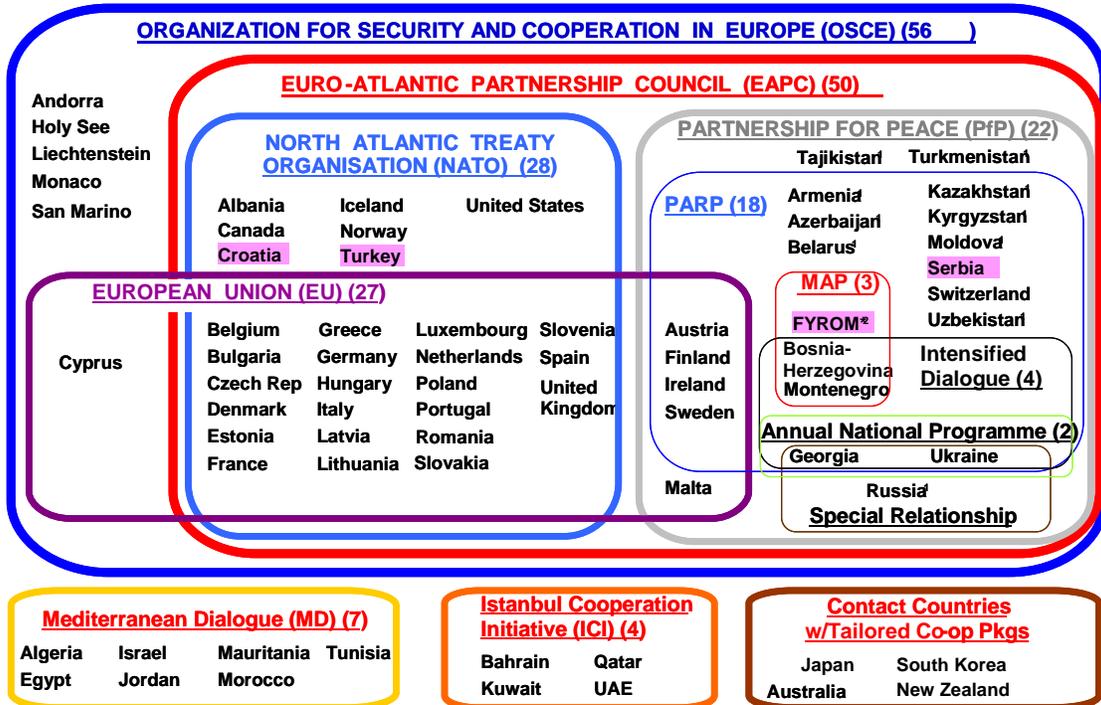


What does the Military Cooperation/Outreach mean in practice?



¹ Commonwealth of Independent States (CIS) Member (10)

² Invitation to join NATO pending resolution of name issue

EU Candidates (4)

* Turkey recognizes the Republic of Macedonia with its constitutional name

As of 31 May 2010

“...NATO’s policy of outreach through partnerships, dialogue, and cooperation is an essential part of the Alliance’s purpose and tasks. The Alliance’s partnerships across the globe have an enduring value, contributing to stability and security in the Euro Atlantic area and beyond...We will continue to strive to promote greater interoperability between our forces and those of partner nations; to further enhance information sharing and consultations with nations contributing to NATO led operations; and to offer partner countries NATO’s advice on, and assistance with, the defence and security related aspects of reform.”

Bucharest Communiqué, 03 April 2008

Outreach represents a politically guided Strategic Goal of the Alliance, following a political-strategic rationale with the purpose of contributing to stability and security in the Euro Atlantic area and beyond by dialogue, cooperation and partnership with Non-NATO Nations with the objective to strengthen the Alliance’s position and influence within its international environment and to promote mutual understanding, trust and confidence.

According to the NATO Military Authorities’ strategic priorities and objectives (NMA SPO) for 2009-2013, NATO has identified three Strategic Goals for its activities: Operations, Transformation and Outreach.

Outreach Objectives (NMA SPO 3):

1. Increase international stability and increased security through co-operative engagement with non-member states and their forces
2. Broaden participation of non-NATO states in Alliance operations.
3. Maximise the success of NATO missions and operations through engagement with non-NATO actors through Comprehensive Approach
4. Support aspirant nation within the Membership Action Plan

Outreach Outcome (NMA SPO 3):

1. Potential crises are resolved without resorting to military means.
2. The burden of Alliance forces is reduced through participation of non-member states at an appropriate level.
3. All actors in the theatre of operations engage to achieve common goals and objectives.
4. The armed forces of aspirant nations are adapted to integrate within the Alliance.

