PART 3.   NATO POLICY

3.1. Participation of Alliance in the International Peacekeeping Missions and Military Operations

> In my opinion, terrorism is a question which is not a short- term problem for all of us. It is a long-term fight. And NATO can play, and will play, a very crucial role in this struggle.
>
> *Aleksander Kwasniewski*

1. Read the quotation and discuss the following:
– Do you agree that terrorism is «a long-term fight»?
– What can the Alliance do to fight or prevent terrorism?
– Could you think of any examples of NATO's anti-terrorism struggle?

2. Read and translate the text:

NATO is an active and leading contributor to peace and security on the international stage. Through its crisis management operations, the Alliance demonstrates both its willingness to act as a positive force for change and its capacity to meet the security challenges of the 21st century.

Since its first intervention in the Balkans in 1995, the tempo and diversity of NATO operations have only increased. NATO has since been engaged in missions that cover the full spectrum of crisis management operations – from combat and peacekeeping, to training and logistics support, to surveillance and humanitarian relief. Today, they are operating in Afghanistan, Kosovo, Iraq, the Mediterranean, off the Horn of Africa and in Somalia.

NATO in Afghanistan

NATO's operation in Afghanistan currently constitutes the Alliance's most significant operational commitment to date. Established by UN mandate in 2001, the International Security Assistance Force (ISAF) has been under NATO leadership since August 2003. ISAF comprises some 64,500 troops from 42 different countries deployed throughout Afghanistan. Its mission is to extend the authority of the Afghan central government in order to create an environment conducive to the functioning of democratic institutions and the establishment of the rule of law.

A major component of this mission is the establishment of professional Afghan National Security Forces that would enable Afghans to assume more and more responsibility for the security of their country. Much progress has already been made. From a non-existent force in 2003, the Afghan army currently comprises approximately 92,000 soldiers, and has begun taking the lead in most operations. In addition to conducting security operations and building up the Afghan army and police, ISAF is also directly involved in facilitating the development and reconstruction of Afghanistan through 26 Provincial Reconstruction Teams (PRTs) which are engaged in identifying reconstruction needs and supporting humanitarian assistance activities throughout the country.

NATO in Kosovo

While Afghanistan remains NATO's primary operational theatre, the Alliance has not faltered on its other commitments, particularly in the Balkans. Today, just under 14,000 Allied troops operate in the Balkans as part of NATO's Kosovo Force (KFOR). Having first entered Kosovo in June 1999 to end widespread violence and halt the humanitarian

disaster, KFOR troops continue to maintain a strong presence throughout the territory, preserving the peace that was imposed by NATO nearly a decade earlier.

Following Kosovo's declaration of independence in February 2008, NATO agreed it would continue to maintain its presence on the basis of UN Security Council Resolution 1944. In June 2008, the Alliance decided to take on responsibility for supervising the dissolution of the Kosovo Protection Corps and to help create a professional and multiethnic Kosovo Security Force.

NATO and Iraq

Between the Balkans and Afghanistan lies Iraq, where NATO has been conducting a relatively small but important support operation. At the Istanbul Summit in June 2004, the Allies rose above their differences and agreed to be part of the international effort to help Iraq establish effective and accountable security forces. The outcome was the creation of the NATO Training Mission in Iraq (NTM-I). The NTM-I delivers its training, advice and mentoring support in a number of different settings. All NATO member countries are contributing to the training effort either in or outside of Iraq, through financial contributions or donations of equipment. To reinforce this initiative, NATO is working with the Iraqi government on a structured cooperation framework to develop the Alliance's long-term relationship with Iraq.

From: NATO's Military Committee: Focused on Operations, Capabilities and Cooperation. Accessed at http://www.nato.int on Dec. 29, 2009

Vocabulary

diversity – різноманітити, варіювати
to engage - займатися
spectrum - спектр
combat – бій
surveillance - нагляд
relief - допомога
currently - поточно
to constitute - складати
significant – важливий, значний
commitment – доручення
mandate – мандат, наказ
International Security Assistance Force – Міжнародні сили сприяння безпеціто
comprise – містити в собі, охоплювати

conducive – сприятливий, що сприяє
to assume – брати на себе
facilitating – полегшення, сприяння
Provincial Reconstruction Teams – Територіальні відновлювальні команди
to falter – вагатися, діяти нерішуче
widespread - широкорозповсюджений
disaster - катастрофа
preserving - збереження
to impose – навязувати
dissolution – розпад, розпуск
effort – зусилля, напруження
outcome – результат

Vocabulary Practice

3. Provide English synonyms or explanations for the following words:
to comprise -
to engage –
currently –
conducive –
significant –
outcome –

4. Match English words and phrases with their Ukrainian equivalents:

1)	commitment	a)	катастрофа
2)	preserving	b)	допомога
3)	to falter	c)	доручення
4)	disaster	d)	широкорозповсюджений
5)	relief	e)	вагатися
6)	widespread	f)	збереження

5. Replace the words in *italics* with their synonyms from the box below:

to hesitate	result	catastrophe
to undertake	to assist	struggle

a. The Allies rose above their differences and agreed to be part of the international *effort* to help Iraq establish effective and accountable security forces.
b. While Afghanistan remains NATO's primary operational theatre, the Alliance has not *faltered* on its other commitments.
c. KFOR troops entered Kosovo in June 1999 to end widespread violence and halt the humanitarian *disaster*.
d. ISAF is directly involved in *facilitating* the development and reconstruction of Afghanistan.
e. The *outcome* of the international effort to help Iraq establish effective and accountable security forces was the creation of the NATO Training Mission in Iraq.
f. Professional Afghan National Security Forces would enable Afghans *to assume* more and more responsibility for the security of their country.

Reading Comprehension

6. Answer the questions:
a. How can you define the role of NATO on the international stage?
b. What is NATO's mission in Afghanistan?
c. What is the major component of this mission?
d. What was the reason for NATO's Kosovo Force to enter Kosovo in 1999?
e. What did NATO agree to following Kosovo's declaration of independence in February 2008?
f. What is NATO's mission in Iraq?
g. What does the NTM-I deliver?
h. How are all NATO member countries contributing to the training effort?
i. What is NATO doing to reinforce this initiative?

7. Decide on whether the following statements are TRUE or FALSE, and correct the false ones:
a. In Afghanistan NATO has been conducting a relatively small but important support operation.
b. NATO's mission in Afghanistan is to end widespread violence and halt the humanitarian disaster.
c. Much progress has already been made in the establishment of professional Afghan National Security Forces.
d. KFOR troops continue to maintain a strong presence in Kosovo to preserve the peace throughout its territory.
e. Iraq remains NATO's primary operational theatre.
f. At the Istanbul Summit in June 2004, NATO established the Alliance's long-term relationship with Iraq.

8. Summarise NATO's missions in Afghanistan, Kosovo and Iraq, and give a short presentation.

Grammar Practice

Should do and Should have done
9. Complete the conversation using *should* or *shouldn't* and a verb from the box:

get   know   say   say   answer   practise   call   use

A: Welcome to UniTex International. I'm sure you'll enjoy working here.
B: What … I … about office practice?
A: Well yes, when you answer the phone you … always … your name and the name of the company.
B: … I always … the phone in English?
A: Yes, and you … … this so your pronunciation is good.
B: OK. What about calling people at home?
A: You … … anyone at home after 8.00. It's not a good idea to disturb them. You should leave a message for them. Talking of messages, you … … voicemail during office hours. Always answer the phone.
B: How do I transfer calls?
A: Let me show you. It's a little difficult. I think the company … … a new phone system!

10. Complete the sentences with *should/ shouldn't*. Some of the sentences are past and some are present:
   a. I think the government … do more to help homeless people.
   b. Do you think I … apply for this job? – Yes, I think you … .
   c. It was a very important meeting yesterday. You … come. Why didn't you?
   d. I am feeling guilty. I … let him down.
   e. I wonder where my secretary is. She … be here by now.
   f. I think the government … resign – they have made too many mistakes.
   g. Your salary is very high. You … look for another job.
   h. My colleagues … be having coffee at this time. They … be working.
   i. It … be difficult to find an expert in this field. There are just few of them in the country.
   j. You look very tired. You … work so hard, and you … gone to bed so late yesterday.

11. Work in pairs. Make short dialogues using the structures below in your answers as in the example:
   You should do … or I think you should do …
   You shouldn't do … or I don't think you should do …
   You should/ shouldn't have done …

Example:
My salary is very low.
You should look for another job. or I think you should look for another job.

I helped Tom with his report.
You shouldn't have done it. He never helps anyone.

Did you discuss anything important at yesterday's meeting?
Yes, you should have come.

Professional Skills Development

Memo writing

12. Read the following information about a memo, then use this information doing exercises 13 and 14:

– A memo is a short, to the point communication conveying your thoughts, reactions or opinion on something. With memo writing, shorter is better.

– As with all writing, memo writing needs a structure. Memos are generally divided into segments in order to organize the information and to achieve your intention:

- – heading
- – opening segment
- – summary segment
- – discussion segment
- – closing segment

- There are three basic reasons to write a memo:
  - – to persuade action
  - – to issue a directive
  - – to provide a report

- Look at the example of a directive memo:

To: All Staff
From: The Boss
Date: June 1, 2006
Re: New Memo Format Effective June 1

In order to make interoffice communications easier, please adhere to the following guidelines for writing effective memos:

Clearly state the purpose of the memo in the subject line and in the first paragraph.

