

## **27. Reform of NATO's Integrated Military Command Structure**

### **25 APRIL 1999**

The role of the integrated military structure of NATO is to provide the organisational framework for fulfilling the military responsibilities and undertaking the military tasks given to the Alliance by its member governments.

Some of those tasks have to do with the basic obligation of the Alliance to defend its member countries against threats to their security, in accordance with Article 5 of the North Atlantic Treaty. Others relate to the implementation of the Alliance's new missions, that is, discretionary operations beyond those required by the commitment to collective defence of Article 5.

NATO has very few permanent military forces and only relatively small integrated, multinational staffs at the various military headquarters and agencies which make up the integrated military command structure. The majority of so-called "NATO Forces" are forces that remain under national control and only become available to the Alliance in specific circumstances. They are then placed under the responsibility of NATO military commanders. The integrated military command structure is the agreed basis for organising, training and controlling these forces.

The new security environment has allowed NATO countries to reorganise their forces. In most cases, this has meant introducing major reductions in nuclear weapons, cutting back conventional ground, air and naval forces by 30% to 40%, and reducing levels of readiness.

NATO countries have also endorsed a blueprint for developing a new NATO military command structure designed to enable the Alliance to carry out the whole range of its missions more effectively, including crisis management, peace-keeping or other peace support operations.

The new structure will comprise two Strategic Commands (SCs) – one for the Atlantic and one for Europe – with a simplified subordinate structure of regional and sub-regional commands.

There will be a reduction in the number of command headquarters located in different member countries, from the current 65 to 20. The result will be a structure that is more flexible and better adapted to NATO's present-day requirements. This will facilitate cooperation between NATO and its partner countries. Moreover, the new structure will also incorporate a framework for commanding operations involving rapidly deployable, multinational, multi-service units adapted to the requirements of the Alliance's Combined Joint Task Forces (CJTF) concept.

The transition to the new command structure is a complex process, calling for new headquarters to be activated and former headquarters to be deactivated in a coordinated way, while ensuring that there is no overall reduction in the operational effectiveness of the Alliance. The whole process has to be managed within existing resource limitations and will not be fully implemented before the year 2003.

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## ☰ Civilian structure

***NOTE:** This page is currently under review as NATO's Headquarters in Brussels is being reorganised to better reflect the Alliance's new missions and priorities.*

- ├ NATO Headquarters
- ├ Permanent Representatives and National Delegations
- ├ International Staff (IS)
  - ├ Private Office (PO)
  - ├ **Public Diplomacy Division**
    - ├ Academic Affairs Unit
    - ├ Archives / Library
    - ├ Media Library
    - ├ TV-Radio Studios
    - ├ NATO Integrated Data Service (NIDS)
    - ├ NATO Information and Documentation Centre, Kyiv, Ukraine
    - ├ NATO Information Office in Moscow
    - ├ Allied Contact Points in Partner Countries
    - ├ Science for Peace and Security (SPS)
  - ├ **NATO Office of Security (NOS)**
  - ├ **Executive Management**
    - ├ Recruitment Service
    - ├ NATO Internship Programme
  - ├ **Division of Political Affairs and Security Policy**
    - ├ Partnership for Peace Documentation Center
  - ├
  - ├

- └ **Division of Operations**

- └┐ Civil Emergency Planning
- └┐ Euro-Atlantic Disaster Response Coordination Centre (EADRCC)

- └ **Division of Defence Policy and Planning**

- └ **Division of Defence Investment**

- └┐ Explosive Ordnance Disposal and Ammunition Storage Training Team
- └┐ The Group of National Directors on Codification (AC/135)
  - └┐ NATO Codification System
- └┐ The NATO Naval Armaments Group (NNAG) (AC/141)
- └┐ The NATO Air Force Armaments Group (NAFAG) (AC/224)
- └┐ The NATO Army Armaments Group (NAAG) (AC/225)
- └┐ The CNAD Ammunition Safety Group (AC/326)
- └┐ Life Cycle Management Group (AC/327)