Partnerships are an integral part of NATO's security policy, a tool to achieve NATO's objectives. Consequently, as part of its comprehensive approach to security, NATO has developed various types of cooperation and dialogue since 1991. The initial idea was to build security through dialogue and cooperation, but in recent years objectives have become far more ambitious, and the present network of cooperation and partnerships is extremely heterogeneous: Partnership for Peace (PfP), Mediterranean Dialogue (MD), Istanbul Cooperation Initiative (ICI), NATO-Russia Special Relations, NATO-Ukraine Special Relations, Contact Countries (CC), Non-NATO Contributing Nations (NNCN) to NATO operations, NATO's support to African Union (AU) and so forth.

Whilst the Outreach remains a Strategic Goal for the Alliance been achieved through several political tools described above, the Military Cooperation (Mil-Coop) represents the unique tool through which the Strategic Commands (SCs) and their Subordinate Commands and Entities can participate at the achievement of this political goal and support, at the same time, the other two strategic goals. In this respect, the newly established Military Cooperation Division (MCD) represents the archpin for achieving the Outreach's objectives in the military field at the strategic level and below and the architect in driving the policy of the Strategic Commands in this domain.

Bi-SC Strategic Intent on Outreach

Enhance security, stability, interoperability and partnerships through promoting and enabling non-Alliance member states' involvement in NATO activities.

What does the Military Cooperation Division (MCD) stand for?

Following the necessity to improve the Mil-Coop activity at the strategic level, by making more efficient the existing programmes of cooperation and available tools, on 1 September 2008 the North Atlantic Council decided to stand up the Military Cooperation Division (MCD), in order to replace the former Partnership Coordination Cell (PCC), established in 1994, with the mission to plan, programme, coordinate, implement and assess NATO military outreach policies, activities and events at the Strategic Commands level. To do so, MCD assumed the responsibility of PCC, SHAPE J5 PMX and ACT Ti-340, becoming a Bi-SC division.

Since its creation, MCD has had a unique position in NATO, being the single division working shoulder-to-shoulder with our Partner Nations' representatives, including members of the Partnership for Peace (PfP), Mediterranean Dialogue (MD), Istanbul Cooperation Initiative (ICI) and Contact Countries (CCs). We have in our building, working together with us, Partner Liaison Teams (PLTs) from 16 PfP Countries (out of 22): Armenia; Austria; Azerbaijan; Belarus;

Bosnia & Herzegovina; Finland; Georgia; Ireland; Kyrgyzstan; the former Yugoslav Republic of Macedonia¹; Republic of Moldova; Republic of Montenegro; Russian Federation; Sweden; Switzerland; and Ukraine. There are also Military Liaison Teams (MLTs) from three MD countries (Egypt, Jordan and Morocco) and two Liaison National Officers (LNOs) from Australia and Colombia.



Both the presence and the mission of the PLTs/MLTs co-located with our NATO staff in Bldg 901 (see the above picture) are very important and useful to the Alliance. As it was stated in the Declaration on Alliance Security (4 Apr 09), our partners “...are key in enabling us to implement our vision of a community of shared values and responsibilities. We value the support that many of our partners bring to our operations and missions.” In our operations today in Afghanistan and the Western Balkans, our armed forces are working alongside many other non-NATO nations and international/regional organisations. In order to improve our ability to deliver a comprehensive approach to meeting all new challenges of the 21st Century, by combining civilian and military capabilities more effectively, we aim to strengthen our cooperation with all our Partner Nations and other nations which are keen to participate and share the same values and interests. The ultimate aim is to extend the actual Mil-Coop existing programmes to an enlarged Global Partnership.

Another important aspect of the newly established division, which also confers it a unique character, is the MCD’s role and place inside the NATO Command Structure. It is a Bi-Strategic Command organisation, being responsible for the Mil-Coop Programmes at both ACO and ACT level. This is why, even if we are part of the ACO Peace Establishment and Military Budget, we keep a footprint in the SACT HQ through the permanent Staff Element Norfolk (SENF). Also our Deputy Chief of Staff (DCOS) for Military Cooperation has to report, periodically, to both Chiefs of Staff - SHAPE and SACT HQ - and coordinate the work of all Subordinate Commands and Entities in the Mil-Coop field.

Which are the existing cooperative programmes in MCD?

¹ Turkey recognizes the Republic of Macedonia with its constitutional name

These are the four main programmes that we have with our partners:

- the Partnership for Peace (PfP), which is the largest one;
- the Mediterranean Dialogue (MD) programme;
- the Istanbul Cooperation Initiative (ICI); and
- the Contact Countries.

The intent of all these programmes is to tailor the cooperation with the different countries in order to meet each of their different needs.

