

PART 2. NATO: INSTITUTIONAL STRUCTURE AND COMPOSITION

2.1. The North Atlantic Council

I bear solemn witness to the fact that NATO heads of state and of government meet only to go through the tedious motions of reading speeches, drafted by others, with the principal objective of not rocking the boat.

Pierre Elliott Trudeau, Canadian Prime Minister, 1919-2000

1. Read the quotation and discuss the following:

- Do you agree with the quotation? Why?
- Why do you think NATO heads of state meet?
- What questions do they discuss?

2. Read and translate the text:

The North Atlantic Council is the principal 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 security.

All members have an equal right to express their views and share in the consensus on which decisions are based. Decisions are agreed upon on the basis of unanimity and common accord. There is no voting or decision by majority. This means that policies decided upon by the North Atlantic Council (NAC) are supported by and are the expression of the collective will of all the sovereign states that are members of the Alliance and are accepted by all of them.

The NAC has effective political authority and powers of decision. It is the only body that was established by the North Atlantic Treaty, under Article 9, invested with the authority to set up "such subsidiary bodies as may be necessary" for the purposes of implementing the Treaty. It is the principal decision-making body and oversees the political and military process relating to security issues affecting the whole Alliance. The Defence Planning Committee and the Nuclear Planning Group have comparable authority for matters within their specific areas of competence.

Items discussed and decisions taken at meetings of the Council cover all aspects of the Organisation's activities and are frequently based on reports and recommendations prepared by subordinate committees at the Council's request. Equally, subjects may be raised by any one of the national representatives or by the Secretary General.

Representatives of all member countries of NATO have a seat at the NAC. It can meet at the level of Permanent Representatives (or Ambassadors), at the level of Foreign and Defence Ministers, and at the level of Heads of State and Government. It is chaired by the Secretary General. The North Atlantic Council meets at least every week and often more frequently, at the level of Permanent Representatives; it meets twice a year at the level of Ministers of Foreign Affairs, as well as at the level of Ministers of Defence, and occasionally at the Summit level with the participation of Prime Ministers and Heads of State and Government. Its decisions have the same status and validity at whatever level it meets.

Permanent Representatives act on instruction from their capitals, informing and explaining the views and the policy decisions of their governments to their colleagues around the table. Conversely they report back to their national authorities on the views expressed and positions taken by other governments, informing them of new developments and keeping them abreast of movement toward consensus on important issues or areas where national positions diverge. Each country represented at the Council table or on any of its subordinate committees retains complete sovereignty and responsibility for its own decisions.

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

Vocabulary

to share in – приймати участь, бути часткою, зробити внесок
accord – згода, погодженість
Defence Planning Committee – Комітет оборонного планування
Nuclear Planning Group – Група ядерного планування
frequently – часто
Permanent Representatives – постійні представники
validity – законність
conversely – з іншого боку
to keep abreast of – не відставати, йти в ногу, тут: тримати когось у курсі подій
diverge – розходитися, відхилятися
retain – зберігати, утримувати

- a) Ministers of Defence;
- b) high-level representatives;
- c) Heads of State and Government;
- 2. NAC stands for ...
 - a) North Atlantic Community;
 - b) North Atlantic Council;
 - c) North American Council;
- 3. Permanent Representatives act on ...
 - a) laws of their countries;
 - b) instruction from their Ministers of Foreign Affairs;
 - c) instruction from their capitals;
- 4. Items discussed at meetings of the Council may be raised by ...
 - a) any one of the national representatives or by the Secretary General;
 - b) the Secretary General alone;
 - c) The Defence Planning Committee;
- 5. Each country represented at the Council table or on any of its subordinate committees ... and responsibility for its own decisions.
 - a) loses complete sovereignty;
 - b) retains complete sovereignty;
 - c) gains complete sovereignty;

8. Give a short presentation on The North Atlantic Council using the ideas from the text.

Grammar Practice

Consolidation

9. Change the form of *have to* *have got* where possible:

- a. Do you have a car?
- b. I never have lunch.
- c. We have meetings twice a month.
- d. I have a new computer in my office.
- e. Have a look at this document. Do you have any ideas how to improve it?
- f. I usually have a think before I decide.
- g. Excuse me. Do you have the time?
- h. Mary is having a word with one of her employees.
- i. They sometimes have an argument about the budget.
- j. I have a rest after my business trips if I have the time.

10. Read the following letter and put the verbs into the correct form I'm used to doing or I used to do:

Dear Kate,

Thank you very much for your congratulations on my promotion. It was very kind of you. I used to ... (think) that becoming the Head of the Department wouldn't change me. I was wrong, of course! I used to ... (go) to bed at midnight or later. Now I'm asleep by ten because I've had to get used to ... (wake) up at five o'clock. I always used to ... (arrive) late at the office, but since I was promoted my colleagues have got used to ... (find) me hard at work by the time they get in!

Mind you, it hasn't been so easy for my subordinates. I think they found it very hard at first, arranging meetings and communicating with our foreign partners instead of working in front of the computers. They weren't used to ... (make) presentations, and they used to

... (say) they'd go back to their usual routine when we finished the project. But now they're used to ... (work) in a team and they're beginning to enjoy it.

Anyway, I hope you'll be able to come and see me in my new office so that we could have lunch together.

All the best,

Tom

11. Complete the following sentences with your own ideas using the three types of Conditionals:

What will you do if you *miss your plane*?

- a. He would be more efficient at work if he.....
- b. If I hadn't arrived, they...
- c. You wouldn't have felt ill if you ...
- d. If she didn't gossip about her colleagues, she ...
- e. What would happen if the budget meeting ...?
- f. If he had come to my presentation, he ...
- g. If you were asked to work overtime, ...?
- h. Would you have hired him if ... ?
- i. If you see my chief, ...?
- j. They wouldn't mind if we ...
- k. She'll soon get a promotion if she...
- l. If you had been criticized, ...?

Professional Skills Development

Starting a presentation

12. Put the four headings of the start of a presentation in order:

- Topic of the talk
- Aim
- Greeting the audience
- Plan of the talk

13. Read the start of a presentation and check your order in exercise 12:

Good afternoon, everyone. My name's James Wharton. I'd like to talk about our new organizational structure. There are three parts to my presentation. Firstly, the background to the new structure. Secondly, how we want to change our current structure. Finally, the details of the cost and the effect of the change on staff. By the end of my presentation you will understand clearly our future plans.