Keep language professional, simple and polite.

Use short sentences.

Use bullets if a lot of information is conveyed.

Proofread before sending.

Address the memo to the person(s) who will take action on the subject, and CC those who need to know about the action.

Attach additional information: don't place it in the body of the memo if possible.

Please put this format into practice immediately. We appreciate your assistance in developing clear communications.

If you have any questions, please don't hesitate to call me.

Thank you.

13. Look at the types of memos below, then choose one of the types of communication and, working in pairs with someone who is not sitting next to you, write a short note. Exchange your notes, and then respond.

Types of Memos:
- – request
- – invitation
- – suggestion
- – advice
- – recommendation

14. Go back to exercise 12 and write a persuasive memo and a memo-report following the structure and the example of a memo in the exercise.

Review Questions

1. Match the words to their synonyms:

to hesitate
result
catastrophe
to undertake
to assist
struggle
effort
to falter
disaster
to facilitate
outcome
to assume

2. Translate the following into English: *містити в собі, займатися, поточно, сприятливий, важливий, результат.*

3. Translate the following into your language: *commitment, preserving, relief, widespread, diversity.*

4. How can you define the role of NATO on the international stage?

5. What is NATO's mission in Afghanistan?

6. What is NATO's mission in Iraq?

7. What is NATO's mission in Kosovo?

8. When is the modal verb *should* normally used?

9. When we use «*you should have done …*», what do we mean by this?

10. What is a memo?

11. What are the parts of a memo?

12. What are the three basic reasons to write a memo?

13. What are the types of memos?

Additional Reading

NATO operations and missions
Monitoring the Mediterranean Sea

NATO operations are not limited only to zones of conflict. In the aftermath of the September 11, 2001, terrorist attacks, NATO immediately began to take measures to expand the options available to counter the threat of international terrorism. With the launching of the maritime surveillance operation Active Endeavour in October 2001, NATO added a new dimension to the global fight against terrorism. Led by NATO naval forces, Operation Active Endeavour is focused on detecting and deterring terrorist activity in the Mediterranean.

Since April 2003, NATO has been systematically boarding suspect ships. These boardings take place with the compliance of the ships' masters and flag states in accordance with international law. The increased NATO presence in these waters has benefited all shipping traveling through the Straits by improving perceptions of security. More generally, the operation has proved to be an effective tool both in safeguarding a strategic maritime region and in countering terrorism on and from the high seas. Additionally, the experience and partnerships developed through Operation Active Endeavour have considerably enhanced NATO's capabilities in this increasingly vital aspect of operations.

Supporting the African Union

Well beyond the Euro-Atlantic region, the Alliance continues to support the African Union (AU) in its peacekeeping missions on the African continent. Since June 2007, NATO has assisted the AU Mission in Somalia (AMISOM) by providing airlift support for AU peacekeepers. Following renewed AU requests, the North Atlantic Council has agreed to extend its support by periods of six months on several occasions – the latest until 31 January 2010. NATO also continues to work with the AU in identifying further areas where NATO could support the African Standby Force.

NATO's support to AMISOM coincided with a similar support operation to the AU peacekeeping mission in Sudan (AMIS). From June 2005 to December 2007, NATO provided air transport for some 37,000 AMIS personnel, as well as trained and mentored over 250 AMIS officials. While NATO's support to this mission ended when AMIS was succeeded by the UN-AU Mission in Darfur (UNAMID), the Alliance immediately expressed its readiness to consider any request for support to the new peacekeeping mission.

Counter-piracy off the Horn of Africa

Building on previous counter-piracy missions conducted by NATO, Operation Ocean Shield is focusing on at-sea counter-piracy operations off the Horn of Africa. Approved on 17 August 2009 by the North Atlantic Council, this operation is contributing to international efforts to combat piracy in the area. It is also offering, to regional states that request it, assistance in developing their own capacity to combat piracy activities.

From March to August 2009, NATO launched Operation Allied Protector, a counter-piracy operation, to improve the safety of commercial maritime routes and international navigation off the Horn of Africa. The force conducted surveillance tasks and provided protection to deter and suppress piracy and armed robbery, which are threatening sea lines of communication and economic interests.

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

3.2. Civilian Activities of the North Atlantic Treaty Organization

> … we can face some regional problems, which are very difficult, very dramatic and is necessary to have instruments to solve these problems. NATO is such instrument.
>
> *Aleksander Kwasniewski*

1. Read the quotation and discuss the following:
– What regional «problems» may happen in Europe?
– Can NATO serve as an «instrument» to solve regional problems? Why or why not?

2. Read and translate the text:
The aim of civil emergency planning in NATO is to collect, analyse and share information on national planning activity to ensure the most effective use of civil resources for use during emergency situations, in accordance with Alliance objectives. It enables Allies and Partner nations to assist each other in preparing for and dealing with the consequences of crisis, disaster or conflict.

In a rapidly changing world, populations in NATO and Partner countries are threatened by many risks including the possible use of chemical, biological, radiological weapons by terrorists. However, terrorism is not the only challenge. Natural disasters, such as earthquakes or floods and man-made disasters continue to pose a serious threat to civilian populations. Civil emergency planning is first and foremost a national responsibility. However, NATO's broad approach to security, as described in the 1999 Strategic Concept, recognizes that major civil emergencies can pose a threat to security and stability. While the United Nations retains the primary role in coordinating international disaster relief, NATO provides an effective forum in which the use of civilian and military assets can be dovetailed to achieve a desired goal. Given the requirement for the military and civilian communities to develop and maintain robust cooperation, civil emergency planning in NATO focuses on the five following areas.

1. Civil support for Alliance Article 5 (collective defence) operations
During an invocation of Article 5, the collective defence clause of the North Atlantic Treaty, civil support to the military takes the form of advice provided by civilian experts to NATO military authorities in areas such as decontamination of toxic and industrial chemicals and civil transport, be it air, ground, or sea. Support is provided to military authorities to assist them in developing and maintaining arrangements for effective use of civil resources.

Advice and support are demand-driven. In other words, NATO military authorities must request such help if they consider it necessary. Support is provided during peacetime, as well as during the planning and execution of an operation.

2. Support for non-Article 5 (crisis response) operations
Non-Article 5 operations have been more common thus far than their Article 5 counterparts. Non-Article 5 crisis response operations are those that are mainly conducted in non-NATO countries to prevent a conflict from spreading and destabilizing countries or regions (e.g. peacekeeping operations such as in Bosnia and Herzegovina and Kosovo).

3. Support for national authorities in civil emergencies
Providing support to national authorities in times of civil emergencies, natural or man-made, is conducted on an ad hoc basis as requested by national authorities in times of crisis or under extraordinary circumstances. Requests for assistance from member or partner countries are addressed to the Euro-Atlantic Disaster Response Coordination Centre, which

circulates them to the member countries and Partnership for Peace countries. The Centre facilitates the coordination of reponses, and then sends the resulting offers of assistance back to the requesting country.

4. Support for national authorities in the protection of populations against the effects of weapons of mass destruction

As a result of the 11 September 2001 terrorist attacks and subsequent attacks in Madrid and London, Civil Emergency Planning activities have focused on measures aimed at enhancing national capabilities and civil preparedness in the event of possible attacks using chemical, biological or radiological agents (CBRN). At Prague in 2002, a Civil Emergency Action plan was adopted for the protection of populations against the effects of Weapons of Mass destruction. As a result, an inventory of national capabilities for use in CBRN incidents (medical assistance, radiological detection units, aero-medical evacuation) has been developed.

5. Cooperation with Partner countries

Partner countries – those countries that have relationships with NATO through its various cooperation frameworks – have made a significant contribution the Alliance's civil emergency planning and disaster preparedness capabilities. Countries of the Euro-Atlantic Partnership Council are represented on the Alliance's civil emergency planning boards and committees. They are also involved in education and training activities.

From: NATO's Role in Civil Emergency Planning. Accessed at http://www.nato.int on Dec. 29, 2009

Vocabulary

to enable – давати змогу, робити можливим	invocation – застосування, звернення
earthquake - землетрус	Article – Стаття
flood - повінь	clause – положення, стаття, пункт
to pose a threat – являти собою загрозу	decontamination - дезактивація
foremost – передовий, головний	counterpart – копія, двійник, колега
approach -підхід	ad hoc - ситуаційно
relief – допомога	extraordinary - надзвичайний
disaster relief – допомога при стихійних лихах	circumstance – обставини, умови
asset – ресурс, (-s) – активи, майно	Euro-Atlantic Disaster Response Coordination Centre - Євроатлантичний центр координації реагування на катастрофи
to dovetail - узгоджувати	
to achieve – досягати, добиватися	
requirement – вимога, потреба	to circulate – поширювати
robust – здоровий, міцний	subsequent – наступний
to invoke – застосовувати, звертатися до	inventory – реєстр, інвентар

Vocabulary Practice

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

to provide an opportunity, to authorize -
to be in jeopardy, to be a menace –
aid -
to reconcile, to match -
twin, copy, duplicate –
case, occasion, event –
to disseminate –
registry, list –

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

Relief efforts,	to dovetail,	earthquakes,	floods,	military authorities,
arrangements,	national authorities,	subsequent,	Article 2,	Article 5,
to invoke,	robust,	clause,	responsibility	

a. National governments hold primary … for organizing … for their citizens in case of natural disasters.

b. NATO can assist in providing a forum … civil and military efforts in case of natural disasters such as … and ….

c. Civil experts provide necessary information or advice to NATO … upon their request to assist the later in developing and maintaining … for effective use of civil resources.

d. … should send their request for assistance to the Euro-Atlantic Disaster Response Coordination Centre.

e. All … activities were canceled or postponed to an unspecified date due to the reluctance of … government to cooperate with the International relief organization.

f. According to the … of the European Convention on Human Rights «Everyone's right to life shall be protected by law».

g. If … is …, the Allies can provide any form of assistance they think are necessary for the following situation.

h. The … and well-thought reaction to an emergency situation is vital for the preservation of lives of my civilians.