1. Partnership for Peace (PfP). Following the fall of the Berlin Wall and the end of the Cold War in the late eighties/early nineties, many European countries and institutions were faced with a totally changing landscape, a new political, social and economic situation which set in motion a series of changes that would deeply affect Europe. Many Eastern European Nations were faced with difficult political and economic realities which drove them to look west, at organisations like the European Union, to provide assistance and support. For many, the end of the Cold War was also a time of increasing regional instabilities and global threats to their security. For NATO, the end of the cold war was a period of great uncertainty regarding its future. Literature started to speak of an identity crisis for NATO. NATO produced a new Strategic Concept and it recognized the importance of starting cooperation with non NATO countries to share a common view on the new security environment.

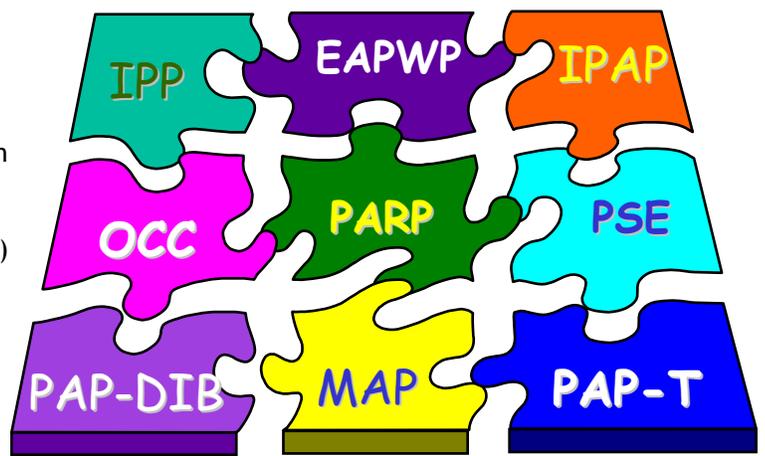
The new challenges of the post cold war forced NATO to re-examine its role. While there were disagreements between several NATO partners, the final consensus reached was that NATO needed to transform itself to adapt to the new strategic environment. At the London Summit in 1990, NATO Head of States announced the basis for an in depth transformation of NATO that comprised four main pillars:

- the release of a new, unclassified, Strategic Concept for NATO;
- plans for the restructuring of the military command structure and the transformation of NATO force structure;
- the expansion of the NATO membership; and
- creation of a new partnership program for nations interested in joining NATO.

The Partnership for Peace program was officially launched at the Brussels Summit in 1994. It was built on the fundamental principles that define a democratic society. Its purpose was from the beginning to increase stability, diminish threats to peace, and build strengthened security relationships between individual Partner countries and NATO, as well as among Partner countries. It is a program of practical bilateral cooperation between individual Partner countries and NATO, designed to allow Partner countries to build up an individual relationship with NATO, while choosing their own priorities for cooperation.

PfP programme offers the following mechanisms/tools to partners:

- Euro-Atlantic Partnership Work Plan (EAPWP)
- Individual Partnership Plan (IPP)
- Planning and Review Process (PARP)



- Individual Partnership Action Plan (IPAP)
- Operational Capability Concept (OCC)
- Membership Action Plan (MAP)

The first and most fundamental tool is the Euro-Atlantic Partnership Work Plan. The EAPWP is a key document which provides a complete list of all activities and events offered by Nations, the International Staff and the military Commands for the upcoming year. The activities include Education and training events, conferences, working groups as well as NATO sponsored exercises open to partner countries. This repertoire of activities is used by partner countries to help them define their Individual Partnership Plan for the upcoming year, based on their own individual needs and priorities.

Another PfP tool is the Individual Partnership Plan (IPP). It is an individual work plan produced by each participating nation in consultation with NATO. The IPP identifies the requirements and priorities for the partner nation and lists the activities and events the nation has decided to take part in over the next year. The IPP is, in fact, a two-year plan reviewed and amended after one year.

PARP - The planning and review process is a voluntary mechanism that mirrors the NATO defence planning process. It provides a structured approach to the development of interoperability and assesses the partner's capabilities for multinational training, exercises and operations with alliance forces. It is a formal discussion and review process between NATO and a partner country which focuses primarily on the military aspect of the partnership and includes such topics as defence reform, training and exercises, and military operations. Every two years PARP partners are given partnership goals to implement. These goals are very similar to what NATO countries receive. And, annually, each PARP participant is assessed on what it has achieved over the last 12 months, primarily its defence reform, and modernization programmes to make its forces interoperable with NATO. There are currently 18 countries that are participating in the PARP program.

The Individual Partnership Action Plan program was introduced in 2002. It is an extensive and far reaching cooperation program that goes well beyond military reforms and opens up to many other areas of domestic reforms including:

- Defence
- Security and military issues
- Public Information
- Science and Environment
- Civil emergency planning; and
- Protective security and resource issues

There are currently 12 countries participating in the IPAP program.