14. Work in pairs. Prepare an introduction to a presentation on the following topics using the tips below:

1. The establishment of a new department in your company

Plan:

- The background to the establishment
- Why the company needed to establish this department
The structure of the department

Aim: To give a clear idea of the department potential and its goals

2. Your company's new e-mail system

Plan:

- The background
- Why the company needed to change the system
How to use it and to report faults

Aim: To give a clear idea of how the new e-mail system improves communication in the company

Greeting:	Good morning/ afternoon. I'm ... Hello, everyone. Nice to see you again.
Topic:	My subject today is ... I'd like to talk to you about ... I'm going to talk about ...
Plan:	There are three parts to my presentation. My presentation is in three sections. Firstly, ... Secondly, ... Finally, ...
Aims:	By the end of my presentation, you will have a clear idea of ... By the end of my talk, you will understand how/ why ...

Review Questions

1. Translate the following into your language: *Defence Planning Committee, Nuclear Planning Group, Permanent Representatives*.
2. Make word partnerships out of the following words: equal, committee, views, rights, subordinate, to express, common, political, competence, accord, areas of, authority.
3. Translate the following into English: йти в ногу, однастайність, законність, Міністр закордонних справ, приймати участь, Міністр оборони.
4. What is the North Atlantic Council within NATO?
5. How does the Council agree upon decisions?
6. What kind of items does the Council discuss at its meetings?
7. Which countries have their representatives at the NAC?
8. Which of the two – *have* or *have got* – is an «action» verb? Give your examples.
9. What is the meaning of «*have got*»?
10. Are these structures similar in meaning – *used to do* and *be used to doing*? Provide examples to justify your answer.
11. Summarize the three types of Conditionals: how is each of the type formed and when is each of them used?
12. What is a possible structure of the start of a presentation?
13. Which phrases can be used to greet an audience, to announce the topic, plan and aims of a presentation?

Additional Reading

The Military Committee

The Military Committee (MC) is the senior military authority in NATO, providing NATO's civilian decision-making bodies – the North Atlantic Council, the Defence Planning Committee and the Nuclear Planning Group - with advice on military matters.

The Committee's principal role is to provide direction and advice on military policy and strategy. It is responsible for recommending to NATO's political authorities those measures considered necessary for the common defence of the NATO area and for the implementation of decisions regarding NATO's operations and missions. The Military Committee's advice is sought as a matter of course prior to authorisation by the North Atlantic Council – the Alliance's principal decision-making body - or Defence Planning Committee of NATO military activities or operations. It thus represents an essential link between the political decision-making process and the military structure of NATO and is an integral part of the decision-making process of the Alliance.

Strategic direction

The Military Committee also plays a key role in the development of NATO's military policy and doctrine within the framework of discussions in the Council, the Defence Planning Committee, the Nuclear Planning Group and other senior bodies. It is responsible for providing military guidance to NATO's two Strategic Commanders – Supreme Allied Commander Operations and Supreme Allied Commander Transformation.

In this context, the Committee assists in developing overall strategic concepts for the Alliance and prepares an annual long-term assessment of the strength and capabilities of countries and areas posing a risk to NATO's interests.

In times of crises, tension or war, and in relation to military operations undertaken by the Alliance such as its role in Bosnia-Herzegovina, Kosovo and Afghanistan, its role is to advise the Council or Defence Planning Committee of the military situation and its implications, and to make recommendations on the use of military force, the implementation of contingency plans and the development of appropriate rules of engagement. It is also responsible for the efficient operation of agencies subordinate to the Military Committee.

Who participates?

The Military Committee is made up of senior military officers from the NATO member countries who serve as their country's Military Representatives to NATO, representing their Chief of Defence. The Military Representatives work in a national capacity, representing the interests of their countries while remaining open to negotiation and discussion so that a NATO consensus can be reached. A civilian official represents Iceland, which has no military forces.

How does it work in practice?

The Committee meets normally every Thursday, following the regular Wednesday meeting of the North Atlantic Council, so that it can follow up promptly on Council decisions.

In practice, meetings are convened whenever necessary and both the Council and the Military Committee normally meet much more frequently. As a result of the Alliance's role in Bosnia and Herzegovina, Kosovo and Afghanistan, and its supporting role in relation to Iraq, the need for the Council and Military Committee to meet more frequently to discuss operational matters has greatly increased.

High-level meetings

Like the political decision-making bodies, it also meets regularly at a higher level, namely at the level of Chiefs of Defence (CHODs). Meetings at this level are normally held three times a year. Two of these meetings occur in Brussels and one is hosted by NATO countries, on a rotational basis.

Cooperation with partners

In the framework of the Euro-Atlantic Partnership Council and Partnership for Peace, the Military Committee meets regularly with partner countries at the level of national Military Representatives (once a month) and at the level of Chiefs of Defence (twice a year) to deal with military cooperation issues. The Military Committee also meets in different formats in the framework of the NATO- Russia Council and the NATO-Ukraine Commission, and with the CHODs of the seven Mediterranean Dialogue countries.

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

2.2. The Defence Planning Committee

NATO's future is very much at stake ...
NATO may in fact no longer be the
instrument of European security and will
become increasingly marginal in the foreign
policies of its major members.

*Ivo Daalder, U.S. Permanent
Representative on the Council of NATO*

1. Read the quotation and discuss the following:

- What is the role of NATO in the XXI century?
- Do you agree with Ivo Daalder's statement that NATO «may no longer be the instrument of European security»? Explain why or why not.
- Can North Atlantic Treaty Organization be «substituted» with another international organization to serve the same purpose?

2. Read and translate the text:

The Defence Planning Committee (DPC) is the senior decision-making body on matters relating to the integrated military structure of the Alliance. It provides guidance to NATO's military authorities and oversees the force planning process, which identifies NATO's military requirements, sets planning targets for individual countries to contribute to those requirements, and assesses the extent to which members meet those targets and provide other forces and capabilities to the Alliance.

The Defence Planning Committee is the ultimate authority within NATO with regard to the Alliance's integrated military structure, as are the North Atlantic Council (NAC) and the Nuclear Planning Group on matters within their competence. It implements decisions taken by the participating countries in relation to collective defence planning and issues related to the integrated military structure of the Alliance.

Members participating in NATO's integrated military structure (all member countries) are part of the DPC. It is chaired by the Secretary General. As is the case of all NATO committees, decisions are taken by consensus within the DPC. Although the work of the DPC focuses on the integrated military structure and military and defence related issues, in recent years, the NAC has also discussed some of these matters.

On 19 February 2003, the DPC authorised NATO military authorities to implement defensive measures to assist Turkey including preventive deployment of NATO Airborne Early Warning Aircraft (AWACS); support for possible deployment by Allies of theatre missile defences; and support for possible deployment by Allies of chemical and biological defence capabilities.

The work of the DPC is prepared by a number of subordinate committees with specific responsibilities. In particular, the Defence Review Committee coordinates the force planning process within NATO and examines other issues relating to the integrated military structure. Like the North Atlantic Council (NAC), the DPC looks to the senior committee with the relevant specific responsibility for the preparatory and follow-up work arising from its decisions. Within the International Staff, the DPC is principally supported by the Division of Defence Policy and Planning and the Operations Division. The DPC meets when necessary at the level of Ambassadors and twice a year at the level of Ministers of Defence. It is chaired by the Secretary General of NATO.

