



The Secretary General's
Annual Report

2015

Jens Stoltenberg

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FOREWORD



2015 has shown how insecurity abroad directly affects our security at home.

We saw this in the brutal terrorist attacks in our cities, in the refugee crisis, in Russia's continued actions in Ukraine and its recent military build-up in Syria and the Eastern Mediterranean. NATO's three core tasks – collective defence, crisis management and cooperative security – are all essential if we are to maintain peace and security in and around Europe.

But 2015 also saw a dramatic slowing of cuts to defence spending among most European Allies and Canada, and the greatest strengthening of NATO's collective defence since the Cold War.

We have increased our presence in the east of our Alliance. We have agreed to increase the presence of NATO's AWACS early warning aircraft over Turkey. We have roughly tripled the size of the NATO Response Force to more than 40,000 troops. The very high-readiness 'Spearhead Force' is now operational. It held its first deployment exercise, showing its readiness within days to deploy to wherever it is needed.

We are also establishing eight new headquarters within our eastern Allies to support planning, training and, should they be needed, reinforcements. To combat hybrid warfare, we are improving our intelligence and early warning, speeding up our decision-making, and enhancing our cyber defences.

Last year, NATO and its Allies conducted around 300 exercises, including our largest and most complex exercise in over a decade. Incorporating more than 36,000 troops, over 140 aircraft and more than 60 ships from over 30 countries, Exercise Trident Juncture, in Spain, Portugal and Italy, was a tremendous display of our capabilities and of Allies' ability to work together. And we will do more in 2016.

2015 saw substantial progress with our new Alliance Ground Surveillance system, including the first test flight of one of our new Global Hawk drones. This system, when operational, will provide real-time intelligence to our commanders in theatre.

We also saw significant progress with NATO's ballistic missile defence system, including two more Aegis ships based in Spain and progress towards the activation of the Aegis Ashore facility in Romania.

This increase in our defence posture does not come for free. To ensure that NATO has the resources required, NATO Heads of State and Government agreed at the Wales Summit to stop the cuts, increase investment as our economies improve and to spend more on modern equipment. After many years of substantial cuts in defence spending, and within a year of making this pledge, the cuts have now practically stopped among most European Allies and Canada. In 2015 they were close to zero.

Five Allies now meet our guideline on spending 2% of GDP or more on defence. Sixteen Allies spent more on defence in real terms in 2015 than they did in 2014. Of those, 12 increased defence spending as a percentage of GDP. Twenty-three Allies also increased the amount they are spending on new equipment, with eight allocating more than 20% of their defence budget. This has taken a lot of effort. But we need to do more.

NATO is also at the forefront of the fight against international terrorism. From the start, the reason for NATO's mission in Afghanistan was to ensure that the country would never again become a safe haven for international terrorists. Despite challenging conditions, our ongoing mission in Afghanistan to train, advise and assist Afghan security forces is helping to maintain stability. We have pledged to maintain the current level of troops in 2016. We are also looking at how we can contribute to the funding of the Afghan security forces after 2017, and we are developing our enduring partnership with Afghanistan.

Every NATO Ally and many of our partners are part of the Global Coalition to Counter ISIL. The high degree of interoperability achieved through years of challenging NATO-led operations is a key asset of the Coalition.

To address the root causes of instability, NATO is working even closer with our partners in the region. We are training Iraqi officers in areas such as demining, cyber defence and security sector reform. We are building the defence capacity of Jordan. We are engaging with Tunisia, including on the training of Special Forces. And we are working with many other countries across North Africa, including Morocco and Mauritania.

In the Western Balkans, our mission in Kosovo, NATO's longest, continues to bring much-needed security to

the region, a part of our neighbourhood that has been highly volatile in the relatively recent past.

We have also formally invited Montenegro to begin talks to become the 29th member of NATO. This sends a clear signal to those seeking NATO membership that the door to the Alliance remains open.


In the east, we continue to support Ukraine, Georgia and Moldova to better resist outside pressure.

Russia is our largest neighbour. We need to have a relationship with Russia that is based on mutual respect. There is no contradiction between increasing the strength of NATO and engaging with Russia. Indeed, it is only by being strong that we can develop a cooperative and constructive relationship.

To deal with fast-moving hybrid threats, our next NATO Summit, in Warsaw in July, will decide on the balance between a forward presence and our ability to reinforce. We will also address the crisis to the south and the level of support we provide to our partners. Last but not least, we will review the

progress we are making on increasing defence spending. In the last couple of years, our world has become more dangerous. But in the same period, NATO has adapted to keep our countries and our people safe.

In 2016 and in the years ahead, NATO will continue to bring stability to Europe by staying strong, being open for dialogue and by working with our partners around the world. While the security challenges we face are large, complex and will be with us for many years to come, NATO is up to the task.

A handwritten signature in black ink, reading "Jens Stoltenberg". The signature is fluid and cursive, with a long horizontal stroke at the end.

Jens Stoltenberg
NATO Secretary General



Photo by WO Artigues, HQ MARCOM

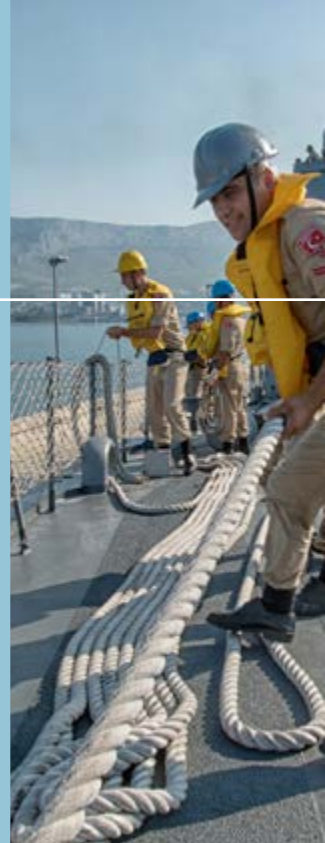


Photo by Javier Lizón, courtesy HQ AIRCOM



Photo by Milan Nykodym, courtesy HQ AIRCOM



Photo by PAO Santa Margarida Lopscon, courtesy JFC Brunssum



EXECUTIVE SUMMARY



Photo by WO Artigues, HQ MARCOM



Photo by SSgt Dan Bardsley GBR Army



U.S. Army photo by Sgt. A.M. LaVey/173rd Abn. Bde./Public Affairs

Safeguarding freedom and security has always been NATO's aim. As the security environment has evolved, NATO has adapted to ensure that it can deliver for the citizens it was created to defend.

The security environment in 2015 was one of complex challenges and unpredictable threats to the safety of citizens in the Euro-Atlantic area and around the world.

Violent extremism and instability in the Middle East and North Africa persisted, worsening the humanitarian crises in Syria and Iraq, and fuelling the largest flow of refugees in decades. Terrorists attacked in Ankara and Paris, Beirut and San Bernardino. They killed indiscriminately, bombing a plane of Russians on holiday in Egypt, shooting tourists in Tunisia and gunning down concert-goers and others out for an evening in France. Through these acts, terrorists attempted to disrupt people's everyday lives and fragment the rules-based societies and systems that are the foundation of stability and prosperity.

Russia continued to pursue a more assertive and unpredictable military posture in 2015. While persisting in illegally occupying parts of Georgia, the Republic of Moldova and Ukraine, and continuing to support separatists fighting in eastern Ukraine, Russia also began a military operation in Syria, not as part of the Global Coalition to Counter ISIL but in support of the Assad regime. The serious risks associated with ignoring or skirting agreed international rules and procedures were brought to light in 2015, when violations of Turkish airspace led to the downing of a Russian jet.

The hybrid nature of security challenges – combining military and non-military means of inflicting damage or creating instability – also continued to colour the security environment in 2015. While the notion of hybrid warfare is not new, the scale, speed and intensity of the challenge demanded a new approach to preparing for, deterring, and defending against these threats.

While Russia's actions have been unpredictable, NATO is committed to transparency and is working to update the mechanisms meant to ensure openness in relation to certain military activities and to restore predictability to the relationship with Russia.

At the same time, NATO is fully committed to the collective defence of all Allies and continues to bolster the readiness and responsiveness of its forces. Throughout 2015, NATO continued to implement the Readiness Action Plan that was agreed at the NATO Summit in Wales, providing assurance for Allies in the eastern part of the Alliance, supporting Turkey as it is faced with instability in the South, and adapting so that NATO is prepared for the challenges of today and tomorrow. These actions have contributed to the most significant reinforcement of NATO's collective defence in decades.

NATO agreed a hybrid strategy to cope with the fast-moving challenges posed through a range of military and non-military means. The Alliance exercised its forces in a variety of scenarios throughout the year, including in its largest exercise in over a decade which brought together more than 36,000 troops from over 30 countries.

In 2015, Allies invested in defence and security, developing and improving their capabilities, including ballistic missile defence, surveillance and reconnaissance, and cyber defence. Allies worked together and with partners on the operations and missions in which NATO is engaged, from training and advising in Afghanistan to maritime monitoring in the Mediterranean.

Terrorist attacks are meant to terrify, but NATO, along with the broader international community, has vowed to strengthen its resolve and continue to develop the ways and means of addressing the challenge. Every member of the Alliance is part of the Global Coalition to Counter ISIL, and NATO is working with its partners in the region to bolster their capacity to provide security and prevent further instability.

NATO deepened its cooperation with partners across a range of areas to build capacity, enhance interoperability and to generate a better understanding of and approach to a variety of shared challenges to security.

NATO provided essential training, assistance and support to Afghanistan through the Resolute Support Mission and agreed to sustain this presence and support during 2016. NATO also maintained its peace-support operation in Kosovo, contributing to the stability and security of the Western Balkans region.

The Alliance continued to stand by Ukraine in 2015, enhancing its support to Ukraine as it works to improve its governance and security structures, despite the ongoing conflict in the eastern part of the country.

In December, NATO invited Montenegro to start accession talks to join the Alliance, affirming the progress that country has made and demonstrating the Alliance's commitment to its Open Door policy.

In order to pursue all three of the Alliance's core tasks - collective defence, crisis management and cooperative security - it is essential that NATO has not only the right policies, capabilities and relationships but that the structures supporting its work are fit for purpose. To this end, NATO continued to adapt as an institution in 2015, implementing reforms to its civilian and military structures to ensure a modern, efficient, effective and accountable institution.



DETERRENCE AND DEFENCE



The greatest responsibility of the Alliance is to protect and defend NATO's territory and populations. Article 5 of NATO's founding charter, the Washington Treaty, sets out the Alliance's collective defence commitment, stating that an attack on one shall be considered an attack on all.

A core element of NATO's collective defence is deterrence, based on an appropriate mix of nuclear, conventional and missile defence capabilities. As the security environment changes, NATO adapts its policies and ensures it has the capabilities required to implement them.

In order to respond to hybrid threats - where a wide range of overt and covert military, paramilitary, and civilian measures are used to disrupt, confuse, damage or coerce – Allies agreed to develop a strategy on NATO's role in countering hybrid warfare, which was agreed by Foreign Ministers in December.

Readiness Action Plan

In response to Russia's aggressive actions to NATO's east as well as violent instability to NATO's south, Allies agreed the Readiness Action Plan at the Wales Summit in 2014. The plan includes immediate reinforcement of NATO's presence in the eastern part of the Alliance, which has been in place since May 2014 (assurance measures), and longer-term changes to NATO's force posture (adaptation measures). The adaptation measures will increase NATO's readiness and allow the Alliance to deal with any security challenges, from wherever they might come. Implementation was ongoing throughout 2015.



Photo courtesy HQ AIRCOM



Photo by WO Artigues, HQ MARCOM

Assurance Measures

In 2015, NATO continued its increased military presence through a series of land, air and maritime activities to provide assurance and to support deterrence in and around the eastern part of the Alliance. All 28 Allies contributed to the assurance measures on a rotational basis to demonstrate collective solidarity and the resolve to protect all Allies.

NATO also continued its support to Turkey in 2015, augmenting Turkish air defences through deployment of Patriot missile batteries and providing additional capabilities to strengthen security in the air and at sea.

2015 assurance measures included:

- an increased number of fighter jets on air-policing patrols over the Baltic States, and deployed fighter jets to Poland and Romania
- Airborne Early Warning and Control surveillance flights over the territory of NATO's eastern Allies, and maritime patrol aircraft flights along NATO's eastern borders
- intensified maritime patrols in the Baltic Sea, the Black Sea and the Mediterranean Sea with the Standing NATO Maritime Groups and Standing NATO Mine Counter-Measures Groups
- deployment of ground troops to the eastern areas of the Alliance for training and exercises
- Over 100 of the nearly 300 exercises conducted in 2015 were in support of NATO's assurance measures.

Adaptation Measures

Adaptation measures are longer-term changes to NATO's forces and command structure that will make the Alliance better able to react swiftly and decisively to sudden crises.

Implementation of these measures continued throughout 2015. Adaptation measures include high-readiness force structures and some forward presence. In addition, NATO's contingency plans are being reviewed and enhanced as necessary. To improve responsiveness and support rapid political decision-making, a new advanced planning concept was developed in 2015.

Enhanced NATO Response Force

The NATO Response Force (NRF) is a highly ready and technologically advanced multinational force made up of land, air, maritime and Special Operations Forces components that the Alliance can deploy quickly, wherever needed, when authorised by the North Atlantic Council – NATO's top political decision-making body. In addition to its operational role, the NRF can provide further opportunities for cooperation in education, training and exercises as well as for improving the use of technology.

Given the speed with which security challenges can arise, Allies agreed that enhancements to this force would provide the Alliance with an essential capability. In 2015, the size of the NRF roughly tripled from 13,000 to approximately 40,000.¹

¹ Variations are due to the sizes of national contributions. For instance, the size of a battalion can vary.

The NATO Response Force includes:

- a command and control element: operational command of the NRF alternates between NATO's Joint Force Commands in Brunssum, the Netherlands and Naples, Italy
- the Very High Readiness Joint Task Force (VJTF): this new NRF component includes a multinational land brigade of around 5,000 troops with air, maritime and Special Operations Forces units available
- the Initial Follow-On Forces Group: these are high-readiness forces that can deploy quickly, following the VJTF, in response to a crisis. The group is made up of two multinational brigades.
- a maritime component: based on the Standing NATO Maritime Groups (SNMGs) and the Standing NATO Mine Counter-Measures Groups (SNMCMGs)
- an air component with combat and support capabilities
- Special Operations Forces
- a chemical, biological, radiological and nuclear (CBRN) defence task force

The VJTF is NATO's "Spearhead Force". The Spearhead and Initial Follow-on Forces are based in their home countries, but are able to deploy to wherever they are needed for exercises or crisis response. Composed of approximately 20,000 troops, elements of the Spearhead Force can be deployed from their base locations at a few days' notice. Leadership and composition of these forces rotate on an annual basis.

In 2016, when the Spearhead Force is fully operational, the brigade-sized multinational land component (about 5,000 ground troops) will be led by Spain. Other components include air, maritime, logistics and Special Operations forces. France, Germany, Italy, Poland, Turkey and the United Kingdom have offered to serve as lead nations in the following years.

In June 2015, the Spearhead Force participated in its first deployment exercise: Noble Jump in Poland. It was tested again during Exercise Trident Juncture and is now certified for 2016. The exercise also

certified the NRF Headquarters for 2016, Joint Force Command Brunssum.

In addition to the VJTF, the NRF includes an Initial Follow-on Forces Group (IFFG), which includes two land brigades as well as air, maritime, logistics and Special Operations forces at high readiness. To further support the NRF, an additional cadre of high-readiness forces has been identified by Allies and partners that may be made available on a voluntary basis. While this group can provide important contributions to the NRF, its numbers are not included in the 40,000.

The NRF is trained for the full spectrum of NATO missions. It is certified and trains through military exercises throughout the year, with 25 exercises in 2015. To ensure that the VJTF is prepared, two dedicated exercises are conducted under the authority of the Supreme Allied Commander Europe (SACEUR): one readiness exercise and one short-notice deployment exercise.



Army photo by Sgt. A.M. LaVey/173rd Abn. Bde. Public Affairs



New Command and Control Elements

- HQ Multinational Corps Northeast
 - Role: collective defence focus in the northeast of NATO's area of responsibility; command and control option for the NRF land forces deployed in this area and command and control of the six NATO Force Integration Units (NFIU) in its area
 - Location: Szczecin, Poland
 - Composition: Framework nations: Denmark, Germany and Poland, with 16 other nations filling posts
- HQ Multinational Division Southeast
 - Role: collective defence focus in the southeast of NATO's area of responsibility; command and control option for the NRF land forces deployed in this area and command and control of the two NFIUs in its area
 - Location: Bucharest, Romania
 - Composition: Lead nation: Romania
- NATO Force Integration Units
 - Role: to improve cooperation and coordination between NATO and national forces, and prepare and support exercises and any deployments needed
 - Location:
 - Activated in 2015: Bulgaria, Estonia, Latvia, Lithuania, Poland and Romania
 - Agreed in 2015, not yet activated: Hungary and Slovakia
 - Composition: Each NFIU is staffed by about 40 national and NATO specialists.

Resilience and Civil Preparedness

Resilience is an essential component of credible deterrence. Making countries more resilient makes them less attractive targets to potential aggressors. In doing so, the likelihood of successful attacks is reduced.

In 2015, NATO strengthened its civil preparedness, which is an essential component of resilience. This work focused on preserving continuity of government and essential services as well as the ability to provide civil resources to the military, so that nations can defend themselves when necessary.

Robust civil preparedness is essential, not least because without it military forces cannot deploy efficiently or sustain operations. Militaries are heavily dependent on resources from the civilian sector:

- 90% of military transport is accomplished using civilian assets chartered or requisitioned from the commercial sector.
- Over 50% of satellite communications used for defence purposes are provided by the commercial sector.
- 75% of host nation support to NATO operations is sourced from local commercial infrastructure and services.

Guidelines are being drawn up to assist Allies in enhancing national resilience with respect to hybrid attacks. Allies are also assessing the state of their civil preparedness. An Alliance-wide assessment launched in 2015 will serve as a basis for determining the required level of resilience, individually and collectively.

Transparency and Risk Reduction

Over the last several years, there has been a significant increase in Russia's military activity near NATO's borders, as well as a demonstrated willingness to use force in pursuit of its foreign and defence policy goals. Russia's use of force in Georgia in 2008, and again with the annexation of Ukrainian territory in March 2014, has fundamentally challenged the vision of a Europe whole, free and at peace and undermines the principles of international relations as agreed in the Helsinki Final Act. For the first time since the Second World War, one European country illegally annexed part of another.

Concurrent with its increasingly aggressive behaviour, Russia is reducing military transparency through non-implementation and selective implementation of some of the most important arms control agreements and confidence- and security-building measures that comprise the Euro-Atlantic security architecture. Russia avoids mandatory military transparency through unilaterally suspending its observation of the Conventional Armed Forces in Europe (CFE) Treaty and the selective implementation of the Vienna Document and Open Skies Treaty. Russia exploits loopholes in these last two agreements, mis-reporting or failing to report major military exercises and using no-notice (snap) exercises.



Photo by Sgt Sebastien Frechette, Combat Camera



Photo courtesy HQ AIRCOM

As part of its overall military build-up, the pace of Russia's military manoeuvres and drills have reached levels unseen since the height of the Cold War. Over the past three years, Russia has conducted at least 18 large-scale snap exercises, some of which have involved more than 100,000 troops. These exercises include simulated nuclear attacks on NATO Allies (eg, ZAPAD) and on partners (eg, March 2013 simulated attacks on Sweden), and have been used to mask massive movements of military forces (February 2014 prior to the illegal annexation of Crimea) and to menace Russia's neighbours.

These actions, among others, have contributed to an increasingly unpredictable and unstable Euro-Atlantic security environment. In response, NATO has taken defensive measures to protect and assure its members and will continue to do so as long as necessary. Contrary to the Russian approach, NATO Allies have demonstrated a firm commitment to increasing military transparency and predictability. To this end, Allies have continued to notify all major exercises, including those that are below notification thresholds in the Vienna Document, and to invite observers to at- and near-threshold exercises whenever possible. In addition, NATO publishes its annual exercise schedule on its website and ensures that none of the Alliance's exercises come as a surprise to its neighbours.

In the autumn of 2015, the Alliance held Exercise Trident Juncture 2015, its largest exercise in more than a decade. Approximately 36,000 soldiers deployed across Italy, Portugal, and Spain as part of this complex joint exercise. Allies used numerous occasions to provide information about the exercise, announcing it more than a year in

advance at the Wales Summit, posting regular information updates on the NATO website, sending updates and notifications to all participating states of the Organization for Security and Co-operation in Europe (OSCE), inviting observers from all OSCE participating states, providing additional transparency to selected non-Allies, and hosting five separate Russian verification teams to observe different components of the exercise. Allies' demonstrated openness and transparency in the planning and conduct of Trident Juncture 2015 stands in stark contradiction with Russia's recent practices.

Mindful of their responsibility to ensure stability in Europe, Allies are contributing actively to the modernisation of the Vienna Document to close some of the loopholes identified and to increase mandatory, reciprocal military transparency for all OSCE participating states. NATO will continue its efforts to reinforce the OSCE and to build and maintain peace and security across the Euro-Atlantic area. A Europe whole, free and at peace requires that all OSCE participating states – including Russia – commit to strengthening and modernising the tools of military transparency.



German Air Force photo by PO1/OR-6 Alyssa Bier

Counter-Terrorism

Terrorism poses a real and serious threat to the security and safety of people around the world. As events in 2015 demonstrated, this is a global threat that knows no border, nationality or religion – a challenge that members of the international community must tackle together. Following the November attacks in Paris, the North Atlantic Council issued a statement affirming that Allies stand in strong solidarity with France, noting that *“these attacks are meant to terrify, but they will only strengthen our resolve. Terrorism and extremism can never defeat democracy and our open societies”*.

Allies work together, sharing information and developing the capabilities required to counter the terrorist threat. NATO is also supporting other countries, like Afghanistan, Iraq and Jordan, to increase their capabilities so that they are better able to fight extremism. In addition, every NATO member contributes to the Global Coalition to Counter ISIL.

NATO’s dedicated work on counter-terrorism focuses on improving awareness of the threat, developing the capabilities required to address the challenge and enhancing cooperation with partner countries and other international actors.

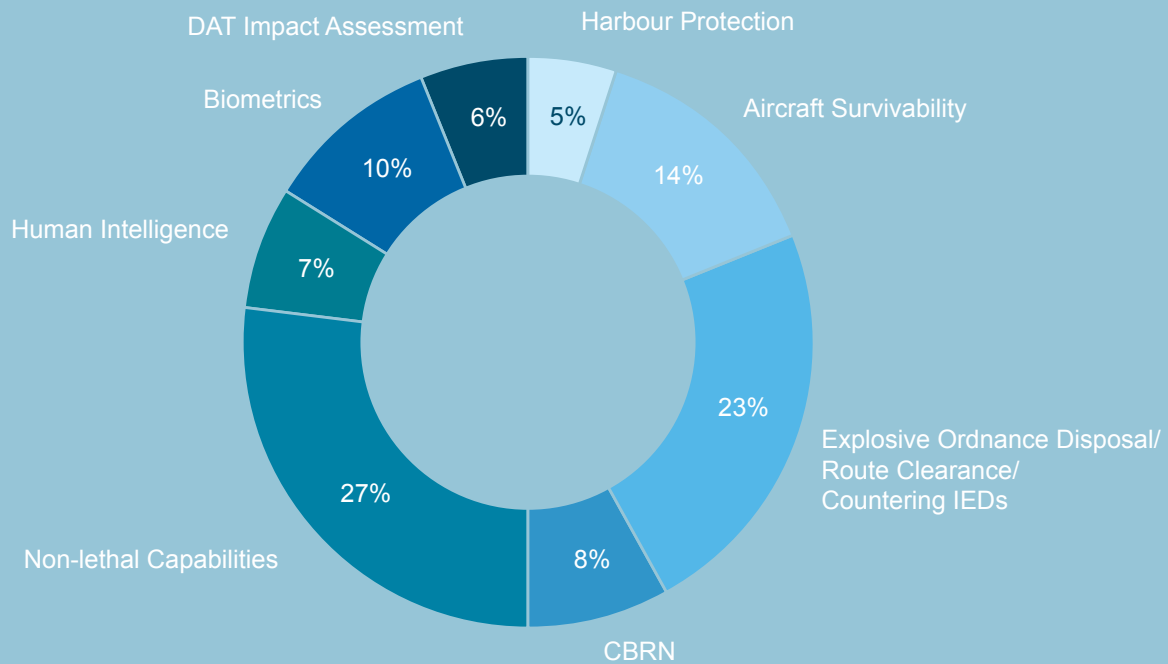


Photo by PO1 F. Sezgin, SNMCMG2

NATO, as an international organisation, has unique assets and capabilities that can support both Allied and international efforts in the fight against terrorism. The Alliance's counter-terrorism policy focuses NATO's efforts under three main pillars:

- NATO ensures a shared awareness of the terrorist threat among Allies through consultations, enhanced sharing of intelligence, and continuous strategic analysis and assessments. One example relates to foreign terrorist fighters. Many NATO country nationals are among the thousands of men and women who have chosen to take up arms in Iraq and Syria. NATO agreed in 2014 to strengthen cooperation on intelligence- and information-sharing to counter this threat.
- NATO will ensure that it has adequate capabilities to prevent, protect against and respond to terrorist threats. NATO has acquired valuable expertise in countering asymmetric threats and in responding to terrorism. Through the Defence Against Terrorism Programme of Work, NATO works on capability development, the use of innovative technologies, and improvements to operational procedures. This can cover topics ranging from the hardening of helicopters, fast jets and fighters against MANPADs to improved procedures for the clearance of mines and improvised explosive devices (IEDs) from convoy routes. These defence and deterrence efforts are matched by work on preparedness to deal with the consequences of attacks – including the threat of chemical, biological, radiological and nuclear (CBRN) attacks – through civil emergency planning and training coupled with critical infrastructure protection. In the event of a successful terrorist attack or a natural or technological disaster, NATO's clearing house, the Euro-Atlantic Disaster Response Coordination Centre stands ready to work with others, particularly the UN.
- The third pillar is engagement with partner countries and other international actors. NATO works to promote a common understanding of the terrorist threat and to support partners' preparedness and identification of vulnerabilities, thus assisting partner nations to fight terrorism more effectively. NATO has particular strengths in civil/military areas and provides help to countries to deal with specific situations that could be exploited by terrorists. Examples of this kind of support include assistance to locate shifting mines in the Balkans or North Africa, management or destruction of surplus arms and ammunition in the Caucasus, and creation of a national coordination centre in Mauritania to ensure a coherent response to a terrorist incident or other crisis.

Defence Against Terrorism Programme of Work 2015 Activity Domains



Through NATO's Defence Against Terrorism Programme of Work, the Alliance is addressing critical operational shortfalls, as well as new requirements emerging from the implementation of the Readiness Action Plan, focusing on deployability and troop readiness. The programme also works to develop pioneer projects related to biometrics and processes by which deployed forces may be provided with advice on CBRN hazards and defensive counter-measures, the so-called "CBRN reachback." It takes stock of lessons identified in operations including in countering IEDs, and fosters interoperability through exercises and training. As the chart above shows, projects focus on domains that reflect the needs of the entire Alliance.

In 2015, the programme work focused on six principal fields:

- prototype development and enhancement
- exercises and training
- demonstrations and trials
- doctrine improvement
- technical workshops
- simulations and modelling

The Programme engages in a regular dialogue with industry representatives, particularly small- and medium-sized defence companies, in seeking innovation to retain and build upon the Alliance's technological edge. Industry contributes at demonstrations and trials as well as through direct contributions to NATO projects. This ensures industry is involved early on in the capability development process. The network and associated cooperation extends to non-NATO entities such as the UN, the European Defence Agency, the FBI, Interpol, Europol, and the World Customs Organization, as well as a range of other investigations, customs and law enforcement organisations.

Cyber Security

NATO continues to see a rapid evolution of threats in the cyber domain – not only in terms of scale, but also sophistication. Increasingly, malicious actors are taking advantage of digital underworlds as a rapid and cost-efficient way of disrupting or damaging their targets. NATO responds to millions of suspicious cyber events on a daily basis, the majority of which are detected and mitigated automatically.

The Alliance approved its first cyber defence policy in January 2008, shortly after major cyber attacks against Estonia, and has adapted to the evolving challenges in this arena. In 2014, NATO adopted an enhanced policy and action plan. The policy establishes that cyber defence is part of the Alliance's core task of collective defence, confirms that international law applies in cyberspace, and intensifies NATO's cooperation with industry. The top priority is the protection of the communications and information systems owned and operated by the Alliance. NATO has integrated cyber defence

into its defence planning, operational planning, and crisis response measures, as well as military and political exercises. A new Military Concept for Cyber Defence was approved in September 2015, providing a framework for cyber defence within the NATO military structure.