5. Combine parts of the sentences using the following words and word-combinations:

1) Article 5 of the North Atlantic Treaty Organization…		a) goal of any government should be the safety of its nation.
2) In 2005 Pakistan requested help from NATO to help to deal with the consequences of …	an earthquake assets	b) in Kharkiv region in 1995.
	circumstances	c) in the Kashmir region.
	counterpart	d) only once after 9/11 attacks on the World Trade Center in New York (2001).
3) In order minimize the threat to the civilian population …	decontamination flood	e) procedures must be carried right after arrival of the rescue team.
4) NATO assisted Ukraine in dealing with …	foremost to deploy	f) the decision about sending the Rapid Reaction Team can be made in 24 hours.
5) The Civil Emergency Planning Rapid Reaction Team (or The Rapid Reaction Team) can...	to invoke	g) the needs of the civilian population.
6) The Civil Expertise Catalogue is a list of...		h) to set up a coordination committee for civil emergencies on the border territories.
7) The first and …		i) to the needed area to assess the needs of the civilian population.
8) The president of Poland met with his Ukrainian …		
9) Under special …		

Reading and Comprehension

6. Answer the questions:
a. What is the aim of civil emergency planning in NATO?
b. What can pose a serious threat to civilian populations in the modern world?
c. Is a natural disaster considered to be a collective defence threat? Explain why?
d. Can you explain non-Article 5 crises-response operations?
e. What is the role of the Euro-Atlantic Disaster Response Coordination Centre?
f. In case of a natural disaster can NATO as an organization somehow assist Ukraine?

7. Pick the correct answer:
1. The primary role in coordinating international disaster relief retains:
a) United Nations
c) Global Environment Organization
b) NATO
d) national authorities

2. NATO military authorities can request help from the civilians:
a) only during peacetime
b) only during execution of an operation
c) during peacetime and execution of an operation

3. CBRN is an acronym for:
a) chemical, biological, radiological and nuclear agents
b) chemical, biological, radiological and nucleolus agents
c) chemical, biological, radiological and nucleic agents
d) chemical, biological, radiological and nucleotide agents

4. The Euro-Atlantic Disaster Response Coordination Centre assists the country that have requested support in the following ways:
a) by directly assisting the country
b) by sending the relief offers from the Allies to the country's national authorities
c) by giving an advice on the situation
d) by sending NATO troops to the country that needs assistance.

5. The Civil Emergency Action plan was adopted in:
a) the Czech Republic
c) Poland
b) Slovakia
d) Hungary

6. At present Article 5 operations have been … their Non-Article 5 counterparts.
a) less common than   b) as common as   c) more common than

8. Prepare a report on the topic «Civilian Activities of the North Atlantic Treaty Organization» using the text «Turkey Earthquakes 1999» as an example of NATO's civilian activities.
Turkey Earthquakes 1999

On 17th August 1999, the most devastating earthquake since the creation of the Alliance in 1949, hit the north-western part of Turkey. More than fifteen thousand people were killed and forty thousand injured in this disaster. In addition, more than 57.000 houses were severely damaged and Turkey suffered enormous economic losses. On the 18th August 1999, Turkey appealed for assistance from EAPC countries through the EADRCC. Fourteen EADRCC Assistance Requests were circulated to EAPC nations. All NATO countries and 17 Partner countries responded to this urgent request for assistance. Throughout the emergency situation the EADRCC was in constant contact with the Turkish Crisis Centre, the United Nation Office for the Coordination of Humanitarian Affairs, EAPC Capitals and Delegations in NATO Headquarters.

In particular, the contact with the UN Office for the Coordination of Humanitarian Affairs (UN-OCHA) was almost immediate and the EADRCC UN- OCHA cooperation avoided duplication of efforts. Because of the excellent cooperation with the UN and Turkish authorities, the EADRCC could keep EAPC Capitals informed of the situation, by

distributing situation reports on a regular basis. These reports also offered the opportunity to emphasise outstanding requirement for assistance and offers received from EAPC countries.

Almost three months later, a new earthquake struck Turkey on 12 November 1999. This earthquake measured 7.2 on the Richter Scale and its epicenter affected the town of Duzce, approximately 170 km east of Istanbul, in the province of Bolu. This province had also been affected by the 17 August earthquake. This earthquake affected more than 80.000 people. The disaster accounted for 750 fatal casualties and more than 5,000 injured people. Immediately after the EADRCC learned about the earthquake, the staff contacted UN-OCHA and the Turkish government. The EADRCC staff stayed in regular contact with the Prime Minister's Earthquake Crisis Centre in Ankara; the Turkish Delegation to NATO; UN-OCHA; the United Nations On-Site Operations Coordination Centre (OSOCC), which was established in the affected area; and, the United Nations Disaster Assessment and Co-ordination (UNDAC) Team.

The EADRCC responded by disseminating to the designated Points of Contacts in all EAPC countries requests for assistance from the Government of Turkey and OCHA. The most important assistance requirements were primarily accommodation of the thousands of people who lost their homes during the earthquake. In total, 33 NATO and Partner countries reacted with generosity to the EADRCC's appeals by providing among other things Search and Rescue teams, winterised tents, sleeping bags, blankets, field hospitals, field kitchens, wood heater stoves, medical aid, winter clothing, water-sanitation equipment and post-traumatic stress assistance.

From «NATO's Role in Disaster Assistance. NATO Civil Emergency Planning. Euro-Atlantic Disaster Response Coordination Centre», www.nato.int/eadrcc.

Grammar Practice

Modals Revision
9. Explain the difference in meaning:
a. The Secretary General can achieve a lot with the help of the Commission.
b. The Secretary General is able to achieve a lot with the help of the Commission.
c. The Secretary General could have achieved a lot with the help of the Commission.
d. The Secretary General must achieve a lot with the help of the Commission.
e. The Secretary General should achieve a lot with the help of the Commission.
f. The Secretary General should have achieved a lot with the help of the Commission.

10. Translate into English using necessary modal verbs:
a. Ви не могли б написати йому реєстр всього обладнення сьогодні?
b. Ні, я зможу зробити це тільки завтра.
c. Я можу чути його доповідь, але не бачу слайди, тому що перед мною сидять ще декілька чоловік.
d. Місту вдалося уникнути повіні завдяки дамбі, яка була збудована військовими минулого місяця.
e. Генеральний секретар міг підписати наказ, щоб цю статистику поширили у засобах масовох інформації, але ще не підписав.
f. Це одна з вимог договору: потрібно надіслати прохання про допомогу до Євроатлантичного центру координації реагування на катастрофи та надати повну інформацію про надзвичайну ситуацію.
g. Вам не має потреби зараз узгоджувати положення «Про команду швидкого реагування», першочерговою справою є налагодження цієї системи.

h. Завтра буде потрібно поїхати до Брюсселя з доповіддю «Про допомогу при стихійних лихах».
i. Ви б зустрілись з представником центру, він може допомогти.
j. Вашому колезі потрібно було повідомити нас про наслідки землетрусу.

11. Choose the correct item:
1. He … at the room – the conversation was private.
a) shouldn't have been staying   c) can stay
b) should have stayed   d) must stay

2. I think Jason … me all his subsequent works.
a) must bring   c) must to bring
b) bring   d) should to bring

3. The assets of the organization will remain untouched until you … provide me the remaining paperwork.
a) should   c) is able
b) can   d) must

4. … you help me to move the folder to the archive? (polite request)
a) Should   b) Can   c) Could   d) Must

5. I … in the office yesterday to review the proposals.
a) could stayed   b) must stayed   c) must stay   d) had to stay

6. The CEO … advise her employees to study a foreign language as it will benefit their future career. (it is not necessary)
a) must   b) is able to   c) should   d) can

7. … all parties which have signed the Partnership Plan become members of the organization? – No, they ….
a) must, needn't   b) should, can't   c) need, mustn't   d) should, can't

Professional Skills Development

Writing a report
Report – noun - an official document that carefully considers a particular subject (*from Longman Dictionary of Contemporary English*).