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

Vocabulary

Senior – головний, старший	Airborne Early Warning Aircraft (AWACS) –
Defence Planning Committee – Комітет оборонного планування	Система раннього повітряного попередження missile – реактивний снаряд, ракета
ultimate – основний; найголовніший	Defence Review Committee – Комітет оборонного аналізу
authority – влада, тут орган,	preparatory – підготовчий, попередній
to oversee - наглядати	Division of Defence Policy and Planning –
military requirements – військові потреби	директорат з планування оборони і збройних сил
target - ціль	subordinate – підпорядкований
to assess the extent – оцінювати обсяг	Operations Division – Оперативний відділ
capability - здатність	
to implement - виконувати	
to chair - головувати	
to authorise – дозволити	

Vocabulary Practice

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

- oldest –
- power, strength, –
- to supervise, to watch –
- agreed, coordinated –
- inferior, slave, dependent –
- to evaluate, to appraise –

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

1) A number of ...	the Defence Planning Committee ultimate authorities Ministers of Defence implement Division of Defence Policy and Planning subordinate International Staff	a) although several times participated in its work.
2) France is not the member of the...		b) goal for only a small number of countries.
3) Local...		c) may not completely agree with the decision of the Head Committee but it is the rule of law.
4) One the civilian structures of NATO is the ...		d) took place as always in Brussels, at NATO headquarters.
5) The meeting of the...		e) new policy regarding the Allied Rapid Reaction Corps.
6) The Operations Division will...		f) which is responsible for the defence planning, nuclear policy and defence against weapons of mass destruction.
7) The world trend toward reduction of the nuclear arsenal seems to be the...		g) groups are working to improve the direct communication between the Divisions of NATO.
8) There are around 1200 civilians that work within ...		h) which functions as an advisory and administrative body of NATO.

5. Make words from the letters below and make your own sentences with each of them:

yrotaraperp
mliisse
rtnemeriuges
argtte
mltiuaet
iornes

Reading and Comprehension

6. Answer the questions:

- a. What are the main functions of the DPC?
- b. What is the main focus of work of the DPC?
- c. When was the decision to assist Turkey in implementing defensive measures authorised by DPC?
- d. What is the role of the Defence Review Committee?
- e. What does the acronym AWACS stand for?

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

- a. The Defence Planning Committee is the ultimate authority within NATO with regard to the Alliance's integrated military structure.
- b. The DPC is chaired by the Secretary Common.
- c. The DPC meets twice a year at the level of Ambassadors and when necessary at the level of Ministers of Defence.
- d. The decisions in all NATO committees are taken by consensus.
- e. On 19 February 2003, the DPC authorised support for possible deployment by Allies of theatre missile defences in Turkey and Poland.
- f. The Defence Review Committee coordinates the force planning process within NATO and examines other issues relating to the integrated military structure.

8. Make a short summary of the text «The Defence Planning Committee». In a group prepare a short 5 minute presentation on that topic.

Grammar Practice

TEST

9. Translate into English using *if* and *when*:

- a. Якщо автобус не приїде через 5 хвилин, делегація запізниться на відкриття Конференції.
- b. Якщо всі країни підпишуть резолюцію про захист довкілля, то до 2020 на двадцять відсотків скоротяться викиди в атмосферу газів, які викликають парниковий ефект.
- c. Коли я зустріну містера Трейтона, я скажу, що ви на нього чекали.
- d. Коли він допише листа, ми зможемо показати його голові комітету.
- e. Якщо НАТО швидко відправить своїх експертів з надзвичайних ситуації до Гаїті, вони зможуть вже через день почати допомогати людям.

10. Insert *have* or *have got*, changing the word order if necessary:

- a. Jim ... a look at this! I think I've found what I was looking for.
- b. I ... any business cards with me because I was not planning to stay here even for one full day.
- c. ... you to car or a bicycle in Brussels in order to get to work? I know a lot of people use bicycles there almost all year round and in any weather.
- d. Some of the tourists ... ID cards with them, so the security did not let them in into the Parliament building.
- e. The secretary ... minutes of the meeting, so you should better talk to her about the deadlines because I can't recall the exact dates.
- f. «We ... some news for you!» we cried out loud but the Chair simply left the room not and did not even bother to hear the news.

11. Use *used to do* or *used to doing* to complete the sentences:

- a. When I worked at the Division of Defence Policy and Planning I ... (participate) in the meetings four times a year. Now, when I work at Operations Division, I do not have time to attend them even once a year.
- b. She has had so many political discussions with the representatives of various NATO Committees on the topic of carbon emissions that by now she is probably ... (be) only representative of our committee at the environmental protection meetings.
- c. Jonathan ... (get up) at 5.20 in the morning to catch a bus to Brussels from Leuven but now he has a car and can go there almost any time.
- d. Members of DPC were ... (not, make) important decisions right at the first meeting without having any discussions.
- e. The new Secretary General of NATO will have to ... (coordinate) the work of the alliance, serving as the primary spokesperson for the alliance and leading NATO's staff – all at the same time.

12. Open the brackets:

- a. If the Committee (adjourn) at 4 o'clock in the evening, I can still be on time for my plane.
- b. If you should call on Friday, (pass) my greetings to the Chair.
- c. (authorize) access to these documents and the press will be here in a moment.
- d. If she is (wait) at the Assembly hall, we should go and get her.
- e. If I were you, I (make) all assessments of our military capabilities once more.
- f. He might question the credibility of these data, if he (be) here.
- g. I wish I (see) you. I would have given you the package.
- h. If it (be, not, for) NATO, Turkey would not receive support in organizing its defensive measures.
- i. If members of the Defence Planning Committee (know) the situation better, they could tell us where to evacuate.
- j. If the Defence Planning Committee (not, support) by the Division of Defence Policy and Planning and the Operations Division, it would have been less efficient.
- k. If I (oversee) the decision making process in that body, the expansion of Allies defence capabilities to other countries would not have been such a big issue.
- l. I wish the authorities (take) more active part in developing the disaster recovery plan.
- m. If he (be) here, he would envisage the results of the roundtable meeting.
- n. I wish I (not, have to, go) to that meeting.

Professional Skills Development

Presentation structure

13. Brainstorm and come up with a list of possible parts of a presentation, 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.

Acknowledgements
Background
Body
Conclusion/Recommendations
Hook
Hook
Introduction
Questions

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

14. Connect the word in column A with an appropriate phrase from column B. There might be more than just one correct answer.