- └ **NATO Office of Resources (NOR)**

- └┐ NATO Headquarters Consultation, Command and Control Staff (NHQC3S)
- └┐ Office of the Financial Controller (FinCon)
- └┐ Office of the Chairman of the Senior Resource Board (SRB)
- └┐ Office of the Chairman of the Civil and Military Budget Committees (CBC/MBC)
- └┐ International Board of Auditors for NATO (IBAN)
- └┐ NATO Production and Logistics Organisations (NPLO)

## **Military structure**

**NOTE:** This page is currently under review. At their meeting on 12 June 2003, Alliance Defence Ministers agreed on the design of a new streamlined military command structure. It will be leaner, more flexible, more efficient, and better able to conduct the full range of Alliance missions.

### **The Military Committee**

- └ International Military Staff

- └┐ Plans and Policy Division
- └┐ Operations Division
- └┐ Intelligence Division
- └┐ Cooperation and Regional Security Division
- └┐ Logistics, Armaments and Resources Division
- └┐ NATO Situation Centre
- └┐ Financial Controller
- └┐ NATO HQ Consultation, Control and Communications Staff (HQC3)

- Partner Country Representation
- NATO Training Group
- [Office on women in NATO Armed Forces](#)
- NATO Military Audiovisual Working Group

### **Allied Command Operations (ACO)**

- **Supreme Headquarters Allied Power Europe - SHAPE - Mons, BE**
- **Joint Force Command HQ Brunssum** - Brunssum, NL
  - Command Component Maritime HQ Northwood, UK
  - Command Component Air HQ Ramstein, GE
  - Joint Headquarters Northeast - JHQ NORTHEAST - Karup, DA  
*(deactivated)*
  - Command Component Land HQ Heidelberg, GE
- **Joint Force Command HQ Naples** - Naples, IT
  - Command Component Maritime HQ Naples, IT
  - Command Component Air HQ Izmir, TU
  - Command Component Land HQ Madrid, SP
  - Joint Headquarters South - JHQ SOUTH - Verona, IT *(deactivated)*
  - Joint Headquarters Southcentre - JHQ SOUTHCENT - Larissa, GR
  - Joint Headquarters Southeast - JHQ SOUTHEAST - Izmir, TU  
*(deactivated)*
- NATO Headquarters Sarajevo
- NATO Headquarters Skopje
- NATO Headquarters Tirana – NHQT
- NATO Military Liaison Office in Belgrade
- **Joint Headquarters Lisbon** - Lisbon, PO
- **Rapidly Deployable Corps Headquarters**
  - Allied Command Europe Rapid Reaction Corps (ARRC) HQ - Rheindalen (Germany)
  - EUROCORPS HQ in Strasbourg (France)
  - Rapid Deployable Italian Corps - Milan (Italy)
  - Rapid Deployable Turkish Corps HQ - Istanbul (Turkey)
  - Rapid Deployable German-Netherlands Corps HQ - Münster (Germany)
  - Rapid Deployable Spanish Corps HQ in Valencia (Spain)
  - NATO Deployable Corps – Greece
- Other Staffs and Commands Responsible to SACEUR
  - The Reaction Forces (Air) Staff - RF(A)S - Kalkar - GE
  - NATO Airborne Early Warning Force (NAEWF)
  - Immediate Reaction Forces (Maritime)
  - ACE Mobile Force - AMF - Heidelberg, GE

- └ Naval Striking and Support Forces - STRIKFORNATO - Naples (IT)
- └ Standing Naval Force Atlantic - STANAVFORLANT
- └ Standing Naval Forces Mediterranean - STANAVFORMED
- └ Standing Naval Forces Channel - STANAVFORCHAN

### **Allied Command Transformation (ACT)**

- └ Headquarters Supreme Allied Commander Transformation - HQ SACT - Norfolk, US
- └ Joint Warfare Centre - JWC - Stavanger, NO
- └ SACLANT Undersea Research Centre (SACLANTCEN) - La Spezia, IT
- └ NATO School - Oberammergau, GE