The NATO Computer Incident Response Capability (NCIRC) protects NATO's own networks by providing centralised, round-the-clock cyber defence support to various NATO sites. This capability is expected to evolve continually to keep up with the rapidly changing threat and technology environment. NATO's Communications and Information Agency, through its NCIRC Technical Centre in Mons, Belgium, is responsible for the provision of technical cyber security services and information assurance throughout NATO. The Centre plays a key role in responding to any cyber aggression against the Alliance, handling and reporting incidents and disseminating important incident-related information to system/security management and users.

Key facts about NATO's cyber defence in 2015:

- Average of 320 incidents per month NATO-wide – a 20% increase over 2014
- 41 physical sites are covered by NCIRC – civilian and military in Europe and North America
- New Cyber Defence Memorandum of Understanding between NATO and Allies approved to facilitate information-sharing and cooperation
- Exercises:
 - Cyber Coalition 2015: over 750 participants from 33 countries (Tartu, Estonia)
 - Locked Shields 2015: 400 participants from 16 countries; run by NATO's Cooperative Cyber Defence Centre of Excellence (Tallinn, Estonia)
- Major events: over 1,400 participants in the NATO Information Assurance Symposium
- 20 Allies and 2 partner countries are participating in cyber defence Smart Defence projects.
- Cyber defence capability targets have been integrated into the NATO Defence Planning Process, which involves all 28 Allies.
- 19 partners have Individual Partnership and Cooperation Programmes with an integrated cyber component.
- 16 partners have cyber defence integrated into partnership plans.
- Several Science for Peace and Security projects are related to cyber defence: 6 ongoing, 2 under development, 1 planned.
- There are 11 cyber defence-related projects under the direction of NATO's Office of the Chief Scientist.
- There is close collaboration with the EU and OSCE, specifically on information-sharing related to cyber threats and confidence-building measures in cyber space.
- NATO Industry Cyber Partnership: NATO and its individual members enhanced relationships with industry and academia with a focus on information-sharing.



DETERRENCE AND DEFENCE

Investing in Security

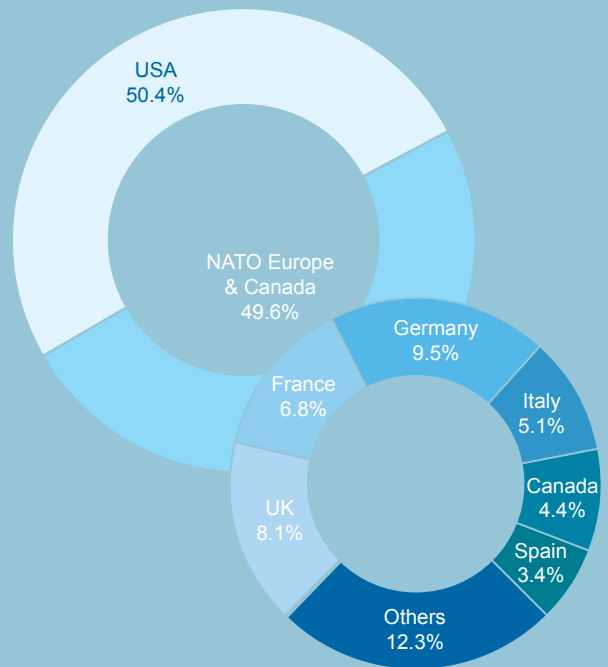
NATO in 2015 demonstrated its commitment to its three core tasks in word and deed. As part of the most significant strengthening of collective defence in recent decades, NATO continued to implement the Readiness Action Plan, providing assurance to Allies and adapting to ensure that the Alliance is prepared for the future. NATO sustained operations in Afghanistan and Kosovo and further developed the capacities required to contribute effectively to preventing and managing crises and to supporting post-conflict stabilisation. NATO also worked closely with partners around the world on a range of issues, including to build defence capacities.

All of these strands of work require resources as well as political will. To ensure that NATO has the resources required, NATO Heads of State and Government agreed at the Wales Summit in 2014 to improve investment in security, stopping the cuts to defence budgets and increasing investments as economies improve. They also affirmed the importance of a more balanced sharing of the costs of providing defence and security.

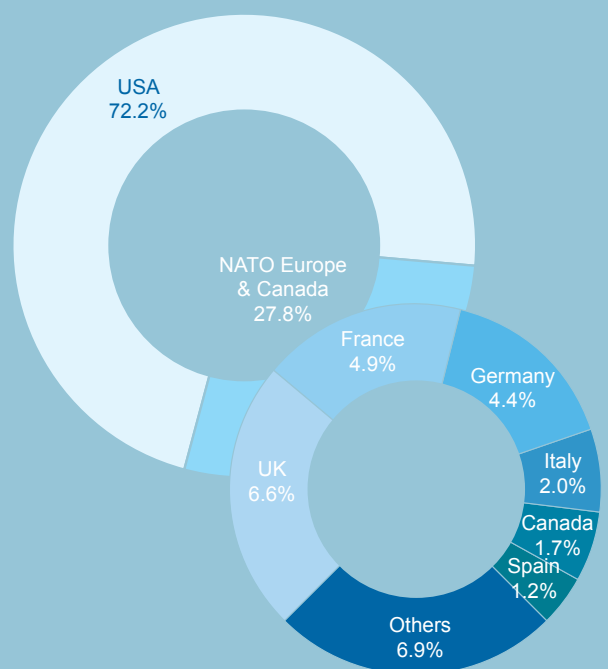
As members of NATO, each Ally commits not only to the collective defence of the Alliance and to strengthening their own democratic institutions, but also to maintaining and developing their capacity to resist armed attack. NATO members can be confident that they are part of the Alliance and must also take the necessary steps to ensure that they instil confidence in their fellow members by shouldering part of the collective responsibility. While there are many ways in which Allies demonstrate solidarity, one is through investing in defence. Given differences in size and strength of economies, as well as particular national interests and priorities, Allies are not expected to invest equally. However, since the end of the Cold War, the proportion of the Alliance's defence investment carried by one Ally – the United States – has risen markedly. In 2015, the US accounted for 50% of Alliance Gross Domestic Product (GDP) and 72% of the total NATO defence expenditures. While these aggregates are not directly comparable, the contrast does highlight the need for a better balance across the Alliance.²

² For all the graphs in this chapter of the report, it should be noted that Albania and Croatia joined the Alliance in 2009 and that Iceland has no armed forces. Note: The figures presented at aggregate level may differ from the sum of their components due to rounding.

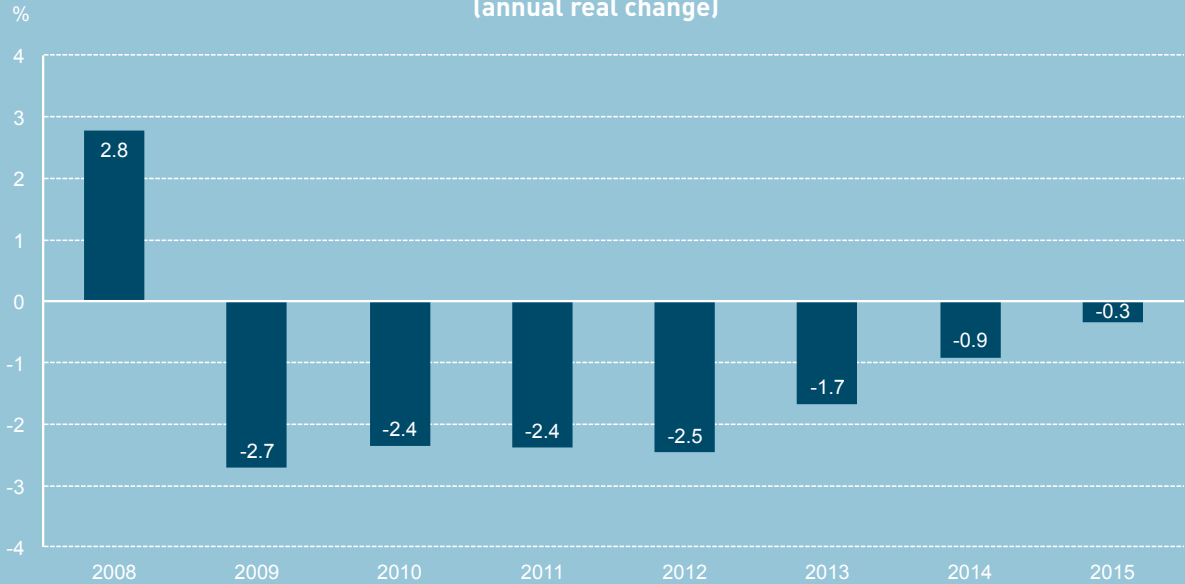
Percentage of Alliance GDP
2015



Percentage of Alliance defence expenditures
2015



NATO Europe and Canada - defence expenditures (annual real change)



The guideline agreed by Allies is that at least 2% of GDP should be allocated to defence spending and at least 20% of that spending should be invested in major equipment, including research and development. In 2015, there was real progress toward fulfilling the commitment made in Wales.³ The first aim of the Wales pledge is to stop the cuts to defence spending: 19 countries are expected to have met this aspect of their commitment in 2015.

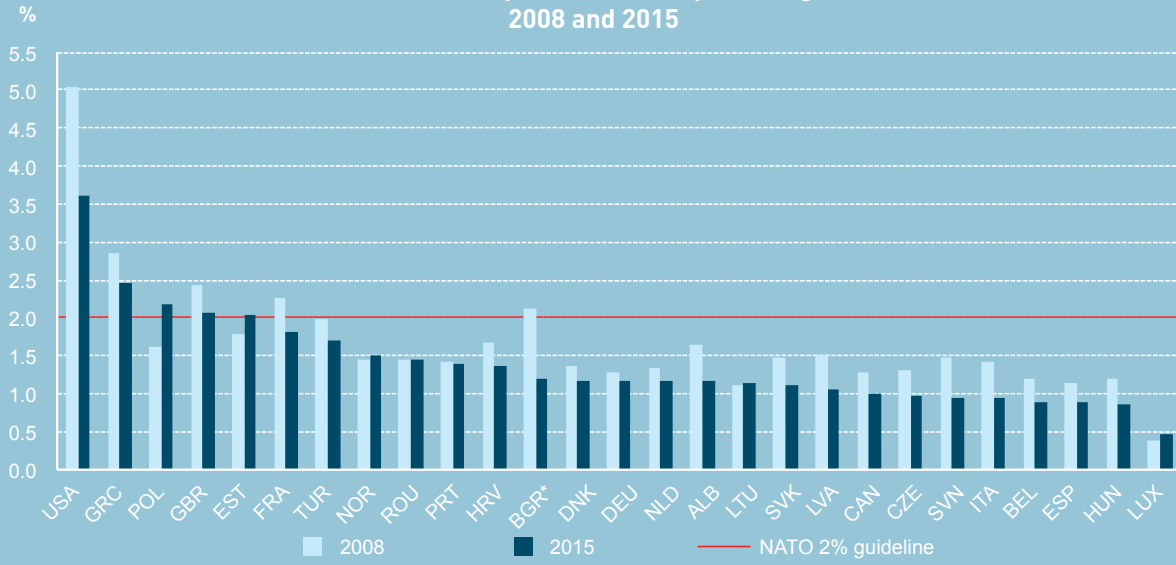
The second aim of the pledge is to increase defence expenditure in real terms as GDP grows. The recovery of the transatlantic economy gathered pace in 2015. According to the European Commission's autumn forecasts, nearly all Allies

experienced real growth in 2015.⁴ And while many Allies had already surpassed their pre-crisis levels by 2014, all but three are projected to do so by 2020 according to International Monetary Fund projections. In 2015, 16 NATO members not only stopped the cuts to their defence budgets but increased their defence spending in real terms. Twelve of these countries are forecast to have increased their defence spending as a percentage of GDP in 2015. Overall, the annual real change in NATO total defence expenditures showed a move in the right direction – while cuts did occur, they were significantly smaller than in the preceding years.

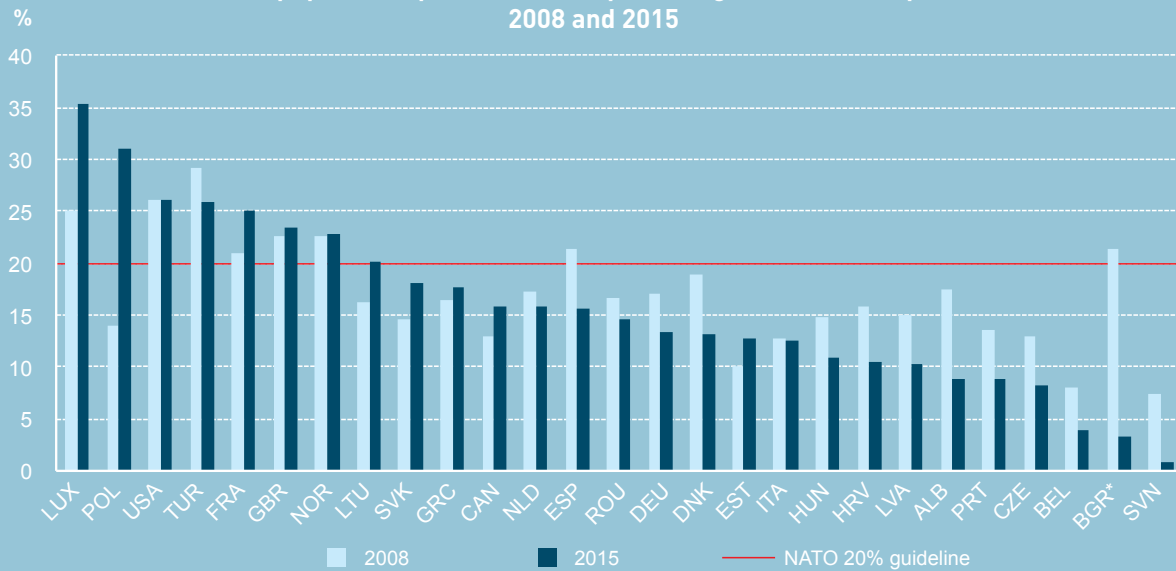
³ Defence expenditures for 2015 are estimates.

⁴ European Commission (AMECO), November 2015.

Alliance defence expenditures as a percentage of GDP
2008 and 2015



Alliance equipment expenditures as a percentage of defence expenditures
2008 and 2015



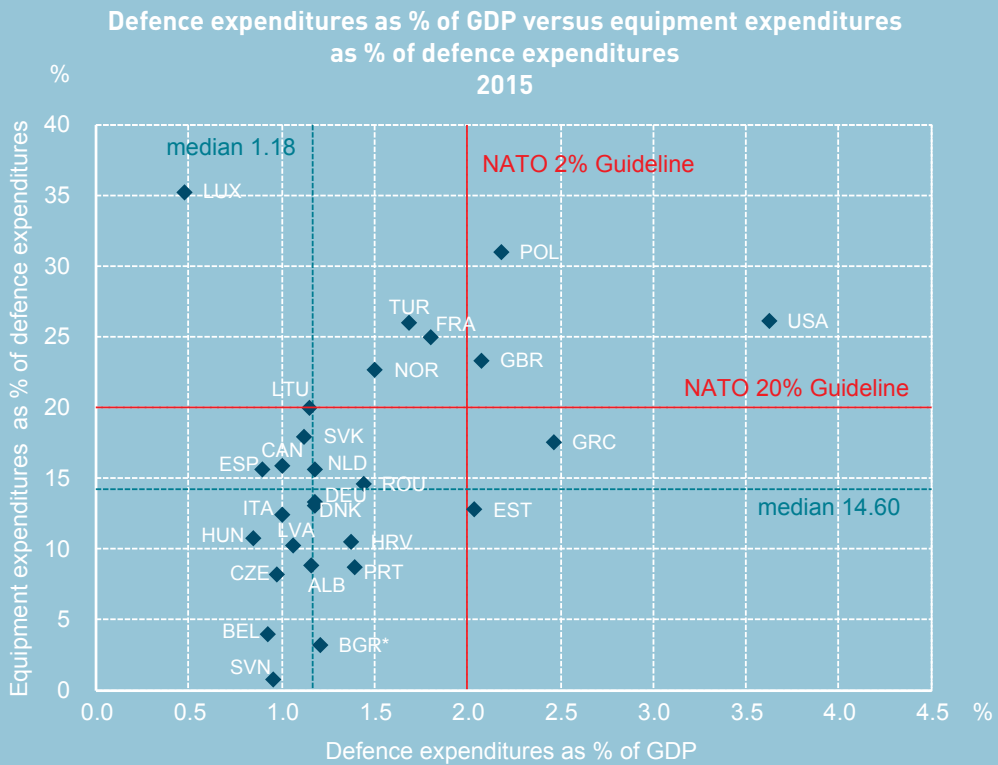
Based on 2010 prices. Estimates for 2015.

* Defence expenditures do not include pensions.

The third aim of the Wales pledge is for nations to move toward the 2% guideline. Here, too, there was progress in 2015. While three NATO countries met the 2% guideline in 2014, it is estimated that five Allies will have met the goal in 2015.

As for the aspect of investing at least 20% of defence spending in major equipment – there was also progress in 2015. In 2015, 23 NATO countries spent more on new equipment than they had in 2014. Eight Allies met the NATO guideline, spending 20% or more of their defence expenditures on equipment as compared to seven in 2014.

Despite the good progress made against the Wales pledge in 2015, there is more to be done. Against the 2% and 20% goals combined, only three NATO countries met the guideline to which all NATO members have agreed. Despite the fact that many NATO countries increased their defence spending in 2015, cuts by some with larger economies meant that overall NATO defence spending is estimated to have decreased in 2015. NATO cannot do more with less indefinitely. Given the challenges to Euro-Atlantic security, it is essential that NATO members remain committed to investing in defence.



Based on 2010 prices. Estimates for 2015.
 * Defence expenditures do not include pensions.





DETERRENCE AND DEFENCE

Transforming Capabilities



The transformation package agreed under the banner of NATO Forces 2020 at the Chicago Summit in 2012 outlines the goal for Alliance forces: a coherent set of deployable, interoperable and sustainable forces equipped, trained and exercised to be able to operate together and with partners in any environment. The enhanced NATO Defence Planning Process, Smart Defence and the Connected Forces Initiative are the principal ways and means NATO employs to deliver this goal. The adaptation measures in the Readiness Action Plan (RAP) will further shape the forces required.

Full implementation of the Readiness Action Plan is resulting in a significant change of NATO's defence posture and is enhancing its ability to effectively respond to threats from any direction. However, the Alliance needs to continue this development through a long-term adaptation process. This longer-term work is grouped into three interlinked strands: political, military and institutional adaptation which will ensure that NATO can deliver a unified Alliance with the required awareness, resilience, responsiveness, solidarity, and engagement in light of the challenges it faces today and is likely to meet in the future.

Exercises

Exercises are important tools through which the Alliance tests and validates its concepts, procedures, systems and tactics. By demonstrating the capacity of the Alliance to respond to a range of threats, they also contribute to deterrence. More broadly, exercises enable militaries and civilian organisations that might be deployed in theatres of operation to practise working together.

In 2015, NATO conducted 99 exercises and was associated with 198 national exercises. These varied in scope, duration and form, ranging from live exercises involving thousands of troops and heavy equipment to computer-assisted exercises that took place in a classroom. Many of these exercises were used as part of the assurance measures provided through the Readiness Action Plan. Of the NATO exercises conducted in 2015, 26% were part of the assurance measures. For the national exercises offered to NATO in 2015, 45% were focused on assurance.

The Connected Forces Initiative (CFI) aims to retain and build on NATO's operational experience, particularly gains in interoperability between Allies and with partners. The implementation of CFI is one of the key means to deliver NATO Forces 2020 and to enable the training and exercise elements of NATO's Readiness Action Plan.

At the 2014 Wales Summit, Allied leaders endorsed six key CFI measures: an updated NATO Education, Training, Exercise and Evaluation Policy; a broader NATO Training Concept from 2015 to 2020; a high-visibility exercise (Trident Juncture 2015); a major NATO exercise programme from 2016 onwards; continued implementation of the technological aspects of CFI, and a Special Operations Component Command headquarters under the operational command of the Supreme Allied Commander Europe (SACEUR).

One of the ways to ensure that NATO's forces are connected is through linking NATO and national exercises. In 2015, there were significant improvements in this area. While 73 national exercises were linked with NATO in 2014, that number more than doubled in 2015 to 198.



Key NATO and Allied multinational exercises in 2015

INFORMATION	DATE	LOCATION
<p>Dragoon Ride US-led exercise involving transfer of military equipment and thousands of personnel through Eastern Allies. The 1,900-km road march demonstrated NATO's ability to move military forces quickly across Allied borders. Highlighted international military cooperation and US commitments to NATO Allies.</p>	20 March - 1 April	Czech Republic, Estonia, Germany, Latvia, Lithuania, Poland
<p>Joint Warrior Major naval exercise led by the United Kingdom. Tested demining, defence against air attacks and maritime interdiction. NATO participated with 14 ships alongside 40 other warships and submarines and 70 aircraft. With 13,000 troops from Belgium, Canada, Denmark, France, Germany, Italy, the Netherlands, Norway, Poland, Portugal, Spain, Turkey, the US.</p>	11-23 April	The North Atlantic
<p>Dynamic Mongoose Anti-submarine warfare exercise. More than 5,000 troops from Canada, France, Germany, the Netherlands, Norway, Poland, Spain, Sweden, Turkey, the UK and the US participated with submarines and surface ships.</p>	4-15 May	Off the coast of Norway and the North Sea
<p>Steadfast Javelin The biggest land exercise in the Baltic region this year. More than 13,000 troops practiced ground and air operations. Belgium, Estonia, Germany, Latvia, Poland, the Netherlands, the UK and the US participated.</p>	4-15 May	Estonia
<p>Arctic Challenge A multinational fighter jet exercise led by Norway. Nearly a hundred jets from nine nations trained to tackle ground and airborne targets, combatting simulated anti-air artillery and mid-air refueling.</p>	25 May - 5 June	Norway, Finland, Sweden
<p>BALTOPS 2015 The biggest ever Allied naval exercise in the Baltic Sea. Trained marine interdiction, anti-submarine warfare, mine warfare, anti-air warfare, amphibious landing. Around 5,600 troops took part from Denmark, Estonia, Finland, France, Georgia, Germany, Latvia, Lithuania, the Netherlands, Poland, Sweden and the UK.</p>	5-20 June	Baltic Sea and the coast of Poland
<p>Sabre Strike 15 Multinational land exercise focussed on interoperability between NATO and Partners and on preparing troops for participation in the NATO Response Force. With participation of 6,000 troops from Canada, Denmark, Estonia, Finland, Germany, Latvia, Lithuania, Norway, Poland, Portugal, Slovenia, United Kingdom, the United States.</p>	8-19 June	Estonia, Latvia, Lithuania, Poland
<p>Noble Jump NATO-led. First training deployment for NATO's new "Spearhead" force, the Very High Readiness Joint Task Force (VJTF). With participation of 2,100 troops from the Czech Republic, Germany, the Netherlands, Norway and Poland.</p>	10-21 June	Poland
<p>Trident Joust 15 NATO-led. A NATO Response Force exercise on command and control, aimed to train capability to plan and execute operations. Around 1,500 troops were involved.</p>	17-28 June	Bulgaria, Italy, Romania
<p>Agile Spirit 2015 Multinational land exercise in Georgia with a scenario on peacekeeping operations. Over 800 troops from Bulgaria, Georgia, Latvia, Lithuania, Romania and the US participated.</p>	8-22 July	Georgia
<p>Trident Juncture 2015 – Jointex 2015 NATO's biggest exercise in a decade. More than 30 countries and 36,000 troops participated. Exercise includes air, land, sea and Special Operations forces. It tested the Spearhead Force (VJTF) and NATO's ability to work with partner countries and organisations. The Canadian exercise JOINTEX 2015 has been integrated as well.</p>	3 October - 6 November	Italy, Portugal, Spain
<p>Cyber Coalition 2015 NATO's annual cyber defence exercise tests the Alliance's ability to defend its networks from cyber-attacks. The exercise involved hundreds of technical, government and cyber experts operating from dozens of locations across Europe.</p>	16-20 November	Estonia

Trident Juncture: Putting NATO's capabilities to the test

Trident Juncture 2015 was the Alliance's biggest and most ambitious exercise in more than a decade. Hosted in Italy, Portugal and Spain, the exercise ran from 3 October to 6 November, training the troops of the NATO Response Force (NRF) and other Allied and partner forces.

Collective effort

Around 36,000 troops from more than 30 NATO and partner nations took part in the exercise. Several countries also sent teams of observers to Trident Juncture, including Russia.

More than 12 international organisations were also represented, including the European Union, the Organization for Security and Co-operation in Europe, the International Committee of the Red Cross and the African Union.

Enhanced capabilities

In response to a changed security environment and to challenges from the south and the east, NATO is enhancing its readiness and flexibility. Trident Juncture 2015 was part of this effort, culminating in a series of dynamic and demanding training events involving troops and commanders of air, land, maritime and Special Operations forces. Some of these formed part of the Very High Readiness Joint Task Force (VJTF), also known as the Spearhead Force, ahead of it becoming fully operational in 2016.

Joint Force Command (JFC) Brunssum, under General Hans-Lothar Domröse, was in charge of Exercise Trident Juncture. At the conclusion of the exercise, the Headquarters Staff from JFC Brunssum was officially certified to lead the NRF, if activated, throughout 2016.

Setting the scene

The exercise was based on a fictitious scenario: it portrayed a conflict in which one nation invaded a smaller neighbour and threatened to invade yet another country. The resulting crisis was caused by competition for natural resources and had ethnic and religious dimensions. The made-up scenario's implications were global, with impact on maritime navigation and energy security and added risks such as terrorism and cyber attacks. In response, the United Nations Security Council authorised a NATO International Support Assistance Mission to help protect the threatened states and safeguard freedom of navigation.

Events in the exercise ranged from the effects of subversion and terrorist attacks to conventional warfare and humanitarian crisis.

Why have exercises?

Exercises allow NATO to test procedures and tactics. They help Allied and partner forces learn to work together more effectively, and identify best practices and areas for improvement.

NATO military exercises are planned by NATO's two strategic commands – Allied Command Operations and Allied Command Transformation. NATO has been conducting military exercises since 1951. Partners also participate in NATO exercises.



Photo by Jorge Manrione Behrens



Photo by Sgt Sebastien Frechette, Combat Camera



German Navy photo by PO1/OR-6 Alyssa Bier (released)

Multinational Capability Delivery

The Alliance provides a forum for multinational cooperation in the area of defence capabilities. In 2015, NATO focused on facilitating multinational capability cooperation to address the defence planning priorities agreed at the Wales Summit in 2014.

Smart Defence is the NATO label for facilitating multinational capability delivery among Allies and with partners. Since its launch at the Chicago Summit in 2012, the Smart Defence portfolio of projects has grown steadily. At the end of 2015, eight projects bearing the Smart Defence label had been successfully delivered, and 33 more projects were being pursued.

While Smart Defence projects mostly result from bottom-up approaches, recent efforts have increasingly focused on a complementary top-down approach to multinational capability delivery. The goal is to initiate new, high-impact multinational efforts by first bringing together sufficient political will to launch and fast-track cooperation in critical capability areas.

Under this umbrella, in 2015, Belgium and the Netherlands joined the Precision Guided Munitions (PGM) initiative launched at the Wales Summit by six Allied Defence Ministers.⁵ This group is on course to

place an initial multinational order for replenishing PGM stocks in 2016. PGMs are a priority for NATO because they provide a means to deliver military results while minimising the risk to civilians.

A similar effort in the area of Special Operations Forces (SOF) Aviation was initiated in June by four Allied Defence Ministers.⁶ The ambition is to create SOF Aviation units by working multinationally – from conception to delivery. Additional efforts in other high-priority capability areas of NATO are being explored.

Developing greater European military capabilities through multinational cooperation will continue to strengthen the transatlantic link, enhance the security of all Allies and foster an equitable sharing of the burdens, benefits and responsibilities of Alliance membership. In this context, NATO works closely with the European Union to ensure that Smart Defence and the EU's Pooling and Sharing initiative are complementary and mutually reinforcing. Concurrently, Smart Defence also contributes toward maintaining a strong defence industry in Europe by making the fullest possible use of defence industrial cooperation across the Alliance. Moving forward, NATO will continue to support Allies in their endeavour to exploit the full potential of multinational capability delivery.

⁵ Ministers from the Czech Republic, Germany, Greece, Norway, Poland and Spain launched the PGM initiative at the NATO Summit in Wales in 2014.

⁶ Bulgaria, Croatia, Hungary and Slovenia



Ballistic Missile Defence

Proliferation of ballistic missiles poses a threat to Allied populations, territory and forces. Over 30 countries around the world have, or are acquiring, ballistic missile technology that could eventually be used to carry not just conventional warheads, but also weapons of mass destruction. The proliferation of these capabilities does not necessarily mean there is an immediate intent to attack NATO, but it does mean that the Alliance has a responsibility to take the possibility into account as part of its core task of collective defence.