A	B
1) Acknowledgements 2) Background 3) Body 4) Conclusion / Recommendations 5) Introduction 6) Questions	a) Are there any questions? b) As many of you may know... c) During my presentation I will cover the following topics... d) Good morning, ladies and gentlemen! e) I want to express my sincere gratitude to H&P that hosted us today. f) I will leave some time for your questions at the end of the presentation. g) Let me summarize what we have covered today. h) Many thanks to your attention. i) Thank you for coming here. j) Thereby I suggest ...

15. Using your presentation structure from Exercise 11, prepare a short practice presentation for your colleagues on one of the following topics: «The History of NATO», «The North Atlantic Council as one of the main bodies of NATO» or «The Defense Planning Committee». What information would you change in your presentation if your audience was: 1) students at a university; 2) colleagues at work; 3) representatives of local authorities.

Essential Vocabulary

Acknowledgement - something done or given as an expression of thanks, as a reply to a message, etc

Hook - something intended to attract and ensnare.

Review Questions

1. What other bodies in addition to the Defence Planning Committee have ultimate authority within NATO?
2. Who chairs the Defence Planning Committee?

3. What subordinate committees support the work of the Defence Planning Committee?
4. How many times a year does the Defence Planning Committee meet?
5. Give all possible synonyms for the word «*capability*».
6. Give English equivalent and at least 5 synonyms for the word «*дозволяти*».
7. Define the term «*subordinate*».
8. Please, explain the difference and translate into your language:
 - When the committee adjourns, Jason Taller will participate in a press-conference.
 - If the committee adjourns on time, Jason Taller will give a short talk for the attendees.
9. What parts of a presentation do you know?
10. Compare the difference in meaning of «*used to*» and «*used to doing*». Give examples.
11. How do you understand the meaning of «*hook*» in a presentation?

Additional reading

The Defence Planning Process

Defence planning in the Alliance is a fundamental element of the arrangements which enable its member countries to enjoy the crucial political, military and resource advantages of collective defence and other common military efforts to enhance security and stability. It prevents the renationalization of defence policies, while at the same time recognizing national sovereignty.

The aim of defence planning is to provide a framework within which national and NATO defence-related planning can be harmonized so as to meet the Alliance's agreed requirements in the most effective way. In other words, defence planning seeks to ensure that the Alliance has the requisite forces, assets, facilities and capabilities to fulfill its tasks throughout the full spectrum of its missions in accordance with the Strategic Concept. As such, it covers both NATO's own capabilities and those of Allied countries.

In concrete terms, defence planning encompasses seven different planning disciplines. There are three primary disciplines: force, resource and armaments planning; and four supporting disciplines: logistics, nuclear, C3 (consultation, command and control), and civil emergency planning.

Defence planning is also related to other disciplines, such as air defence planning, standardization, intelligence, operational planning, and force generation. Most of these disciplines are conducted with the participation of all Allies, under the aegis of the North Atlantic Council and the Defence Planning Committee. However, nuclear planning is conducted without France under the authority of the Nuclear Planning Group.

The entire defence planning process is currently being reviewed to make it more flexible, integrated and comprehensive. The aim is to optimize synergy between all activities related to the development and delivery of capabilities, avoid duplication and ensure overall effectiveness and efficiency.

Force planning

Force planning deals specifically with providing NATO with the forces and capabilities from members it needs to execute its full range of missions, in accordance with the Alliance's Strategic Concept. In essence, it seeks to ensure that Allies develop modern, deployable, sustainable and interoperable forces, which can operate abroad with limited or no support from the country of destination.

The force planning process is based on three sequential main elements, namely political guidance, planning targets and defence reviews. Political guidance sets out the overall aims

to be met, including NATO's Level of Ambition that establishes in military terms the number, scale and nature of operations that the Alliance should be able to conduct. Planning targets include both a detailed determination of Alliance requirements and the setting of implementation targets to fulfill those requirements. Defence reviews provide a means to assess the degree to which the planning targets are being met.

The term «force planning» is often confused with that of «defence planning», which is much broader, and that of «operational planning», which is conducted for specific, NATO-agreed operations.

Resource planning

The large majority of resources are national. NATO resource planning aims to provide the Alliance with the capabilities it needs, but focuses on the elements that are joined in common funding, that is to say where members pool resources within a NATO framework. In this regard, resource planning is closely linked to operational planning, which aims to ensure that the Alliance can fulfill its present and future operational commitments and fight new threats such as terrorism and weapons of mass destruction.

There is a distinction to be made between joint funding and common funding:

joint funding covers activities, managed by NATO agencies, such as the NATO Airborne Warning and Control System (AWACS) and NATO pipelines;

common funding involves three different budgets: the civil budget, which covers the running costs of NATO headquarters; the military budget, which essentially covers the running costs of NATO's integrated military command structure and the NATO-wide communication and air defence networks; and the NATO Security Investment Programme that covers core NATO-wide investment requirements for communication systems, air defence systems and core networks of airfields, fuel supplies and command structures. The military budget and the Security Investment Programme also support the theatre headquarter elements of crisis response operations.

Relatively speaking, these budgets represent a small amount of money, but they are key for the cohesion of the Alliance and the integration of capabilities. NATO's military common-funded budget represents 0.3 per cent of the combined defence budgets of Allied members.

Armaments planning

Armaments planning is one of the main constituting elements of NATO's defence planning process. It aims to support the Alliance's military and political objectives, as well as its capabilities, and focuses on the development of multinational (but not common-funded) programmes. It does this by promoting cost-effective acquisition, co-operative development and the production of armaments. It also encourages interoperability, and technological and industrial co-operation among Allies and Partners.

The Conference of National Armaments Directors (CNAD), which oversees NATO's armaments co-operation efforts, has created a set of tools to monitor progress. The CNAD, together with the main groups from its subordinate structure, have a management plan which is updated yearly. These plans translate NATO's strategic objectives into objectives for the armaments community and priorities are defined. A balance is found between national and NATO requirements, since defence procurement has remained very much a national responsibility.

The CNAD is currently focusing on a number of different areas: NATO's transformation process, in particular efforts to provide capabilities quickly for shortfall areas; a planning framework to translate the Long Term Capability Requirements, as formulated by the Strategic Commanders, into armaments objectives and the identification of lead and supporting bodies; measures against terrorism, and weapons of mass destruction and their means of delivery, including a set of nine Defence Against Terrorism (DAT)

areas; active support for various NATO partnerships and opening up to Partner participation.

The above is done with the help of a vast network of national and NATO experts and the assistance of modern IT means, including protected websites, which reduce the need for actual meetings and committee travel.

Logistics planning

In NATO - as is the case at a national level - logistics planning is an integral part of defence and operational planning. It aims to identify the different logistics capabilities that need to be acquired by members and NATO to support the NATO Level of Ambition (LOA) included in the Defence Planning Ministerial Guidance, and ensure that these capabilities are available to be used by the Strategic Commands for NATO-led operations.