12. Brainstorm and come up with a list of possible parts of a report, arrange them in a logical order. Then work in groups and put the parts of the presentation written below in order. Explain in your own words each of them.
1) Appendices
2) Conclusions/Recommendations
3) Contents
4) Discussion
5) Executive Summary (the most important part of the report that contains main idea in a concise form as well as summary of all other parts, including conclusions)
6) Introduction (background information)
7) Literature review
8) References
9) Research problems and methods
10) Results/Findings
11) Title page4

---

[4] Correct order: 1) Title page; 2) Executive Summary, 3) Contents, 4) Introduction; 5) Literature review; 6) Research problems and methods; 7) Results/Findings; 8) Discussion; 9) Conclusions/Recommendations; 10) References; 11) Appendices.

Compare your original list with the newly developed by group. Are there any differences or similarities? Explain why.

13. Identify corresponding parts in an executive summary:

Executive Summary

This report provides an analysis and evaluation of the current tendencies of change in the number of state servants from 2004 to 2008 year.

Methods of analysis include statistical and ratio analysis. All calculations can be found in the appendices. Results of data analysed show that the amount of state servants has raised from 251 471 to 290 765 during the period of 2004 – 2008. At the same time the number of people who were hired has decreased from 20,11% (2004) to 18,26% (2008). In addition to that the number of state servants who left the job decreased from 15,73% in 2004 to 13,66% in 2008.

The report finds a strong tendency towards further decrease in the numbers of individuals hired for the job and individuals leaving the job. The later may signify about individuals' satisfaction with the job environment and salary. However this area requires further investigation.

Recommendations discussed include:
improving data collection mechanisms;
conducting additional research on the correlation between salary, job satisfaction and the length of staying on the job.

The report also investigates the fact that the analysis conducted has limitations. Some of the limitations include:
the report does not provide data on the correlation between the economic and political situation in the country and the number of state servants;
the salary and the economic situation in the country may play a decisive role in individual's decision of staying on the job (this areas has to be further researched).

14. Prepare your own mini report on the topic of your interest.

Review Questions

1. What is the role of NATO in responding to civil emergencies?
2. What international organization retains primary role in coordinating international disaster relief?
3. What are the five areas of focus of civil emergency planning in NATO?
4. What does the acronym CBRN stand for?
5. Define the word «*earthquake*».
6. With reference to the text, provide English equivalent for the term «*активи*».
7. Give as many synonyms as you can for the word «*to disseminate*».
8. What auxiliary verb would be used in order to express moral obligation or desirability from the point of view of the speaker? Give examples.
9. What auxiliary verb denotes mental or physical ability of the speaker?
10. How would the meaning of the sentence change if we used *must/can/should?* Explain, using the sentence below:

– NATO can/must /should provide support to regions that are on the verge of military conflict.

11. What is the difference in meaning between the modal verbs «*can*», «*must*» and «*should*»? Give examples.
12. What parts of a report do you know?
13. How do you understand the term «*Executive Summary*»? Please, explain.

Additional reading

NATO and the fight against terrorism

The fight against terrorism is high on NATO's agenda. At the Riga Summit in 2006 NATO declared that terrorism, together with the spread of weapons of mass destruction, are likely to be the principal threats to the Alliance over the next 10 to 15 years. By contributing to the international community's efforts to combat terrorism, NATO helps ensure that citizens can go about their daily lives safely, free from the threat of indiscriminate acts of terror.

Terrorism is a universal scourge that knows no border, nationality or religion. It is therefore a challenge that the international community must tackle together. NATO contributes to the international fight against terrorism in multiple areas, and through various means. The Alliance's activities in the fight against terrorism are in strict accordance with UN principles and international law, including international humanitarian and human rights law.

The multifaceted nature of terrorism is such that NATO has engaged in a number of initiatives – political, operational, conceptual, military, technological, scientific and economic,– to address this issue. As a consequence many areas of NATO's activity are nowadays involved in the fight against terrorism.

The Alliance contributes a range of assets to the international community in the fight against terrorism. First, NATO is a permanent Transatlantic consultation forum, capable of transforming discussions into collective decisions. Second, NATO is backed by military capabilities at the Alliance's disposal. Third, NATO is part of a very large network of partnerships involving other states and international organizations.

A permanent forum for consultations

In essence, one of NATO's key strengths is to provide a permanent Transatlantic forum for consultations in security-related matters.

Since the fight against terrorism has been identified as a core element of the Alliance's work, NATO has established regular dialogue on terrorism and terrorism-related issues among its members, as well as with non-member countries and other international organizations. It has developed an extensive network of cooperative relationships with many partners, who equally share the desire to face up to the threat of terrorism.

Regular consultations help develop and promulgate common views of the nature of the threats we face, and the appropriate responses to them. They also create strong Allied and partner unity in confronting terrorism, sending an important political signal that is a key element of NATO's response to terrorism.

Anti-terrorism operations

NATO conducts a number of operations that are either directly or indirectly related to the fight against terrorism

Operation Active Endeavour

Operation Active Endeavour (OAE) is a maritime surveillance operation led by NATO's naval forces to undertake anti-terrorist patrol, escort and compliant boarding in the Mediterranean. Initially limited to the Eastern Mediterranean, OAE was extended to the entire Mediterranean from March 2004.

The operation was one of eight measures taken by NATO to support the United States following the September 11 attacks, and is currently NATO's only counter-terrorism operation. OAE is also open to partners wishing to support NATO's operational activities against terrorism.

NATO in Afghanistan

Since August 2003, NATO has been leading the International Security Assistance Force (ISAF), in assisting the Government of Afghanistan in expanding its authority and implementing security, thereby, helping to remove the conditions in which terrorism could thrive. While not a counter-terrorism operation, ISAF represents NATO's determination to help the people of Afghanistan build a stable, secure and democratic state free from the threat of terrorism. In addition, many NATO Allies have forces involved in Operation Enduring Freedom, the ongoing US-led military counter-terrorism operation whose major activities are in Afghanistan.

NATO in the Balkans

NATO peacekeeping forces in the Balkans continue to help in creating the conditions necessary to restrict potential terrorist activities. Such assistance includes support for stopping the illegal movement of people, arms and drugs that offer important economic sources for the financing of terrorism. NATO forces also work with regional authorities on border security issues.

Securing major public events

NATO also provides assistance in protecting the security of major public events in Allied countries that might attract the interest of terrorists. It does this at the request of any member country by deploying NATO Airborne Early Warning and Control Aircraft (AWACS), elements of NATO's multinational chemical, biological, radiological and nuclear defence battalion, or other capabilities. The Alliance has thus assisted high-visibility events such as Summits and Ministerial meetings, as well as sporting events such as the Athens Olympic Games.

NATO started to undertake this type of mission after it had provided air surveillance to the United States in 2001 as part of the package of eight measures agreed immediately after the September 11 terrorist attacks. Operation Eagle Assist involved the deployment of NATO AWACS aircraft to the United States from mid-October 2001 to mid-May 2002 to protect the US homeland and enable US assets to be deployed for its campaign in Afghanistan.

Innovative technology and capabilities that address the threat

NATO is developing capabilities and innovative technology that specifically address the issue of terrorism. The aim is to protect troops, civilians and critical infrastructure against attacks perpetrated by terrorists, such as suicide attacks with improvised explosive devices, rocket attacks against aircraft and helicopters, and the potential use of weapons of mass destruction.

The Defence Against Terrorism Programme of Work

The Defence Against Terrorism Programme of Work (DAT POW) was developed by the Conference of National Armaments Directors (CNAD) at their meeting in May 2004. It was later approved as part of an enhanced set of measures to strengthen the Alliance's fight against terrorism at the Istanbul Summit in June 2004.

The DAT POW is focused on ten critical areas where it is believed technology can help prevent or mitigate the effects of terrorist attacks. Due to the urgent nature of the threat, most projects launched under the programme are focused on finding solutions that can be fielded in the near-term. Individual NATO countries lead the projects with support and contributions from other member countries, CNAD armaments groups, and other NATO bodies.

The ten areas in the programme are:

- Large aircraft survivability against man-portable air defence systems (MANPADS);
- The protection of harbours and ports;
- The protection of helicopters from Rocket-Propelled Grenades (RPGs);
- Countering Improvised Explosive Devices (IEDs);
- Detection, protection and defeat of chemical, biological, radiological, and nuclear (CBRN) weapons;
- Technology for Intelligence, Surveillance, Reconnaissance and Target Acquisition of terrorists (IRSTA);
- Explosive Ordnance Disposal (EOD) and Consequence Management;
- Defence against mortar attacks;
- Critical infrastructure protection;
- Developing non-lethal capabilities.

An initiative on precision air-drop technologies was wound up at the end of 2008, having achieved its objectives. Those technologies are now being used operationally in Afghanistan.

Initiatives to counter chemical, biological, radiological and nuclear (CBRN)

NATO is continuing its efforts to counter chemical, biological, radiological and nuclear (CBRN) threats and hazards. To become more effective, NATO is working on a comprehensive strategic-level policy for preventing the proliferation of WMD and defending against CBRN threats. In addition, efforts are underway to identify capabilities to detect what chemical and biological agents have been used in an attack and to provide appropriate warning.

The NATO multinational Chemical, Biological, Radiological, Nuclear (CBRN) defence battalion and Joint Assessment Team, launched at the Prague Summit in 2002, is designed to respond to and manage the consequences of the use of CBRN agents both inside and beyond NATO's area of responsibility. It will operate within the NATO Response Force (NRF) and may also be separately committed to other tasks. NATO-certified Centres of Excellence on CBRN defence (in the Czech Republic) and on defence against Terrorism (in Turkey) further enhance allied capabilities to counter CBRN threats.