NATO's ballistic missile defence (BMD) capability is meant to protect its European populations, territory and forces. It is a purely defensive capability, established in light of threats from outside the Euro-Atlantic area. NATO missile defence draws on voluntary contributions from Allies, linking together national satellites, radars, ships and interceptor missiles, at sea and on land, under NATO command for specific tasks and periods.

Since the agreement to extend NATO's ballistic missile defence in 2010, significant progress has been made to ensure that the capabilities and systems that comprise NATO's BMD are properly aligned and that the mechanisms for command and control are fully operational. In 2015, achievements include:

- Two US BMD-capable Aegis ships, the USS Carney and the USS Porter, arrived at their home port in Spain – these are in addition to two (USS Donald Cook and USS Ross) that arrived in Rota in 2014.
- The construction of the US Aegis ashore site in Romania was completed.
- Technical infrastructure and command and control arrangements have been enhanced.
- Several Allies are contributing to the system with their own assets.
- A number of Allies took important national decisions on acquiring BMD assets that might be offered to NATO:
 - Poland announced a plan to acquire Patriot batteries to support its ground-based air and missile defence.
 - Germany announced its intention to acquire MEADS systems to do the same.
 - Denmark and the Netherlands continued upgrades to their sea-based sensors for missile defence.
 - Turkey cancelled the tender for a ground-based air and missile defence system from abroad and decided to develop it indigenously.



Airborne Warning and Control System

NATO operates a fleet of Boeing E-3A 'Sentry' Airborne Warning and Control System (AWACS) aircraft, which provide the Alliance with an immediately available airborne command and control (C2), air and maritime surveillance and battle-space management capability. NATO Air Base Geilenkirchen, Germany, is home to 16 AWACS aircraft.

The second element of NATO's Airborne Early Warning and Control Force is provided by the United Kingdom's Royal Air Force (RAF). Based at RAF Waddington in Lincolnshire, United Kingdom, this component includes six Boeing E-3D aircraft.

NATO's Airborne Early Warning and Control Force commenced flight operations in 1982 and has since been supporting crisis-management and peace-support operations – including in Afghanistan and as part of NATO's assurance measures. Originally

designed as an elevated radar platform, this force has evolved to address the realities of geopolitical change and NATO's mission over the last 30 years. As part of this evolution, new enhancements are underway to enable the force to continue fulfilling its mandate well into the future. The upgrade programme will add glass cockpits, modern flight decks, improved avionics and next-generation identification friend-or-foe enhancements to the fleet. Work to upgrade the first aircraft commenced in 2014 and all aircraft are expected to be upgraded by the end of 2018.

In addition to efforts to modernise the aircraft, 2015 also saw a consolidation of the force command structure. There is now a single international military headquarters for NATO Airborne Early Warning and Control in Geilenkirchen.

AWACS component crews participated in a number of exercises in 2015, including large-scale exercises in Italy, Norway, Spain, Turkey and the United States.

AWACS Operations

- E-3A and E-3D components flew an average of 10 assurance measures sorties per week.
- Total hours flown by E-3A: over 5,000, of which approximately half were part of assurance measures and half were for standard missions
- Total hours flown by E-3D: 2,000, roughly one third for NATO assurance measures support and two thirds for standard missions
- Support to Operation Active Endeavour was provided on an ad hoc basis when aircraft were in a position to support Allied Maritime Command (MARCOM) either during regular training missions or during dedicated missions. Over 200 hours were flown for Operation Active Endeavour.
- NATO AWACS also provided support to the G7 Summit held in Schloss Elmau, Germany in June 2015.



Alliance Ground Surveillance

Just as NATO AWACS aircraft monitor Alliance airspace, Alliance Ground Surveillance (AGS) will be able to observe what is happening on the earth's surface, providing situational awareness before, during and, if needed, after NATO operations. NATO is acquiring an AGS system that will be able to contribute to a range of missions, including protection of ground troops and civilian populations, border control and maritime safety, the fight against terrorism, crisis management, and humanitarian assistance in natural disasters.

The AGS Core System, based on the RQ4 Global Hawk, will enable the Alliance to perform persistent surveillance over wide areas from high altitude for extended periods of time. Using advanced radar sensors, these systems will continuously detect and track moving objects throughout the observed

areas and will provide radar imagery of areas of interest or specific stationary objects. Deployable and fixed ground stations will provide commanders with significant information and intelligence. The main operating base for AGS will be located at Sigonella Air Base in Italy, which will serve a dual purpose as a NATO Joint Intelligence, Surveillance and Reconnaissance (JISR) deployment base, and a data exploitation and training centre.

Alliance Ground Surveillance is due to be partially operational in 2017/2018, with some of the AGS Global Hawk aircraft available for use by the Alliance to conduct surveillance and reconnaissance missions. It is planned that AGS will be fully operational by the end of 2018, meaning that all AGS Global Hawk Aircraft should be available for use by the Alliance.

Some key achievements in 2015 include:

- September:
 - NATO AGS Force activated, meaning Allies formally agreed the configuration (numbers of people, their rank structure, etc) of the unit responsible for operating the AGS Global Hawk aircraft from Sigonella
 - First live ground testing of NATO's first Global Hawk
- November/December:
 - AGS Operations Centre in Sigonella handed over from Italy to NATO
 - Rollout and presentation of the first critical ground stations, including Transportable General Ground Station and Mobile General Ground Station
 - First flight of NATO's first Global Hawk took place in Palmdale, California

Joint Intelligence, Surveillance and Reconnaissance

Joint Intelligence, Surveillance and Reconnaissance (Joint ISR) is vital for all military operations. It provides information and intelligence to decision-makers and action-takers, helping them make informed, timely and accurate decisions. While surveillance and reconnaissance can answer the questions “what,” “when” and “where”, the combined elements from various intelligence sources and disciplines provide the answers to “how” and “why”. All of this is combined to create Joint ISR.

NATO first launched the Joint ISR initiative at the Chicago Summit in 2012 after experiences in Afghanistan and Libya highlighted insufficiently trained Joint ISR personnel, outdated Joint ISR doctrine and procedures, and a lack of connectivity among the necessary elements. In 2015, NATO declared Joint ISR Initial Operational Capability meaning, in essence, that NATO now has a solid basis of surveillance and reconnaissance training opportunities, qualified personnel, and highly advanced secure communications to easily share intelligence, surveillance and reconnaissance material. The initial effort has been primarily focused on providing enhanced capabilities to the NATO Response Force 2016. Two key exercises conducted in 2015 tested these capabilities: Steadfast Cobalt and Trident Juncture.

Many of the technological advances made in the field of Joint ISR were driven by a multinational effort of nine Allies, known as the Multi Intelligence All-source Joint ISR Interoperability Coalition 2 (MAJIIC2).⁷ This five-year research and development endeavour concluded in 2015. The technology developed through the project resulted in a single integrated library of ISR products and data sharing across the different networks being used. This is a first. The capacity improves NATO’s ability to make decisions and enables NATO’s intelligence analysts to quickly find the information they need.

The advances made through NATO’s Joint ISR will be consolidated and subsequently built upon throughout 2016 as the Alliance prepares to receive its first organic ISR remotely piloted air system – Alliance Ground Surveillance. In addition, the major Joint ISR trial, Unified Vision 2016, will provide further opportunity to enhance sharing of surveillance and reconnaissance information among Allies.

⁷ Canada, France, Germany, Italy, the Netherlands, Norway, Spain, the United Kingdom and the United States

- Steadfast Cobalt 2015:
 - Participation:
 - 20 Allied nations
 - 1,000 personnel
 - Location: Walcz, Poland
 - Results:
 - Intelligence and information-sharing across Allies improved dramatically, through a variety of networks.
 - Cross-domain solution provided 91% product delivery among 3 domains (NATO Secret, Mission Secret and BICES⁸).
- Trident Juncture 2015:
 - Participation:
 - Over 30 Allies and partners
 - 36,000 personnel
 - Locations: 16 in Italy, Portugal and Spain
 - Results: Cross-domain solution provided 100% product delivery among 3 domains (NATO Secret, Mission Secret and BICES).

8 Battlefield Information Collection and Exploitation System



In addition to the technological advancements to NATO’s Joint ISR, there have been important developments in 2015 related to personnel and doctrine:

- over 100 new training opportunities now available to Allies covering a full range of Joint ISR disciplines and activities
- updated standards for Joint ISR training
- updated Joint ISR doctrine and procedures
- ongoing structural transformation and reorganisation in the area of Joint ISR



Air Command and Control System

The NATO Air Command and Control System (ACCS) programme will provide the Alliance with a single, integrated system to manage NATO air operations in and out of the Euro-Atlantic area. This system will replace a wide variety of NATO and national air systems currently fielded across the Alliance. Once fully deployed, NATO ACCS will cover 10 million square kilometres of airspace and interconnect over 20 military aircraft control centres.

NATO ACCS will be one of the major pillars of the NATO Integrated Air and Missile Defence System capability aimed at safeguarding and protecting Alliance territory, populations and forces against any air and missile threat or attack. For the first time, all NATO air operations (including air policing) will be provided with a unified system employing a single, consistent and secure database. The system will integrate air mission control, air traffic control, airspace surveillance, airspace management, command and control resource management, and force management functions, among other capacities.

NATO ACCS is made of various dedicated national and NATO systems that pool their resources and capabilities to create a new structure, offering greater functionality and performance. This new capability will allow improved information-sharing and shared situational awareness to distributed sites in order to support collaboration. It can also share information with a variety of external agencies including civilian air traffic and meteorological offices.

In broad terms, the NATO ACCS programme is composed of the following elements:

- over 300 air surveillance sensor sites interconnected with more than 40 different radar types
- 16 basic standard interfaces, links and data types
- approximately 550 external systems in 800 locations with 6,500 physical interfaces
- 81 million square kilometres of theatre of operations (not including deployable capability) from the northernmost point of Norway to the easternmost point of Turkey
- more than 13 million lines of integrated and delivered software code
- 27 operational site locations and deployable components
- 142 operator roles, more than 450 work positions and more than 60 servers
- over 200 commercial off-the-shelf products providing operational tools

In 2015, the ACCS programme moved from the procurement and testing phase to in-service operational use. Key achievements include:

- First national element of the ACCS programme declared Initial Operational Capability in June (Italian ARS⁹)
- First NATO element of the ACCS programme declared Initial Operational Capability in June (NATO Deployable ARS)
- First deployment of NATO ACCS – Deployable ARS during Exercise Ramstein Dust II, which took place in Latvia in October
- NATO Deployable ARS declared Full Operational Capability in December.

⁹ ARS = Air Control Centre, Recognised Air Picture Production Centre, Sensor Fusion Post



Energy Security

Energy developments, such as supply disruptions, affect the international security environment and can have far-reaching security implications. Accordingly, NATO closely follows relevant energy trends and developments and seeks to raise its strategic awareness in this area. In addition, NATO is working to develop its competence in supporting the protection of critical energy infrastructure.

Climate change affects not only the natural environment but the security environment as well. NATO is working to improve the energy efficiency of its forces and increase the use of renewable

energy in the military. Innovations like roll-up solar panels not only reduce the carbon footprint of military activities but also reduce the risk to human life that often comes with transporting fuel in dangerous areas. In 2015, NATO's Smart Energy Team produced a report identifying the state of military energy efficiency in several Allied and partner countries and making recommendations for multilateral cooperation. The report concludes that reducing fuel consumption in the military is an operational imperative. Smart Energy solutions can not only save money when less fuel is used, but can also save soldiers' lives, and help improve the mobility, as well as the resilience and endurance of military forces.

NATO's activities in 2015 reflected the ever closer links between energy and security:

- During the multinational exercise Capable Logician 2015 in Hungary, 14 companies demonstrated the operational relevance of energy-efficient equipment (eg solar and wind power, smart grids, and advanced insulation), making the event a major milestone in the development of energy efficiency standards for NATO forces.
- NATO conducted its first ever Energy Security Strategic Awareness Course at the NATO School in Oberammergau, with participants from Allied and partner countries.
- NATO's Energy Security Centre of Excellence produced a study on Ukraine's energy infrastructure challenges.
- The informal Working Group on Infrastructure Protection, chaired by Azerbaijan, convened to discuss threats to energy infrastructure in the maritime domain, with a focus on cyber threats.
- NATO's annual Energy Security Roundtable brought together experts from academia, international organisations and the private sector to discuss global energy developments and their security implications.
- NATO's Science for Peace and Security Programme supported energy-related projects, for example on novel approaches to determining the integrity of pipelines.

Federated Mission Networking

Technology can enhance the ability of forces to work together. For this reason, better use of technology is one of the three pillars of NATO's Connected Forces Initiative.

Federated Mission Networking enables NATO to create a military secure internet in any area of operation. The capability aims to support command and control as well as decision-making in future operations through improved information-sharing. It provides the agility, flexibility and scalability needed to manage the emerging requirements of any mission environment in future NATO operations.

Federated mission networks are based on trust and a willingness to share information. The ability to rapidly stand up these networks in response to emerging crises will enable Alliance and mission partners to work more effectively together. As NATO continues to develop this capability, interoperability among NATO members and partners will be improved, as will the capacity to share information in an operational environment.

World Radiocommunication Conference

The World Radiocommunication Conference (WRC) is held by the International Telecommunication Union (ITU) every three to four years at their headquarters in Geneva, Switzerland. The ITU is a UN specialised agency; its membership includes 193 countries and almost 800 private sector entities and academic institutions. The WRC's job is to review and if necessary revise the Radio Regulations – an international treaty governing the use of the radio-frequency (RF) spectrum and the geostationary-satellite and non-geostationary-satellite orbits.

The decisions agreed upon at the WRC have a trickle-down effect, which will impact NATO operations and exercises. The RF spectrum is a finite natural resource with growing demand from a variety of users. It is used not only for radio communications but also for satellites, radars, identification equipment, navigation, targeting equipment and more. The lack of adequate access to the required RF spectrum can jeopardise the safety and effectiveness of NATO operations. To help ensure that NATO forces continue to have access to the RF spectrum, there is a joint agreement between the civil and military authorities of NATO members on the current, harmonised use of the radio frequency spectrum for military purposes required by NATO forces or in support of NATO.¹⁰

For NATO, the frequency range that is of the most interest has been sub-divided into 538 smaller, specific use bands.¹¹ Of these 538 sub-bands, NATO military forces use, on either a strictly military basis or on a co-use basis with civilian entities, 387 (72%) for day-to-day operations. These span the entire frequency range, are used by all branches of military forces, and are used by either fixed or mobile platforms.

Part of this spectrum is centrally coordinated by NATO staff. During 2015, NATO Frequency Managers from the Spectrum and C3 Infrastructure Branch (SC3IB) of NATO HQ C3 Staff, processed, on average, over 55 frequency requests per day. These requests support daily training events for NATO members for land, air, and maritime forces across the Alliance.

¹⁰ NATO Joint Civil and Military Frequency Agreement

¹¹ The Radio Spectrum spans the range from 0 Hertz (Hz) up to 3000 Giga Hertz (GHz). For NATO forces, the majority of equipment operates between 9 kHz and 100 GHz.



OPERATIONS AND MISSIONS





U.S. military photo by Lt. Sharon Mulholland, Resolute Support Public Affairs

In 2015, NATO was engaged in operations and missions that contributed to all three of the Alliance's core tasks: collective defence, crisis management and cooperative security.

NATO has often acted to uphold international peace and security. In 1995, the Alliance helped to end the war in Bosnia and Herzegovina, and implemented the peace agreement. In 1999, NATO helped to stop mass killings and expulsions in Kosovo, and NATO troops continue to serve in Kosovo today under a United Nations mandate. Since 2003, NATO's UN-mandated presence has helped to ensure that Afghanistan will never again become a safe haven for terrorists. In 2011, NATO enforced a UN mandate to protect the people of Libya. NATO ships are fighting piracy off the coast of Somalia and are conducting counter-terrorism patrols in the Mediterranean. On several occasions, NATO forces have also delivered relief supplies, including to the United States after Hurricane Katrina in 2005 and to Pakistan after the October 2005 earthquake.

Afghanistan

From 2003 to 2014, the NATO-led International Security Assistance Force (ISAF), authorised by the UN and completed at the end of 2014, helped build up the Afghan security forces and enabled the people of Afghanistan to take their future back into their hands. On 1 January 2015, NATO launched its non-combat Resolute Support Mission, designed to help the Afghan security forces and institutions further develop the capacity to provide for their own security. These efforts were complemented by capacity-building activities carried out under the auspices of the NATO-Afghanistan Enduring Partnership and by significant contributions from Allies and partners to the broader international support for the financial sustainment of the Afghan security forces.

Afghan Security Forces Protecting the Country

The Afghan National Defence and Security Forces' (ANDSF) early spring offensive demonstrated Afghan capabilities in planning, resourcing, and conducting offensive operations against insurgents. The security situation in the north of the country deteriorated significantly in autumn 2015, but the ANDSF were able to retake lost ground in Kunduz, demonstrating effectiveness, courage and resilience.

There were important developments in Afghan capabilities in 2015. The Afghan Air Force (AAF) fielded six new MD-530 helicopters, providing enhanced capacity for close air support during combat. In the coming years, the MD-530 fleet will grow to a total of 17, joining another 158 aircraft in the AAF inventory. Increased air power benefited combat operations as well as casualty evacuation, which has had a dramatic effect on survivability for the wounded in remote parts of the country. The Afghan National Army Special Operations Command, a capable force of more than 10,000 soldiers, continued to improve its performance. There were also improvements in operational planning and execution throughout Afghanistan's security forces.

Although ANDSF attrition has been a persistent concern, recruitment and retention efforts in 2015 ensured that the growth of the security forces outpaced losses. The Afghan National Army was kept at approximately 174,000 personnel, the Afghan National Police at approximately 154,000, and local police at a strength of about 28,000.



Photo by Sgt. Reece Lodder, US Marines

Resolute Support Mission

Afghanistan remains NATO's largest military deployment. However, with the completion of ISAF at the end of 2014, the nature and scope of NATO's engagement in Afghanistan changed. The Resolute Support Mission (RSM), launched on 1 January 2015, is a NATO-led, non-combat mission. Its purpose is to help the Afghan security institutions and national security forces to continue to develop the necessary mechanisms and structures that will allow them to maintain security in the country and protect the population in a sustainable manner. The mission started with approximately 12,000 personnel from 42 NATO members and partners and has operated from one hub (Kabul/Bagram) and four spokes (Mazar-e-Sharif in the north, Herat in the west, Kandahar in the south, and Laghman in the east).

In 2015, the Resolute Support Mission provided essential training, advice, and assistance, both at the institutional level in Kabul, and at the regional level for the higher tiers of the Army and Police. The regional Train, Advise and Assist Commands played a critical role in shoring up ANDSF resolve and confidence. The ANDSF benefited significantly from support provided by the Resolute Support Mission, particularly in areas where Afghan capacities need further development. These include planning and budgeting, financial transparency, accountability, and oversight, command and control and cross-pillar coordination, logistics and sustainment, external communications capabilities, and leadership development.

In December, NATO Foreign Ministers agreed to continue Resolute Support – including in the regions of Afghanistan – during 2016. The mission is kept under review and may be adjusted as necessary to ensure that it continues to be implemented effectively.

Financial Support of the Afghan Forces

Another strand of NATO's support is a significant contribution to the long-term financial sustainment of the ANDSF. This effort is carried out through the adapted NATO-run Afghan National Army (ANA) Trust Fund and is part of the broad effort by the international community to support the financial sustainment of the Afghan security forces.

While the responsibility for the financial sustainment of the Afghan security forces will ultimately rest with the Afghan government, NATO members and partners recognise the importance of providing financial support as Afghanistan builds its security forces and grows its economic base. NATO members and partners have agreed to support the ANA Trust Fund through 2017, and decisions on further commitments are expected at the 2016 NATO Summit in Warsaw. At the NATO Chicago Summit in 2012, the Afghan authorities agreed to provide at least 500 million EUR per year at the start, with their contribution increasing steadily over time.

In 2015, NATO members and partners provided around 450 million USD to the ANA Trust Fund. They also made significant contributions to the UN Development Programme Law and Order Trust Fund for Afghan police. The United States continued providing approximately 4.1 billion USD of financial assistance to the Afghan security forces for the year 2015 on a bilateral basis.

NATO-Afghanistan Enduring Partnership

NATO and the Government of the Islamic Republic of Afghanistan signed the Declaration on an Enduring Partnership at the NATO Lisbon Summit in 2010. The Enduring Partnership provides a framework for long-term political consultations and practical cooperation between NATO and Afghanistan.

In 2015, the Enduring Partnership included a series of agreed programmes and cooperation activities made available to Afghanistan. These include capacity-building efforts and professional military education programmes. The partnership has helped to provide Afghanistan with practical tools to strengthen integrity, transparency and accountability, and reduce the risk of corruption in the defence and security sectors. Other areas of practical cooperation have included supporting the process to develop the aviation sector, civil emergency planning and disaster preparedness, and continued public diplomacy efforts. Additional areas of cooperation may be added in the future.

In 2015, NATO began to explore possibilities for the enhancement of its partnership with Afghanistan. While there is not yet an agreed end date for the Resolute Support Mission, it is assessed that Afghan security institutions will still benefit from NATO's help and security support after the conclusion of the train, advise and assist mission. NATO Allies have agreed to continue providing practical support to the Afghan security forces and institutions through a small civilian-led NATO presence that will be established after the conclusion of the Resolute Support Mission. This civilian-led presence will form a bridge to a more typical partnership relationship with Afghanistan, following the established model of partnerships that NATO has developed with a range of other countries.

Helping civilians to be safer

A Kabul-based team of RSM service members, US Department of Defense civilians, and contractors at Resolute Support Headquarters trains, advises and assists Afghan forces on how to identify and disarm improvised explosive devices (IEDs) and unexploded ordnance and collect evidence following detonation.

The counter-IED staff also brings awareness directly to civilians. 2015 was the most deadly year to date for IED civilian casualties, and children continue to make up an alarming number of these deaths. This prompted the Counter-IED Directorate to team up with the United Nations Mine Action Coordination Center of Afghanistan, Afghan security institutions' counter-IED officers and Afghanistan's Ministry of Education to spread IED awareness techniques to as many Afghan children as possible.

During the summer, 123 child protection officers and teachers from all 34 of Afghanistan's provinces converged in Kabul for a four-day seminar, where they learned about the newest IED technology, what to look for and how to use the 119 Emergency Services Call Centre for reporting. Each graduate of the programme received handouts, posters and discs that will help them train over 5,000 teachers throughout Afghanistan, who will in turn teach their students IED and unexploded ordnance safety.

On 3 October, US air strikes mistakenly hit the Doctors without Borders (Médecins Sans Frontières - MSF) Trauma Centre in Kunduz City, Afghanistan. At least 30 people were killed and dozens were injured in the tragic accident. The US national authorities conducted an investigation into the incident in parallel with a Resolute Support casualty assessment inquiry. It was determined that the air strike was the direct result of human error, compounded by systems and procedural failures. Follow-up actions are being taken to avoid similar mistakes in the future.



Photo courtesy of KFOR

Kosovo

The Alliance remains committed to the stability and security of the Western Balkans region. NATO has been leading a peace-support operation in Kosovo – the Kosovo Force (KFOR) – since June 1999 in support of wider international efforts to build peace and stability in the area, under United Nations Security Council Resolution 1244.

KFOR's mission is to:

- contribute to a safe and secure environment
- support and coordinate the international humanitarian effort and civil presence
- support the development of a stable, democratic, multi-ethnic and peaceful Kosovo
- support the development of the Kosovo Security Force

At the end of 2015, 31 NATO members and partners were providing nearly 5,000 troops to KFOR, working to maintain a safe and secure environment and freedom of movement for all citizens and communities in Kosovo.

The security situation has improved over time, and KFOR remains a key enabler of the political process, providing guarantees to all individuals and communities of a safe and secure environment, working closely with the European Union Rule of Law Mission (EULEX). As the security situation has changed, NATO has adjusted KFOR's force posture towards a smaller and more flexible force with fewer static tasks. All adjustments to force posture are decided by the North Atlantic Council as the security situation on the ground evolves.

While there remains one property with special status designation in Kosovo for which KFOR is the primary security provider, KFOR's role is primarily that of third responder, providing support as needed when the Kosovo authorities and EULEX require it.¹² This role is not limited to traditional military and security duties, but has also included support for crisis response. One example in 2015 is the role KFOR played in providing helicopters to assist local firefighters in extinguishing rapidly moving fires in the municipality of Dragas.

¹² The Orthodox Monastery of Deçan/Dečani is the last of nine properties with the special status designation in Kosovo.

Throughout Kosovo, KFOR is cooperating and coordinating with the UN, the EU and other international actors to support the development of a stable, democratic, multi-ethnic and peaceful Kosovo. In April 2013, Belgrade and Pristina reached an agreement that is helping to improve relations between both parties while giving momentum to the Euro-Atlantic integration of the Western Balkans.

NATO fully supports the EU-facilitated dialogue as the best opportunity to deepen normalisation. Progress continued in 2015 and key agreements have been reached. On 27 October, the EU and Pristina signed a Stabilisation and Association Agreement (SAA), which marks Kosovo's entry into contractual relations with the EU. The agreement was ratified by the Assembly of Kosovo on 2 November.

As part of its support to Kosovo, NATO has supervised the stand-up and training of a multi-ethnic, professional and civilian-controlled Kosovo Security Force (KSF). The KSF is a lightly armed volunteer force, with no heavy weapons such as tanks, heavy artillery or offensive air capability. It has primary responsibility for security tasks that are not appropriate for the police such as emergency response, explosive ordnance disposal, management of hazardous material, firefighting and civil protection. In order to support the KSF, NATO established the NATO Liaison and Advisory Team in July 2013. The team is distinct from KFOR and consists of approximately 35 military and civilian personnel. Based in Pristina, this body is charged with providing advice and support to the KSF at brigade level and above, focusing on staff capacity-building and training.

In November 2015, the Alliance authorised the Commander of KFOR to fully relax the "Air Safety Zone", a 25-kilometre zone that extends beyond the Kosovo Administrative Boundary Line, established at the early stages of the peacekeeping mission in Kosovo. The Secretary General announced the decision during an official visit to Serbia, during which he welcomed the opportunities for strengthening dialogue, understanding and cooperation between NATO and Serbia. The decision to relax the "Air Safety Zone" was taken in response to the confirmation of the Republic of Serbia's continued commitment to Balkans airspace normalisation and reflects the positive record of cooperation between KFOR and the Serbian Armed Forces within the Joint Implementation Commission framework. The relaxation of the "Air Safety Zone" is a significant step in the full normalisation of the Balkans airspace. It is a positive sign that the region is on the way to full integration into the European airspace management system.

Training and exercises are routine military activities for KFOR troops. Annually, KFOR uses these types of exercise to practise and improve the capabilities of its units and their cooperation with other actors. In October, KFOR units conducted exercise Silver Sabre to enhance KFOR's ability to maintain the readiness of troops and increase their operational flexibility in a crowd riot and control scenario. The primary objective of the exercise was harmonisation of techniques, tactics and procedures between the Kosovo Police, EULEX and KFOR.

Protection of Civilians

Protecting civilians from the effects of armed conflict is a moral imperative as well as part of NATO's commitment to uphold international humanitarian law. To ensure that NATO has the best practices and mechanisms in place to fulfil this commitment, Allies agreed that these principles should be embedded in the Alliance's military doctrine, incorporated in the planning of operations, and complemented with training and education for military and civilian personnel.

In order to ensure harmonised efforts across the spectrum of NATO's work in this realm, a dedicated hub was established within the NATO International Staff in Brussels. The Protection of Civilians team is supported by NATO members and partners and is dedicated to issues including Children and Armed Conflict, Conflict-Related Sexual and Gender-based Violence, and the Reduction and Mitigation of Civilian Casualties. The Protection of Civilians Section also coordinates those aspects of Women, Peace and Security that are related to NATO-led Operations and Missions.

Children and Armed Conflict

The protection of children in NATO-led operations and missions was addressed by NATO at the 2012 Summit in Chicago. At that meeting, NATO Heads of State and Government mandated the development of practical, field-oriented measures to address violations against children. Following that Summit, the North Atlantic Council approved NATO Military Guidelines on Children and Armed Conflict. These guidelines seek to integrate UNSCR 1612 into NATO's operational and exercise activities, and to educate and train military personnel on the obligations stipulated in the Resolution.

Another important step was the launch, in 2013, of an online course, jointly developed between NATO and the United Nations. This course aims to raise awareness among NATO-led forces before deployment. This was recorded in UNSCR 2143, adopted in 2014.

At the Wales Summit, in September 2014, NATO Heads of State and Government expressed their deep concern about the damaging effects of armed conflicts on children and reaffirmed their commitment to the further implementation of UNSCR 1612. NATO is now working, in close cooperation with the United Nations, to ensure that the Alliance is sufficiently prepared whenever and wherever the issue of Children and Armed Conflict is likely to be encountered.

