strategic Concept – «The Strategic Concept for the Defense of the North Atlantic Area» - started in October 1949. In the course of more than half a century, both the Alliance and the wider world have developed in ways that NATO's founders could not have envisaged. Such changes have been in each and every strategic document that NATO has produced since then.

At the Strasbourg-Kehl Summit in April 2009, NATO leaders endorsed the «Declaration on Alliance Security» to ensure the continued adaptation of the Alliance. This declaration called for a new Strategic Concept to take into account radical changes in the security environment since 1999 when the current Strategic Concept was issued.

The 1999 Strategic Concept set out the purpose and tasks of the Alliance; the strategic perspectives at that time; the Alliance's approach to security in the 21st century and guidelines for the Alliance's forces. NATO's purpose is primarily to safeguard the freedom and security of all its members by political and military means, to uphold the values of democracy, human rights and the rule of law and contribute to peace and stability of the entire Euro-Atlantic region. To achieve this, NATO performs the following security tasks:

"Security: To provide one of the indispensable foundations for a stable Euro-Atlantic security environment, based on the growth of democratic institutions and commitment to the peaceful resolution of disputes, in which no country would be able to intimidate or coerce any other through the threat or use of force.

Consultation: To serve, as provided for in Article 4 of the Washington Treaty, as an essential transatlantic forum for Allied consultations on any issues that affect their vital interests, including possible developments posing risks for members' security, and for appropriate co-ordination of their efforts in fields of common concern.

Deterrence and Defense: To deter and defend against any threat of aggression against any NATO member state as provided for in Articles 5 and 6 of the Washington Treaty.

And in order to enhance the security and stability of the Euro-Atlantic area:

– Crisis Management: To stand ready, case-by-case and by consensus, in conformity with Article 7 of the Washington Treaty, to contribute to effective conflict prevention and to engage actively in crisis management, including crisis response operations.

– Partnership: To promote wide-ranging partnership, cooperation, and dialogue with other countries in the Euro-Atlantic area, with the aim of increasing transparency, mutual confidence and the capacity for joint action with the Alliance."

NATO's approach, as described in the 1999 strategy, was (and remains) based on a broad definition of security which recognizes the importance of political, economic, social and environmental factors in addition to the defense dimension. It included:

- The preservation of the transatlantic link;
- The maintenance of effective military capabilities for the full range of Alliance missions;
- The development of European capabilities within the Alliance;
- The continued commitment to conflict prevention and crisis management;
- The pursuit of partnership, cooperation and dialogue;
- Enlargement and NATO's continued openness to new members;
- Support for arms control, disarmament and non-proliferation.

*From: Together for Security: Introduction to NATO. Accessed at <http://www.nato.int> on Dec. 29, 2009*

### Vocabulary

to outline - окреслювати	to coerce –примушувати	vital interests –
enduring – тут. довготривалий, стійкий	життєві інтереси	
to equip – оснащувати, тут. надавати	deterrence – стримування	
to envisage – передбачати	to enhance – збільшувати, посилювати	
to endorse – підтверджувати, схвалювати	transparency – прозорість	
to safeguard – охороняти, захищати	preservation – збереження	
indispensable foundation – найнеобхідніша	maintenance – підтримання	
засада	dimension – вимір, розмір	
to intimidate – залякувати		

### Vocabulary Practice

**3. Find English equivalents from the text for the following words and phrases, provide Ukrainian translation:**

- to protect, to defend –
- to foresee, to anticipate –
- to compel, to force –
- protection, safekeeping –
- to increase, to improve –
- abilities, potential –
- breakdown, turning point –
- connection, bond, tie –

**4. Choose necessary words from the box below to insert into the sentences:**

Enduring, deterrence,	endorse, transparency,	equip, efforts,	intimidate, enhance	vital interests,
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- a. For any alliance in order to be productive and successful it must have ... goals and clear ways of reaching them.
- b. Under this strategy the army should be ... with all necessary machinery for the fast response.
- c. In order to ensure the continued adaptation of the Alliance to the needs of its members and the changing demands of the world security NATO leaders ... the «Declaration on Alliance Security» in April 2009.
- d. To ... a country in the global politics means to find an enemy for oneself.
- e. North Atlantic Treaty provides a forum for consultations on any issues that affect country's ....
- f. The Secretary General of NATO, Jaap de Hoop Scheffer, signed an agreement with the government of Australia to ... cooperation and communication between NATO and Australia.
- g. NATO is involved in anti-piracy ... patrols, as piracy has become one of the many challenges of the modern world.
- h. ... of arms control in Central Asia was the main topic of discussion during the NATO-supported seminar in Kazakhstan.