Cyber defence

The protection of NATO's key information systems in general, and cyber defence in particular, are integral parts of the functions of the Alliance. However, there have been strong indications of a growing threat to such systems, including through the Internet. Cyber attacks on Estonia in the spring of 2007 heightened general awareness of the issue.

NATO has therefore developed new measures to enhance the protection of its communication and information systems against attempts at disruption through attacks or illegal access. In January 2008, it approved a policy on cyber defence which aims to ensure that the Alliance can efficiently and effectively deal with cyber aggression. It provides direction to NATO's civil and military bodies in order to ensure a common and coordinated approach and contains recommendations for individual countries on the protection of their national systems. In 2008 NATO also established the Cyber defence Management Authority, which has prior authority to deal with rapidly unfolding cyber defence crises.

In addition, NATO is exploring the potential for incremental, practical cooperation on cyber defence with Partner countries. Guidelines for working with partner countries are currently being developed. The recently established Centre of Excellence on Cyber defence in Estonia will serve as a valuable conduit and focal point for NATO's efforts in this field.

Improved intelligence-sharing

Since 11 September 2001, NATO has sought to increase consultations on terrorism and terrorism-related issues among its members, as well as with non-member countries. Information-sharing is one of the key aspects of this exchange and, more specifically, intelligence-sharing.

At the 2002 Prague Summit, improved intelligence-sharing was identified as a key aspect of cooperation among Allies. A Terrorist Threat Intelligence Unit (TTIU) was set up under the NATO Office of Security at the end of 2003, replacing a temporary cell established immediately after the September 11 attacks. The TTIU is now a permanent NATO body composed of officers from civilian and military intelligence and law enforcement agencies which analyses general terrorist threats and threats that are more specifically aimed at the Organization. In addition to regular liaison with Allied intelligence services and national terrorism coordination centres, the TTIU liaises with partner and contact nations and has become NATO HQ's centre of expertise on terrorism.

Furthermore, at the 2004 Istanbul Summit, a decision was taken to review intelligence structures at NATO Headquarters. A new intelligence liaison cell for NATO Allies and partners to exchange relevant intelligence has been created at SHAPE in Mons, Belgium, and an Intelligence Liaison Unit (ILU) operates in NATO HQ to share information sent by non-NATO countries on a voluntary basis.

The Economic and Financial Dimension of Terrorism

Terrorism will continue to be resourced through a range of funding mechanisms, channels and sources. Therefore, measures to counter the financing of terrorism remain crucial to the counter-terrorism effort. The Economic Committee in reinforced session has organized meetings with Allies to share and exchange economic intelligence on these issues. Workshops and meetings are also conducted with partners and have included representatives from relevant international financial institutions and international organizations. These activities are helping to strengthen the international effort in undermining and degrading terrorist funding mechanisms.

A network of close cooperation with partners

The fight against terrorism has become an important element of NATO's cooperation activities and, in some cases, has provided fresh impetus to create new links.

The contribution by a number of partners to NATO's operations, as well as their efforts to introduce defence reforms supported by NATO programmes, contributes to the prevention of terrorism. In addition, NATO is co-operating with other international organizations in order to ensure that information is shared and appropriate action can be taken more effectively in the fight against terrorism.

The Partnership Action Plan against Terrorism (PAP-T)

NATO and its Partners are engaged in practical cooperation programmes conducted within the framework of the Partnership Action Plan against Terrorism (PAP-T).

The Action Plan defines partnership roles as well as instruments to fight terrorism and manage its consequences. For instance, NATO and Partner countries work together to improve the safety of air space, including through the exchange of data and coordination procedures related to the handling of possible terrorist threats.

All partner countries can participate, including NATO's Mediterranean Dialogue partners and other interested countries on a case-by-case basis.

The PAP-T was adopted at the Prague Summit in November 2002 and has been evolving and expanding in line with the joint aims and efforts of Allies and partners.

The spirit in which it was adopted was already manifested on 12 September 2001, when the Euro-Atlantic Partnership Council condemned the attacks on New York and Washington D.C. the previous day and offered the support of all 46 members to the United States.

Recently three informal working groups have been set up under PAP-T, addressing the security of energy infrastructure, border security, as well as financial aspects of terrorism and disruption of terrorist organisations' sources of finance.

Deepening relations to combat terrorism

Combating terrorism was among the main drivers behind the creation of the NATO-Russia Council (NRC) in May 2002. The common fight against terrorism remains a key aspect of NATO's dialogue with Russia, as well as a focus of the NRC's practical cooperation activities. In December 2004, the NRC agreed an Action Plan on Terrorism and later, in 2006 and 2007, Russia participated in Operation Active Endeavour.

In 2003 the NRC also launched the Cooperative Airspace Initiative (CAI) to foster cooperation on airspace surveillance and air traffic coordination, with the underlying goal to enhance confidence building and to strengthen capabilities required for the handling of situations in which aircraft are suspected of being used as weapons to perpetrate terrorist attacks.

Relations with Mediterranean Dialogue partners have also deepened, including through contributions to Operation Active Endeavour

Creating new links

The fight against terrorism has provided the impetus to create new links with non-partner countries. At the Istanbul Summit in June 2004, NATO launched the Istanbul Cooperation Initiative to reach out to countries in the broader Middle East region, widening NATO's network of partnerships in order to facilitate the fight against terrorism.

It has also reinforced its relations with «contact countries»/partners across the Globe. These are countries that are not NATO members and do not participate in any formal partnership with the Alliance. However, they share similar security concerns and have expressed an interest in developing relations with the Organization. They comprise countries such as Australia, Japan, New Zealand and the Republic of Korea. Their level of involvement with NATO varies, as do the areas of cooperation.

In this context the Center of Excellence Defence Against Terrorism (COE-DAT) has served as both a location and catalyst for international dialogue and discussion regarding defense against terrorism issues. COE-DAT has established links with over 50 countries and 40 organizations to provide subject matter experts on terrorism in order to conduct over 53 activities with over 3400 participants from 90 countries.5

Increasing cooperation with other international organizations

NATO is also working to deepen its relations with the European Union, the Organization for Security and Co-operation in Europe (OSCE) and the United Nations to strengthen efforts in fighting terrorism.

With regard to cooperation with the United Nations, NATO works with affiliated bodies such as the UN Counter-Terrorism Committee, its Executive Directorate and the Security Council Committee 1540. It has also established contacts with the UN on its Global Counter-Terrorism Strategy and works closely with the UN agencies that play a leading role in responding to international disasters and in consequence management – the UN Office for the Coordination of Humanitarian Affairs and the Organization for the Prohibition of Chemical Weapons – and other organizations.

NATO also exchanges views with the OSCE's Action against Terrorism Unit.

Working with aviation authorities

The use of civilian aircraft as a weapon on 11 September 2001 brought NATO to heighten awareness of such forms of terrorism and enhance aviation security. NATO's anti-terrorism efforts include improving civil-military coordination of air traffic control by working with EUROCONTROL, the International Civil Aviation Organization and the International Air Transport Association so that information is shared and action taken more effectively.

The role of the Euro-Atlantic Disaster Response Coordination Centre (EADRCC)

Allies have established an inventory of national civil and military capabilities that could be made available to assist stricken countries – both member and Partner countries –

following a CBRN terrorist attack. This inventory is maintained by the -Atlantic Disaster Response Coordination Centre.

The EADRCC was originally created in 1998 to coordinate responses to natural and man-made disasters and, since 2001, has been given an additional coordinating role for responses to potential terrorist acts involving CBRN agents.

The centre has a standing mandate to respond to a national request for assistance in the event of a terrorist attack using CBRN agents. It organizes major international field exercises to practice responses to simulated disaster situations and consequence management.

NATO Crisis Management System

The NATO Crisis Management System provides a structured array of pre-identified political, military and civilian measures to be implemented by states and NATO in response to various crisis scenarios. This system provides the Alliance with a comprehensive set of options and measures to manage and respond to crises appropriately. Within this system, specific Civil Emergency Planning Crisis Management Arrangements define the roles of the Senior Civil Emergency Planning Committee, the Planning Boards and Committees, the EADRCC and the use of civil experts during times of crisis.

Network of civil experts

A network of 350 civil experts located across the Euro-Atlantic area are selected, based on specific areas of support frequently required, inter alia, by the military. They cover all civil aspects relevant to NATO planning and operations, including crisis management, consequence management and critical infrastructure protection. Experts are drawn from government and industry. They participate in training and exercises and respond to requests for assistance in accordance with specific procedures known as the Civil Emergency Planning Crisis Management Arrangements.

From: NATO and the fight against terrorism. Accessed at http://www.nato.int on Dec. 29, 2009

3.3. NATO's relations with the United Nations

> Today there are algorithms of cooperation
> with NATO that allow states to cooperate in
> the widest security spectrum without formal
> accession to the alliance.
>
> *Mikhail Kamynin, Russian Foreign*
> *Ministry spokesperson*

1. Read the quotation and discuss the following:
– Which «algorithms of cooperation with NATO» do you know?
– What is the algorithm of NATO's cooperation with the UN?