The Alliance is basing much of this work on its experience leading the International Security Assistance Force (ISAF) in Afghanistan. This mission came to an end in December 2014 and has provided many lessons for future operations.

Building on a Wales Summit tasking, in March 2015 the North Atlantic Council agreed on a policy paper entitled *The Protection of Children in Armed Conflict – Way Forward*. This identified key priorities for the NATO Military Authorities to further embed child protection practices in NATO-led operations and missions. This initiative will result in more robust reporting during operations, providing timely and reliable information on the violation of children's rights – particularly the six practices identified by the UN Secretary-General as "grave violations".¹³ As a consequence, NATO Commanders and deployed personnel will have better, more precise guidance on how to proceed when encountering such violations.

In April, NATO hosted the first informal workshop on the subject, including representatives from a variety of civilian and military NATO entities, as well as experts from the United Nations, UNICEF, International Committee of the Red Cross (ICRC), Roméo Dallaire Child Soldiers Initiative, War Child and others. The workshop explored how best to translate practical experience into scenario-based exercises and training. Later in 2015, for the first time, issues related to Children and Armed Conflict featured as part of the scenario in a major NATO military exercise.

Further progress in 2015

- In July, the North Atlantic Council approved a new set of Military Guidelines on the Prevention of, and Response to, Conflict-Related Sexual and Gender-Based Violence.
- NATO's Joint Analysis and Lessons Learned Centre worked to identify measures to reduce and mitigate civilian casualties in operations.
- NATO attended for the first time, in an observer capacity, the 32nd International Conference of the Red Cross and Red Crescent, held in Geneva on 8-10 December. During the Conference, NATO pledged to:
 - continue a substantive dialogue with the ICRC aimed at enhancing training and education provided by NATO on international humanitarian law;
 - consider findings of the 2014 ICRC report "*Promoting Military Operational Practice that Ensures Safe Access To and Delivery of Health Care*" in the revision of operational planning procedures and training standards.

¹³ Grave violations include: recruitment or use of children as soldiers; killing and maiming of children; sexual violence against children; attacks against schools or hospitals; abduction of children; denial of humanitarian access for children.



Maritime

The Standing NATO Maritime Groups (SNMGs) are a multinational, integrated maritime force made up of vessels from various NATO countries. These vessels (including their helicopters) are permanently available to NATO to perform different tasks ranging from participating in exercises to intervening in operational missions. These groups provide NATO with a continuous maritime capability for operations and other activities in peacetime and in periods of crisis and conflict. They also help to establish Alliance presence, demonstrate solidarity, conduct routine diplomatic visits to different countries, support transformation, and provide a variety of maritime military capabilities to ongoing missions.

Operation Active Endeavour

Operation Active Endeavour (OAE) evolved out of NATO's immediate response to the 9/11 terrorist attacks against the United States and has adapted to meet evolving security risks in the Mediterranean. In the context of OAE, Allied ships patrol the Mediterranean, monitoring shipping to help deter, defend, disrupt and protect against terrorist activity. Through this experience, NATO has gained unparalleled expertise in the deterrence of maritime terrorist activity and of proliferation and smuggling of weapons of mass destruction in the Mediterranean Sea.

The operation is under the overall command of NATO's Maritime Command Headquarters, Northwood, United Kingdom through a task force deployed in the Mediterranean. Task Force Endeavour consists of a balanced collection of surface units, submarines and maritime patrol aircraft. The operation also regularly makes use of NATO's two high-readiness frigate forces, which are permanently ready to act and capable of conducting a wide range of maritime operations.



Photo by WO Artigues, HQ MARCOM

Since the start of OAE in 2003, NATO forces have hailed over 124,000 merchant vessels and boarded some 170 suspect ships. By conducting these maritime operations against terrorist activity, NATO's presence in these waters has benefited all legitimate shipping travelling through the Straits of Gibraltar. Keeping the Mediterranean's busy trade routes open and safe is critical to NATO's security. In terms of energy alone, some 65% of the oil and natural gas consumed in Western Europe passes through the Mediterranean each year, with major pipelines connecting Libya to Italy and Morocco to Spain. For this reason, NATO ships are systematically carrying out preparatory route surveys of potential choke points as well as of important passages and harbours throughout the Mediterranean.

During 2015, 17 Allied nations contributed assets to OAE (Belgium, Canada, Denmark, Estonia, France, Germany, Greece, Italy, Latvia, Lithuania, the Netherlands, Norway, Portugal, Spain, Turkey, the United Kingdom and the United States). These contributions included 55 submarines, 308 maritime patrol aircraft and 294 surface vessels in either direct or associated support. In addition to the Allied contributions, one non-NATO nation, New Zealand, contributed to OAE with one ship in associated support during 2015.

In July 2015, NATO Allies agreed to transition OAE to a non-Article 5 Maritime Security Operation, capable of performing the seven maritime security operations tasks: support maritime situation awareness; uphold freedom of navigation; conduct maritime interdiction operations; fight the proliferation of weapons of mass destruction; protect critical infrastructure; support maritime counter-terrorism; and contribute to maritime security capacity-building. Work is ongoing to implement this decision.



Operation Ocean Shield

Piracy in the Gulf of Aden, off the Horn of Africa and in the Indian Ocean undermines international humanitarian efforts in Africa and the safety of one of the busiest and most important maritime routes in the world – the gateway in and out of the Suez Canal. NATO has been helping to deter and disrupt pirate attacks, protecting vessels, and helping to increase the general level of security in the region since 2008.

Through Operation Ocean Shield (OOS), NATO's role is to provide naval escorts and deterrence while increasing cooperation with other counter-piracy operations in the area in order to optimise efforts and tackle the evolving pirate trends and tactics. OOS is conducted in full complementarity with the relevant UN Security Council Resolutions and in coordination with other counter-piracy initiatives including the European Union's Atalanta, the US Combined Task Force 151 (CTF-151), and deployments from individual countries such as China, India and South Korea.

The very presence of this international naval force, composed of vessels from NATO and other entities, is deterring pirates from pursuing their activities. The implementation of best management practices by the shipping industry, as well as the presence of armed security teams on board these vessels, has also played a role in this regard. There have been no successful attacks since May 2012. Currently, there are no ships held, but as of December 2015, pirates still held a total of 26 hostages ashore.

At the Wales Summit, NATO leaders agreed to continue NATO's involvement off the coast of Somalia until the end of 2016 through a "focused presence". This means that since January 2015, assets are primarily deployed during the inter-monsoon periods (spring or autumn) and at other times if needed. During the periods without surface ships, maritime patrol aircraft continue to fly sorties, and links to situational awareness systems and counter-piracy partners remain in place. In this effort, the NATO Shipping Centre plays a key role.

During 2015, three NATO members (Denmark, Italy and Turkey) contributed to OOS with a total of six ships and one maritime patrol aircraft. Australia and Colombia also participated in OOS during 2015, each with one ship.



Air Policing

Safeguarding the integrity of Alliance members' sovereign airspace is a longstanding peacetime task contributing to NATO's collective defence. Air Policing involves Quick Reaction Alert (Interceptor) (QRA(I)) aircraft from NATO members that respond to aircraft that are unidentified or operate in an unusual or unsafe manner. Existing military and civilian agreements ensure coordinated Air Policing operations across NATO members' airspace and guarantee security to Alliance members. Preservation of the integrity of the NATO Airspace part of Alliance Airspace is part of the NATO Integrated Air and Missile Defence System.

NATO Air Policing reflects the fundamental guiding principle of common commitment and mutual cooperation among sovereign states. All NATO member nations contribute in some form to NATO Air Policing through the use of national air surveillance systems, air traffic management, interceptor aircraft or other air defence measures. For member nations not having the full range of air policing assets in their own militaries, agreements exist to ensure a single standard of security for all NATO member nations.

Since 2004, the Alliance has provided NATO Air Policing for member nations who did not have all the necessary means within their own national structures. Allies provide NATO Air Policing support to the Baltic States (via rotational deployment of interceptor aircraft through the NATO force generation process), and Hungarian and Italian

interceptor aircraft provide NATO Air Policing for Slovenia from bases in Hungary and Italy. By the end of 2015, 39 contingents from 15 countries had contributed to the Baltic Air Policing mission since it began.

Due to increased Russian air activities, the number of NATO Air Policing missions increased significantly in 2014 and 2015. Over the two-year period from 2013 to 2015, Russian air activity close to NATO's European airspace increased by around 70%. Allied aircraft scrambled over 400 times to intercept Russian aircraft over Europe in 2015 – a further increase from 2014. While few flights violated NATO airspace, other circumstances, such as loss



of contact with air traffic control, prompted NATO's increased air policing presence. In 2014 and 2015, additional fighter aircraft have been deployed to the Baltic States in the framework of the assurance measures in the Readiness Action Plan.

Support to Turkey

NATO has been augmenting Turkey's defence capabilities since January 2013. In response to Turkey's request, NATO Foreign Ministers decided in December 2012 that NATO would augment the country's air defence capabilities in order to defend the population and territory of Turkey against threats posed by missiles from across its border with Syria. The Syrian regime has used and continues to use ballistic missiles. Since 2012, NATO has detected several hundred ballistic missile launches within Syria. The first Patriot missile batteries became operational under NATO command on 26 January 2013 with contributions from Germany, the Netherlands and the United States. Currently Spain is providing a battery and will maintain its deployment throughout 2016. This deployment consists of approximately 150 troops.

The Patriot is a surface-to-air guided air and missile defence system currently in use world-wide including in several NATO countries. Notable characteristics of the Patriot system include a short response time, the ability to engage multiple targets simultaneously, good ground mobility, and the ability to resist electronic jamming. The Patriot deployment as part of NATO's support to Turkey is under NATO command and plugged into NATO's air defence network.

Due to the increasing volatility in the region, at the end of 2015 Allies agreed on additional defensive support to Turkey that is meant to contribute to de-escalation in the region. This support could include enhanced air policing, more flights of NATO's Airborne Warning and Control System aircraft, increased intelligence, surveillance and reconnaissance, and an increased naval presence in the eastern Mediterranean, including expanded NATO participation in naval exercises. Allies will also deploy aircraft to support Turkey's air defences on a bilateral basis.



Support to the African Union

Cooperation between NATO and the African Union (AU) began in 2005 following a request for assistance to provide logistics and airlift support for the AU mission in Darfur. Since then, cooperation has increased across a range of areas. At the request of the AU, NATO has been providing various forms of assistance including planning and support for the African Union's current operations, as well as for its longer-term peacekeeping capabilities.

Cooperation with the AU is currently based around three main pillars: operational support, capacity-building support, and support for the operationalisation of the African Standby Force.

NATO maintains an office in Addis Ababa, run by a Senior Military Liaison Officer, a deputy, and support staff. In addition, NATO experts are seconded to the AU Peace and Security Secretariat, which has responsibility for all AU peace-support operations and missions. The NATO experts work side-by-side with AU colleagues and provide a visible NATO contribution to the African Union's peace and security agenda.

In August 2015, for the first time since 2012, military-to-military talks took place between NATO and the AU. These talks covered a wide range of topics including stabilisation and reconstruction; interoperability, doctrine harmonisation and standardization; intelligence; maritime security; counter-IED; movement coordination; civil-military cooperation; communication; and medical support.

At the request of the African Union, NATO has developed specialised training packages through the Mobile Education and Training Team concept. These one- to two-week courses are conducted by NATO experts from Allied Command Transformation on topics such as operational and exercise planning. This training reaches a range of AU participants, including the organisation's Regional Economic Communities.

The purpose and value of the mobile team concept lies in its flexibility. It provides the ability to offer tailor-made training to the AU on diverse topics within NATO's fields of expertise. In June 2015, NATO provided its first on site training to the AU and its Regional Economic Communities personnel on operational planning. Based on this initial success, additional courses will be offered in 2016, in line with the AU's operational priorities and formal requests to NATO.

Operational support, including for the AU Mission in Somalia (AMISOM):

- logistical: strategic airlift and sealift
- planning: provision of military subject matter experts in various fields, specifically operational planning and logistics

Capacity-building support:

- secondment of NATO subject matter experts to the AU Peace and Security Secretariat
- AU officers attending courses at NATO training and education facilities

The African Standby Force (ASF) is intended to be deployed in Africa in times of crisis and is part of the AU's efforts to develop long-term peacekeeping capabilities.

Support for the operationalisation of the ASF:

- training AU officials in charge of the AMANI AFRICA Command Post Exercise in certification/evaluation domains
- planning expertise provided at AU-led workshops designed to develop ASF-related concepts
- provision of NATO military experts to assist the AU in evaluation and lessons learned procedures during the AMANI AFRICA Exercise



Gender in NATO-led military operations and missions

In 2015, the Alliance continued to increase its operational effectiveness through incorporating gender perspectives in conflict analysis, planning, execution, assessment and evaluation of all NATO-led operations and missions.

Gender Advisors and Gender Focal Points

In 2015, NATO continued to deploy trained, full-time Gender Advisors to operations and missions at strategic, operational and tactical levels. The Gender Advisor's role is to raise awareness of the different needs, concerns and contributions of women, men, girls and boys in a conflict or post-conflict environment. They also help ensure women's full participation in all aspects of a NATO operation or mission.

NATO's International Military Staff Office of the Gender Advisor collected data in 2015 on Gender Advisors for 2014.

- There are 473 trained Gender Advisors in NATO member countries and 28 deployed on operations and missions.
- 64% of NATO member states include gender dimensions in operational planning
- 89% of NATO member states include gender dimensions in pre-deployment training and/or exercises
- 43% of NATO member states deployed Gender Advisors in 2014

In addition to appointing trained Gender Advisors, NATO committed to establishing Gender Focal Points (GFP) to substantially complement, support and assist this work. In all ACO Headquarters, GFPs are working actively within their respective areas of responsibility. At Resolute Support Headquarters in Kabul, there is a GFP for each of the eight essential function areas. KFOR has eight GFPs in its headquarters, five within Joint Regional Detachments and Multinational Battle Groups, and two in the Reserve Units.

Female leadership is important for the Alliance and essential to improving overall operational effectiveness. In June, NATO appointed two female Commanders: US Army Brigadier General Giselle M. Wilz became the 21st Commander and Senior Military Representative of NATO Headquarters Sarajevo and US Air Force Brigadier General Dawn Dunlop took over as Commander of the NATO Airborne Early Warning and Control Force.

Policy and Political Engagement

NATO is working to advance policies that address gender in operations and missions. NATO's Military Guidelines on the Prevention of, and Response to, Conflict-Related Sexual and Gender-Based Violence were endorsed by the Military Committee and the North Atlantic Council in 2015. The overall aim is to reduce the risk of conflict-related sexual and gender-based violence and to improve responsive measures. The guidelines focus on implementation and enforcement of existing rules, regulations and mandates. In these guidelines, nations commit to developing NATO-wide standards of behaviour over and above their own national standards. The Alliance also continued its cooperation with the international community, including UN Agencies, the EU, NGOs, civil society, and women's rights groups, generating a better understanding of the different needs of men, women and children in conflict and post-conflict areas.



COOPERATIVE SECURITY

Partnerships



Over the past two decades, NATO has developed a network of structured partnerships with countries from the Euro-Atlantic area and the Mediterranean and Gulf regions, as well as individual relationships with other partners across the globe. NATO pursues dialogue and practical cooperation with 41 partner countries and engages actively with other international actors and organisations on a wide range of political and security-related issues.¹⁴

Dialogue and cooperation with partners can make concrete contributions to enhancing international security. In regional frameworks, flexible formats, and at the bilateral level, NATO develops relations based on common values, reciprocity, mutual benefit and mutual respect.

In the Euro-Atlantic area, the 28 Allies engage in relations with 22 partner countries through the Euro-Atlantic Partnership Council (EAPC) and the Partnership for Peace – a major programme of cooperation with individual partners in Europe and

Central Asia. Among these partners, NATO has developed specific structures for its relationships with Georgia, Russia and Ukraine, though due to Russia's aggressive actions in Ukraine and its illegal annexation of Crimea, NATO suspended its practical cooperation with Russia in early 2014.

NATO has relationships with seven countries on the southern Mediterranean rim through the Mediterranean Dialogue, as well as with four countries from the Gulf region through the Istanbul Cooperation Initiative.

NATO also cooperates with a range of countries that are not part of these partnership frameworks. Referred to as “Partners across the Globe”, these include Afghanistan, Australia, Iraq, Japan, the Republic of Korea, Mongolia, New Zealand and Pakistan.

Partners are part of many of NATO's core activities, from shaping policy to building defence capabilities and managing crises. NATO's partnerships are beneficial to all involved and contribute to improved security for the broader international community.

¹⁴ NATO suspended its practical cooperation with Russia following its illegal annexation of Crimea in 2014.

In partnering with NATO, these countries:

- share insights on areas of common interest or concern through political consultation and intelligence sharing
- participate in exercises and training for future operations and missions
- contribute to current operations
- broaden understanding of the lessons from past operations and help to develop policy for the future
- support research on new capability development
- augment an inclusive and transparent vision of security:
 - integrating gender perspectives into security and defence
 - fighting against corruption in the defence sector
 - enhancing efforts to control or destroy arms, ammunition, unexploded ordnance
 - advancing joint scientific projects

Consulting and Working Together

Political dialogue is fundamental to partnership. Through dialogue, NATO and partners build mutual understanding and increased situational awareness. Just as consultations among Allies are essential to NATO, consultations between Allies and partners

are fundamental to NATO's partnerships. These consultations take place in a broad range of committees and at different levels. They permit Allies and partners to build mutual understanding, enhance shared situational awareness, and enable cooperation in the political, military and technical spheres.

Here is a snapshot of these consultations in 2015:

- The Alliance's highest political decision-making body is the North Atlantic Council (NAC). The NAC met with partners 42 times in 2015. Of these, eight NAC meetings with partners took place at the level of ministers.
- High-level partner officials who exchanged views with the NAC in 2015 include the King of Jordan as well as ministers from Australia, Montenegro, Serbia, and the former Yugoslav Republic of Macedonia.¹⁵
- In October 2015, the NAC paid a working visit to Montenegro to assess the progress on the country's reforms. In December, NATO Foreign Ministers invited the country to begin accession talks to join the Alliance.
- The Military Committee – NATO's senior military authority – met with partners 16 times in 2015.
- Political dialogue between NATO and partners can take place in a variety of formats. In 2015, NATO met with partners in these formats, among others:
 - 68 meetings in the Partnerships and Cooperative Security Committee
 - 51 meetings in the Operations Policy Committee
 - 17 meetings in the Military Committee Working Group on Cooperation
 - 11 meetings in the Conference of National Armaments Directors
 - 4 meetings in the Defence Policy and Planning Committee
- In 2015, the Secretary General met with counterparts from 17 partner nations, and went on official visits to Finland, Georgia, Montenegro, Serbia, Sweden and Ukraine. The Deputy Secretary General met with counterparts from 11 partner nations and paid official visits to Japan, Morocco, Qatar, Sweden, Ukraine, and for the first time for a NATO Deputy Secretary General, Mongolia.
- Consultation often takes place between NATO and partner officials in Brussels where 16 partners maintain official missions on the NATO Headquarters campus. This cooperation is also supported by NATO offices in Russia (Moscow), Ukraine (Kyiv), Central Asia (Tashkent, Uzbekistan), the Caucasus (Tbilisi, Georgia) and through the NATO Senior Civilian Representative in Kabul, Afghanistan.
- Officials from some partner countries work alongside NATO staff. In 2015, 11 civilian officers from eight partner countries and 49 military officers from 12 partner countries worked at NATO Headquarters and in the NATO Command Structure.
- In nearly every partner country, an embassy of one of the NATO member states serves as a contact point and operates as a channel for disseminating information about the role and policies of the Alliance.¹⁶ In addition to this public diplomacy role, the Contact Point Embassies can provide support for the implementation of other agreed activities with partners.

¹⁵ References in this publication to the former Yugoslav Republic of Macedonia are marked by an asterisk (*) referring to the following footnote: Turkey recognises the Republic of Macedonia with its constitutional name.

¹⁶ There is currently no Contact Point Embassy in the Russian Federation. NATO's practical cooperation with Russia has been suspended in response to Russia's military intervention in Ukraine.



Working with International Organisations

Since the 1990s, NATO has developed close working relations with the United Nations, the European Union and the Organization for Security and Co-operation in Europe (OSCE). This is an integral part of the Alliance's ongoing transformation to address the complex challenges faced in the Euro-Atlantic and beyond.

NATO's cooperation with the UN continued to expand in 2015. Practical cooperation has increasingly been oriented towards operational issues as UN troops operate in more hostile environments. In this vein, NATO Secretary General Jens Stoltenberg participated in the Leaders' Summit on Peacekeeping in the margins of the 70th UN General Assembly and outlined areas in which NATO could enhance its support to the UN. These include:

- enhancing support for protection of UN forces, particularly in the area of countering improvised explosive devices
- enhancing the training, education and exercise opportunities available to the UN
- helping the UN to improve its ability for rapid deployment
- working more closely with the UN and EU on capacity-building in countries at risk

High-level consultations also continued throughout the year. Secretary General Stoltenberg met with UN Secretary-General Ban Ki-moon twice in 2015. Senior NATO officials addressed the Security Council on two occasions and UN officials addressed various NATO committees, including the North Atlantic Council. NATO contributed to the consultations of the High-level Independent Panel on Peace Operations, which produced a key report laying the ground for reform on UN Peace Operations.

Cooperation between NATO and the UN on human security-related issues also continued in 2015. Strengthening the overall implementation of UNSCR 1325 through enhanced cooperation between NATO and international organisations is a key aspect of the NATO/EAPC Action Plan on Women, Peace and Security. This cooperation was reinforced at the UN High Level Review of UNSCR 1325 in October when NATO's Deputy Secretary General pledged to strengthen NATO's partnerships on 1325 with international organisations like the UN, EU, OSCE and the African Union. NATO also committed to institutionalising the engagement of civil society in the development, execution and monitoring of the NATO/EAPC Action Plan. To this end, efforts to create a Civil Society Advisory Panel advanced in December, laying the groundwork for more structured engagement with civil society in 2016.

The EU is a unique and essential partner for NATO; the organisations share common values, strategic interests, and 22 common members. NATO and the EU are working side-by-side in crisis management, capability development and political consultations. As 9 out of 10 EU citizens live in a NATO country, cooperation and coordination between the two organisations is key, especially in light of the rapidly changing strategic environment in their common neighbourhood. Over the past year, contacts have been intensified substantially.

NATO and EU officials meet regularly to discuss common challenges and how the two organisations can best address them. There were three meetings between the North Atlantic Council and the EU Political and Security Committee in 2015 – as many in one year as there had been in the three years prior. There were also four briefings by EU officials to the NAC in 2015. The NATO Secretary General met bilaterally with the President of the European Council, the President of the European Commission, and the EU High Representative (HR/VP) on a regular basis. Secretary General Stoltenberg addressed the June European Council and took part in four EU Defence ministerials in 2015; in the same period, HR/VP Federica Mogherini was invited to five NATO Foreign and Defence ministerial meetings. The Secretary General and the HR/VP also jointly addressed the annual conference of the European Defence Agency.

Practical cooperation between NATO and the EU continued throughout 2015. In addition to working together in the operational theatres in Kosovo, Afghanistan, and off the coast of Somalia, contacts were established at an operational level in order to address security challenges in the Mediterranean. In order to address hybrid challenges, NATO and the EU consulted on how best to prepare, deter, defend against these threats. In this context, staff in both organisations have been working together in order to identify areas of concrete cooperation including improved situational awareness and strategic communications.

NATO also worked with the EU to support partners in the eastern neighbourhood, ensuring complementarity of efforts. Much of this ongoing work is focused on Ukraine, but consultations have addressed possible cooperation in other countries, including Georgia, Iraq, Jordan and Moldova.

NATO has well-established relations with the OSCE in the form of practical cooperation and coordination both between central staffs and in the field missions. This cooperation encompasses a number of topical issues including security sector reform, non-proliferation of weapons of mass destruction, counter-terrorism, energy security, cyber security, border management, arms control and confidence-building measures, and the role of women in armed conflict. Regionally the two organisations coordinate in several areas, respecting their individual mandates, including in Central Asia, the Western Balkans (with a particular focus on Kosovo), Eastern Europe, and the South Caucasus.

The Alliance is developing cooperation in specific areas with a number of other international and non-governmental organisations, including the African Union, the International Organization for Migration, the World Bank, the International Civil Aviation Organization, and the Organisation for the Prohibition of Chemical Weapons. Dialogue and interaction with the International Committee of the Red Cross (ICRC) continue to develop in a mutually beneficial manner.



Open Door

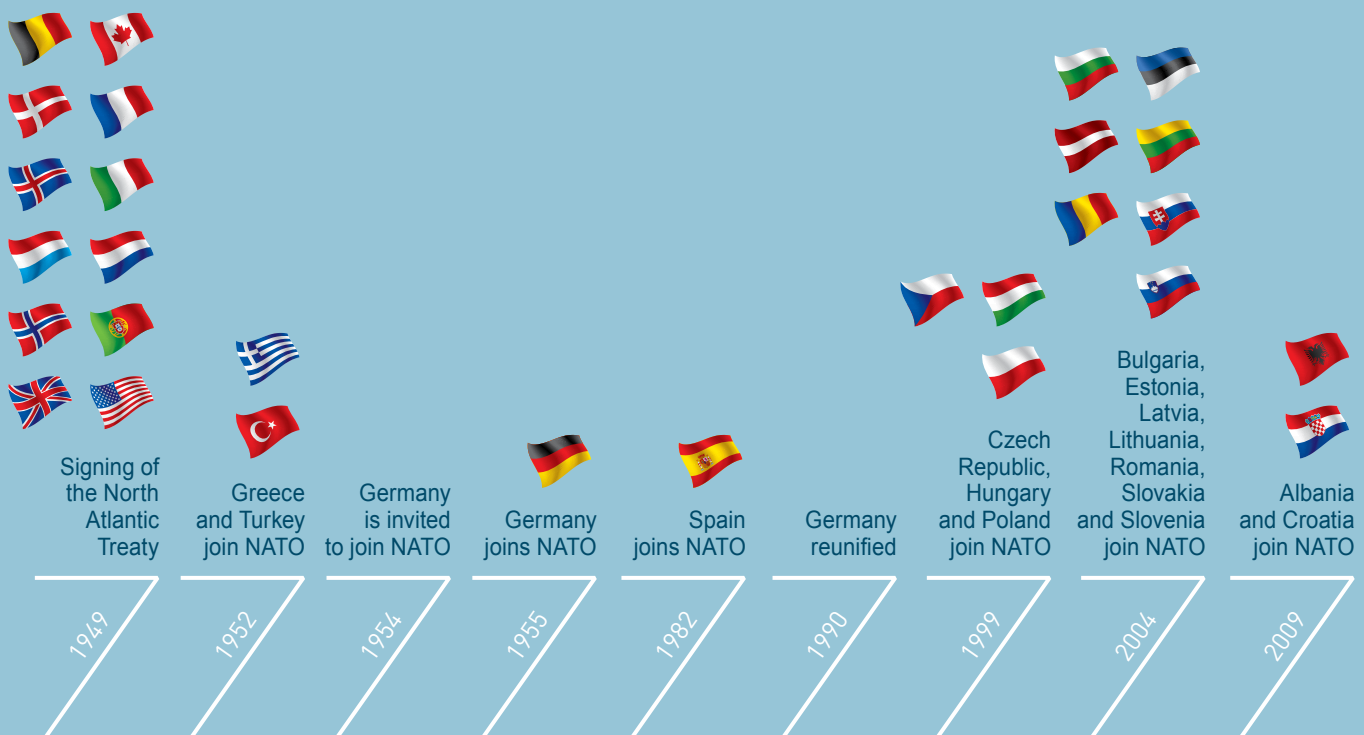
Since its creation in 1949, NATO's membership has increased from 12 to 28 countries through six rounds of enlargement. This enlargement has enhanced the security of the Euro-Atlantic area, and integration has fostered reform and enhanced the stability necessary for prosperity.

Following the Wales Summit in 2014, NATO embarked on a period of intensified and focused talks with Montenegro, preparing the way for the decision in December 2015 in which NATO Foreign Ministers invited Montenegro to begin accession talks to join the Alliance.

NATO looks forward to completing the accession and ratification process without delay. The decision to invite Montenegro followed significant reforms in the country and a demonstrated commitment to shared values and international security. NATO expects further progress on reform to continue and will support Montenegro throughout this process.

During the December Foreign Ministers' meeting, Allies confirmed their strong support for the membership aspirations of Bosnia and Herzegovina, Georgia and the former Yugoslav Republic of Macedonia*. They encouraged them to continue their reform efforts to prepare for membership and confirmed NATO's continued support for these efforts.

The Alliance's actions in 2015 demonstrate its commitment to the Open Door policy. NATO's door is open to all European democracies that share the values of the Alliance, are willing and able to assume the responsibilities and obligations of membership, are in a position to further the principles of the Washington Treaty, and whose inclusion can contribute to the security of the North Atlantic area.