The Operational Capability Concept program was introduced in 2004 following the Istanbul summit to meet a demand by many partner nations for training opportunities using NATO standards. This program was designed to train and evaluate declared partner military forces using NATO standards. These training and evaluation activities are normally carried out in concert with a national exercise conducted by the partner country. Although it is still a fairly new program, the OCC has proven to be a very useful tool in assisting partner countries in the development and preparation of their (declared) forces for NATO-led crisis response operations. So far, 13 partner countries have taken advantage of the OCC program.

The Membership Action Plan (or MAP) was launched in 1999 as the vehicle for accession to NATO membership. Like the IPAP program, the MAP aims at providing a partner country with constructive advice in all areas of their preparation for eventual accession to full NATO partnership. Clearly, accession to NATO partnership implies achievement of a number of goals

in *political and economic* fields. These include for instance - settling any international, ethnic or external territorial disputes by peaceful means; demonstrating a commitment to the rule of law and human rights; establishing democratic control of their armed forces; and promoting stability and well-being through economic liberty, social justice and environmental responsibility. The MAP program takes the form of regular meetings, discussions and visits between NATO and key Governmental departments and Ministries to examine and review progress in a number of key political and economic fields including: defence, legal, resource and security. So far, there are three countries involved in the MAP program.

Special Relationships. Under the PfP umbrella falls the NATO-Russia Council, which is critically important towards regional and global security. On the military level, political efforts are complemented by the NATO-Russia interoperability program. The NATO-Russia cooperation program was first created in 1994 and the formal cooperation framework was finalized and agreed on by both Russia and NATO in 1997 with the creation of the NATO-Russia Council (NRC). NATO and Russia have agreed to cooperate in several areas of common interest. There are currently 20 permanent work groups which meet regularly in Brussels to discuss these topics and develop annual plans for mutual cooperation.

NATO also enjoys special relations with the Ukraine through the NATO-Ukraine Commission and military cooperation and interoperability are key objectives. This program was formed in 1994 and is also designed to serve as a cooperation forum between NATO and Ukraine in many areas of common interest. This particular program focuses on Defence and Security Sector reforms. This program is also a very dynamic program which includes extensive participation of Ukrainian forces in NATO Training and Exercise events, as well as participation of Ukraine armed forces in some NATO-led operations.

2. The Mediterranean Dialogue Program was originally launched in 1994, but a renewed interest and willingness to expand this program was demonstrated during the 2004 Istanbul Summit (with the decision to elevate the Mediterranean Dialogue to a genuine partnership.) The aim of the enhanced MD Program is to contribute to regional security and stability, by creating greater practical cooperation, enhancing the political dimension of the Dialogue, assisting in defence reform, providing cooperation in the field of border security, achieving interoperability and contributing to the fight against terrorism. Current focus is on:

- Military Interoperability;
- Defence Reform and Border Security;
- Information Sharing (terrorism).

There are currently seven countries participating in the MD programme: Mauritania, Morocco, Algeria, Tunisia, Egypt, Israel and Jordan.

3. The Istanbul Cooperation Initiative (ICI) is also a major expansion initiative launched by NATO following the Istanbul Summit in 2004. This Initiative is currently focused on countries belonging to the "Gulf Cooperation Council" but could be expanded in the future. The Istanbul Cooperation Initiative (ICI) is the second major expansion initiative launched by NATO following the Istanbul Summit in 2004. This Initiative is currently focused on countries belonging to the "Gulf Cooperation Council" but could be expanded in the future. The aim of ICI is to enhance security and stability through a renewed engagement and assistance in a number of areas including:

- defence reforms,
- civil-military relations,
- military-to-military cooperation; and
- fight against terrorism and illegal trafficking (through information sharing and maritime cooperation.)

Six countries were invited but currently only Bahrain, Kuwait, Qatar and United Arab Emirates are participating in this program. Two more countries, Oman and Saudi Arabia, are still considering the invitation.

4. Contact Countries. NATO also has a number of outreach programs with other countries, known collectively as contact nations. These relationships and the nature of these relationships are approved on a case-by-case basis by the North Atlantic Council with countries that share common values and concerns with NATO. Most of these nations are currently involved in NATO operations. NATO is also involved in the training of the Iraqi security forces. NATO is training and mentoring middle and senior level personnel from the Iraqi security forces in Iraq and outside of Iraq, at NATO schools and training centres. The Alliance also plays a role in coordinating offers of equipment and training from individual NATO and partner countries.

Outreach – A True NATO Success!

The Outreach programmes are, by many standards, one of NATO's success stories. Today, these programmes involve: 22 partner nations, 7 Mediterranean Countries, 4 Countries in the Persian Gulf, two special relations programmes between NATO-Ukraine and NATO-Russia, as well as six tailored programmes with countries around the world, and are constantly expanding.

Currently, partners are involved in:

- Education and Training activities;
- NATO-led Exercises; as well as
- NATO and UN-sponsored Operations.