### **Other NATO Command & Staff Organisations**

- └ Canada-US Regional Planning Group - CUSRPG
- └ NATO Airborne Early Warning and Control Force Command - NAEW&CFC - Mons, BE
- └ Combined Joint Planning Staff - CJPS - Mons, BE

## **Organisations and Agencies**

### **Logistics**

- └ Senior NATO Logisticians' Conference (SNLC)
- └ NATO Maintenance and Supply Organisation (NAMSO)
- └ The NATO Maintenance and Supply Agency (NAMSA)
- └ NATO Pipeline System (NPS)
  - └ Central Europe Pipeline System (CEPS)
- └ NATO Pipeline Committee (NPC)
  - └ The Central Europe Pipeline Management Organisation (CEPMO)
  - └ Central Europe Pipeline Management Agency (CEPMA)
  - └ The Committee of Chiefs of Military Medical Services in NATO (COMEDS)

### **Production Logistics**

- └ Conference of National Armaments Directors (CNAD)
  - └ NATO Medium Extended Air Defence System Design and Development, Production and Logistics Management Agency (NAMEADSMA)
  - └ NATO EF 2000 and TORNADO Development Production and Logistics Management Agency (NETMA)
  - └ NATO Helicopter Design and Development Production and Logistics Management Agency (NAHEMA)
  - └ NATO HAWK Management Office (NHMO)

### **Standardisation**

- └ The NATO Standardisation Organisation (NSO)

- └ NATO Committee for Standardisation (NCS)
- └ Office for NATO Standardisation (ONS)
- └ NATO Standardization Agency (NSA)
- └ **Civil Emergency Planning**
  - └ Senior Civil Emergency Planning Committee (SCEPC)
  - └ Civil Emergency Planning Boards and Committees
  - └ Euro-Atlantic Disaster Response Coordination Centre (EADRCC)
- └ **Air Traffic Management, Air Defence**
  - └ The NATO Air Traffic Management Committee (NATMC)
  - └ The NATO Air Defence Committee (NADC)
  - └ Military Committee Air Defence Study Working Group (MC-ADSWG)
  - └ NATO Air Command and Control System (ACCS) Management Organisation (NACMA)
  - └ NATO Programming Centre (NPC)
- └ **Airborne Early Warning**
  - └ The NATO Airborne Early Warning and Control Programme Management Organisation (NAPMO)
- └ **Communication and Information Systems**
  - └ NATO C3 Organisation
  - └ NATO CIS Services Agency (NCSA)
  - └ NATO Consultation, Command and Control Agency (NC3A)
  - └ NATO Headquarters Consultation, Command and Control Staff (NHQC3S)
  - └ The NATO Frequency Management SubCommittee (FMSC)
  - └ Frequency Management Cooperation in NATO
  - └ NATO Headquarters Information Systems Service (ISS)
  - └ NATO CIS Operating and Support Agency (NACOSA)
- └ **Electronic Warfare**
  - └ NATO Electronic Warfare Advisory Committee (NEWAC)
- └ **Meteorology**
  - └ Military Committee Meteorological Group (MCMG)
- └ **Military Oceanography**
  - └ The Military Oceanography (MILOC) Group
- └ **Research and Technology**
  - └ Research and Technology Organisation (RTO)
- └ **Education and Training**
  - └ NATO Defense College (NDC)
  - └ The NATO School - Oberammergau, Germany
  - └ NATO Communications and Information Systems (NCISS) School

- └ The NATO Training Group (NTG)
- └ *Project Steering Committees/Project Offices*
  - └ Alliance Ground Surveillance Capability Provisional Project Office (AGS/PPO)
  - └ Battlefield Information Collection and Exploitation System (BICES)
  - └ NATO Continuous Acquisition and Life Cycle Support Office (CALC)
  - └ NATO FORACS Office
  - └ Munitions Safety Information Analysis Center (MSIAC)