U.S. Army photo by Sgt. A.M. LaVey/173rd Abn. Bde. Public Affairs

Building Capacity and Interoperability

Partner countries have made and continue to make significant contributions to the Alliance's operations and missions, whether through supporting peace by training security forces in the Western Balkans and Afghanistan or monitoring maritime activity in the Mediterranean Sea. A number of tools have been developed to assist partners in developing their own defence capacities and defence institutions, ensuring that partner forces are able to provide for their own security, capable of participating in NATO-led operations, and interoperable with Allies' forces.

At the Wales Summit in September 2014, NATO leaders endorsed two important initiatives to reinforce the Alliance's commitment to the core task of cooperative security: the Partnership Interoperability Initiative and the Defence and Related Security Capacity Building Initiative.

The Partnership Interoperability Initiative provides measures designed to ensure that the deep connections built up between NATO and partner forces over years of operations will be maintained and deepened so that partners can contribute to future NATO-led operations and, where applicable, to the NATO Response Force.

The Partnership Interoperability Initiative has introduced a number of innovations, including the possibility of granting specific partners enhanced opportunities for deeper cooperation. Five partners

(Australia, Finland, Georgia, Jordan, Sweden) currently have access to this enhanced cooperation, which includes easing the process for these nations to participate in exercises and enabling regular consultation on security matters.

Another innovation concerns the establishment of the Interoperability Platform, a standing forum for meetings with 25 partners that have contributed to NATO operations or have taken concrete steps to deepen their interoperability with NATO.¹⁷ In this format, Allies and partners discuss projects and issues that affect interoperability, such as command and control systems or logistics.

In May 2015, NATO's Military Committee at the level of Chiefs of Defence met with their counterparts from partners in the Interoperability Platform format for the first time. In July, the NAC met with these nations to evaluate progress since the platform's launch. At least ten NATO committees have begun working and meeting in this new format.

¹⁷ Armenia, Australia, Austria, Azerbaijan, Bahrain, Bosnia and Herzegovina, Finland, Georgia, Ireland, Japan, Jordan, Kazakhstan, Republic of Korea, Republic of Moldova, Mongolia, Montenegro, Morocco, New Zealand, Serbia, Sweden, Switzerland, the former Yugoslav Republic of Macedonia*, Tunisia, Ukraine, and the United Arab Emirates.



Defence Capacity Building

In September 2014, at the NATO Summit in Wales, Heads of State and Government launched the Defence and Related Security Capacity Building (DCB) Initiative. Designed to strengthen the Alliance's contribution to international security, stability and conflict prevention, DCB reinforces NATO's commitment to partners with assistance beyond what is offered through existing programmes. The Initiative builds on NATO's extensive expertise in providing advice, assistance, support, training, education and mentoring activities in the defence and related security sector. The programme is demand-driven, and Allies have agreed to offer DCB packages to Georgia, Iraq, Jordan and the Republic of Moldova, following their requests.

The DCB Initiative draws on the expertise of NATO members as well the valuable contributions of partners, directly involving them in supporting DCB packages by providing expertise, resources and political support. This is in addition to engaging with other international organisations, including the UN, EU and OSCE to ensure complementarity of effort.



Georgia

- Agreed in September 2014 at the Wales Summit
- Georgia's DCB package is provided through the Substantial NATO-Georgia Package. The package includes: establishing three facilities (a Joint Training and Evaluation Centre, a Defence Institution Building School and a Logistic Facility) as well as providing expert advice in the areas of acquisition, strategic and operational plans, Special Operations Forces, military police, cyber defence, maritime security, aviation, air defence, and strategic communications. The package also includes support and contributions to NATO exercises in Georgia that are open to partners.
- The first phase of implementation began in December 2014, establishing the DCB Core Team in Tbilisi and relevant coordination processes. Several projects were launched.
- The first NATO-Georgia military exercise open to partners, Exercise Agile Spirit, was held in July 2015.
- The NATO-Georgia Joint Training and Evaluation Centre was inaugurated in July 2015 by Georgian leaders and NATO Secretary General Jens Stoltenberg, at its headquarters in Krtsanisi, where it is part of Georgia's Training and Military Education Command. The centre is a combined NATO-Georgia project based on Georgian and regional needs, complementing existing training programmes, policies and doctrines. It is tasked with strengthening Georgia's capacities to address a range of threats, as well as improving the interoperability of Georgian and Allied forces and contributing to regional security cooperation.

Jordan

- Agreed in September 2014 at the Wales Summit
- The package includes seven areas of cooperation: information protection, cyber defence, military exercises, counter-IED cooperation, communications, command and control, harbour protection, and defence-related border security.
- Jordan was invited to and participated in the 2015 NATO Cyber Coalition exercise, the first Mediterranean Dialogue partner to do so.
- Jordan will host the 2017 Regional Exercise (REGEX 2017). This will be the first NATO exercise to take place in a Mediterranean Dialogue country. The NATO regional exercise initiative was launched two years ago to build understanding, trust and interoperability among NATO and partners in the region. REGEX 2015 was hosted by Greece.
- A Science for Peace and Security project on counter-IED was approved in April 2015, facilitating Jordan's participation in several counter-IED tailored activities.
- Jordan has been associated with a Smart Defence project on harbour protection, which will include the development of a harbour protection doctrine. In 2015, Jordan participated in a related exercise.

Iraq

- Agreed in July 2015 following a request from the Iraqi Prime Minister
- The package contains the following areas: assistance in the areas of counter-IED, explosive ordnance disposal and demining; military medicine and medical assistance; advice on security sector reform; civil-military planning support to operations; civil emergency planning and preparedness; cyber defence; and military training. These areas were identified on the basis of Iraqi authorities' requests for assistance. To avoid duplication, NATO's DCB efforts will be complementary to work undertaken by the Global Coalition to Counter ISIL, the EU, the UN and other actors.
- A NATO fact-finding mission to Iraq was conducted in December 2015 to further consult with Iraqi authorities, as well as with representatives from the Coalition, the UN and the EU, in order to determine Iraqi assistance requirements and prioritise among the seven areas.
- Iraq has requested that NATO consider the areas of counter-IED, explosive ordnance disposal and demining as a first priority. NATO is developing training and a multi-year project in these fields in the framework of the Science for Peace and Security Programme.

Republic of Moldova

- Accepted in September 2014 at the Wales Summit
- A Defence and Related Security Capacity Building package for the Republic of Moldova was agreed and launched in June 2015. Its implementation is split into two parts. In part one, NATO will advise and assist in the development of a national security strategy, defence plans, force structures and required capabilities.
- In phase two, NATO will continue its advice and assistance in the transformation of Moldova's armed forces. NATO will also deepen support to Moldova in the areas of cyber security, defence education, building integrity, and ammunition storage and safety.
- A NATO staff team visited Moldova in mid-July to assist in the establishment of a roadmap and identify key milestones. In November, a NATO team of advisors drawn from a number of Allies and partners undertook its first visit to Chisinau to begin the support to the Moldovan defence establishment on such issues as the first draft of Moldova's national security strategy and strategic communications.

Operational Capabilities Concept

One of the key pillars of interoperability with partners is the Operational Capabilities Concept (OCC), which aims to improve the ability of partner forces to contribute to NATO-led crisis response operations by guiding them towards using and implementing NATO standards.

The OCC Evaluation and Feedback Programme is used to evaluate partner land, air, maritime or Special Operations Forces that seek to meet NATO standards. This rigorous process can often take years, but it ensures that partner forces are ready to work with Allied and other partner forces once deployed. Some partners use the OCC as a strategic tool to transform their defence forces. The OCC has contributed significantly to the increasing number of partner forces participating in NATO-led operations and the NATO Response Force.

OCC evaluations – conducted by partners and NATO – mirror NATO member evaluation programmes to the extent possible. Through the programme, NATO and partners establish strong peacetime working relationships. Such dialogue can help improve agreements and technical cooperation to enable future cooperation during NATO-led operations.

Based on evaluation and feedback, NATO maintains a database into which partners may declare forces and capabilities potentially available for NATO-led operations. This database is an important building block for assembling future operations.

Participation in the OCC is voluntary and interest is growing.

In 2015, 16 of NATO's partners participated, and the OCC programme:

- evaluated 38 partner units, 10 more than in 2014
- trained 138 new OCC evaluators (80 more than in 2014) from 15 partner countries as well as from NATO commands
- enlarged the database of declared partner forces to 13,500 personnel in about 100 units (land, air and maritime, ranging from platoon to battalion-sized units, surface ships, submarines, medical units and air fighter units). This is up from 13,000 personnel and 90 units in 2014.

Planning and Review Process

The Partnership for Peace Planning and Review Process (PARP) helps develop the interoperability and capabilities of forces that might be made available for NATO training, exercises and operations. Under this process, Allies and partners, together, negotiate and set planning targets for a partner country. Regular reviews measure progress. The PARP also provides a framework through which NATO can assist partners in developing effective, affordable and sustainable armed forces as well as promoting wider defence and security-sector transformation and reform efforts. It is the main instrument used to assess the implementation of defence-related objectives and targets defined under Individual Partnership Action Plans. The process is open to Euro-Atlantic partners on a voluntary basis and is open to other partner countries on a case-by-case basis, upon approval of the North Atlantic Council.

Twenty partner nations currently take part in the PARP. In 2015, Tunisia joined the process and Ukraine resumed its participation after a one-year pause due to the ongoing crisis in the country. NATO is currently working with Ukraine to develop a new PARP partnership goal package to advise and assist the country in support of defence and security reforms.

PARP Assessments for 16 of the partners participating in the process were agreed in 2015. Each Assessment analysed the partner's plans and policies, the extent to which the partner forces made available for NATO activities can operate successfully with Allies' forces, and the progress in implementing partnership goals.



Photo by Mass Communication Specialist 2nd Class Josh Keim

Providing Security and Military Training

Education and training is central to NATO's partnerships. Through this aspect of cooperation, partner officers and troops can become familiar with NATO standards, language and procedures and get to know Allied and partner officers in preparation for future cooperation in theatre.

Every year, partners can choose from a vast range of training events, seminars and courses that match their training needs. They do this using the Partnership Cooperation Menu, a rolling programme of cooperation. In 2015, the menu contained 1,307 separate events across 36 areas of cooperation, which were held in 57 different Allied and partner countries. In all, over 10,000 partner officers participated in these events in 2015.

Through partnership, Allied and partner nations can set up specific recognised Partnership Training and Education Centres, open to Allies and partners alike. Together they form a unique community of education and training facilities. With 29 institutions in 24 countries, this community is leading innovation and capacity-building in many areas of education and training. Collectively, they conduct more than 200 courses per year – including expeditionary mobile education and training teams that reach an audience of more than 3,000 officers yearly.

Defence Education Enhancement Programme

The Defence Education Enhancement Programme (DEEP) is a vehicle for reform in partner countries. NATO currently conducts tailored programmes hosted by 12 countries, with the support of more than 350 experts from approximately 70 Allied and partner country defence education institutions.

Based on requests from individual countries, DEEP provides a platform to connect expertise providers to defence education institutions in countries that seek to become intellectually interoperable with NATO. Notably, in Ukraine, more than 400 experts from 12 higher military education institutions and training centres participated in curriculum and faculty development events in 2015.

DEEP also contributes extensively to capacity-building. In June, the Moldovan Military Academy graduated its first class of officers in a course associated with a bachelor programme. Working on a "train the trainer" model, Georgian, Moldovan and Ukrainian professors are teaching other partners "how to teach" in this field. In the context of an Austrian-led DEEP with Serbia, Serbian officers advise Armenian counterparts on how to combine military and academic education for their officers.



Managing Security Challenges Through Science

NATO Science and Technology supports the defence and security posture of the Alliance and its partners through scientific and technological research. Two approaches are used to contribute to cooperative security: opening activities in the NATO Science and Technology Organization programme of work to partners (approximately 70% are open) and funding individual science and technology activities with non-NATO nations through the Science for Peace and Security Programme. In 2015, there was an increased interest from partners in these programmes. The partner session of the autumn NATO Science and Technology Board saw more partners participate than ever before. Based on this interest, the Board has offered increased access rights to Australia, Finland and Sweden, including more regular participation in meetings.

Science for Peace and Security Programme

The Science for Peace and Security (SPS) Programme is a policy tool that enhances cooperation and dialogue with partners based on scientific research, innovation and knowledge exchange. The SPS Programme provides funding, expert advice and support to security-relevant activities jointly developed by a NATO member and partner country.

Founded in 1958, the Programme contributes to the Alliance's core goals and promotes regional cooperation through scientific projects and activities. Over its long history, the SPS Programme has continuously adapted to the demands of the times.

The SPS Programme now promotes civil, security-related practical cooperation and focuses on a growing range of contemporary security challenges. These include terrorism, defence against chemical,

biological, radiological, and nuclear (CBRN) agents, cyber defence, energy security and environmental concerns, as well as human and social aspects of security, such as the implementation of United Nations Security Council Resolution 1325 on Women, Peace and Security.

The SPS Programme has proven to be a flexible tool that can be adapted to the political and strategic security environment to enhance NATO's partnership agenda. NATO received 174 applications for SPS projects in 2015 and approved 41 new projects.

In 2015, the SPS Programme contributed to the following NATO partnership priorities:

- **Intensified cooperation with partners in eastern Europe:** At the end of 2015, NATO had more than 30 ongoing research and development projects with Ukraine, including 13 new projects approved in 2015. These include a flagship project to develop a multinational telemedicine system involving experts from Ukraine, along with Finland, Moldova, Romania and the United States. During the 2015 Euro-Atlantic Disaster Response Coordination Centre field exercise in Ukraine, this telemedicine component was live-tested. 2015 also saw the launch of a humanitarian demining project in Ukraine.
- **Implementation of the Defence Capacity Building Initiative:** The SPS Programme supported Defence Capacity Building by developing several new activities, including counter-IED training for the Jordanian Armed Forces that was delivered by the NATO C-IED Centre of Excellence in Madrid. Another SPS project approved in 2015 will provide a cyber training laboratory and curriculum for network administrators in Moldova. Additional SPS activities in support of Defence Capacity Building are currently under development, including with Iraq in the areas of counter-IED and demining.
- **Practical cooperation with Enhanced Opportunity Partners:** At the end of 2015, 12 SPS activities with Australia, Finland or Sweden as the lead partner countries were ongoing, including in the field of CBRN defence, energy security, women in peace and security, and the development of advanced technologies, such as unmanned aerial vehicles. Further SPS activities with these partners are under development.
- **Enduring Partnership with Afghanistan:** The SILK Afghanistan Programme has brought high-speed internet connectivity to 34 Afghan universities. In 2015, Allies agreed on a final extension of the project until the end of June 2016. Another SPS project connects Afghan students and military cadets with NATO countries via video teleconference, allowing them to engage in dialogue and foster intercultural understanding.
- **Engaging Mediterranean Dialogue countries:** More than 30 SPS activities are ongoing with Mediterranean Dialogue partners. These cover areas such as cyber defence training for Morocco, the implementation of a cyber-defence strategy for Jordan, the development of cutting-edge, security-related technologies with Israel, and the creation of a national crisis management centre in Mauritania. The Programme has also brought together experts from Egypt and the Netherlands to provide the Egyptian Military with equipment and training for demining, unexploded ordnance clearance and remnants of war detection.
- **Fostering regional cooperation in the Balkans:** A multi-year SPS project with the participation of Bosnia and Herzegovina, Croatia, Montenegro, the former Yugoslav Republic of Macedonia* and the United States that will develop civil emergency capacity was approved in 2015. The project will enhance the emergency management capabilities in the eastern Balkans region. Other SPS activities have a regional impact, including a workshop aiming to raise awareness of cyber-defence challenges in the Balkans.

Euro-Atlantic Disaster Response Coordination Centre

The Euro-Atlantic Disaster Response Coordination Centre (EADRCC) is NATO's principal civil emergency response mechanism. It is active year round, operational on a 24/7 basis, and involves NATO's 28 Allies and all partner countries. The Centre functions as a clearing-house mechanism for coordinating both requests and offers of assistance mainly in cases of natural and man-made disasters.

The EADRCC not only supports consequence management efforts but also serves as an information-sharing tool on disaster assistance through the organisation of seminars to discuss lessons learned from NATO-coordinated disaster response operations and exercises.

In addition to its day-to-day activities and the immediate response to emergencies, the EADRCC conducts annual large-scale field exercises with

realistic scenarios to improve interaction between NATO and partner countries. Regular exercises have been organised in different countries to practise procedures, provide training for local and international participants, build interoperability skills and capabilities, and harness the experience and lessons learned for future operations.

To date, the EADRCC has conducted 15 exercises, in which 46 countries have participated.

All of the EADRCC's tasks are performed in close cooperation with the United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA), which retains the primary role in the coordination of international disaster relief operations. The Centre is designed as a regional coordination mechanism, supporting and complementing UN efforts. Its principal function is coordination rather than direction. In the case of a disaster requiring international assistance, it is up to individual NATO Allies and partners to decide whether to provide assistance, based on information received from the EADRCC.



2015 support activities

- Floods in Albania early in 2015 prompted a request for support, particularly for communities in the southwest of the country. The EADRCC coordinated assistance from 19 countries – both NATO members and partners – as well as from non-governmental organisations and other actors. Contributions included food, clothing, blankets, power generators, water purification units and financial assistance.
- Since 2012, in response to requests from Turkey, the EADRCC has acted as a clearing house to facilitate the provision of international assistance to Syrian refugees.
- The ongoing humanitarian crisis in Iraq prompted a request from the government for support related to internally displaced persons in August 2014. Assistance has been provided through the EADRCC by nine Allied and partner countries.
- The Republic of Serbia experienced a significant influx of refugees in the second half of 2015. In December, the flow of new refugees, many of them women and children, was estimated to be 4,000-5,000 people per day. Due to overstretched national capacities and the onset of winter, Serbia requested international assistance for the provision of accommodation equipment, vehicles and non-food items.

2015 Exercise

In 2015, the EADRCC partnered with the State Emergency Services in Ukraine to organise a consequence management field exercise in Lviv. The exercise simulated a real-world disaster situation – in this case a gas explosion causing a mining accident – to train a range of rescue personnel on how to work together in the face of catastrophe. One of the innovative technologies tested in the exercise was a multinational telemedicine system, which connects medical experts across the world with personnel in the field, providing critical advice via satellite communications. The exercise also tested nighttime operations and how social media tools can enhance crisis response. Over 1,100 personnel from the host country, 28 Allied and partner countries, and from the EU Emergency Response Coordination Centre and UN OCHA took part in the exercise.





Implementing Partnership Projects

Trust Funds

Trust Funds constitute one of the Alliance's most effective partnership tools. Individual NATO member states and partners set up Trust Funds to provide resources to help partner countries implement practical projects in the areas of demilitarization, defence transformation or capacity-building. Any partner country with an Individual Partnership and Cooperation Programme with NATO may request assistance. A specific Trust Fund can then be established to allow other countries, on a voluntary basis, to provide financial support or to make in-kind contributions, such as equipment or expertise.

2015 marked the 15th anniversary of Partnership Trust Funds. Some of the key achievements of the past 15 years include destruction of 4.5 million anti-personnel landmines, 2 million hand grenades, 626,000 small arms and light weapons, clearance of 3,000 hectares of mines or unexploded ordnance, and retraining assistance given to some 12,000 former military personnel. Through this important work, NATO is one of the world's largest demilitarization organisations.

In Ukraine in 2014, as part of the response to the Russia-Ukraine crisis, NATO members established NATO Trust Funds to assist Ukraine in the key areas of command, control, communications and computers (C4), logistics and standardization, cyber

defence, military career transition, and medical rehabilitation. Progress was made to implement these in 2015, and in June another Trust Fund was launched to assist Ukraine in countering improvised explosive devices.

The Jordan III Trust Fund, a 3.6 million EUR project supporting the development of servicewomen in the Jordanian Armed Forces (JAF), is the first NATO Trust Fund that includes a component related to the implementation of UNSCR 1325 on Women, Peace and Security. Through policy, infrastructure and training initiatives, the project supports JAF in their goal to attain a 3% female workforce. The policy pillar of the project started in 2015 to assist Jordan in revising its action plan for military women and to facilitate exchanges between women in uniform across the security sector. The infrastructure pillar of the Trust Fund will start in 2016 to rebuild a modern training centre for JAF servicewomen.

In 2015 a total of 16 Trust Fund projects were ongoing – either in the preparation or implementation phase.¹⁸ In addition to eight Trust Funds for Ukraine, there were projects supporting Azerbaijan, Georgia, Jordan, Mauritania, the Republic of Moldova, Montenegro, Serbia and Tajikistan.

¹⁸ This does not include the Trust Funds related to the Afghan National Army, Building Integrity or Defence Capacity Building.



Destruction of SALW, mines and ammunition

- 162,000,000 rounds of ammunition
- 4,500,000 anti-personnel landmines
- 2,000,000 hand grenades
- 641,000 unexploded ordnance
- 626,000 small arms and light weapons
- 37,600 tonnes of various ammunition
- 83,000 surface-to-air missiles and rockets
- 1,470 MANPADS
- 2,620 tonnes of *mélanj*
- 3,000 hectares cleared of mines or unexploded ordnance

(as of late 2015)



Ukraine

Ukraine and NATO have been partners for more than 20 years. They have built a distinctive partnership, which has been strengthened over time. Ukraine is the only partner to have actively contributed to all major NATO-led operations and missions. NATO provides both political and practical assistance to Ukraine in response to the serious challenges the country faces. NATO support to Ukraine is helping the country's reform efforts, in order to better provide for its security and to strengthen its democratic institutions. NATO has stressed that the full implementation of the Minsk agreements is the path to peace in Ukraine. Russia has a special responsibility in this regard.

Strengthening Cooperation

NATO Secretary General Jens Stoltenberg visited Ukraine in September 2015. He stressed the Alliance's wish to strengthen cooperation with Ukraine and welcomed the country's progress on reforms. In Kyiv, the Secretary General signed an Agreement on the Status of the NATO Representation to Ukraine that will provide the NATO Liaison Office and NATO Information and Documentation Centre in Kyiv with the necessary legal framework to continue their support. Two additional documents were signed during the visit. One expresses NATO's intent to support Ukraine on strategic communications. The other steps up defence-technical cooperation and will enable Ukraine's armed forces and defence industry to benefit from advice and closer cooperation with counterparts from NATO members. The five Trust Funds that NATO leaders launched at the Wales Summit in September 2014 are up and running. In June 2015, another Trust Fund on countering improvised explosive devices and explosive ordnance disposal was established. Allied advisors continue to work in Ukraine supporting the Ministry of Defence and other institutions on defence reform and planning. NATO and Ukraine are also working together to better address civil emergencies. In September 2015 NATO and Ukraine held the field exercise "Ukraine 2015", their third joint exercise in emergency response, hosted by Ukraine. The exercise included participants from 29 NATO and partner nations.

Political and Practical Support

NATO has been steadfast in its political support for Ukraine since Russia's illegitimate annexation of Crimea and the consequent conflict in eastern Ukraine. NATO's support for Ukraine has been stated at regular meetings of the NATO-Ukraine Commission at the level of Foreign Ministers, Defence Ministers and at the Summit in Wales in September 2014. In the wake of the ongoing conflict, practical cooperation with Ukraine has been strengthened through dialogue, exercises, and building the capacity of the Ukrainian forces. Five new Trust Funds were established in the areas of logistics and standardization; command, control, communications and computers; cyber defence; military career management; and medical rehabilitation. In 2014, Ukraine became the largest beneficiary of NATO grants for scientific collaboration (through the NATO Science for Peace and Security Programme). NATO has also helped coordinate humanitarian and medical aid for internally displaced persons. And a NATO project to support humanitarian demining in Ukraine has been launched. Many Allies have also offered bilateral training, humanitarian, medical and other non-lethal aid. They have deployed additional support to the NATO Liaison Office in Kyiv and sent advisors to the Government of Ukraine.

Closer Partnership

Following the "Orange Revolution" of 2004-2005, NATO and Ukraine intensified their dialogue and cooperation. NATO continued to support Ukraine's defence and democratic reforms. At the 2008 NATO Summit in Bucharest, Alliance leaders welcomed Ukraine's and Georgia's Euro-Atlantic aspirations for membership in NATO.

Over the years, Ukrainian troops have worked alongside NATO troops in the NATO-led missions in Afghanistan and Kosovo. Ukraine's contribution to NATO's work in Afghanistan continued after the end of the NATO-led International Security Assistance Force (ISAF) mission in 2014. Ukraine continues its support through participation in the NATO-led Resolute Support mission in Afghanistan. From 2005 on, Ukraine contributed officers to the NATO Training Mission in Iraq. Ukraine deployed ships in support of Operation Active Endeavour – NATO's maritime operation in the Mediterranean – six times since 2007. At the end of 2013, Ukraine contributed a frigate to NATO's counter-piracy Operation Ocean Shield off the coast of Somalia. Ukraine was also the first partner country to contribute to the NATO Response Force (NRF) in 2011, with a platoon specialised in nuclear, biological and chemical threats and strategic airlift capabilities.

The NATO-Ukraine Charter on a Distinctive Partnership

On 9 July 1997, NATO and Ukraine signed a charter establishing a distinctive partnership. The Charter provides for consultations on issues of common concern and sets out areas for potential cooperation, including civil emergency planning, defence reform, and military training, among others. It established the NATO-Ukraine Commission, where NATO Allies and Ukraine work together to deepen their cooperation.



Building Integrity

The Building Integrity (BI) Programme provides practical tools to help participating countries strengthen integrity, transparency and accountability and reduce the risk of corruption in the defence and security sectors. It promotes good practices, processes and methodologies, and provides countries with tailored support to make defence and security institutions more effective.

The programme is demand-driven and is tailored to meet national needs and requirements. It is open to all NATO Allies and partners, and requests from other countries are reviewed by NATO on a case-by-case basis. The programme is funded through the NATO Building Integrity Trust Fund, led by six nations – Belgium, Bulgaria, Norway, Poland, Switzerland and the United Kingdom.

The BI Programme includes a set of tools available to help countries assess the risk of corruption in their ministries and strengthen good governance. Participating countries in the BI Programme can, on a voluntary basis, undergo the Self-Assessment and Peer Review Process. The process starts with the completion of a self-assessment questionnaire to get a snapshot of existing procedures and practices. This diagnostic tool addresses current practice in the defence and security sector, including:

- democratic control and engagement
- national anti-corruption laws and policy
- anti-corruption policy in the defence and security sector
- personnel code of conduct, policy, training and discipline
- planning and budgeting
- operations
- procurement
- engagement with defence companies and suppliers

The completion of the questionnaire is followed by a NATO-led peer review resulting in a report outlining recommendations for improvement as well as best practices. Other tools include tailored programmes, education and training activities, and publications that include case studies and compilations of best practices related to building integrity.

In 2015, the BI Programme increased its activities to strengthen the strategic framework for advancing transparency, accountability and integrity of defence

establishments in member and partner countries. The main focus in 2015 was on the systematic application and update of the Programme's practical tools. These include the BI Self-Assessment and Peer Review Process, BI Pool of Experts, the Network of Implementing Partners and the implementation of the Building Integrity Education and Training Plan.

Thirty-one countries participated in the Programme in 2015. Of these, 17 countries engaged in the BI Self-Assessment and Peer Review Process, including three for which NATO conducted peer review visits: Colombia, Moldova and the former Yugoslav Republic of Macedonia*.

New tools were put in place to improve education and training related to the Building Integrity Discipline, including an education and training plan. The flagship course of the NATO Building Integrity Programme on "Defence Leadership in Building Integrity" at the NATO School in Oberammergau trained 36 students from 22 countries, both Allies and partners. Regional and national BI courses, seminars and workshops were organised in eight partner countries and accommodated 150 participants. Courses were also delivered by Implementing Partners of the Programme in eight countries.

After the 2014 crisis in Ukraine, a specific focus has been given to assisting the government in its efforts to prevent corruption in the defence and security sectors. In addition to various activities and tailored expertise provided to these sectors, a series of training events have been conducted in regional military and security educational institutions. More than 1,000 cadets, military officers and members of the academic leadership have been trained by the Programme during 2015.

The bi-annual Building Integrity Conference in Washington DC provided an opportunity for civilian and military authorities to develop a better understanding of the strategic impact of corruption on security and to identify practical solutions for the promotion of good governance in the security sector. The meeting brought together more than 150 senior civilian and military leaders, as well as subject matter experts from 32 NATO and partner countries as well as representatives of international organisations and global civil society.



COOPERATIVE SECURITY

Arms Control, Disarmament,
Non-proliferation





Photo courtesy JFC Brunssum

NATO's role in arms control, disarmament and non-proliferation dates back to the height of the Cold War. In 1967, Allies agreed, as part of the Harmel Report on the Future Tasks of the Alliance, to seek the military capability to deter aggression as well as détente – negotiations to settle the political disputes of the day, including talks on disarmament. This agreement led to Allied engagement on the process that would become the Organization for Security and Co-Operation in Europe (OSCE), talks that led to the Conventional Armed Forces in Europe Treaty (CFE), and negotiations on limiting and rolling back the nuclear arms race (including the bilateral SALT, START, and INF treaties).