Logistics planning serves as the basis for the overarching cooperative logistics effort in NATO, with the aim of improving the integration of national and NATO logistics planning processes during peace, crisis and conflict. To identify the logistics inputs required by the NATO LOA and include them in the Defence Planning Ministerial Guidance, the Senior NATO Logisticians' Conference (SNLC) - NATO's senior body for all logistics issues - develops the NATO Logistics Vision and Objectives (V&O). This covers the same period as the defence planning process and aims to fully integrate logistics planning with NATO's other defence planning disciplines, as well as with other disciplines such as standardization and operational planning.

At the force planning level, logistics planning consists in the identification of the different civil and military capabilities that members agree to acquire and to provide to NATO for its use during NATO-led operations. The management of these capabilities in-theatre is then undertaken by the Strategic Commands in the framework of the operational planning process.

Nuclear planning

To preserve peace and prevent coercion and any kind of war, the Alliance will maintain for the foreseeable future an appropriate mix of conventional and nuclear forces based in Europe. Both elements are essential and cannot substitute one for the other.

The maintenance of political control of nuclear weapons under all circumstances is the first and most important principle of nuclear planning.

In the new security environment, the Alliance has radically reduced its reliance on nuclear forces for its security. Its strategy remains one of war prevention, but it is no longer dominated by the possibility of nuclear escalation.

In keeping with NATO's overall goal of ensuring security and stability at the lowest possible level of forces, political decisions and resulting nuclear planning since the end of the Cold War have resulted in dramatic force reductions (over 85 percent) and far-reaching changes to planning procedures. NATO has terminated the practice of maintaining standing peacetime nuclear contingency plans and associated target lists for its sub-strategic nuclear forces, and has, instead, developed an adaptive nuclear planning capability. NATO's nuclear forces are, accordingly, not directed towards a specific threat; they do not target or hold at risk any country.

Nuclear planning must ensure that the Alliance's nuclear posture is perceived as a credible and effective element of NATO's strategy of war prevention. This requires forces that have the necessary characteristics, including appropriate flexibility and survivability, and capabilities to deal with a range of potential contingencies. The involvement of all NATO countries (except France) in the formulation of the Alliance's nuclear policy, in consultation, decision-making and nuclear planning, as well as the participation of the non-nuclear Allies in NATO's nuclear deterrent posture serve to demonstrate NATO solidarity and common commitment to war prevention.

C3 planning

The effective performance of NATO's political and military functions requires the widespread utilization of both NATO and national Consultation, Command and Control (C3) systems, services and facilities, supported by appropriate personnel and NATO-agreed doctrine, organizations and procedures.

C3 systems include communications, information, navigation and identification systems as well as sensor and warning installation systems, designed and operated in a networked and integrated form to meet the needs of NATO. Individual C3 systems may be provided by NATO via common funded programmes or by members via national, multi-national or joint-funded co-operative programmes.

Co-ordinated C3 planning is an essential activity for the achievement of a NATO-wide cohesive, cost-effective, interoperable and secure C3 capability which can meet current and projected political and military requirements. It ensures that C3 activities conducted under all aspects of defence planning remain coherent throughout the life-cycle of systems and programmes, and that end-products and services match capability requirements.

C3 planning needs to encompass all elements needed for the achievement of capability. Capability does not just come from the provision of materiel (systems) and facilities, but also relies upon the existence of appropriate doctrine, organization, training, logistics and personnel, and the achievement of appropriate interoperability. In addition, the achievement of required NATO C3 capability necessitates the application of a combination of the three core planning disciplines: resource, armaments and force planning. The C3 planning process has to influence and control the activities of these planning disciplines to ensure a degree of coherence between them.

Civil emergency planning

NATO civil emergency planning is a small scale, but relatively wide-ranging activity that touches on different aspects of civilian and military planning and operations. Its main roles consist of civil support for military and crisis response operations, support for national authorities in civil emergencies and the protection of civilian populations. It also focuses on improving civil preparedness for possible attacks with chemical, biological, or radiological agents.

As such, civil emergency planning has two basic dimensions: one dimension is the arrangements that are being made at the national and NATO-levels to protect civilian populations against the consequences of war, terrorist attacks, and other major incidents or natural disasters. These include operational arrangements, such as disaster response coordination at NATO HQ. The other dimension is the planning to ensure that civil resources can be put to systematic and effective use in support of Alliance strategy. In essence, this deals with the support that the civilian sector (e.g. transport, supply, communications) can give to the Alliance, primarily in terms of civil support to the military in planning and operations, but also in terms of direct civilian support to crisis response operations.

In sum, civil emergency planning aims to coordinate national planning activity to ensure the most effective use of civil resources in collective support of Alliance strategic objectives. It is a national responsibility and civil assets remain under national control at all times. However, at the NATO level, national intentions and capabilities are harmonized to ensure that jointly developed plans and procedures will work and that necessary assets are available.

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

2.3. The Nuclear Planning Group

NATO is not a humanitarian organization.
NATO is playing its role within the
framework of what it is.

*Jaap de Hoop Scheffer, NATO Secretary
General, 2004-2009*

1. Read the quotation and discuss the following:

- How do you understand that «NATO is playing its role within the framework of what it is»?
- How can you define the role of NATO?
- How do you think the Nuclear Planning Group functions within the framework of NATO?

2. Read and translate the text:

The Nuclear Planning Group (NPG) takes decisions on the Alliance's nuclear policy, which is kept under constant review and modified or adapted in the light of new developments. Since the end of the Cold War the Alliance has been able to greatly reduce its reliance on nuclear forces. While they are maintained as part of the Alliance's policy of deterrence, their role is fundamentally political and they are no longer directed towards a specific threat.

The Nuclear Planning Group is the ultimate authority within NATO with regard to nuclear policy issues, as are the North Atlantic Council or the Defence Planning Committee on matters within their competence. Its discussions cover a broad range of nuclear policy matters, including the safety, security and survivability of nuclear weapons, communications and information systems, as well as deployment issues. It also covers wider questions of common concern such as nuclear arms control and nuclear proliferation.

The role of the Nuclear Planning Group is to review the Alliance's nuclear policy in the light of the ever-changing security challenges of the international environment and to adapt it if necessary. It provides a forum in which member countries of the Alliance can participate in the development of the Alliance's nuclear policy and in decisions on NATO's nuclear posture, irrespective of whether or not they themselves maintain nuclear weapons. The policies that are agreed upon therefore represent the common position of all the participating countries. Decisions are taken by consensus within the NPG, as is the case for all NATO committees.

Members participating in NATO's integrated military structure (all member countries except France) are part of the NPG. It is chaired by the Secretary General of NATO. The work of the Nuclear Planning Group is prepared by an NPG Staff Group composed of members of the national delegations of all participating member countries. The Staff Group prepares meetings of the NPG Permanent Representatives and carries out detailed work on their behalf. It meets once a week and at other times as necessary.