2. Read and translate the text:

NATO and the United Nations (UN) share a commitment to maintaining international peace and security. The two organizations have been cooperating in this area since the early 1990s. Over the years, cooperation has broadened to include consultations between NATO and UN specialised bodies on issues such as crisis management, civil-military cooperation, combating human trafficking, mine action, civil emergency planning, women and peace and security, arms control and non-proliferation, and the fight against terrorism.

Working relations between the United Nations and the Alliance were limited during the Cold War. This changed in 1992, against the background of growing conflict in the western Balkans, where their respective roles in crisis management led to an intensification of practical cooperation between the two organizations in the field. In September 2008, the UN and NATO established a framework for expanded consultation and cooperation between the two organizations. This will help both organizations to address threats and challenges more effectively. Within this framework, cooperation will be further developed between NATO and the UN on issues of common interest, including in communication and information-sharing; capacity-building, training and exercises; lessons learned, planning and support for contingencies; and operational coordination and support. Cooperation will continue to develop in a practical fashion, taking into account each organization's specific mandate, expertise, procedures and capabilities.

Close cooperation between NATO and the UN and its agencies is an important element in the development of an international «Comprehensive Approach» to crisis management and operations. The UN is at the core of the framework of international organizations within which the Alliance operates, a principle that is enshrined in NATO's founding treaty. UN Security Council resolutions have provided the mandate for NATO's operations in the Balkans and in Afghanistan, and the framework for NATO's training mission in Iraq.

NATO has also provided support to UN-sponsored operations, including logistical assistance to the African Union's UN-endorsed peacekeeping operations in Darfur, Sudan, and in Somalia; support for UN disaster-relief operations in Pakistan, following the massive earthquake in 2005; and escorting merchant ships carrying World Food Programme humanitarian supplies off the coast of Somalia.

NATO's Secretary General reports regularly to the UN Secretary General on progress in NATO-led operations and on other key decisions of the North Atlantic Council in the area of crisis management and in the fight against terrorism. In recent years, staff-level meetings and high-level visits have become more frequent. The UN is frequently invited to attend NATO ministerial meetings.

Staff-level meetings also take place with other UN organizations, such as the UN Office on Drugs and Crime (UNODC) and the UN Office for the Coordination of Humanitarian

Affairs (UNOCHA), and NATO experts participate in events organized by other UN bodies.

NATO also contributes actively to the work of the UN Counter-Terrorism Committee (UN CTC) – established in accordance with UN Security Council Resolution 1973 in the aftermath of the 11 September 2001 terrorist attacks on the United States – and participates in special meetings of the Committee bringing together international, regional and sub-regional organizations involved in this process. NATO and the UN conduct reciprocal briefings on progress in the area of counter-terrorism, in their respective committees. NATO is also committed to supporting the UN Global Counter-Terrorism Strategy.

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

Vocabulary

to broaden – розширюватися
human trafficking – торгівля людьми
non-proliferation – нерозповсюдження ядерної зброї
respective – відповідний
to establish – засновувати, встановлювати
to expand – поширюватися, розширятися
contingency – можливість, випадок
fashion - спосіб
«Comprehensive Approach» – Комплексний підхід
core – ядро, суть
to be enshrined – зберігатися, бути закріпленим

assistance – допомога, сприяння to escort – охороняти, ескортувати
merchant – торговець, торговий
UN Office on Drugs and Crime (UNODC) – Управління ООН з наркотиків та злочинності
UN Office for the Coordination of Humanitarian Affairs (UNOCHA) – Управління ООН з координації гуманітарних справ
UN Counter-Terrorism Committee (UN CTC) – Комітет ООН з протидії тероризму
aftermath – наслідок
reciprocal – взаємний

Vocabulary Practice

3. Provide English synonyms or explanations for the following words:
to broaden –
to establish –
respective –
to expand –
fashion –
core –

4. Match English words and phrases with their Ukrainian equivalents:
1) non-proliferation
2) contingency
3) human trafficking
4) to be enshrined
5) merchant
6) aftermath

a) торговий
b) наслідок
c) нерозповсюдження ядерної зброї
d) торгівля людьми
e) бути закріпленим, зберігатися
f) випадок, можливість

5. Replace the words in *italics* with their synonyms from the box below:

mutual	as a result of	convoy	support	heart	way

   a. The UN Counter-Terrorism Committee was established in accordance with UN Security Council Resolution 1973 *in the aftermath* of the 11 September 2001 terrorist attacks on the United States.

   b. NATO provides logistical *assistance* to the African Union's UN-endorsed peacekeeping operations in Darfur, Sudan, and in Somalia.

   c. NATO and the UN conduct *reciprocal* briefings on progress in the area of counter-terrorism, in their respective committees.

   d. Cooperation between NATO and the UN will continue to develop in a practical *fashion.*

   e. NATO has also provided support to UN-sponsored operations, including *escorting* merchant ships carrying World Food Programme humanitarian supplies off the coast of Somalia.

   f. The UN is at the *core* of the framework of international organizations within which the Alliance operates.

Reading Comprehension

6. Answer the questions:

   a. Which area have NATO and the UN been cooperating in since 1990?

   b. Which other areas does this cooperation include?

   c. Which UN-sponsored operations does NATO support?

   d. Who reports to the UN Secretary General on progress in NATO-led operations and on other key decisions of the North Atlantic Council?

   e. What areas do these key decisions relate to?

   f. Which UN organisations are involved in staff-level meetings?

7. Multiple choice:

1. Staff-level meetings also take place with … .

a) NATO's Secretary General;

b) the UN Secretary General;

c) UNODC and UNOCHA;

2. Working relations between the United Nations and the Alliance were … during the Cold War.

a) limited;   b) very fruitful;   c) tense;

3. NATO contributes actively to the work of … established in the aftermath of the 11 September 2001 terrorist attacks.

   a) the UN Office on Drugs and Crime;

   b) the UN Counter-Terrorism Committee;

   c) the UN Office for the Coordination of Humanitarian Affairs;

4. NATO and the UN conduct reciprocal briefings on … .

a) international peace and security;

b) NATO's training mission in Iraq;

c) progress in the area of counter-terrorism;

5. In recent years, staff-level meetings and high-level visits have become … .

a) more efficient;   b) more frequent;   c) more formal;

6. In September 2008, the UN and NATO established a framework for … .

a) NATO's operations in the Balkans and in Afghanistan;

b) supporting the UN Global Counter-Terrorism Strategy;

c) expanded consultation and cooperation between the two organizations.

8. Make a report on «NATO's relations with the United Nations». Emphasize the areas of their cooperation and outline the development of their relations.

Grammar Practice

Passive Voice
9. Go back to the text and find the sentences with the underlined verbs. Define the tense of these verbs, and change the sentences into Active Voice where possible.

10. Write a passive sentence instead of an active one:
a. They usually report on key decisions to the UN Secretary General.
b. They held a strategic meeting in 1990.
c. NATO provides support to UN-sponsored operations.
d. They will develop cooperation in a practical fashion.
e. They established the UN Counter-Terrorism Committee in accordance with UN Security Council Resolution 1973.
f. Somebody has just postponed the briefing.

11. Put the verb into the correct form, active or passive:
a. In the United States, elections for President … (hold) every four years.
b. While I was at the meeting, my documents … (steal) from my office.
c. While I was at the meeting, my documents … (disappear) from my office.
d. The company is not independent. It … (own) by a much larger company.
e. That decree … (issue) in 2009.
f. That decree … (go) into effect in 2009.

Professional Skills Development

E-mail tips
12. What advice can you give on how to write an effective e-mail? Write down your ideas and compare them with the tips below:
– Use a short, clear subject line.
– Use short, simple sentences.
– Include just one main subject per mail – the other person can reply and delete it.
– Don't use jokes, personal comments, etc., in business e-mails.
– Consider using numbered points instead of continuous text.
– End with an action point.
– Don't ignore capital letters, spelling and basic grammar – when writing to people outside the company a careless e-mail creates a bad impression.
– Tailor your e-mail to the reader: level of formality, buzzwords, etc.
– From: Five-Minute Activities for Business English. Paul Emmerson and Nick Hamilton. – Cambridge University Press 2005.

13. Work in pairs. Think of the real e-mails you will have to write in the near future, or choose one of the topics below and write a short e-mail to your partner.
– An e-mail to a colleague from your department
– An e-mail to a colleague from another country
– An e-mail asking for travel or hotel information
– An e-mail to a real-life company asking about products or services you are interested in
– An e-mail setting up or cancelling a meeting
– An e-mail to a language school, university, etc., asking about details of a course.

14. Exchange e-mails with the partner. Analyse his/ her e-mail according to the tips in exercise 12 and discuss possible improvements with your partner. Reply to the e-mail you receive.

Review Questions

1. Translate these words into your language: *non-proliferation, contingency, human trafficking, to be enshrined, merchant, aftermath.*
2. What do the following acronyms mean: *UNODC, UNOCHA, UN CTC*?
3. Match the words to their synonyms:

mutual
as a result of
to convoy
support
heart
way
in the aftermath of
assistance
reciprocal
fashion
to escort
core

4. What are the areas of the NATO-UN cooperation?
5. Which UN-sponsored operations does NATO support?
6. Which UN organisations are involved in staff-level meetings?
7. When do we usually use a *passive* verb instead of an active one?
8. How is the passive formed?
9. Give your own examples of passive sentences in different tenses.
10. What are the tips on how to write an effective e-mail?
11. What makes an e-mail to a colleague from your department different from an e-mail to a person outside your company?