NATO continues to attach great importance to arms control, disarmament and non-proliferation as a tool of Alliance security, and the Alliance provides an essential consultative and decision-making forum for its members on all aspects of these topics. At the Wales Summit in 2014, Allies reiterated their determination to explore ways to preserve, strengthen and modernise conventional arms control in Europe

based on key principles and commitments, including reciprocity, transparency, and host nation consent. Allies also reiterated their resolve to continue to address the threats posed by nuclear weapons and other weapons of mass destruction (WMD) and their proliferation as an urgent priority.

NATO meets regularly in the High-Level Task Force on Conventional Arms Control (HLTF) to set arms control policy and in the Committee on Proliferation in political-military and defence formats to discuss non-proliferation efforts. NATO also established the Special Advisory and Consultative Committee on Arms Control, Disarmament, and Non-Proliferation in 2013 to discuss strategic stability and nuclear transparency.

During 2015, NATO met in the HLTF format five times and more than a dozen times in subordinate committees. During these meetings, participants discussed arms control policy and implementation as well as efforts to modernise the 2011 Vienna Document and implement the Open Skies Treaty. These discussions were not always limited to NATO

members; partners including Finland, Georgia and Sweden were consulted on arms control matters in 2015. Allies also provided transparency and full implementation of their arms control commitments during the conduct of the largest NATO exercises in decades, including Trident Juncture 2015.

The Committee on Proliferation met in both formats at various levels more than 10 times to address the threat of WMD proliferation and NATO's preparedness. The annual NATO WMD Conference, one of NATO's largest outreach events with partners, was held in Doha, Qatar – the first time outside Europe – with 150 attendees from 43 nations, including 24 partner countries. Other outreach events were held in Prague (June) and at NATO Headquarters (September and December) involving Allies, partners and international organisations with altogether over 180 participants from 32 countries and the EU (EEAS, EDA, EUROPOL), the World Health Organization (WHO) and the Organisation for the Prohibition of Chemical Weapons (OPCW). NATO set up an information booth at the 3rd international CBRN defence conference in Berlin, Germany in October to provide information to more than 600 participants and visitors on NATO's work in the field of WMD non-proliferation, CBRN defence, and counter-terrorism.

NATO meets with partners in the Euro-Atlantic Partnership Council Ad Hoc Working Group on Small Arms and Light Weapons and Mine Action (SALW and MA) to discuss ways to improve cooperation. The group shares information on projects worldwide, coordinates projects on security and destruction, shares best practices, and develops technologies together in the working group and through the Science for Peace and Security Programme. Although not all member states of the Alliance are party to the Ottawa Convention on anti-personnel mines, they all fully support its humanitarian demining goals.

As part of its work, NATO conducted nine training courses on arms control, non-proliferation and small arms and light weapons at the NATO School in Oberammergau in 2015 and seven training courses on CBRN defence. In order to improve NATO's implementation of UNSCR 1325 in the area of arms control and small arms and light weapons, a Chairman's Non-Paper on Implementing UNSCR 1325 in SALW and MA, was issued in

September 2015. An education module dedicated to the integration of gender perspectives into small arms and light weapons issues has been included in the regular SALW and MA courses at the NATO School.

In 2015, the Joint CBRN Defence Centre of Excellence (COE) contributed to the certification of the NATO Response Force and to the validation of the NATO Command Structure during a number of strategic exercises, including Trident Juncture 2015. The COE also supported a number of CBRN defence-focused training events in 2015 including Precise Response, Toxic Trip, Brave Bedouin and Toxic Valley. In addition, the COE successfully executed 6 out of 10 residential courses for strategic- and operational-level audiences supported by speakers from NATO and other organisations, including the Organisation for the Prohibition of Chemical Weapons, the International Atomic Energy Agency, and the US National Nuclear Security Administration.



COOPERATIVE SECURITY

Women, Peace and Security



NATO and its partners are working together to promote the role of women in peace and security. This is part of their commitment to support the implementation of United Nations Security Council Resolution (UNSCR) 1325 and related Resolutions.¹⁹ These Resolutions recognise the disproportionate impact that war and conflict has on women and children and highlight the historical exclusion of women from peace processes and stabilisation efforts. They call for the full and equal participation of women in conflict prevention, peacebuilding, and post-conflict reconstruction. They also call for the prevention of sexual violence and accountability to end impunity for incidents of sexual violence in conflict. Together, these resolutions frame the Women, Peace and Security (WPS) agenda.

NATO Allies and partners recognise that if peace is to be sustainable, it must be inclusive. At the 2014 Wales Summit, Allied leaders acknowledged that the integration of gender perspectives throughout NATO's three essential core tasks (collective defence, crisis management and cooperative security) will contribute to a more modern, ready and responsive NATO.

Gender is an important focus of NATO's cooperation with other international organisations – in particular the United Nations – and civil society. NATO is also taking action within its own organisation and structures to promote gender equality and the participation of women.

NATO and its partners' active commitment to UNSCR 1325 and related Resolutions resulted in a formal NATO/EAPC policy to support their implementation, first issued in December 2007. A first action plan to mainstream UNSCR 1325 and related Resolutions into NATO-led operations and missions was endorsed at the Lisbon Summit in November 2010 on the occasion of the tenth anniversary of UNSCR 1325. The policy and action plan were revised in 2014, paving the way for more practical cooperation with NATO's broad partnership network beyond the EAPC framework. In total, 56 Allies and partners signed up to their implementation. Afghanistan, Australia, Japan, Jordan, and the United Arab Emirates participated actively in their development, and New Zealand

¹⁹ Related resolutions include UNSCR 1820, 1888, 1889, 1960, 2106, 2122 and 2422.



Other senior NATO civilian and military officials also joined the HeForShe initiative, including the Secretary General's Special Representative for Women, Peace and Security Ambassador Mariët Schuurman, Chairman of the Military Committee General Petr Pavel, Deputy Chairman of the Military Committee Lieutenant General Mark O. Schissler, Director General of the International Military Staff, Air Marshal Sir Christopher Harper, Director Operations Division of the International Military Staff, Major General Josef Blotz, Executive Coordinator of the International Military Staff, Commodore Simon Hardern, and Gender Advisor of the International Military Staff Lieutenant Colonel Jesus Gil Ruiz.

later associated itself with this effort. Progress reports are issued every six months.

In 2015, further progress was made across the WPS agenda:

Structures: The NATO Secretary General appointed a Special Representative to serve as the high-level focal point on all aspects of NATO's contributions to the Women, Peace and Security agenda. The decision to make this role a permanent fixture within the organisation was made at the Wales Summit in 2014, and 2015 marked the first full year of the Special Representative as a permanent NATO position.

Leadership: To demonstrate leadership on NATO's work in implementing UNSCR 1325, and inspire others to do more, NATO Secretary General Jens Stoltenberg joined the UN's #HeforShe campaign – the movement that invites men to participate in the struggle for gender equality.

15th Anniversary of UNSCR 1325: On 13 October 2015, NATO Deputy Secretary General Alexander Vershbow addressed the UN Security Council debate marking the 15th anniversary of UNSCR 1325. Ambassador Vershbow discussed the challenges faced by women in conflict and NATO's work to increase their meaningful participation in conflict prevention and peacebuilding. *“NATO has made implementation of the Resolution one of its priorities and is proud of its record, most notably within its operations in Afghanistan and in the Balkans,”* he said. *“But we need to do more, especially when it comes to promoting equal participation in NATO itself.”*

NATO has worked to embed gender perspectives within its practical work – from the planning and execution of missions and operations, to implementing strict rules on the prevention and response to conflict-related gender-based violence, and making gender a key principle in Defence Capacity Building initiatives with partners around the world. And the Deputy Secretary General pledged that NATO would do more, including:

- encouraging Allies to submit female candidates for NATO's senior decision-making positions
- establishing a women's professional network and mentoring programme at NATO Headquarters
- financing gender-sensitive research aimed at identifying radicalisation and violent extremism and developing evidence-based responses, including the empowerment of women to safeguard communities
- sharing best practices and valuable lessons on gender equality with Allies
- strengthening partnerships with international organisations like the UN, EU OSCE and the African Union, and institutionalising the engagement of civil society in the development, execution and monitoring of the NATO/EAPC Action Plan on Women, Peace and Security

At the UN High-Level Review, NATO's contribution and leadership on the Women, Peace and Security agenda received several commendable mentions for its role in the 2015 Global Study on the Implementation of United Nations Security Council Resolution 1325²⁰, submitted within the UN Secretary-General's annual report to the Security Council in 2015.

At NATO Headquarters, the anniversary was marked with the presentation of two Science for Peace and Security (SPS) Programme-supported projects. Project directors from the United States and Serbia presented the 1325 Scorecard: a set of indicators for evaluating implementation of UNSCR 1325 within the armed forces of NATO Allies and partners. A second project presented by directors from Norway and Switzerland provides best practices for addressing and reporting gender-related complaints in the armed forces.

20 The Global Study is intended to accelerate the full implementation of Resolution 1325 and puts forward a set of critical recommendations targeted at Member States, regional and international organisations and civil society. To deliver results, all stakeholders must significantly increase action in the five key areas to achieve the changes envisioned in Security Council Resolution 1325: (1) Bringing women's participation and leadership to the core of peace and security efforts, including responses to new and emerging threats; (2) Protecting the human rights of women and girls during and after conflict, especially in the context of new and emerging threats; (3) Ensuring gender-responsive planning and accountability for results; (4) Strengthening gender architecture and technical expertise; (5) Financing the women, peace and security agenda.



Photo by Sgt Sebastien Frechette, Combat Camera

Women in the Armed Forces

The NATO International Military Staff Office of the Gender Advisor collected data in 2015, reflecting the status of women in the armed forces in 2014:

- 72% of NATO members had a military entity dealing with the integration of gender perspectives in 2014
- 70% of NATO members have programmes or measures in place to support parents when both are in the armed forces
- 52% of NATO members have programmes or policies to encourage work-life balance
- 48% of NATO members have support structures in place for single, divorced or widowed parents caring for children
- 27% of NATO members still had positions closed to women in armed forces
- 10% was the average percentage of women in the armed forces in NATO countries

On 1 June 2015, a study funded through the Science for Peace and Security Programme, “UNSCR Reload: An Analysis of Annual National Reports to the NATO Committee on Gender Perspectives from 1999-2013,” was published. The report provides data on the integration of women within NATO member armed forces (covering 1999-2013) with key findings in four broad themes:

- national legislation and policies regarding women’s access to armed forces positions, female representation and military rank, and National Action Plans
- recruitment and retention policies for women in the armed forces
- gender in operations: integration of gender perspectives in military operations through gender advisors, gender focal points and training
- prevention of sexual assault

Working with Partners

In line with the NATO/EAPC Action Plan, goals related to UNSCR 1325 have been incorporated into a number of partnership programmes. In total, 17 partnership and cooperation programmes include a gender perspective and reference work being done on the implementation of UNSCR 1325. Six Women, Peace and Security-related courses were added to the Partnership Cooperation Menu in 2015.

Several partners, including Armenia and Moldova, have expressed an interest in adopting a National Action Plan for the implementation of UNSCR 1325. Armenia is working to deepen its partnership with NATO, particularly through sharing best practices and establishing joint training initiatives to further build gender expertise. Moldova has identified the implementation of the gender initiative on

WPS as one of its priorities, including through its 2015 PARP Assessment. A project to support the implementation of UNSCR 1325 in Moldova through the development of a National Action Plan is being considered under the SPS Programme.

In June, Afghan President Mohammad Ashraf Ghani launched the Afghan National Action Plan on the implementation of UNSCR 1325, pledging the necessary budgetary support to ensure its success.

Georgia has made the promotion of female participation and the strengthening of gender capacity a core element of its partnership with NATO. Georgia is actively engaging in and contributing to gender training at the national, regional and international levels. The Georgian Ministry of Defence continues to be a leader for change in the country and is actively engaging in public awareness campaigns addressing gender stereotypes in an effort to increase the recruitment and retention of women in the armed forces.

Montenegro, which in December was invited to begin the accession process to become a member of NATO, has been an active partner in implementing UNSCR 1325, having presented a comprehensive programme of activities to promote gender equality and greater participation of women in the armed forces and police. These activities included regional cooperation, training, education, and institutionalising a database on recruitment and retention of women in the defence system. By November 2015, women constituted 13% of the defence system staff, including 9% of the armed forces and 43% of the Ministry of Defence, including the Minister herself.



Through the Science for Peace and Security Programme, three grants related to Women, Peace and Security were approved in 2015. The United States and Morocco are leading on a project that will focus on how to respond to the tactics used by the so-called Islamic State of Iraq and the Levant in the recruitment of women and how to neutralise and counteract its messages. A multi-year project that will deliver a tailored gender awareness course for the NATO community is led by Canada and Australia. The United Kingdom and Ireland are leading a project that will employ a multidisciplinary approach to examine the role of National Action Plans in the implementation of UNSCR 1325 and related Resolutions.

German Navy photo by PO1/OR-6 Alyssa Bier





ORGANISATION



NATO is a political-military alliance of 28 countries. The Organization itself includes a number of structures that support the everyday work of the Alliance. Continuous efforts to improve the efficiency of these structures support the institutional aspect of the Alliance's long-term adaptation. These reforms are delivering better governance, increased effectiveness and greater efficiency.

NATO Funding

Member countries make direct and indirect contributions to the costs of running NATO and implementing its policies and activities. Indirect – or national – contributions are the largest and come through Allies' participation in NATO-led operations or missions. Member countries incur the costs involved whenever they volunteer forces to participate in a NATO operation.

Direct contributions are made to finance requirements of the Alliance that serve the interests of all 28 members - and are not the responsibility of any single member - such as NATO-wide air defence or command and control systems. Costs are borne collectively, often using the principle of common funding. Within the principle of common funding, all 28 members contribute according to an agreed cost-share formula, based on Gross National Income. Common funding arrangements are used to finance NATO's principal budgets: the civil budget (NATO Headquarters running costs), the military budget (costs of the integrated Command Structure) and the NATO Security Investment Programme (military capabilities).

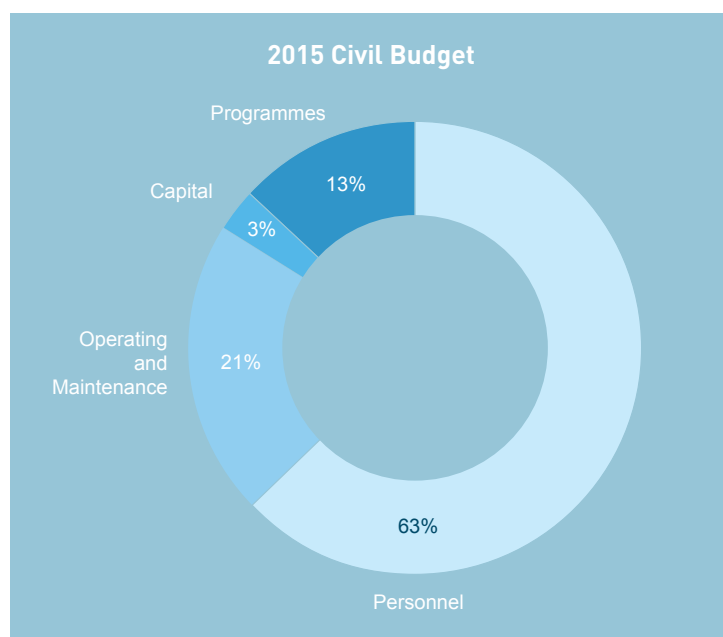
Projects can also be jointly funded, which means that the participating countries can identify the requirements, the priorities and the funding arrangements, but NATO provides political and financial oversight. The funding process is overseen by the North Atlantic Council (NAC), managed by the Resource Policy and Planning Board, and implemented by the Budget Committee and the Investment Committee.

In 2014, at the Wales Summit, NATO leaders mandated further work on transparency and accountability, especially in the management of NATO's financial resources. The independent International Board of Auditors for NATO (IBAN) is responsible for auditing the accounts of the different

NATO bodies. Its principal task is to provide the NAC and member governments with the assurance that joint and common funds are properly used for the settlement of authorised expenditure and that expenditure is within the physical and financial authorisations granted. The Board's mandate includes not only financial but also performance audits, which extend its role beyond safeguarding accountability to the review of management practices in general. IBAN is composed of officials normally drawn from the national audit bodies of member countries. These officials are appointed by and responsible to the NAC. IBAN reports are available to the public and can be accessed via the NATO website.

Civil Budget

The civil budget provides funds for personnel expenses, operating costs, and capital and programme expenditure of the International Staff at NATO Headquarters. It is approved by the Council, which ensures that the budget reflects strategic priorities, financed from national foreign ministry budgets (in most countries), and implemented by the International Staff. The civil budget for 2015 was just under 182 million EUR.



Military Budget

The military budget covers the operating and maintenance costs of the NATO Command Structure. It is composed of over 50 separate budgets, which are financed with contributions from Allies' national defence budgets (in most countries) according to agreed cost-shares. It is overseen by the Budget Committee (with representatives from all NATO member countries) and implemented by the individual budget holders. In all cases, the provision of military staff remains a nationally-funded responsibility. The military budget for 2015 was 1.2 billion EUR.

The military budget provides funds for:

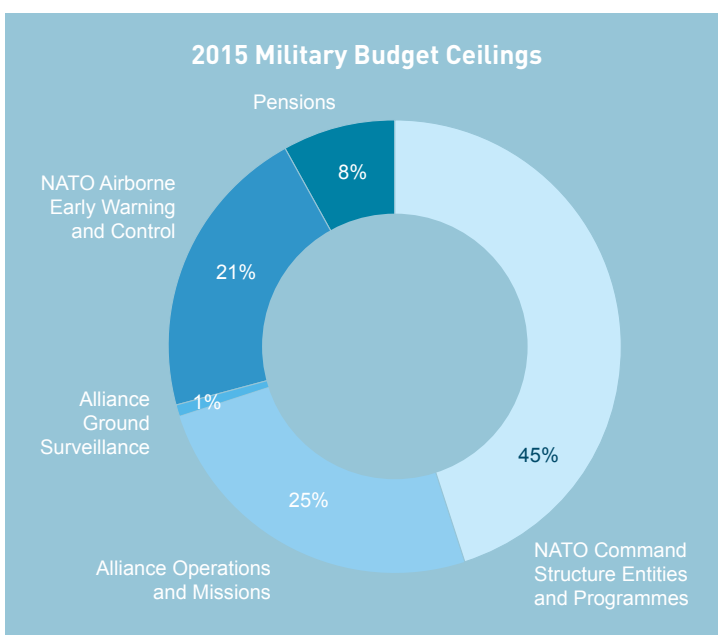
- The International Military Staff which also supports:
 - NATO Defense College (Italy)
 - NATO Standardization Office
 - NATO Science and Technology Organization
 - limited partnership support activities and part of the budgets of the Military Liaison Offices in Tbilisi (Georgia), Moscow (Russia) and Kyiv (Ukraine)

- The two Strategic Commands and their associated command, control and information systems including:
 - headquarters and the subordinate command headquarters
 - theatre headquarters for deployed operations (such as KFOR and Resolute Support Mission)
 - NATO static and deployable Combined Air Operations Centres, deployable surveillance and radar systems, and deployable headquarters communication systems
 - Joint Warfare Centre (Norway)
 - Joint Force Training Centre (Poland)
 - Joint Analysis and Lessons Learned Centre (Portugal)
 - Communications and Information Systems School (Portugal)
- Pensions of retired NATO Command Structure civilian staff

NATO Security Investment Programme

The NATO Security Investment Programme (NSIP) covers major construction and command and control system investments, which are beyond the national defence requirements of individual member countries. It supports the roles of the NATO Strategic Commands by providing installations and facilities such as air defence communication and information systems, military headquarters for the integrated structure and for deployed operations, and critical airfield, fuel systems, and harbour facilities needed in support of deployed forces.

The NSIP is financed by the ministries of defence of each member country and is supervised by NATO's Investment Committee. Projects are implemented either by individual host countries or by different NATO Agencies and Strategic Commands, according to their area of expertise. The 2015 ceiling for the NSIP was 700 million EUR.



NATO Structures

The North Atlantic Council (NAC) is the principal political decision-making body within NATO. It brings together high-level representatives of each member country to discuss policy or operational questions requiring collective decisions. In sum, it provides a forum for wide-ranging consultation between members on all issues affecting their peace and security.

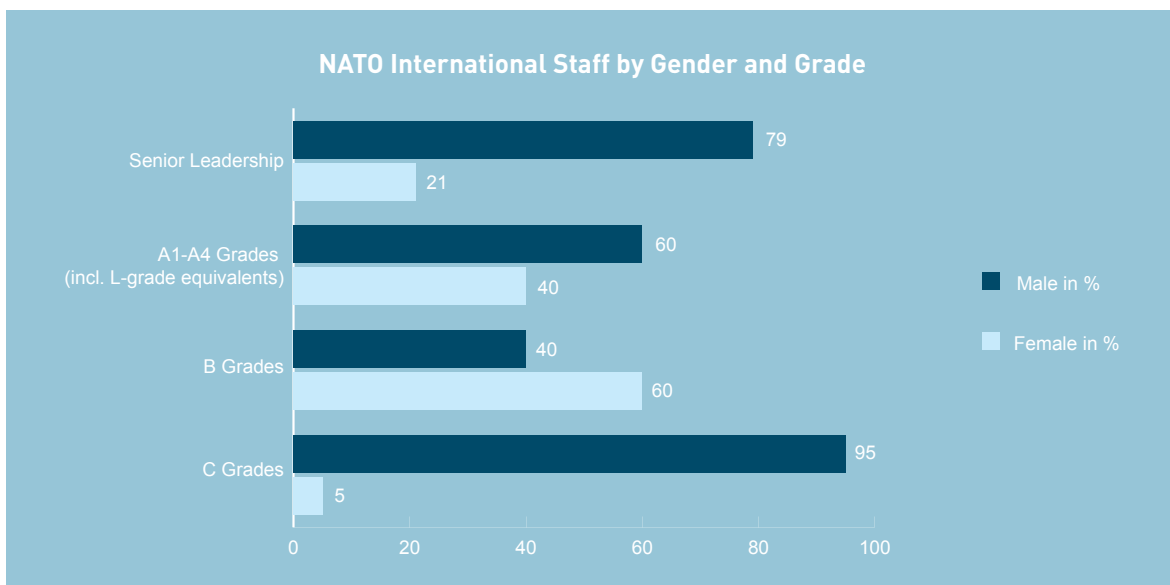
Policies decided in the NAC are the expression of the collective will of all member countries of the Alliance as decisions are made on the basis of consensus. The NAC is chaired by the Secretary General and its decisions have the same status, whether meeting at a summit at the level of Heads of State and Government or in permanent session at the level of Ambassadors.

International Staff

Just over 1,100 civilians work within NATO's International Staff at NATO Headquarters in Brussels, Belgium. The primary role of the International Staff is to provide advice, guidance and administrative support to the national delegations at NATO Headquarters. These NATO staff members support the process of consensus-building and decision-making within the Alliance and help to implement decisions made.

NATO maintains a merit-based recruitment process, and the Alliance endeavours to build a staff reflective of the nearly one billion citizens it serves. Nearly all Allies are present within the International Staff and across NATO bodies – military and civilian. Implementation of the new NATO-wide human resources strategy helps attract and develop talent while reducing bureaucracy. NATO is working to align and manage staff performance, enable internal mobility, standardize job descriptions and classifications, and modernise the remuneration structure.

NATO is working to increase the percentage of women throughout the organisation. In 2015, women constituted 39% of the International Staff, up from 35% a decade earlier. While the increase in the overall percentage has been incremental, there have been notable improvements in the number of women in professional posts – up from 20% in 2002 to 32% in 2015. The percentage of women in senior leadership positions nearly doubled in recent years, from 11% in 2002 to 21% in 2015. The NATO Women's Professional Network and a formal mentoring programme for women were launched in 2015. The purpose of the professional network is to promote a common organisational culture and to provide training, development and mentoring opportunities to women. The mentoring programme is designed to help increase the pool of qualified female candidates for policy positions and to break down structural barriers that may exist between different services and types of staff.



NATO's Military Authorities

NATO's military organisation and structures include all military actors and formations that are involved in and used to implement political decisions that have military implications.

Key elements of NATO's military organisation are:

Military Committee

The senior military authority in NATO is composed of the Chiefs of Defence of NATO member countries and chaired by the Chairman of the Military Committee, currently General Petr Pavel from the Czech Republic. It meets in Permanent Session with Military Representatives who act on behalf of their Chiefs of Defence. The Military Committee is supported in its endeavours to provide military advice to the political authorities by an International Military Staff of about 500 people. As with the International Staff, the International Military Staff provides the necessary advice and guidance to support to the Military Representatives from the 28 nations to reach consensus on military strategic issues, which then allows the NAC to make decisions based on sound military advice.

NATO Command Structure

Allied Command Operations (ACO) is responsible for the planning and execution of all Alliance operations and missions. Its main headquarters is in Mons, Belgium and other, subordinate headquarters exist across several other NATO nations. The Command is headed by the Supreme Allied Commander Europe (SACEUR), General Philip M. Breedlove, United States Air Force.

Allied Command Transformation (ACT) leads the transformation of NATO's military structure, forces, capabilities and doctrine. Its main headquarters is in Norfolk, Virginia in the United States and it has subordinate commands in other NATO nations. ACT is headed by the Supreme Allied Commander, Transformation (SACT), General Denis Mercier, French Air Force.

Nearly 6,000 military personnel and over 700 civilians work collectively across the International Military Staff and the headquarters of the NATO Command



Structure. Military personnel are provided to NATO by the countries they serve and are supported through their national defence budgets. All 28 Allies are present within NATO's military structures, and in 2015 nearly 50 military personnel from 12 partner countries were also serving across these structures.

In 2010, NATO's leaders launched an ambitious reform of NATO's Command Structure that would reduce the number of entities from 11 to 7 and reduce staffing by one third in order to provide a leaner, more efficient, more flexible command structure. In December 2015, the new NATO Command Structure achieved what is termed "Full Operational Capability" – this means it has the ability to fulfil all the missions and functions for which it was designed. As NATO continues to evolve to meet a range of challenges, these flexible structures will provide the foundation necessary for the Alliance's continued adaptation.

NATO Agencies and Organisations

NATO Agencies are an essential part of NATO and constitute a vital mechanism for procuring and sustaining capabilities collectively.

NATO Communications and Information Agency

The NATO Communications and Information Agency (NCI Agency) delivers secure, coherent, cost-effective and interoperable information and communications technology services in support of consultation, command and control and enabling intelligence, surveillance and reconnaissance, and cyber defence capabilities for NATO, where and when required. Connecting the Alliance, defending its networks 24/7, and delivering NATO's critical capabilities is the Agency's core mission. The Agency is spread over 30 locations – from North America to Afghanistan; with Headquarters in Brussels and principal locations in The Hague and Mons, as well as several other locations. The Agency employs approximately 2,900 staff, of which about half are civilian, 43% are military and 7% are contractors.

NCI Agency provides support across NATO's three core tasks. In support of collective defence, in addition to protecting NATO's networks via the NATO Computer Incident Response Capability, the Agency plays an important role in implementing the Readiness Action Plan, providing information technology (IT) for NATO's Force Integration Units and NATO Response Force Headquarters. It provides IT services for NATO's crisis management operations – including Resolute Support Mission and KFOR. NCI Agency is the executing agent for the NATO C4 Trust Fund for Ukraine and is engaged in multi-year programmes of work with Finland and Sweden, contributing to cooperative security.

NATO Support and Procurement Agency

The NATO Support and Procurement Agency (NSPA) is NATO's procurement, logistics and services provider, with an integrated network of capabilities for NATO, its members and partners. It facilitates the delivery of interoperable, multinational solutions, providing responsive, effective and cost-efficient acquisition. NSPA offers support to operations and exercises, systems procurement and lifecycle management, logistics services and project management, fuel management, and strategic transport and storage.

In 2015, there were more than 1,100 NATO international civilian staff positions at NSPA. The agency's headquarters and logistics operations are based in Capellen, Luxembourg. The Central European Pipeline System, run from Versailles, France, the NATO Airlift Management Programme in Pápa, Hungary and the Southern Operational Centre in Taranto, Italy are also part of NSPA.

NATO Science and Technology Organization

The NATO Science and Technology Organization (STO) supports the defence and security posture of the Alliance and its partners through scientific and technological research. The three strategic objectives for NATO in the field of science and technology are to support capability development, foster consultation and partnerships, and deliver knowledge, analysis and advice. The organisation encompasses the largest known collaborative network of defence science and technology experts in the world, with more than 4,000 high-level scientists and engineers.