**5. Fill in the blanks (word) using words from the box and then finish the sentences:**

Transparency, preservation, enhance, intimidation, maintenance, outlined, dimensions
--------------------------------------------------------------------------------------

- a. (word) of resource revenues, trust and open communication are the cornerstone of ...
- b. The (word) of political stability in the country is one of the most vital goals of any government because ...
- c. The purpose of "NATO Days in Ukraine" was to (word) ... .
- d. The politics of military (word) is seldom used by large states in order to ... .
- e. The (word) of an efficient and safe nuclear arsenal is a costly and sophisticated task that can ... .
- f. During the visit of an Albanian prime minister to NATO Headquarters he ... (word) main points of ... .
- g. The NATO program of fighting terrorism seems to have similar (word) as ...

**Reading and Comprehension**

**6. Answer the questions:**

- a. What does the acronym NATO stand for?
- b. What is NATO's Strategic Concept?
- c. Why is the development of the Strategic Concept important for NATO?
- d. When did the preparations for the «The Strategic Concept for the Defense of the North Atlantic Area» start?
- e. What threats to the global peace existed prior to 1991?
- f. When was the «Declaration on Alliance Security» endorsed?
- g. What is the purpose of NATO in 21st century?
- h. What are the security tasks of NATO? Explain each of them.

**7. Decide on whether the following statements are TRUE or FALSE, correct the false ones:**

- a. The Strategic Concept is an unofficial document that outlines NATO's enduring purpose and nature and its fundamental security tasks.
- b. NATO supports arms control, disarmament and non-proliferation.
- c. The «Declaration on Alliance Security» was endorsed at the Strasbourg-Kehl Meeting in April 2009.
- d. To contribute to effective conflict prevention is part of the NATO's Partnership security task.
- e. NATO's approach to reaching its goals is based on a broad definition of security which recognizes the importance of political, economic, social and environmental factors in addition to the defense dimension.
- f. NATO does not undergo enlargement and is closed to new members.

**8. Prepare a bullet-point summary of the text «Strategic Concept» using the words from the Vocabulary.**

### **Grammar Practice**

#### **Conditionals Revision**

**9. Complete the sentences using Conditionals 1, 2 and 3.**

- a. If the timing is right, the car (arrive) just in five minutes.
- b. If Mr. Johnsons (outline) the main points of the meeting right now, I may not stay here for so long.
- c. Should an international organization enhance its peace preservation efforts, more and more countries (join) its alliance.
- d. ... (pay) the expenses of the visit if the department refuses to include that item into their budget.
- e. (recount) the budget several weeks prior to the end of the fiscal year, or the department will be in trouble.
- f. If I (be) in your position, I would definitely make an indispensable foundation for our future cooperation through the investment of capital.
- g. (not, be, for) your lobbying, the Committee would not endorse the resolution.
- h. If Jane were to equip the same Alliance divisions, she (include) a cultural training guide as well.
- i. If he (be) here, he would envisage the results of the roundtable meeting.
- j. If the transparency of the selection of delegates (not, question), the whole process would have been completely different.
- k. If it had not been for his question at the roundtable, the vice-director (leave) the seminar much earlier.
- l. If it (rain) this morning, I would have stayed at the hotel.
- m. If we all (know) the facts, the CEO might have told us where to order tickets and receive reimbursements.

**10. Finish the sentences using Conditionals 1, 2 and 3:**

- a. If the head of the committee gave out all his slides as handouts, the trainees ... .
- b. If we could have the overwhelming majority in the committee, we ... .
- c. If I were the CEO of the company, I ... .
- d. If you didn't care about the maintenance of the equipment, it ... .
- e. Should you by any chance happen to know the dimensions of the parcel, ... .
- f. If the decision had had any sense, ... .

- g. If McArthur was here now, ... .
- h. If you ask me for an advice on foreign politics, I ... .
- i. Stop arguing over the list of attendees, or ... .
- j. If Evan had been reading the briefs on the development of new Strategic Concept, ...

**11. Express different degrees of certainty and regret as well as different degrees of formality using Conditionals 1, 2 and 3. Make your own sentences.**

**Below is an example of how one can use different degrees** (e.g. *certainty, possibility, probably possible, doubt, totally impossible, regret, formal, informal*).

*If he brings his report, we will go to the conference tomorrow. (certainty)*

*If he brings his report, we may go to the conference tomorrow. (possibility)*

*If I were in your position, I would introduce myself first and only then begin the presentation. (formal), etc.*

**Professional Skills Development**

**Presentations: presenting your company**

**12. Number the following statements according to their importance for a good presentation. Explain your choice. Add others that you deem necessary.**

- a. to know the audience before one prepares a presentation.
- b. to create and maintain rapport with the audience.
- c. to give handouts.
- d. to speak with conviction.
- e. to use diagrams and graphs during the presentation (i.e. visual aids).
- f. «to control» one's body language.
- g. to maintain eye contact with the audience.
- h. to use notes during the presentation.
- i. to know when to stop.
- j. to start presentation with a joke.