The senior advisory body to the NPG on nuclear policy and planning issues is the NPG High Level Group (HLG). In 1998/1999, the HLG also took over the functions and responsibilities of the former Senior Level Weapons Protection Group (SLWPG) which was charged with overseeing nuclear weapons safety, security and survivability matters. The HLG is chaired by the United States and is composed of national policy makers and experts from capitals. It meets several times a year to discuss aspects of NATO's nuclear policy, planning and force posture, and matters concerning the safety, security and survivability of nuclear weapons.

deterrence –
posture –
to modify –

Reading Comprehension

6. Answer the questions:

- a. What kind of decisions does the Nuclear Planning Group take?
- b. What has changed since the end of the Cold War in terms of nuclear forces and their role?
- c. Which matters are covered during the NPG discussions?
- d. How can you define the role of the Nuclear Planning Group?
- e. Who is the NPG chaired by?
- f. What are the functions of the High Level Group?
- g. Which country is the HLG chaired by?
- h. How often does the HLG meet? What is the usual agenda of its meetings?

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

- a. The role of the Nuclear Planning Group is to focus its efforts towards a specific threat.
- b. The Nuclear Planning Group is the ultimate authority within NATO with regard to nuclear policy issues.
- c. Since the end of the Cold War the Alliance has been able to greatly increase its reliance on nuclear forces.
- d. The Nuclear Planning Group is chaired by the United States and is composed of national policy makers and experts from capitals.
- e. The former Senior Level Weapons Protection Group was charged with overseeing nuclear weapons safety, security and survivability matters.
- f. The NPG meets twice a year at the level of Ambassadors and when necessary at the level of Ministers of Defence.

8. Give a presentation on the Nuclear Planning Group using both the following structure and the instructions in exercise 12 from Professional Skills Development section :

- Define the NPG
- The role of the NPG
- Decisions it takes
- Questions it covers during its discussions
- The NPG High Level Group

Grammar Practice

Modal verbs: Can, could, be able to

9. Complete the sentences with *can/ can't/ could/ couldn't*:

- a. I'm afraid I ... carry out the work on your behalf.
- b. The Nuclear Planning Group ... participate in the development of the Alliance's nuclear policy.
- c. We ... take such an important decision without you at yesterday's meeting. ... you come tomorrow?
- d. Can you speak up a bit? I ... hear you very well.

- e. Decisions are taken by consensus within the NPG, and they ... be taken if some countries do not agree with them.

10. Complete the answers to the questions with *was/were able to*:

- a. Did everybody agree with the decision? – Yes. Though it took a long time, the chairman ... to persuade everyone.
 b. Did you finish your work this afternoon? – Yes. There was nobody to disturb me, so ...
 c. Did you have difficulty covering such a broad range of matters? – Not really. My colleagues had worked very hard and we ...
 d. Did you manage to arrange the meeting? – Yes. Though the time was very inconvenient, all members of the Committee ...
 e. Did you get in time for the discussion yesterday? – Yes. The traffic was very heavy, but I ...

11. Write three sentences for each situation about yourself using the ideas below:

Something you used to be able to do: *I used to be able to type very fast.*

Something you would like to be able to do:

Something you have never been able to do:

Professional Skills Development

Summarizing and dealing with questions

12. Work in pairs. Student A gives a presentation on the topic stated in exercise 8 paying attention to its final part – the summary of his/ her talk. He/ She also deals with questions Student B asks him/ her. Use the language patterns below for your role play.

Summarising talk	your	Right, that really brings me to the end of my talk/ presentation. Let's take a look again at the key issues/ points/ factors ... Let's just recap ... As we've seen today, ... My main point is that ... So, to sum up, ...
Asking politely	questions	I'd like to know what/ when/ where/ why/ how/ if/ whether ... I'd be interested to know (more) about ... I was just wondering what you thought about/ with respect to/ regarding Yes, but I was wondering if/ whether ... I mean to say, could you tell us/ explain to us ...?
Dealing with questions		I'm glad you asked me that question. I'm often asked that question. What I (usually/ often) say is ... As I've said/ mentioned before, ... Do you mind if we deal with that later? I'm actually coming to that point later in my talk.
Dealing with difficult questions	difficult questions	I'm not sure if I entirely understand your question. Do you mean ... ? What I would say is ... I hope that answers your question.

I'm afraid I don't have that information at hand, but ...
I'm sorry, but that's not really my field/ department/ sector.
I'm not really an expert on ... My colleague will be talking about that later.

13. Choose another subject for your presentation and do the same task, but with a different partner. If you were Student A in exercise 12, play the part of Student B this time.

Review Questions

1. What does *NPG* stand for?
2. Translate the following into English: *консультативний, вивозити/виправити, скорочувати, загроза, опора/довіра.*
3. Make word partnerships out of these words: *survivability, nuclear, body, countries, policy, matters, structure, member, advisory, military.*
4. What kind of decisions does the Nuclear Planning Group take?
5. Which matters are covered during the NPG discussions?
6. What is the role of the NPG?
7. Who is the NPG chaired by?
8. What is HLG? How often does it meet?
9. When do we normally use *can* and *could*? Give your examples for each case mentioned.
10. What makes *was/were able to* different from *could*? Justify your answer with examples.
11. What are the possible ways to summarize your talk?
12. How would you ask polite questions? What would you begin your question with?
13. If you were to deal with a difficult question, what would you start your answer with?

Additional Reading

The NATO Secretary General

The Secretary General is the Alliance's top international civil servant. He or she is responsible for steering the process of consultation and decision-making in the Alliance and ensuring that decisions are implemented. The Secretary General is also NATO's chief spokesperson and the head of the organisation's international staff. Since 1 August 2009, the post is held by Anders Fogh Rasmussen, former Prime Minister of Denmark.

What is his or her authority, tasks and responsibility?

The Secretary General has three main responsibilities: firstly, he chairs the North Atlantic Council, the Alliance's principal political decision-making body, as well as other senior decision-making committees. Secondly, he is the principal spokesman of the Alliance and represents the Alliance in public on behalf of the member countries, reflecting their common positions on political issues. Thirdly, he is the senior executive officer of the NATO International Staff, responsible for making appointments to the staff and overseeing its work.

Chairman of the senior decision-making committees

Apart from the North Atlantic Council, the Secretary General chairs the Defence Planning Committee, the Nuclear Planning Group, the NATO-Russia Council, the Euro-Atlantic Partnership Council and the Mediterranean Co-operation Group. Additionally, together with a Ukrainian representative, he is the Chairman of the NATO-Ukraine Commission.