The STO includes a Programme Office for Collaborative Science and Technology in Neuilly-sur-Seine, France and a Centre for Maritime Research and Experimentation in La Spezia, Italy. The STO is headed by NATO's Chief Scientist, who is based in Brussels and serves as a NATO-wide senior scientific advisor. 210 staff members operate in these three executive bodies.

NATO Standardization Office

Interoperability is one of NATO's greatest assets, enabling members of the Alliance as well as partners to act together coherently, effectively and efficiently to achieve tactical, operational and strategic objectives. Having a high degree of interoperability enables the Alliance to react swiftly on newly emerging threats and to tackle today's unpredictable challenges.

Standardization is a key tool to achieve interoperability between Allies and partners because it provides common doctrine and procedures required for joint and combined operations. Standardization aims to enhance the Alliance's operational effectiveness through interoperability among Alliance forces as well as between NATO forces and forces of partners and other states, improving efficiency in the use of available resources.

The NATO Standardization Office (NSO) functions as NATO's focal point for standardization, supporting standardization related to operations, administration and materiel. The NSO is based in Brussels and has a staff of 45, which is part of the NATO International Military Staff.



U.S. Navy photo by Commander David Benham

NATO Headquarters

While NATO operates across the Euro-Atlantic area and beyond, the work of the headquarters in Brussels facilitates the everyday consultation that informs NATO policy and practice.

In addition to housing NATO's International Staff and International Military Staff, the Headquarters is home to all 28 Allied delegations, 16 partner delegations, and staff from NATO's Agencies.

In 2015, over 5,000 meetings were held at the NATO Headquarters in Brussels. More than half of these meetings required simultaneous interpretation, usually in NATO's two official languages, English and French, but also in languages used by NATO's partners, notably Arabic, Dari, Georgian, Macedonian, Montenegrin, Mongol, Russian and Ukrainian.

With two official languages, there is also a high demand on NATO's translation service, which is available to provide official translations of NATO documents seven days a week, 365 days a year. In 2015, the translation service received requests to translate, on average, 140 pages a day for a total of over 15 million words not only into the two official languages but also into any other language required.

The move to NATO's new headquarters is scheduled to begin in early 2017. The technologically advanced nature of these facilities will make it possible to operate with a leaner organisational structure and at lower unit costs for support services.

Access to information

At the Wales Summit in September 2014, NATO leaders charged the organisation with improving financial transparency and accountability. In addition, the Alliance is working to increase the amount of non-financial information – both current and historical – available to the public. These materials originate from across NATO bodies and the topics of these documents vary widely.

Documents released in 2015 include 44 current Standardization Agreements related to Ammunition Safety, the revised NATO Security Policy, two office notices related to NATO's reaction to the events of 9/11, 365 SHAPE documents from the 1960s, and 10,814 documents issued by the NAC, the Military Committee and their sub-committees in 1983-1984. In addition 133 subject files created by the International Staff related to the signing of the Washington Treaty and creation of civilian and military organisations were publicly disclosed providing insight into the internal discussions surrounding the development of NATO.

Much of the publicly disclosed material can be accessed via the NATO website, and NATO is working to improve both the quantity of information available and the quality of the website. To that end, more than 80,000 previously undisclosed documents from the period 1949-1984 are currently under review with the goal to make them available in early 2017. This is in addition to the 325,000 historical documents already available from that time period.

Resolute Support Mission (RSM): Key Facts and Figures

Mission: The Resolute Support mission (RSM) is a new NATO-led mission to train, advise and assist the Afghan security forces and institutions. The mission was launched on 1 January 2015, immediately following the stand-down of the International Security Assistance Force (ISAF).

The legal framework for the Resolute Support mission is provided by a Status of Forces Agreement (SOFA), signed in Kabul on 30 September 2014 and ratified by the Afghan Parliament on 27 November 2014. The SOFA defines the terms and conditions under which NATO forces are deployed, as well as the activities they are authorised to carry out. The mission is also supported by the United Nations Security Council Resolution 2189, unanimously adopted on 12 December 2014.

The Resolute Support mission will provide training, advice and assistance in eight key areas: multi-year budgeting; transparency, accountability and oversight; civilian oversight of the Afghan Security Institutions; force generation; force sustainment; strategy and policy planning, resourcing and execution; intelligence; and strategic communications.

Those countries not contributing troops to the Resolute Support Mission are supporting this mission in different ways, as well as the broad effort to strengthen the sustainment of the Afghan National Defence and Security Forces (ANDSF) in the long term.

Beyond this training, advice and assistance mission, Allies and partner countries will also contribute to the financing of the Afghan National Defence and Security Forces, and will enhance the Enduring Partnership with Afghanistan, by strengthening political consultations with the country and by strengthening practical cooperation in areas of specific interest for Afghanistan.

These efforts are part of the broader engagement of the international community in Afghanistan to ensure that Afghanistan is never again a safe haven for terrorism.

Commander: General John F. Campbell (USA)
NATO Senior Civilian Representative: Ambassador Ismail Aramaz (TUR)

RSM Command in KABUL
RSM Headquarters
Commander: General John F. Campbell (USA)

RSM Command in KABUL
Deputy Commander: Lieutenant General Tim Radford (UK)

Train, Advise and Assist Command (TAAC) Capital:
Headquarter TAAC(C) in Kabul (TUR)
Commander: Brigadier General Şener Topuç (TUR)

Train, Advise and Assist Command (TAAC) North:
Headquarter TAAC(N) in Mazar-e Sharif (DEU)
Commander: Brigadier General Andreas Hannemann (DEU)

Train, Advise and Assist Command (TAAC) East:
Headquarter TAAC(W) in Laghman (USA)
Commander: Brigadier General Michael L. Howard (USA)

Train, Advise and Assist Command (TAAC) South:
Headquarter TAAC(S) in Kandahar (USA)
Commander: Brigadier General Tony Aguto (USA)

Train, Advise and Assist Command (TAAC) West:
Headquarter TAAC(W) in Herat (ITA)
Commander: Brigadier General Mauro D'ubaldi Scardino (ITA)

40 Troop Contributing Nations

Albania	43
Armenia	121
Australia	229
Austria	10
Azerbaijan	94
Belgium	60
Bosnia-Herzegovina	55
Bulgaria	84
Croatia	106
Czech Republic	232
Denmark	90
Estonia	4
Finland	41
Georgia	870
Germany	850
Greece	4
Hungary	96
Iceland	2
Ireland	7
Italy	829
Latvia	23
Lithuania	14
Luxembourg	1
Mongolia	120
Montenegro	17
Netherlands	83
New Zealand	8
Norway	46
Poland	200
Portugal	10
Romania	650
Slovakia	36
Slovenia	7
Spain	9
Sweden	27
the former Yugoslav Republic of Macedonia*	39
Turkey	508
Ukraine	10
United Kingdom	470
United States	6,800

RSM Total Strength: 12,905

Note on numbers: The number of troops above reflects the overall contribution of individual contributing nations. They should be taken as indicative as they change daily, in accordance with the deployment procedures of the individual troop contributing nations.

* Turkey recognises the Republic of Macedonia with its constitutional name.

Kosovo Force (KFOR) Key Facts and Figures

Mission: NATO-KFOR's mission is to contribute to maintaining a safe and secure environment as mandated by United Nations Security Council Resolution 1244. In carrying out its mission, NATO cooperates and assists the United Nations, the European Union and other international actors, as appropriate, to support the development of a stable and peaceful Kosovo. KFOR supports the development of professional, democratic and multi-ethnic security structures in Kosovo. This includes NATO's support for the ongoing development of the Kosovo Security Force (KSF) through the provision of advice, training and capacity-building at KSF Brigade level and above. The KSF is an all-voluntary, professional, multi-ethnic, lightly-armed force. Its basic missions include crisis response, assistance to civilian authorities in responding to natural and other disasters, Explosive Ordnance Disposal and civilian protection tasks.

Commander: Major General Guglielmo Luigi MIGLIETTA (ITA)



*Turkey recognises the Republic of Macedonia with its constitutional name

Produced by NATO HQ SITCEN Geospatial Section, January 2016.

31 Troop Contributing Nations

Albania	12
Armenia	34
Austria	558
Bulgaria	11
Canada	5
Croatia	24
Czech Republic	11
Denmark	35
Estonia	2
Finland	24
France	2
Germany	666
Greece	106
Hungary	298
Ireland	12
Italy	571
Lithuania	1
Luxembourg	23
Moldova	44
Netherlands	5
Norway	2
Poland	238
Portugal	190
Romania	68
Slovenia	323
Sweden	5
Switzerland	230
Turkey	385
United Kingdom	1
United States	683
Ukraine	40
KFOR Total Strength:	4,609

KFOR Non-NATO Contributing Nations¹

- Armenia
- Austria
- Finland
- Ireland
- Moldova
- Morocco
- Sweden
- Switzerland
- Ukraine
- the former Yugoslav Republic of Macedonia*

¹ A KFOR non-NATO contributing nation is a NATO operational partner that contributes forces/capabilities to KFOR – or supports it in other ways. The North Atlantic Council needs to formally accept a nation as a KFOR non-NATO contributing nation, on the basis of political-military advice.

* Turkey recognises the Republic of Macedonia with its constitutional name.

Defence Expenditures of NATO Countries (2008-2015)

NATO collects defence expenditures from Allies on a regular basis and presents aggregates and subsets of this information. Each Allied countries' Ministry of Defence reports current and estimated future defence expenditure according to an agreed definition of defence expenditure, and represent payments actually made, or to be made, during the course of the fiscal year. NATO also makes use of up-to-date economic and demographic information available from the Directorate-General for Economic and Financial Affairs of the European Commission, and the Organisation for Economic Co-operation and Development. In view of the differences between this definition and national definitions, the figures shown may diverge considerably from those which are quoted by national authorities or given in national budgets. Research and development expenditures related to major equipment are included in equipment expenditures and pensions paid to retirees in personnel expenditures.

The cut-off date for information used in this report is 7 January 2016.

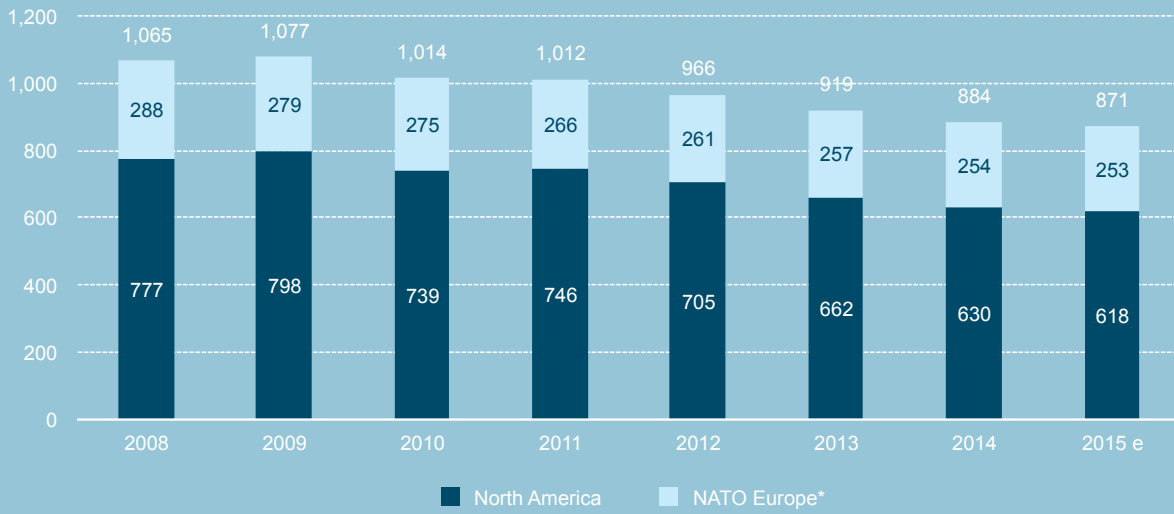
Graphs:

- Alliance defence expenditures in US dollars
- Alliance defence expenditures as a percentage of GDP
- Volume indices of GDP and defence expenditures
- Equipment expenditures as a percentage of defence expenditures

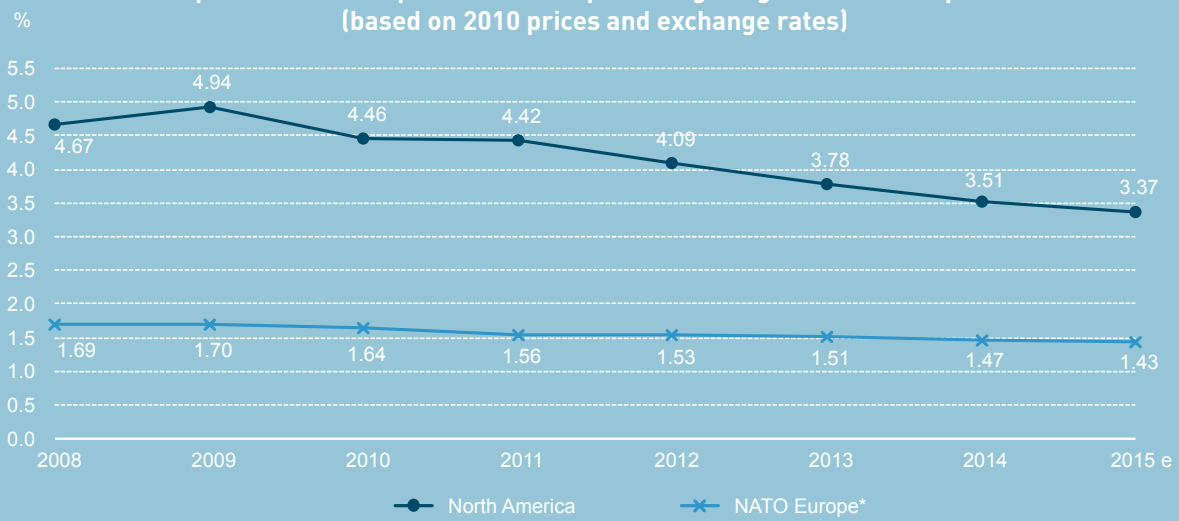
Tables:

- Defence expenditures (million national currency)
- Defence expenditures (million US dollars)
- Defence expenditures as a percentage of GDP and annual real change
- Real GDP and per capita
- Defence expenditures per capita and military personnel
- Distribution of defence expenditures by category

**Graph 1 : Defence expenditures
(Billion 2010 US dollars)**

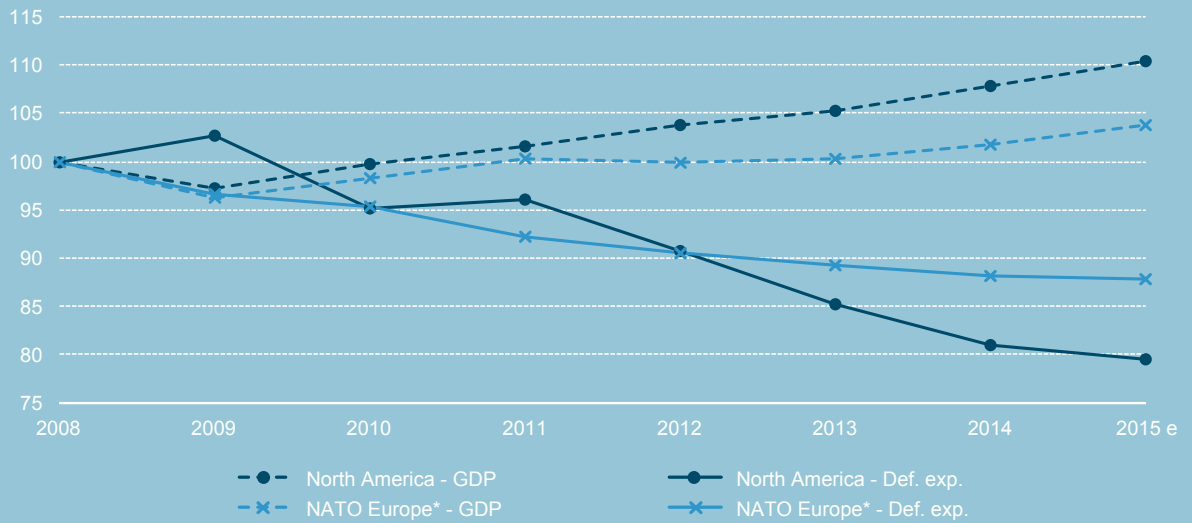


**Graph 2 : Defence expenditures as a percentage of gross domestic product
(based on 2010 prices and exchange rates)**

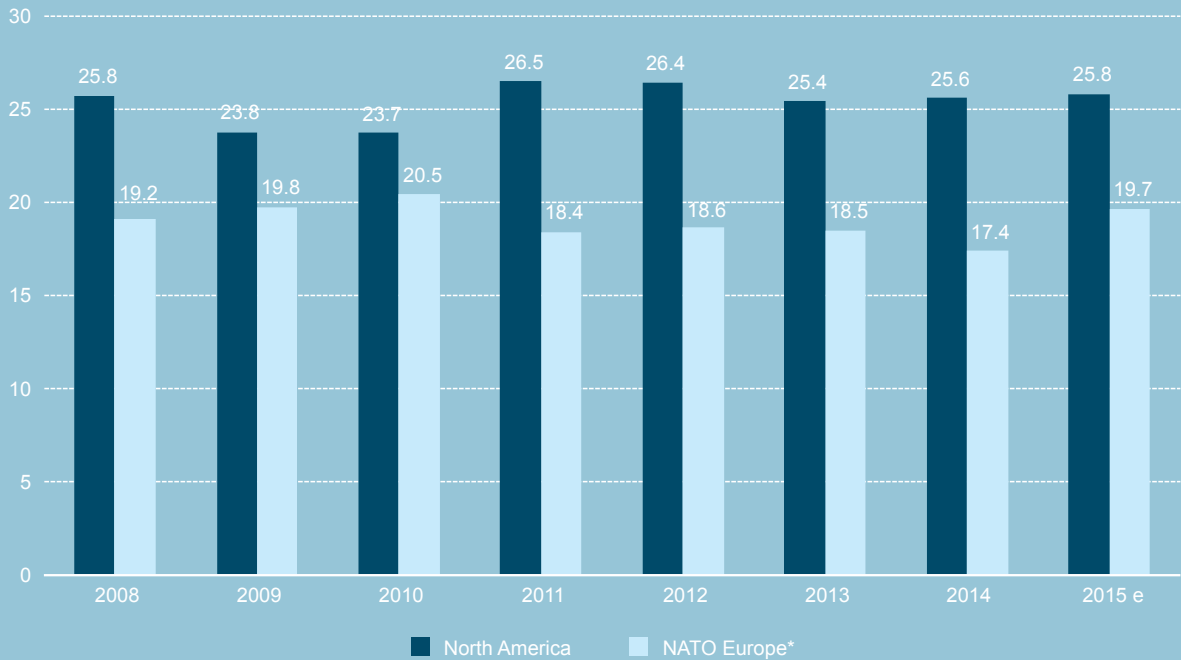


* Albania and Croatia joined the Alliance in 2009.

**Graph 3 : Volume indices of GDP and defence expenditures
(2008=100 - based on 2010 prices and exchange rates)**



**Graph 4 : Equipment expenditures as a percentage of defence expenditures
(Based on 2010 prices and exchange rates)**



* Albania and Croatia joined the Alliance in 2009.

Table 1 : Defence expenditures
(million national currency)

Country (0)	Currency unit (million) (-)	2008 (1)	2009 (2)	2010 (3)	2011 (4)	2012 (5)	2013 (6)	2014 (7)	2015e (8)
Current prices									
Albania	Leks	//	17,356	19,321	19,877	19,820	19,022	18,788	16,671
Belgium	Euros	4,298	4,048	3,960	3,956	4,023	3,964	3,913	3,758
Bulgaria (a)	Leva	1,553	1,273	1,230	1,066	1,099	1,196	1,102	1,036
Canada	Canadian dollars	21,100	21,828	19,255	21,808	19,978	18,764	20,076	20,011
Croatia	Kunas	//	5,356	5,057	5,323	5,059	4,848	4,625	4,596
Czech Republic	Koruny	52,755	59,656	50,808	43,131	42,780	42,035	41,002	43,761
Denmark	Kroner	24,410	23,252	25,328	24,259	25,618	23,682	22,769	23,296
Estonia (b)	Krooni-Euros	4,595	3,978	3,922	280	340	361	386	418
France (c)	Euros	45,366	39,190	39,241	38,443	39,105	39,402	39,199	39,199
Germany	Euros	32,824	34,171	34,925	34,630	36,168	34,593	34,749	35,517
Greece	Euros	6,896	7,311	5,966	4,934	4,384	3,999	3,939	4,265
Hungary	Forint	326,792	298,620	280,895	295,967	297,650	286,341	281,402	285,765
Italy	Euros	22,631	21,946	21,637	21,741	20,600	20,078	18,427	16,328
Latvia (b)	Lats-Euros	259	160	133	145	136	149	221	257
Lithuania (b)	Lital-Euros	1,251	998	849	855	870	923	1,111	425
Luxembourg	Euros	146	145	187	167	167	176	190	247
Netherlands	Euros	8,488	8,733	8,472	8,156	8,067	7,702	7,788	8,000
Norway (d)	Kroner	35,932	38,960	39,279	40,534	41,560	43,518	46,234	47,550
Poland	Zlotys	20,528	23,323	25,608	26,979	28,365	28,467	31,874	38,836
Portugal	Euros	2,536	2,692	2,673	2,627	2,366	2,457	2,263	2,491
Romania	New Lei	7,558	6,785	6,630	7,255	7,282	8,160	9,014	10,052
Slovak Republic (b)	Koruny-Euros	30,146	972	859	766	794	729	752	877
Slovenia	Euros	566	575	583	479	423	382	366	367
Spain	Euros	12,756	12,196	11,132	10,059	10,828	9,495	9,508	9,666
Turkey	Liras	18,755	19,603	21,241	22,807	24,956	27,466	29,727	32,690
United Kingdom	Pounds	37,127	37,357	39,053	39,204	36,563	39,824	39,985	39,019
United States	US dollars	729,544	757,466	720,423	740,744	712,947	680,825	654,264	649,931

2010 prices

Albania	Leks	//	18,136	19,321	19,427	19,172	18,360	17,957	15,830
Belgium	Euros	4,367	4,113	3,960	3,894	3,898	3,776	3,665	3,451
Bulgaria (a)	Leva	1,636	1,289	1,230	997	1,013	1,110	1,018	950
Canada	Canadian dollars	21,194	22,405	19,255	21,093	19,036	17,636	18,535	18,497
Croatia	Kunas	//	5,401	5,057	5,235	4,898	4,654	4,439	4,396
Czech Republic	Koruny	53,365	58,792	50,808	43,225	42,288	40,972	38,998	41,201
Denmark	Kroner	25,295	23,776	25,328	23,604	24,340	22,314	21,339	21,822
Estonia (b)	Krooni-Euros	4,684	4,054	3,922	266	314	322	337	361
France (c)	Euros	45,901	39,614	39,241	38,084	38,297	38,297	37,883	37,552
Germany	Euros	33,654	34,430	34,925	34,263	35,255	33,030	32,613	32,707
Greece	Euros	7,141	7,376	5,966	4,902	4,354	4,066	4,113	4,530
Hungary	Forint	347,325	305,369	280,895	289,584	281,372	262,613	249,978	250,713
Italy	Euros	23,830	22,476	21,637	20,949	19,521	18,525	16,709	14,641
Latvia (b)	Lats-Euros	232	158	133	136	123	133	196	226
Lithuania (b)	Lital-Euros	1,238	1,021	849	813	806	844	1,004	383
Luxembourg	Euros	154	150	187	160	154	158	170	213
Netherlands	Euros	8,727	8,845	8,472	8,057	7,827	7,359	7,374	7,565
Norway (d)	Kroner	38,310	39,707	39,279	39,465	39,622	40,244	41,985	41,872
Poland	Zlotys	21,820	23,865	25,608	26,133	26,835	26,822	29,901	36,376
Portugal	Euros	2,580	2,710	2,673	2,634	2,382	2,418	2,207	2,397
Romania	New Lei	8,346	7,153	6,630	6,927	6,641	7,196	7,813	8,593
Slovak Republic (b)	Koruny-Euros	29,940	977	859	754	771	705	728	848
Slovenia	Euros	579	569	583	474	417	373	356	354
Spain	Euros	12,809	12,216	11,132	10,056	10,819	9,434	9,484	9,575
Turkey	Liras	20,869	20,716	21,241	21,005	21,501	22,288	22,267	22,813
United Kingdom	Pounds	39,067	38,520	39,053	38,399	35,240	37,635	37,153	35,854
United States	US dollars	756,205	776,298	720,423	725,398	686,340	644,935	611,745	599,554

(a) Data do not include pensions.

(b) Data are expressed in Euros (for Slovak Republic from 2009, for Estonia from 2011, for Latvia from 2014 and for Lithuania from 2015).

(c) From 2009, data include only the deployable part of the Gendarmerie.

(d) From 2009, new methodology is used to calculate pensions.

Table 2 : Defence expenditures
(million US dollars)

Country (0)	2008 (1)	2009 (2)	2010 (3)	2011 (4)	2012 (5)	2013 (6)	2014 (7)	2015e (8)
Current prices and exchange rates								
Albania	//	183	186	197	183	180	178	132
Belgium	6,296	5,623	5,245	5,500	5,169	5,264	5,192	4,206
Bulgaria (a)	1,162	905	832	758	722	811	747	599
Croatia	//	1,014	920	996	865	850	805	682
Czech Republic	3,090	3,129	2,660	2,437	2,185	2,148	1,975	1,809
Denmark	4,788	4,337	4,504	4,518	4,423	4,216	4,056	3,535
Estonia	430	353	332	389	437	480	513	467
France (b)	66,454	54,442	51,971	53,441	50,245	52,317	52,006	43,864
Germany	48,082	47,469	46,255	48,140	46,470	45,932	46,102	39,743
Greece	10,102	10,156	7,902	6,858	5,633	5,310	5,226	4,773
Hungary	1,899	1,476	1,351	1,472	1,322	1,280	1,210	1,021
Italy	33,150	30,486	28,656	30,223	26,468	26,658	24,448	18,271
Latvia	539	316	251	289	248	281	293	288
Lithuania	531	402	326	345	324	355	427	476
Luxembourg	214	202	248	232	214	234	253	276
Netherlands	12,434	12,131	11,220	11,339	10,365	10,226	10,332	8,952
Norway (c)	6,371	6,196	6,499	7,232	7,143	7,407	7,336	6,034
Poland	8,521	7,475	8,493	9,106	8,710	9,007	10,104	10,496
Portugal	3,714	3,740	3,540	3,652	3,040	3,262	3,003	2,788
Romania	3,000	2,225	2,086	2,380	2,100	2,452	2,692	2,532
Slovak Republic	1,411	1,350	1,138	1,065	1,020	968	997	981
Slovenia	829	799	772	666	543	507	486	411
Spain	18,685	16,943	14,743	13,984	13,912	12,607	12,614	10,816
Turkey	14,410	12,647	14,134	13,616	13,895	14,427	13,583	11,935
United Kingdom	68,108	58,240	60,329	62,852	58,016	62,263	65,827	59,699
NATO - Europe *	314,221	282,240	274,592	281,686	263,654	269,441	270,405	234,785
Canada	19,775	19,095	18,690	22,040	19,994	18,221	18,150	15,757
United States	729,544	757,466	720,423	740,744	712,947	680,825	654,264	649,931
North America	749,319	776,561	739,113	762,784	732,941	699,046	672,414	665,688
NATO - Total *	1,063,540	1,058,802	1,013,705	1,044,470	996,595	968,487	942,820	900,473

2010 prices and exchange rates

Albania	//	174	186	187	184	177	173	152
Belgium	5,783	5,447	5,245	5,157	5,162	5,001	4,854	4,571
Bulgaria (a)	1,107	872	832	675	685	751	689	643
Croatia	//	982	920	952	891	847	807	800
Czech Republic	2,794	3,078	2,660	2,263	2,214	2,145	2,042	2,157
Denmark	4,498	4,228	4,504	4,197	4,328	3,968	3,794	3,880
Estonia	397	343	332	353	416	426	446	479
France (b)	60,791	52,465	51,971	50,439	50,721	50,721	50,173	49,735
Germany	44,572	45,599	46,255	45,378	46,692	43,745	43,193	43,318
Greece	9,458	9,769	7,902	6,493	5,767	5,385	5,448	6,000
Hungary	1,670	1,469	1,351	1,393	1,353	1,263	1,202	1,206
Italy	31,561	29,768	28,656	27,746	25,853	24,535	22,129	19,391
Latvia	437	298	251	257	232	251	259	300
Lithuania	475	392	326	312	309	324	385	508
Luxembourg	203	198	248	212	204	210	225	282
Netherlands	11,558	11,715	11,220	10,670	10,367	9,747	9,766	10,019
Norway (c)	6,339	6,570	6,499	6,530	6,556	6,659	6,947	6,928
Poland	7,237	7,915	8,493	8,667	8,900	8,895	9,916	12,064
Portugal	3,417	3,589	3,540	3,489	3,155	3,203	2,923	3,174
Romania	2,626	2,251	2,086	2,180	2,090	2,264	2,458	2,704
Slovak Republic	1,316	1,293	1,138	999	1,022	934	964	1,124
Slovenia	767	754	772	627	553	494	471	469
Spain	16,964	16,179	14,743	13,319	14,329	12,494	12,561	12,681
Turkey	13,887	13,785	14,134	13,977	14,307	14,831	14,817	15,180
United Kingdom	60,350	59,505	60,329	59,319	54,438	58,139	57,394	55,387
NATO - Europe *	288,208	278,637	274,592	265,788	260,727	257,408	254,036	253,151
Canada	20,573	21,749	18,690	20,475	18,478	17,119	17,992	17,955
United States	756,205	776,298	720,423	725,398	686,340	644,935	611,745	599,554
North America	776,779	798,047	739,113	745,872	704,818	662,053	629,737	617,508
NATO - Total *	1,064,986	1,076,684	1,013,705	1,011,660	965,546	919,461	883,773	870,659

* Albania and Croatia joined the Alliance in 2009.