Additional Reading

NATO's relations with the OSCE
NATO and the Organization for Security and Co-operation in Europe (OSCE) are working together to build security and promote stability in the Euro-Atlantic area. The two organizations cooperate at both the political and the operational level in areas such as conflict prevention, crisis management and addressing new security threats.

At a political level, NATO and the OSCE consult each other on regional security issues. Each has also separately developed initiatives aimed at countries in the Mediterranean region. At the operational level, cooperation in conflict prevention, crisis management and post-conflict rehabilitation has been particularly active in the Western Balkans. The two organizations complement each other's efforts on the ground. NATO initiatives to support defence reform, including arms control, mine clearance and the destruction of stockpiles of arms and munitions, dovetail with OSCE efforts aimed at preventing conflict and restoring stability after conflict.

As well as coordinating initiatives on the ground, the NATO and the OSCE regularly exchange views and information on key security-related thematic issues, such as border

security, disarmament, arms control (in particular, controlling the spread of small arms and light weapons), energy security and terrorism. The two organizations also collaborate on environmental issues that are a threat to security, stability and peace through the Environment and Security Initiative (ENVSEC).

Close cooperation between NATO and the OSCE is an important element in the development of an international «Comprehensive Approach» to crisis management, which requires the effective application of both military and civilian means. The decision – taken by the OSCE at its November 2007 ministerial meeting in Madrid – to engage in Afghanistan, opens a new field for cooperation between the two organizations as part of a comprehensive approach among international actors.

Framework for political dialogue

Political relations between NATO and the OSCE are governed today by the "Platform for Co-operative Security", which was launched by the OSCE in 1999 at the Istanbul Summit. Via the Platform, the OSCE called upon the international organizations whose members adhere to its principles and commitments, to reinforce their cooperation and to draw upon the resources of the international community in order to restore democracy, prosperity and stability in Europe and beyond.

Since the Platform was adopted, experts from both NATO and the OSCE have met regularly to discuss operational and political issues of common interest in the areas of conflict prevention, crisis management and post-conflict reconstruction operations.

Dialogue also takes place at a higher political level. The Secretary General of NATO is occasionally invited to speak before the OSCE Permanent Council. The OSCE Secretary General has addressed the EAPC Ambassadors for two consecutive years, 2007 and 2008. NATO regularly participates in the annual meetings of the OSCE Ministerial Council as an observer. The North Atlantic Council also invites the OSCE Chairperson-in-Office to some of its meetings

In recent years, dialogue has expanded to include terrorism and other new security threats, which today constitute a priority area for each of the two Organisations. The OSCE's "Strategy to Address Threats to Security and Stability in the 21st Century", adopted in December 2003, recalls the need – in a constantly changing security environment – to interact with other organisations and institutions taking advantage of the assets and strengths of each.

Following the Prague Summit in 2002 – when Allies expressed their desire to exploit the complementarity of international efforts aimed at reinforcing stability in the Mediterranean region – NATO and the OSCE began developing closer contacts regarding their respective dialogues with countries in the region.

Cooperation in the Balkans

Practical cooperation between the OSCE and NATO is best exemplified by the complementary missions undertaken by both organizations in the Balkans.

Within the framework of operations conducted in the Balkans region, representatives from both organisations in the field have met regularly to share information and discuss various aspects of their co-operation.

Bosnia and Herzegovina

In 1996, further to the Dayton Agreements and the adoption of Resolution 1031 of the United Nations Security Council in December 1995, NATO and the OSCE developed a joint action programme in Bosnia and Herzegovina. The NATO-led Implementation Force (IFOR) and its successor the Stabilization Force (SFOR) have provided vital support for implementation of the civilian aspects of the Peace Agreements.

NATO assisted the OSCE in its work in the area of arms control and confidence and security-building measures in the country. By providing security for OSCE personnel and

humanitarian assistance, NATO has, inter alia, contributed to the proper conduct of elections under OSCE auspices.

Kosovo

Between January 1998 and March 1999, the OSCE mounted a Kosovo Verification Mission to monitor compliance on the ground with the Holbrooke-Miloshevich cease-fire agreement. NATO conducted a parallel aerial surveillance mission. Following a deterioration in security conditions, the Verification Mission was forced to withdraw in March 1999.

Since the adoption of Resolution 1244 of the United Nations Security Council in June 1999, a new OSCE Mission to Kosovo was established as part of the United Nations Interim Administration Mission in Kosovo (UNMIK). It is tasked, among other things, with supervising the progress of democratization, the creation of institutions, and the protection of human rights. The OSCE Mission to Kosovo, the largest of the OSCE's missions, has been maintaining close relations with KFOR, which has a mandate from the United Nations to guarantee a safe environment for the work of the international community.

The former Yugoslav Republic of Macedonia

NATO has also had close cooperation with the OSCE in the former Yugoslav Republic of Macedonia. Although the safety and security of international monitors remain primarily the responsibility of the host country, a NATO task force was set up in September 2001 in order to provide additional security. (The European Union officially took over this operation, renamed Concordia, from March 2003 until the mission ended in December 2003.)

Border security

NATO and the OSCE also cooperated in the management and securing of borders in the Western Balkans. At a high-level conference held in Ohrid in May 2003, five Balkan countries endorsed a Common Platform developed by the European Union, NATO, the OSCE and the Stability Pact aimed at enhancing border security in the region. Each organization supported those players, involved in the areas within its jurisdiction.

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

3.4. NATO's relations with the EU

> If we get the capabilities, NATO, along with the European Union, can do amazing things.
>
> *Lord Robertson, Secretary General*
> *of NATO, 2003*

1. Read the quotation and discuss the following:
– Can NATO and European Union sometime in the future become one entity?
– How do you envision the cooperation between NATO and the European Union (in what areas)?

2. Read and translate the text:
NATO and the European Union are working together to prevent and resolve crises and armed conflicts in Europe and beyond. The two organizations share common strategic interests and cooperate in a spirit of complementarity and partnership. Beyond cooperation in the field, other key priorities for cooperation are to ensure that our capability development efforts are mutually reinforcing, as well as to combat terrorism and the proliferation of weapons of mass destruction.

NATO attributes great importance to its relationship with the European Union. A strong European Security and Defence Policy (ESDP) can only benefit NATO and foster a more equitable transatlantic security partnership. Close cooperation between NATO and the European Union is an important element in the development of an international «Comprehensive Approach» to crisis management and operations, which requires the effective application of both military and civilian means.

NATO seeks a strong NATO-EU partnership not only on the ground, where both organizations have deployed assets such as in Kosovo and Afghanistan, but also in their strategic dialogue at the political headquarters level in Brussels. It is important to avoid unnecessary duplication of effort, to ensure transparency and to respect the autonomy of the two organizations.

Institutionalized relations between NATO and the European Union were launched in 2001, building on steps taken during the 1990s to promote greater European responsibility in defence matters. The political principles underlying the relationship were set out in the December 2002 NATO-EU Declaration on ESDP. With the enlargement of both organizations in 2004 followed by the accession of Bulgaria and Romania to the European Union in 2007, NATO and the European Union now have 21 member countries in common.

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

Vocabulary

to prevent – запобігати, перешкоджати
to resolve - вирішувати
beyond – ззовні, за межами
complementarity – взаємозвязок, взаємодоповнюваність, компліментарність
mutually – взаємно, спільно
reinforcing – підсилення, підкріплення
to attribute - приписувати

equitable – справедливий to seek – домагатися, добиватися
to deploy – розгортати, використовувати
to avoid – уникати, ухилятися, скасовувати
duplication – дублювання, повторення
effort - зусилля
transparency – прозорість, ясність
to launch – запускати
to promote – сприяти, допомагати

to benefit - допомагати
to foster – плекати, сприяти
Comprehensive Approach – комплексний підхід

underlying – що лежить в основі, фундаментальний
matter – питання, справа

Vocabulary Practice

3. Provide English antonyms and explanations for the following words and word-combinations:
to benefit –
to foster –
Comprehensive Approach –
equitable –
beyond –
to promote –

4. Find English equivalents and their synonyms:

A	B	C
1) запобігати, перешкоджати	a) Comprehensive Approach	1) attempt
2) вирішувати	b) duplication	2) clarity
3) взаємно, спільно	c) effort	3) copy, twin
4) підсилення, підкріплення	d) mutually	4) fundamental, basic
5) домагатися, добиватися	e) reinforcing	5) reciprocally
6) використовувати	f) to avoid	6) strengthening
7) уникати, ухилятися	g) to deploy	7) team approach, holistic approach
8) дублювання	h) to launch	8) to avert, to guard
9) зусилля	i) to prevent	9) to elude, to escape
10) прозорість, ясність	j) to resolve	10) to request, to look for
11) запускати	k) to seek	11) to solve
12) що лежить в основі, фундаментальний	l) transparency	12) to spread out, to station
13) комплексний підхід	m) underlying	13) to start, to begin

5. Complete the sentences with the words from Exercise 4 (column B) modifying them if necessary:
a. All international conflicts can be … peacefully.
b. In order not to … … NATO has developed an extensive partnership with the EU.
c. New cooperation initiative was … between NATO and EU in 2001.
d. The Republic of Kosovo is still … recognition from the world community.
e. All agreements between NATO and EU should be … satisfying and be based on … and democracy.
f. International crises can be … only using … to crisis management and operations, which requires the effective application of both military and civilian means.
g. The … principles of equal partnership are based on complementarity in partnerships, … and reciprocity.
h. … international ties only with particular countries will not do any good for the Alliance, it should use a holistic approach to such issues.