In addition, the Secretary General maintains direct contact with Heads of State and Government, Foreign and Defence Ministers in NATO and partner countries, in order to facilitate decision-making. This includes regular visits to NATO and partner countries, as well as bilateral meetings with senior national officials when they visit NATO Headquarters. The Secretary General has the authority to use his good offices in case of dispute between member states or should a politically controversial issue emerge.

Principal spokesman

He or she also represents NATO vis-à-vis other international organisations as well as to the public at large. To this end the Secretary General regularly holds press briefings and conferences as well as public lectures and speeches.

Head of the International Staff

The Secretary General is responsible for directing NATO's international staff and decides on all appointments. In his work, the Secretary General is supported by a Private Office and a Deputy Secretary General, who assists the Secretary General and replaces him in his absence.

How is he or she selected and for how long?

The Secretary General is a senior statesman or stateswoman from a NATO member country, appointed by member states for a four-year term. The selection is carried through informal diplomatic consultations among member countries, who put forward candidates for the post. No decision is confirmed until consensus is reached on one candidate. At the end of his term, the incumbent might be offered to stay on for a fifth year.

For example, the process which led to the appointment of Jaap de Hoop Scheffer lasted eight months. During this period several names of current and former ministers and senior international officials were proposed by member countries. While none of these candidates were officially proposed, their suitability for the post was informally discussed. Eventually, Jaap de Hoop Scheffer emerged as the candidate who could command the support of all the Allies.

NATO's Secretary General has traditionally been a European statesman. Former Secretary Generals have recently included: Lord Robertson (1999-2003) from the United Kingdom; and, Javier Solana (1995-1999) from Spain.

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

2.4. Consensus decision-making at NATO

A consensus means that everyone agrees to say collectively what no one believes individually.

Abba Eban, Foreign Minister of Israel, 1915

1. Read the quotation and discuss the following:

- What does the consensus decision-making involve?
- Do you agree or disagree with the quote?
- What are alternative decision-making procedures to consensus?
- Can you give examples from history when consensus was used to make a decision?

2. Read and translate the text:

All NATO decisions are made by consensus, after discussion and consultation among member countries. Consultation between member states is a key part of the decision-making process at NATO, allowing Allies to exchange views and information, and to discuss issues prior to reaching agreement and taking action. The process is continuous and takes place both on an informal and a formal basis with a minimum of delay or inconvenience, due to the fact that all member states have permanent delegations at NATO Headquarters in Brussels.

The practice of exchanging information and consulting together on a daily basis ensures that governments can come together at short notice whenever necessary, often with prior knowledge of their respective preoccupations, in order to agree on common policies or take action on the basis of consensus.

Consultation takes many forms. At its most basic level it involves simply the exchange of information and opinions. At another level it covers the communication of actions or decisions which governments have already taken or may be about to take. Finally, it can encompass discussion with the aim of reaching a consensus on policies to be adopted or actions to be taken.

The principal forum for political consultation is the North Atlantic Council, NATO's principal political decision-making committee. The Secretary General, by virtue of his chairmanship, plays an essential part in this process. Consultation also takes place on a regular basis in other fora, all of which derive their authority from the Council.

Consultation and consensus were accepted as the basis for all NATO decisions when the Alliance was created in 1949.

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

Vocabulary

delay – затримка, зволікання

inconvenience - незручність

due to – дякуючи, внаслідок

respective - відповідний

preoccupation – зайняття (місця)

to involve – включати, містити в собі

to encompass – оточувати, охоплювати, містити в собі

by virtue of - завдяки

chairmanship - головування

forum (plural: forums, fora) -форум

to derive – одержувати, діставати

Vocabulary Practice

3. Provide English equivalents and explain in your own word:

Explain in your own words:

- Consensus –
- Consultation –
- Forum –

4. Choose necessary words from the box below to insert into the sentences. Some words can be used more than twice:

Chairmanship,	consultations,	delay,	encompass,	inconveniences,	negotiations,
presidency,	consensus,	group,	involve,	dictatorship,	due to

- a. ... decision-making is a ... decision making process.
- b. Any ... with accommodations and Internet connection are ... the bad weather conditions.
- c. The ... of the Committee should be hold by the party for two years.
- d. The ... in the decision-making process was caused by the unstable political situation in the country.
- e. The decision making system may ... the following types: ..., voting and
- f. The practice of ... consists of various levels, varying from the most basic one such as the exchange of information and opinions to a more sophisticated one such as discussing the planned governmental policies of each state.
- g. The seminar ... two parts: one devoted to the first aid services and the second to the safe evacuation of refugees from the region of armed conflict.

Reading and Comprehension

6. Answer the questions:

- a. What helps to reach consensus without delays or inconveniences?
- b. Can you give examples of different forms of consultations?
- c. What does the North Atlantic Council serve for in a consensus decision-making process?
- d. When was the consultations and consensus procedure accepted?

7. Make a short summary of the text, using words from the Vocabulary section.

Currently (as of December 2009) there are 28 member countries of NATO, they are: Albania, Belgium, Bulgaria, Canada, Croatia, Czech Republic, Denmark, Estonia, France, Germany, Greece, Hungary, Iceland, Italy, Latvia, Lithuania, Luxembourg, The Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Turkey, the United Kingdom, and the United States. Assign each country to one of the members of your class. Practice role-playing in the following situation: Turkey wants to have NATO troops stationed at its borders with Iran and Iraq as it fears that extremists from those countries may penetrate into Turkey and use it for terrorist attacks on other countries. Some of the members of NATO, for example the United States, does not want to worsen its relations with Iran and is against such action. Discuss plusses and minuses of such move and vote on possible solutions to this problem.

Grammar Practice

Must and Have to, Need, Mustn't and Don't/ Doesn't have to/ Needn't

9. Use two forms of the modal verbs *must*, *have to* to complete the sentences:

- a. Consensus decision making process means that all members ... reach an agreement and it will be applied at every committee level.
- b. Yesterday the chairman of the committee ... several private discussions with the members of the international delegations.
- c. Tomorrow Mr. Salisbury ... a consultation meeting with other members of the international community.
- d. The meeting adjourns and now everyone ... leave the room.
- e. Permanent delegations of different countries at NATO Headquarters in Brussels ... exchange with relevant information prior to the meeting.
- f. In 1949 the principle of consensus has been adopted by the Alliance and even now all members ... abide by it.
- g. In order to become a member of the North Atlantic Treaty Organization each country at first ... enter Individual Partnership Action Plan and then ... enter Membership Action Plan.
- h. Under the Membership Action Plan Macedonia and Montenegro ... report their progress on five different measures to NATO in order to move to the next stage of accession process.
- i. All new member states of NATO ... agree to the principle that an attack on one of the member states shall be deemed as an attack on all of the member states and all ...