(a) Data do not include pensions.

(b) From 2009, data include only the deployable part of the Gendarmerie.

(c) From 2009, new methodology is used to calculate pensions.

Table 3 : Defence expenditures as a percentage of gross domestic product and annual real change
(based on 2010 prices)

Country (0)	2008 (1)	2009 (2)	2010 (3)	2011 (4)	2012 (5)	2013 (6)	2014 (7)	2015e (8)
	As a percentage of gross domestic product							
Albania	//	1.52	1.56	1.53	1.49	1.41	1.35	1.16
Belgium	1.20	1.16	1.08	1.05	1.05	1.01	0.97	0.90
Bulgaria (a)	2.13	1.75	1.67	1.33	1.35	1.46	1.32	1.20
Croatia	//	1.62	1.54	1.60	1.53	1.47	1.41	1.38
Czech Republic	1.31	1.52	1.29	1.07	1.06	1.03	0.96	0.97
Denmark	1.36	1.34	1.41	1.30	1.35	1.24	1.17	1.18
Estonia	1.78	1.79	1.70	1.68	1.89	1.90	1.93	2.04
France (b)	2.27	2.02	1.96	1.87	1.87	1.86	1.84	1.80
Germany	1.28	1.39	1.35	1.28	1.31	1.23	1.19	1.18
Greece	2.85	3.08	2.63	2.37	2.26	2.19	2.20	2.46
Hungary	1.21	1.14	1.04	1.05	1.04	0.95	0.87	0.85
Italy	1.43	1.42	1.35	1.30	1.24	1.20	1.09	0.95
Latvia	1.52	1.21	1.06	1.02	0.89	0.93	0.94	1.06
Lithuania	1.11	1.07	0.88	0.79	0.76	0.76	0.88	1.14
Luxembourg	0.39	0.40	0.47	0.39	0.38	0.38	0.39	0.47
Netherlands	1.35	1.42	1.34	1.26	1.23	1.16	1.15	1.16
Norway (c)	1.46	1.54	1.52	1.51	1.47	1.49	1.52	1.49
Poland	1.61	1.71	1.77	1.72	1.74	1.72	1.85	2.18
Portugal	1.42	1.53	1.49	1.49	1.41	1.44	1.30	1.39
Romania	1.44	1.33	1.24	1.28	1.22	1.28	1.35	1.44
Slovak Republic	1.46	1.52	1.27	1.09	1.10	0.99	0.99	1.12
Slovenia	1.49	1.59	1.61	1.30	1.18	1.06	0.98	0.95
Spain	1.14	1.13	1.03	0.94	1.04	0.92	0.91	0.89
Turkey	1.97	2.06	1.93	1.76	1.76	1.75	1.70	1.69
United Kingdom	2.44	2.51	2.51	2.42	2.20	2.30	2.20	2.07
NATO - Europe *	1.69	 1.70	1.64	1.56	1.53	1.51	1.47	1.43
Canada	1.28	1.39	1.16	1.23	1.09	0.99	1.02	1.00
United States	5.04	5.32	4.81	4.77	4.42	4.09	3.79	3.62
North America	4.67	4.94	4.46	4.42	4.09	3.78	3.51	3.37
NATO - Total *	3.16	 3.31	3.04	2.98	2.82	2.66	2.51	2.42

	Annual real change										
Albania	//	-4.6	6.5	0.5	-1.3	-4.2	-2.2	-11.8			
Belgium	9.0	-5.8	-3.7	-1.7	0.1	-3.1	-2.9	-5.8			
Bulgaria (a)	1.5	-21.2	-4.6	-18.9	1.5	9.6	-8.3	-6.7			
Croatia	//	-11.1	-6.4	3.5	-6.4	-5.0	-4.6	-1.0			
Czech Republic	0.8	10.2	-13.6	-14.9	-2.2	-3.1	-4.8	5.6			
Denmark	3.8	-6.0	6.5	-6.8	3.1	-8.3	-4.4	2.3			
Estonia	0.6	-13.4	-3.3	6.2	17.9	2.4	4.7	7.3			
France (b)	-1.9	-13.7	-0.9	-2.9	0.6	0.0	-1.1	-0.9			
Germany	4.7	2.3	1.4	-1.9	2.9	-6.3	-1.3	0.3			
Greece	10.2	3.3	-19.1	-17.8	-11.2	-6.6	1.2	10.1			
Hungary	-4.6	-12.1	-8.0	3.1	-2.8	-6.7	-4.8	0.3			
Italy	4.3	-5.7	-3.7	-3.2	-6.8	-5.1	-9.8	-12.4			
Latvia	1.7	-31.8	-15.8	2.3	-9.5	8.3	3.1	15.6			
Lithuania	-0.2	-17.5	-16.8	-4.3	-0.9	4.7	19.0	31.9			
Luxembourg	-32.2	-2.5	25.0	-14.7	-3.7	3.0	7.2	25.3			
Netherlands	-1.3	1.4	-4.2	-4.9	-2.8	-6.0	0.2	2.6			
Norway (c)	0.1	3.6	-1.1	0.5	0.4	1.6	4.3	-0.3			
Poland	-8.6	9.4	7.3	2.0	2.7	-0.1	11.5	21.7			
Portugal	3.1	5.0	-1.4	-1.5	-9.6	1.5	-8.7	8.6			
Romania	2.8	-14.3	-7.3	4.5	-4.1	8.4	8.6	10.0			
Slovak Republic	4.2	-1.7	-12.0	-12.2	2.3	-8.6	3.2	16.6			
Slovenia	7.0	-1.7	2.4	-18.8	-11.9	-10.5	-4.8	-0.4			
Spain	2.2	-4.6	-8.9	-9.7	7.6	-12.8	0.5	1.0			
Turkey	8.8	-0.7	2.5	-1.1	2.4	3.7	-0.1	2.5			
United Kingdom	4.8	-1.4	1.4	-1.7	-8.2	6.8	-1.3	-3.5			
NATO - Europe *	2.6	-3.3	-1.5	-3.2	-1.9	-1.3	-1.3	-0.3			
Canada	5.5	5.7	-14.1	9.5	-9.8	-7.4	5.1	-0.2			
United States	21.4	2.7	-7.2	0.7	-5.4	-6.0	-5.1	-2.0			
North America	20.9	2.7	-7.4	0.9	-5.5	-6.1	-4.9	-1.9			
NATO - Total *	15.3	1.1	-5.8	-0.2	-4.6	-4.8	-3.9	-1.5			

* Albania and Croatia joined the Alliance in 2009.

(a) Data do not include pensions.

(b) From 2009, data include only the deployable part of the Gendarmerie.

(c) From 2009, new methodology is used to calculate pensions.

GDP per capita (thousand US dollars)

Albania	//	3.9	4.1	4.2	4.3	4.3	4.4	4.5
Belgium	45.0	43.6	44.4	44.8	44.6	44.4	44.8	45.1
Bulgaria	6.8	6.6	6.6	6.9	7.0	7.1	7.2	7.4
Croatia	//	14.1	13.9	13.9	13.6	13.5	13.6	13.7
Czech Republic	20.4	19.3	19.7	20.1	19.9	19.8	20.2	21.0
Denmark	60.4	57.0	57.7	58.1	57.5	57.0	57.3	58.0
Estonia	16.7	14.3	14.6	15.8	16.6	17.0	17.5	17.9
France	41.6	40.1	40.7	41.4	41.3	41.4	41.2	41.5
Germany	42.4	40.1	41.8	43.3	43.4	43.4	44.0	44.4
Greece	29.9	28.6	27.0	24.6	23.1	22.4	22.6	22.3
Hungary	13.8	12.9	13.0	13.3	13.1	13.4	13.9	14.4
Iceland	45.1	43.0	41.6	42.3	42.6	43.8	44.1	45.6
Italy	37.3	35.1	35.5	35.6	34.4	33.7	33.5	33.7
Latvia	13.2	11.5	11.3	12.2	12.9	13.4	13.9	14.3
Lithuania	13.4	11.5	12.0	13.0	13.7	14.3	14.9	15.3
Luxembourg	107.0	99.3	103.1	103.3	100.1	101.8	103.5	104.4
Netherlands	52.2	49.9	50.3	50.9	50.2	49.9	50.2	51.1
Norway	90.8	88.2	87.7	87.4	88.6	88.2	89.1	89.8
Poland	11.8	12.1	12.4	13.1	13.3	13.4	13.9	14.4
Portugal	22.8	22.1	22.5	22.2	21.4	21.2	21.5	22.0
Romania	8.9	8.3	8.3	8.4	8.5	8.9	9.1	9.4
Slovak Republic	16.6	15.7	16.4	17.0	17.2	17.5	17.9	18.4
Slovenia	25.4	23.2	23.4	23.5	22.9	22.6	23.2	23.8
Spain	32.3	30.9	30.7	30.3	29.5	29.1	29.6	30.6
Turkey	9.9	9.3	10.0	10.7	10.8	11.1	11.3	11.5
United Kingdom	40.0	38.0	38.3	38.7	38.9	39.5	40.4	41.0
NATO - Europe *	31.2	29.5	30.0	30.5	30.3	30.3	30.7	31.1
Canada	48.2	46.3	47.3	48.2	48.6	49.1	50.0	50.2
United States	49.3	47.5	48.3	48.7	49.4	49.8	50.6	51.5
North America	49.2	47.4	48.2	48.7	49.3	49.7	50.6	51.3
NATO - Total *	38.1	36.3	37.0	37.5	37.6	37.8	38.3	38.9

* Albania and Croatia joined the Alliance in 2009.

Table 5 : Defence expenditures per capita and military personnel

Country (0)	2008 (1)	2009 (2)	2010 (3)	2011 (4)	2012 (5)	2013 (6)	2014 (7)	2015e (8)
	Defence expenditures per capita in 2010 US dollars							
Albania	//	60	64	64	64	61	60	53
Belgium	540	505	482	470	467	450	435	407
Bulgaria (a)	145	115	110	92	94	103	95	89
Croatia	//	228	214	222	209	199	191	189
Czech Republic	268	293	253	216	211	204	194	205
Denmark	819	765	812	753	774	707	672	684
Estonia	296	257	249	265	314	323	339	365
France (b)	945	811	800	772	773	770	758	748
Germany	543	557	566	555	570	533	524	521
Greece	854	880	711	585	522	491	499	549
Hungary	166	147	135	140	136	128	122	122
Italy	533	500	479	462	428	405	364	318
Latvia	201	139	120	125	114	125	130	151
Lithuania	149	124	105	103	103	109	131	175
Luxembourg	416	398	489	408	384	385	403	495
Netherlands	703	709	675	639	619	580	579	592
Norway (c)	1,329	1,361	1,329	1,318	1,306	1,311	1,352	1,343
Poland	190	207	220	225	231	231	258	313
Portugal	324	340	335	330	300	306	281	307
Romania	128	111	103	108	104	113	123	136
Slovak Republic	243	239	210	185	189	172	178	207
Slovenia	380	369	377	306	269	240	228	227
Spain	369	349	317	285	306	268	270	273
Turkey	195	191	193	188	190	195	192	194
United Kingdom	976	956	961	937	855	907	889	851
NATO-Europe *	529	502	493	475	464	457	449	446
Canada	617	645	548	594	530	487	508	503
United States	2,483	2,527	2,325	2,324	2,182	2,036	1,917	1,865
North America	2,299	2,341	2,149	2,152	2,017	1,881	1,776	1,729
NATO-Total *	1,206	1,202	1,125	1,116	1,060	1,004	961	941

Military personnel (thousands)

Albania	//	11	10	8	7	7	6
Belgium	37	34	32	31	31	31	31
Bulgaria	29	30	29	26	26	25	27
Croatia	//	16	16	16	16	15	15
Czech Republic	24	24	22	22	20	20	21
Denmark	18	19	19	19	18	17	16
Estonia	5	5	6	6	6	6	6
France (b)	347	239	227	219	213	207	207
Germany	249	247	205	192	184	179	180
Greece	134	135	117	110	110	107	106
Hungary	19	19	19	19	18	17	17
Italy	195	197	192	189	189	183	182
Latvia	5	5	5	5	5	5	5
Lithuania	9	8	8	8	8	9	12
Luxembourg	0.8	0.9	0.9	0.8	0.9	0.8	0.9
Netherlands	47	48	45	44	42	41	41
Norway	19	18	21	21	20	21	21
Poland	130	99	97	98	100	99	103
Portugal	38	40	35	34	33	31	31
Romania	68	67	66	66	66	65	70
Slovak Republic	15	15	13	13	12	12	13
Slovenia	7	7	7	7	7	7	7
Spain	127	132	127	125	122	122	121
Turkey	493	495	495	495	427	439	463
United Kingdom	193	195	191	184	179	169	162
NATO-Europe *	2,211	 2,112	2,004	1,956	1,860	1,835	1,863
Canada	59	60	68	68	76	75	75
United States	1,401	1,418	1,425	1,400	1,382	1,338	1,311
North America	1,460	1,478	1,493	1,467	1,458	1,413	1,386
NATO-Total *	3,671	 3,589	3,497	3,423	3,318	3,248	3,249

* Albania and Croatia joined the Alliance in 2009.

(a) Data do not include pensions.

(b) From 2009, data include only the deployable part of the Gendarmerie.

(c) From 2009, new methodology is used to calculate pensions.

Table 6a : Distribution of defence expenditures by category [%]

Country (0)	2008 (1)	2009 (2)	2010 (3)	2011 (4)	2012 (5)	2013 (6)	2014 (7)	2015e (8)
				Equipment (a)				
Albania	//	11.3	15.7	13.4	14.4	16.3	16.6	8.9
Belgium	8.1	8.2	6.8	6.3	3.6	2.8	3.5	4.0
Bulgaria	21.4	14.2	15.4	6.3	3.7	4.5	1.0	3.2
Canada	13.0	12.8	13.8	9.7	8.3	11.2	13.0	15.9
Croatia	//	10.2	8.1	15.8	14.7	10.7	7.3	10.5
Czech Republic	12.9	22.4	12.4	13.3	14.8	9.5	6.5	8.3
Denmark	18.8	9.9	14.1	9.7	9.0	11.3	11.0	13.1
Estonia	10.1	17.9	11.9	10.1	13.7	14.5	22.1	12.8
France	21.0	27.0	30.2	28.2	30.6	28.6	24.7	25.0
Germany	17.1	17.6	17.6	16.4	16.5	12.7	12.9	13.3
Greece	16.4	27.8	18.0	5.9	7.5	12.1	8.2	17.6
Hungary	14.8	12.7	12.1	12.3	5.8	11.1	7.8	10.9
Italy	12.7	11.3	10.9	11.7	8.9	12.5	11.2	12.5
Latvia	14.9	5.4	15.6	10.8	10.5	12.1	7.5	10.3
Lithuania	16.3	16.2	10.0	9.4	11.2	9.2	14.1	20.1
Luxembourg	25.1	17.4	34.4	21.9	17.1	14.6	22.6	35.3
Netherlands	17.2	17.6	15.7	14.4	13.4	12.6	10.7	15.7
Norway	22.6	19.2	18.1	17.0	17.8	18.9	21.2	22.7
Poland	13.9	15.9	18.1	16.1	15.2	13.9	18.8	31.1
Portugal	13.5	8.7	13.2	12.1	9.34	8.6	8.4	8.8
Romania	16.7	8.7	8.8	7.6	4.1	10.7	15.8	14.6
Slovak Republic	14.6	13.2	9.8	7.1	9.6	7.4	11.1	18.0
Slovenia	7.4	8.5	18.0	5.7	1.2	1.3	0.7	0.8
Spain	21.4	17.4	12.1	6.7	22.9	12.4	13.5	15.6
Turkey	29.3	25.6	28.0	24.6	21.2	26.9	25.1	26.0
United Kingdom	22.5	21.9	24.5	22.0	19.5	21.9	20.2	23.4
United States	26.1	24.1	24.0	27.0	27.0	25.8	26.0	26.1

	Personnel (b)									
Albania	//	66.2	75.7	77.1	70.0	75.2	68.1	78.1		
Belgium	72.2	74.5	75.5	75.9	78.5	77.1	77.8	78.8		
Bulgaria *	44.9	59.2	64.3	67.4	64.7	65.4	72.8	71.8		
Canada	44.9	45.3	45.3	47.1	49.1	52.4	50.9	47.1		
Croatia	//	72.4	71.6	67.2	68.1	68.1	69.3	64.2		
Czech Republic	51.5	46.1	50.7	56.3	61.7	62.0	61.4	61.4		
Denmark	51.5	56.3	50.8	52.2	49.0	51.7	51.3	48.4		
Estonia	31.5	34.5	34.5	32.3	29.7	39.8	38.6	39.6		
France	57.4	49.3	47.6	49.4	49.1	49.2	48.5	47.8		
Germany	53.9	53.2	52.7	52.3	50.6	49.9	50.7	47.8		
Greece	74.1	56.5	65.1	76.0	73.2	74.6	77.2	73.3		
Hungary	48.1	50.4	56.4	50.6	47.7	49.0	49.8	54.4		
Italy	70.8	73.9	75.1	74.8	77.1	75.0	76.4	80.3		
Latvia	46.3	59.3	55.9	51.3	56.2	53.0	53.0	51.8		
Lithuania	56.3	60.9	65.6	66.9	66.8	66.5	57.5	49.3		
Luxembourg	54.0	57.0	45.6	52.3	54.2	51.1	49.3	40.0		
Netherlands	48.6	50.1	52.3	54.7	57.5	58.5	56.5	53.7		
Norway	41.9	42.4	42.7	43.4	42.4	41.0	39.4	38.4		
Poland	63.2	61.1	56.8	57.8	57.3	57.7	51.4	43.4		
Portugal	71.7	75.3	70.2	78.3	78.4	79.8	81.3	76.8		
Romania	69.1	79.8	79.1	79.1	84.0	79.0	71.2	66.4		
Slovak Republic	51.7	55.8	62.4	69.5	66.5	70.1	69.1	61.0		
Slovenia	62.2	67.1	61.7	74.6	78.9	80.5	82.3	80.7		
Spain	53.8	58.7	63.4	64.8	57.2	68.2	67.3	64.9		
Turkey	46.8	49.6	49.7	53.0	56.0	54.6	56.9	55.9		
United Kingdom	36.5	37.5	35.7	37.5	38.9	37.8	42.3	38.1		
United States	33.3	46.9	46.7	33.0	32.1	34.4	35.5	36.4		

* Data do not include pensions.

(a) Equipment expenditures include major equipment expenditures and R&D devoted to major equipment.

(b) Personnel expenditures include military and civilian expenditures and pensions.

Table 6b : Distribution of defence expenditures by category (%)

Country (0)	2008 (1)	2009 (2)	2010 (3)	2011 (4)	2012 (5)	2013 (6)	2014 (7)	2015e (8)
				Infrastructure (a)				
Albania	//	3.7	1.8	0.8	0.6	1.2	0.9	1.4
Belgium	1.8	2.2	1.7	1.7	1.6	2.2	1.8	1.0
Bulgaria	4.3	6.1	2.4	1.5	0.8	0.5	0.6	1.7
Canada	3.3	3.1	4.1	5.5	5.5	4.1	3.8	6.0
Croatia	//	1.5	1.4	0.7	0.6	1.2	1.6	2.7
Czech Republic	5.6	3.9	5.8	2.5	1.6	2.7	2.3	2.3
Denmark	2.7	1.2	1.1	1.5	1.2	1.2	1.0	1.2
Estonia	15.4	10.0	13.7	13.6	8.8	11.5	8.2	8.5
France	3.7	2.2	3.1	2.7	3.4	2.3	2.3	2.8
Germany	4.1	4.8	5.2	4.1	3.5	3.6	3.8	3.6
Greece	0.4	0.8	0.8	1.3	0.8	0.6	1.1	0.2
Hungary	2.6	3.9	2.1	1.3	2.1	2.3	1.1	0.9
Italy	1.6	1.4	1.4	1.3	1.0	1.6	1.1	0.9
Latvia	13.6	6.4	5.8	9.3	4.2	6.3	8.9	6.9
Lithuania	3.4	2.4	2.0	1.4	1.5	2.0	2.2	4.5
Luxembourg	2.1	3.1	4.2	7.2	8.2	11.8	10.3	8.5
Netherlands	3.1	3.4	3.5	3.8	3.7	2.7	4.8	3.2
Norway	6.1	5.5	5.2	4.2	4.9	5.6	6.0	6.0
Poland	4.7	5.0	4.0	4.8	4.8	5.6	5.5	5.1
Portugal	0.9	0.8	0.4	0.01	0.04	0.04	0.1	0.04
Romania	1.1	1.4	1.8	1.5	1.2	1.2	1.1	1.5
Slovak Republic	2.0	4.5	4.2	1.0	0.4	0.3	0.6	2.4
Slovenia	4.9	3.2	2.7	2.6	2.0	1.3	0.7	1.1
Spain	1.9	2.3	1.3	1.9	0.8	0.7	0.7	0.8
Turkey	2.6	2.9	2.8	2.9	3.7	2.7	2.8	2.2
United Kingdom	2.1	2.2	1.6	1.6	1.9	2.0	1.9	2.6
United States	1.8	1.0	1.0	3.1	2.4	2.1	1.7	1.7

	Other (b)									
Albania	//	18.8	6.8	8.8	14.9	7.3	14.4	11.5		
Belgium	18.0	15.1	15.9	16.2	16.3	17.9	16.8	16.2		
Bulgaria	29.3	20.5	17.9	24.8	30.8	29.6	25.5	23.2		
Canada	38.8	38.9	36.8	37.7	37.1	32.3	32.3	31.0		
Croatia	//	15.8	18.9	16.3	16.6	20.0	21.8	22.6		
Czech Republic	30.1	27.6	31.1	27.9	21.9	25.7	29.7	28.0		
Denmark	27.0	32.6	34.0	36.7	40.7	35.8	36.8	37.3		
Estonia	43.1	37.5	39.9	44.0	47.7	34.1	31.0	39.2		
France	17.9	21.5	19.0	19.8	16.9	19.9	24.4	24.4		
Germany	24.9	24.5	24.6	27.2	29.4	33.8	32.6	35.3		
Greece	9.1	14.9	16.2	16.8	18.5	12.7	13.6	8.9		
Hungary	34.6	33.0	29.5	35.8	44.4	37.6	41.4	33.9		
Italy	14.9	13.3	12.6	12.2	13.1	10.9	11.3	6.2		
Latvia	25.1	28.9	22.7	28.6	29.2	28.7	30.6	31.0		
Lithuania	24.0	20.6	22.4	22.4	20.6	22.2	26.2	26.1		
Luxembourg	18.8	22.5	15.8	18.7	20.5	22.5	17.8	16.2		
Netherlands	31.2	29.0	28.6	27.1	25.3	26.2	28.0	27.3		
Norway	29.4	32.9	33.9	35.3	35.0	34.4	33.5	32.9		
Poland	18.2	18.1	21.1	21.3	22.7	22.8	24.2	20.4		
Portugal	13.9	15.1	16.2	9.6	12.2	11.5	10.2	14.4		
Romania	13.1	10.1	10.3	11.8	10.7	9.1	12.0	17.5		
Slovak Republic	31.7	26.5	23.6	22.4	23.5	22.2	19.2	18.6		
Slovenia	25.5	21.2	17.6	17.1	17.9	16.9	16.4	17.5		
Spain	22.9	21.7	23.3	26.6	19.1	18.7	18.5	18.7		
Turkey	21.4	21.9	19.4	19.5	19.1	15.8	15.3	15.9		
United Kingdom	38.9	38.4	38.3	38.8	39.6	38.2	35.6	35.9		
United States	38.8	28.0	28.3	36.9	38.5	37.7	36.9	35.7		

(a) Infrastructure expenditures include NATO common infrastructure and national military construction.

(b) Other expenditures include operations and maintenance expenditures, other R&D expenditures and expenditures not allocated among above-mentioned categories.

NATO defence expenditures definition

NATO defines defence expenditure as payments made by a national government specifically to meet the needs of its armed forces or those of Allies. A major component of the defence expenditures is the Armed Forces expenditure that appears in the Ministry of Defence (MoD) budget. Armed Forces include Land, Maritime and Air forces as well as Joint formations such as Administration and Command, Special Operations Forces, Medical Service, Logistic Command etc. financed by the MoD budget. They might also include only those proportions of "Other Forces" like Ministry of Interior troops, border guards, national police forces, customs, gendarmerie, carabinieri, coast guards etc. that are trained in military tactics, are equipped as a military force, can operate under direct military authority in deployed operations, and can, realistically, be deployed outside national territory in support of a military force. Other Forces expenditures, although financed by the other ministries' budgets, should also be included in the defence expenditures.

Pension payments made directly by the government to retired military and civilian employees of military departments should be included even if these payments are made from other ministries' budgets.

Expenditures for peacekeeping and humanitarian operations (which may be paid by ministries other than the MoD), the destruction of weapons, equipment and ammunition, and the costs associated with inspection and control of equipment destruction are included in defence expenditures.

Research and development (R&D) costs are to be included in defence expenditures. R&D costs should also include those for projects that do not successfully lead to production of equipment.

Expenditure for the military component of mixed civilian-military activities is included, but only when this military component can be specifically accounted for or estimated.

Financial assistance by one Allied country to another, specifically to support the defence effort of the recipient, should be included in the defence expenditure of the donor country and not in the defence expenditure of the receiving country.

NATO Common infrastructure expenditures are included in the total defence expenditures of each NATO country only to the extent of that country's net contribution.

War damage payments and civil defence expenditures are excluded from the NATO definition of defence expenditures.

NATO uses US\$ as the common currency denominator. An average exchange rate is applied according to the information available from the IMF. NATO defence expenditure data is expressed in current prices, constant prices, current prices and exchange rates, and constant prices and exchange rates.

Reader's Guide

Prior to 2010, the defence data relating to France is indicative only.

Iceland has no armed forces.

Monetary values, from 2009 for Slovak Republic, from 2011 for Estonia, from 2014 for Latvia, and from 2015 for Lithuania, are expressed in Euros.

Albania and Croatia joined the Alliance in 2009.

To avoid any ambiguity the fiscal year has been designated by the year which includes the highest number of months: e.g. 2014 represents the fiscal year 2014/2015 for Canada and United Kingdom and the fiscal year 2013/2014 for the United States.

Because of rounding, the total figures may differ from the sum of their components.

Conventional signs:

e	estimated
-	nil
..	not available
//	not applicable
	break in continuity of series
.	decimal point

Nomenclature of NATO defence expenditures:

1	Operating Costs
1.1	Military personnel
1.1.1	Pay and allowances
1.1.2	Employer's contributions to retirement funds
1.1.3	Other
1.2	Civilian personnel
1.2.1	Pay and allowances
1.2.2	Employer's contributions to retirement funds
1.3	Pensions
1.3.1	Paid to military retirees
1.3.2	Paid to civilian retirees
1.4	Operations and maintenance
1.4.1	Ammunition and explosives (excluding nuclear)
1.4.2	Petroleum products
1.4.3	Spare parts
1.4.4	Other equipment and supplies
1.4.5	Rents
1.4.6	Other operations and maintenance
2	Procurement and Construction
2.1	Major equipment
2.1.1	Missile systems
2.1.2	Missiles (conventional weapons)
2.1.3	Nuclear weapons
2.1.4	Aircraft
2.1.5	Artillery
2.1.6	Combat vehicles
2.1.7	Engineering equipment
2.1.8	Weapons and small arms
2.1.9	Transport vehicles
2.1.10	Ships and harbour craft
2.1.11	Electronic and communications equipment
2.2	National military construction
2.3	NATO common infrastructure
2.3.1	Expenditure as host country
2.3.2	Payments to other countries
2.3.3	Receipts from other countries
2.3.4	Land and utilities
3	Research and Development
3.1	Devoted to major equipment
3.2	Other
4	Other Expenditures
5	Total
6	Statistical discrepancy
7	Adjusted Total



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