247

Reading and Comprehension

6. Answer the questions:
a. What do NATO and the European Union have in common?
b. What countries do NATO and EU «share»?
c. What is a «Comprehensive Approach» to crisis management and operations? Why should it be international?
d. When were the institutionalized relations between NATO and the European Union launched?
e. In what areas does the EU may cooperate with NATO?

7. Prepare a short bullet-point summary of the text «NATO's relations with the EU».

Grammar Practice

Reported Speech (Indirect Speech)
8. Substitute indirect speech with indirect and vice versa:
a. «What are the areas of cooperation between NATO and EU?» asked the student.
b. Joshua said, «You can find examples of NATO - EU cooperation in issues connected with the Balkans, Afghanistan, Darfur and Piracy».
c. «Several high-priority areas of cooperation between NATO and EU include combat with terrorism and proliferation of weapons of mass destruction», the Chairman said.
d. «Unfortunately the Committee will not have enough time to revise the European Security and Defence Policy», the deputy told the journalist.
e. The delegate asked the students, «What are the two countries that joined the EU in 2007?»
f. «Speak in low voices, please», the guide asked the tourists, «the ambassadors are still holding the meeting».
g. The security told the journalists, «You must leave the room as the session will be held behind the closed-doors.»
h. «If you want stability in the East, you should foster new types of partnerships with the emerging governments», announced the Secretary.
i. The NATO Spokesman, James Appathurai, concluded, «We believe a strong NATO-Russia relationship is essential».

9. Change indirect speech into direct:
a. Joshua told me that the officials from two organizations had been meeting on a regular basis since 2003.
b. He told me that we should meet face to face and talk to avoid further misunderstanding the next day.
c. The journalist said to his colleagues that we would write a report on Piracy and NATO.
d. NATO and EU also cooperate in the field of civil emergency planning announced the MP.
e. Jason asked his colleague whether he could join their planning group today.
f. He asked me when I submitted my report.
g. The director told me I should go on a business trip to Brussels.
h. Mr. Sinkler declared this partnership schema had been in use in 1980s.

10. Insert *say, tell* or *ask:*
a. The woman … him that the delegates would arrive at 12 o'clock sharp.
b. «You should … me the truth», the Chair said, «cooperation mustn't be based on lies!»
c. The General … Tom whether he could help him with filling out some forms.
d. The Head of the office was so tired that he … me for a favour – to call him a taxi.
e. «You can always … your questions during the training», announced the facilitator.
f. Johnson … he needs a break from work.
g. She smiled and … I must attend her seminar.

Professional Skills Development

Reformulating a letter to an e-mail
11. Reformulate this letter into a short e-mail using not more than 50 words (including articles and prepositions):
Hi Scott,
How are you these days? Thanks for the letter. It was so nice to hear from you.
I want you to invite to the conference that will be organized by our department this Fall in Mristol. I have attached the application form. The deadline for applications is 1st of September, so you still have time to fill it in and send it. By the way, I have not got any reply from the Commission on Development yet. Though, I hope, our proposal will be accepted. We have spent so much time working on it.
Alright, I have to go now but if you have some free time in the near future, I want to talk to you about our next project. E-mail me back when you can.
Best regards,
James

Use the following template for writing your e-mail:

To:
Cc: [Carbon Copy - a duplicate copy of writing, typewriting, or drawing obtained by using carbon paper]
Subject:
Hi Scott, …
P.S. [postscript - a note or series of notes appended to a completed letter, article, or book]

Review Questions

1. What are the key priorities for cooperation between NATO and the EU?
2. When were the institutionalized relations between NATO and the European Union launched?
3. How many countries did NATO and the EU have in common in 2007?
4. What is a «*Comprehensive Approach*»?
5. Give definition or explain in your own words the word *«complementarity»*.

6. With reference to the text, give English equivalent and at least five synonyms for the following word «*справедливий*».
7. Give as many synonyms as possible for the following word: «*to promote*».
8. Substitute indirect speech with direct and vice versa in the following sentences:
   – NATO Secretary General Anders Fogh Rasmussen said, «The goal of working towards a world free of nuclear weapons is one which we can all embrace.»
   – NATO Secretary General Anders Fogh Rasmussen recently said that greater empowerment and more effective protection of women against the dangers of armed conflicts benefits everyone, not only women.
9. What is the difference between «*say*», «*tell*» and «*ask*»?
10. What advice would you give to those, who would like to compose an e-mail from a standard letter?
11. What is a «*postscript*»? Why it is used in letters and e-mails?

Additional Reading

NATO's relations with Contact Countries

In addition to its formal partnerships, NATO cooperates with a range of countries which are not part of these structures. Often referred to as «other partners across the globe» or «Contact Countries», they share similar strategic concerns and key Alliance values. Australia, Japan, the Republic of Korea and New Zealand are all examples in case.

These countries have expressed an interest in deepening relations with NATO, or simply wish to be informed of NATO's agenda. Some are troop contributors to NATO-led operations or contribute to these operations in other ways. Others simply seek to cooperate with NATO in areas of common interest. Over recent years, NATO has developed bilateral relations with each of these countries.

Significant steps were taken at the 2006 Riga Summit to increase the operational relevance of NATO's cooperation with both its formal Partners and other partners across the globe. These steps were reinforced by decisions at the 2008 Bucharest Summit, which defined a set of objectives for these relationships and created avenues for enhanced political dialogue.

Annual work programmes have been developed with interested partner countries. Activities range from joint exercises and joint operations, through to language training and advice, and information exchange.

Individual Contact Countries choose in which areas they wish to be engaged with NATO, and the extent of this cooperation. Any inclusion of Contact Countries in Alliance activities requires approval of the North Atlantic Council, NATO's principal decision-making body, except in certain cases. Cooperation with Contact Countries should be mutually beneficial and reciprocal.

Support for NATO-led operations

Contributions from partners across the globe to NATO-led operations have been significant and advantageous to international peace and security.

In the Balkans, Argentinean and Chilean forces have worked alongside NATO Allies in ensuring security in Bosnia and Herzegovina. In Kosovo, Argentina has helped NATO personnel in providing medical and social assistance to the local population and cooperated on peace agreement implementation since 1999.

In Afghanistan, a number of other Contact Countries such as Australia and New Zealand work alongside the Allies as part of the International Security Assistance Force. Other countries, like Japan, support ISAF efforts of stabilization in Afghanistan without being involved militarily by funding various development projects and dispatching liaison officers.

The participation of partners in NATO-led peace support operations is guided by the Political-Military Framework, which has been developed for NATO-led Partnership for Peace operations. This states that the involvement of contributing states in planning and force generation processes takes place through the International Coordination Centre at Supreme Allied Headquarters Europe (SHAPE) in Mons, Belgium, and, where appropriate, through temporary liaison arrangements with the strategic commands.

Typically, forces from these countries are incorporated into operations on the same basis as forces from NATO members and Partners. This implies that they are involved in the decision-making process through their association to the work of committees, the posting of liaison officers in the operational headquarters or to SHAPE. They often operate under the direct command of the Operational Commander through multinational divisional headquarters.

Evolution of relations

NATO has been cooperating with countries which are not formal partner countries since the 1990s. For example, a political dialogue with Japan began in 1990, and Argentina and Chile contributed forces to NATO's missions in Bosnia-Herzegovina. However, these cooperation were taking place on an ad hoc basis.

NATO's involvement in areas outside of its traditional region – including Afghanistan and Darfur - has increased the need and the opportunities for enhanced interaction with these other partners across the globe. Similarly, the convergence of strategic priorities between Allies and certain partners, such as countering terrorism, has led these countries to seek greater cooperation with NATO.

The Allies established a set of general guidelines on relations with Contact Countries in 1998. The guidelines do not allow for a formal institutionalisation of relations, but reflect the Allies' desire to increase cooperation. Following extensive debate, the term Contact Countries was agreed by the Allies in 2004; more recently, the term «other partners across the globe» is also being used.

At the 2006 Riga Summit, NATO pledged to increase the operational relevance of relations with interested Contact Countries. In particular, steps were taken to strengthen NATO's ability to work with current and potential contributors to NATO operations which share NATO's interests and values. This decision marked a policy shift for the Alliance, allowing Contact Countries to have access, in principle, to any of the activites offered under NATO's structured partnerships.

Decisions taken at the 2008 Bucharest Summit defined NATO's objectives for its relationships with partners across the globe. These include support for operations, security cooperation, and enhanced common understanding to advance shared security interests and democratic values. To this end, various avenues were created to enhance political dialogue: meetings of the North Atlantic Council with ministers of the countries concerned, high level talks, and meetings with ambassadors. In addition, annual work programmes (referred to as Individual Tailored Cooperation Packages of Activities) were further developed.

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