**Company Information profile may include the following information:**

- History of the company or the Timeline of its development
- Business Philosophy (i.e. Goals and Objectives)
- Employees
- Awards and Recognitions
- Cooperation with governmental, non-profit and charitable organizations
- Contact Information

**13. Prepare a list of items that you would like to tell your colleagues about your company and its' work. Afterwards prepare a draft<sup>2</sup> presentation about your company using tips from Exercise 12. Before designing a presentation try to answer the following questions:**

Who is my audience?

What do they know about my topic already?

What will they want to know about my topic?

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<sup>2</sup> You will modify and prepare a final version of your presentation using the suggestions from the Professional Skills Development section in next chapters of the book.

## Review Questions

1. What is a Strategic Concept of NATO?
2. What was the first Strategic Concept? When did the preparations for it start?
3. According to the Strategic Concept, what are the security tasks of NATO?
4. Is support for arms control, armament and proliferation of weapons of mass destruction part of the NATO's definition of security?
5. Give as many synonyms as possible to the word «*to safeguard*».
6. Give English equivalent and at least five English synonyms for the word «*примувати*».
7. With reference to the text, explain the meaning of the word «*transparency*».
8. What type of Conditional is used in the following sentence: «If she hadn't been writing all night, she would have been on time for the meeting»?
9. Compare the usage of Conditionals 1, 2 and 3. Give examples.
10. What is necessary to know about the audience before giving one's presentation?
11. What information can contain the company's information profile?

## Additional Reading

### A Comprehensive Approach

Meeting today's security challenges requires a wide spectrum of civil and military instruments. This calls for regular coordination, consultation and interaction among all actors involved. NATO has developed a set of pragmatic proposals aimed at promoting such a Comprehensive Approach to crisis management by the International Community.

At the Bucharest Summit in April 2008, Allied leaders endorsed an Action Plan for the development and implementation of NATO's contribution to a Comprehensive Approach.

Since then, NATO has been seeking to improve its own crisis-management instruments and to strengthen its ability to work with partner countries, international organizations, non-governmental organizations and local authorities.

Experience in Afghanistan and the Balkans has demonstrated the importance of contributing to the International Community's Comprehensive Approach for the success of operations, which are increasingly of an integrated civilian-military character. NATO is therefore trying to build closer partnerships with other international organizations that have experience and skills in areas such as institution building, development, governance, judiciary and police.

Increasingly, NATO's partner countries and other troop-contributing nations help share the burden of NATO-led operations. In recognition of the valuable resources and skills that these non-NATO countries contribute, NATO is involving them more in the planning and conduct of operations.

The need to promote a Comprehensive Approach applies not only to operations but more broadly to many of NATO's efforts to deal with 21st century security challenges, such as fighting terrorism, improving energy security, preventing proliferation of weapons and dangerous materials, protecting against cyber attacks and confronting the threat of piracy.

#### *Five key areas of work*

The development and implementation of NATO's contribution to a Comprehensive Approach will be a long-term effort, which will be kept under review. As work progresses, the Alliance intends to improve its ability to work and coordinate more closely with its partners and other international actors in crisis management.

NATO is developing pragmatic proposals which seek to make improvements in five key areas of work:

*Planning and conduct of operations*

NATO takes full account of all military and non-military aspects of a NATO engagement, and is working to improve practical cooperation at all levels with all relevant organizations and actors in the planning and conduct of operations. NATO's ongoing work in the area of Operations Planning promotes a sense of common purpose and resolve, the clear definition of strategies and objectives before launching an operation, as well as enhanced planning to support nations' contributions to operations. Effects on the local population and on reconstruction and development are being factored into military planning.

*Lessons learned, training, education and exercises*

Proposals have been developed to make greater use of NATO training, education and exercise opportunities by offering joint training of civilian and military personnel. This promotes the sharing of lessons learned and also helps build trust and confidence between NATO, its partners and other international and local actors, which has encouraged better coordination.

*Enhancing cooperation with external actors*

Achieving lasting mutual understanding, trust, confidence and respect among the relevant organizations and actors will make their respective efforts more effective. Therefore, NATO is actively pursuing extensive civil-military interaction with other relevant organizations and actors on a regular basis, as appropriate, while respecting the autonomy of decision-making of each organization.

*Public messaging*

To be effective, a Comprehensive Approach must be complemented by sustained and coherent public messages. NATO's information campaigns should be substantiated by systematic and updated information, documenting progress in relevant areas. It is important to ensure that the information strategies of the main actors should complement and not contradict each other, which could be facilitated by direct contacts between those responsible for public information.

*Stabilization and reconstruction*

NATO is seeking to improve its military support to stabilization and reconstruction in all phases of a conflict. This will involve exploiting the full range of existing and planned Alliance capabilities relevant to this broad activity. It will also require better coordination of NATO's military efforts in this field with those of its partners and other international and non-governmental organizations, which are the primary providers of essential civilian means to stabilization and reconstruction.

*From: NATO Transformed. Accessed at <http://www.nato.int> on Dec. 29, 2009*