10. Explain the difference in meaning and translate into Ukrainian:

- a) New members of the committee mustn't veto the decision during the first round of discussing it.
- b) New members of the committee needn't veto the decision during the first round of discussing it.
- c) New members of the committee don't have to veto the decision during the first round of discussing it.

11. Make the sentences negative and translate them into Ukrainian changing them if necessary:

- a. Members of the department need to attend the meeting and have the respective proposals signed by the Secretary.
- b. You have to be at the airport at 5 o'clock sharp to meet the delegation even if their flight will be delayed.
- c. Usually you have to inform the mass media about such events but this one is an exception.
- d. Yesterday we had to attend a world forum on «The Collective Security Measures of Today and Tomorrow» in Warsaw.
- e. Sorry for the inconveniences, now you must go through the security scanning process.
- f. This information is secret and all the attendees mustn't tell anybody about that, even to their closet relatives or friends.

12. Correct the sentences if necessary paying attention to the underlined parts, explain your choice. Translate into Ukrainian:

- a. I must to phone him tomorrow in the morning to schedule a meeting.
- b. You must have been in your office when I came to the office manager.
- c. I mustn't have been at work as our company celebrated the New Year yesterday.
- d. Due to the problems with the voting procedures I needn't to talk with all members of the Chamber of Commerce until noon.
- e. The Chairperson have to decide on the proper order of the presentations.
- f. All regional delegates unanimously voted that the country must be neutral like Austria and Finland and would not enter NATO.

Professional Skills Development

Writing a letter

TO THINK ABOUT:

- What do you know about formal and informal styles of writing?
- What are usually the reasons for writing formal and informal letters?
- What elements does any letter consist of?
- What examples of salutation can you provide? 3

13. Rewrite the letter to make it more formal:

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 Bristol. 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

14. Compare your variant of a formal letter with a sample business letter below. Add details or make adjustments to your variant if necessary:

Address of the sender:
External Relations Department
Council House - Room 203
College Green
MRISTOL BS3 6TR
England

Address of the recipient:
Scott Gardner
International Relations Department
1 City Hall Square, Suite 500
Windchester, MA 02467
USA

Date June 3rd, 2009

³ Review unit "Towards a Single Market 1973-1989" for salutations.

Ref: Conference Invitation [states the purpose of the letter]

Salutation:

Dear Mr. Gardner

Dear Sir / Madam,

The Reference

With reference to your advertisement in Kyiv Post ...

Thank you for your letter of 14th of May.

It was a pleasure meeting you at the training last week.

The Reason for Writing

I am writing to invite / to enquire about / to confirm/ ...

[Main body of the letter]...

Concluding remarks

I am enclosing ... / Enclosed you will find ...

I look forward to hearing from you soon.

For further details ...

Feel free to contact me by e-mail or phone.

Complimentary close

Yours faithfully, [if named a person in Salutation]

Yours sincerely, [if you used Sir/Madam in Salutation]

Best wishes,

Best regards,

Yours, (informal)

All the best, (informal)

[signature]

Mrs. J. Johnson

[Position in the company]

Encl. Invitation [signifies that the letter has documents or other information materials enclosed]

cc: Mr. Erickson [signifies that this person will also receive a copy of the letter]

15. You are Head of the Ukrainian National Centre of Euro-Atlantic Integration. Write a formal letter to the NATO Assistant Secretary General for Public Diplomacy, Jean- François Bureau, in reference to scheduling a formal meeting with him on the 9th of August, 2011 to discuss the issues of informational politics in Ukraine.

Review Questions

1. How are the NATO decisions made?
2. What is the principal forum for political consultation?
3. When was the consultations and consensus procedure accepted?
4. Give as many synonyms as you can to the word «*delay*». Translate it into Ukrainian.
5. Find English equivalent for the word «*головування*», define the term in English.
6. Explain the usage of *must* and *have to* in the sentences below:
 - All EP members must be present at the EU parliament sessions.
 - Alison Clark has to arrive to the meeting at quarter to ten.

7. What auxiliary verb is used to denote that action is prohibited because of certain rules or circumstances?
8. Explain the difference in meaning between «*mustn't*» and «*needn't*». Give examples.
9. What is the difference between formal and informal styles of writing? Give examples of phrases that are often used in each of the styles.
10. What parts of a formal letter do you know?
11. In what part of the letter would you most probably find the following phrase «*All the best!*»?

Additional Reading

NATO summit meetings

NATO summit meetings provide periodic opportunities for Heads of State and Government of member countries to evaluate and provide strategic direction for Alliance activities. These are not regular meetings, but rather important junctures in the Alliance's decision-making process. Summits have been used to introduce new policy, invite new members into the Alliance, launch major new initiatives and build partnerships with non-NATO countries. From the founding of NATO in 1949 until today there have been twenty-three NATO summits. The last summit meeting to date was held in Strasbourg/ Kehl, in April 2009.

Summit meeting agendas

NATO summit meetings are effectively meetings of the North Atlantic Council (NAC) - the Alliance's principal political decision-making body - at its highest level, that of Heads of State and Government. Due to the political significance of summit meetings, agenda items typically address issues of overarching political or strategic importance. Items can relate to the internal functioning of the Alliance as well as NATO's relations with external partners.

Major decisions

Many of NATO's summit meetings can be considered as milestones in the evolution of the Alliance. For instance, the first post-Cold War summit was held in London, 1990, and outlined proposals for developing relations with Central and Eastern European countries. A year later, in Rome, NATO Heads of State and Government published a new Strategic Concept that reflected the new security environment. This document was issued as a public document for the first time ever. At the same summit, NATO established the North Atlantic Cooperation Council – a forum that officially brought together NATO and partner countries from Europe, Central Asia, and the Caucasus.

The 1997 Madrid and Paris Summits invited the first countries of the former Warsaw Pact – Czech Republic, Hungary and Poland – to join NATO, and established partnerships between NATO and Russia and Ukraine, while the 2002 Prague Summit saw major commitments to improving NATO's capabilities and transformed the military command structure.

These are just a few of the many decisions that have been taken over the decades (a full summary of all NATO summit meetings can be found under «Previous summit meetings»).

Implementation of summit decisions

Typically, the decisions taken at a summit meeting are issued in declarations and communiqués. These are public documents that explain the Alliance's decisions and reaffirm Allies' support for aspects of NATO policies.

The decisions are then translated into action by the relevant actors, according to the area of competency and responsibility: the NAC's subordinate committees and NATO's command structure, which cover the whole range of NATO functions and activities.

Timing and location

Summits are convened upon approval by the NAC at the level of Permanent Representatives (or Ambassadors) or foreign and defense ministers. They are usually called on an ad hoc basis, as required by the evolving political and security situation.

From the founding of NATO until the end of the Cold War – over forty years – there were ten summit meetings. From 1990, their frequency increased considerably in order to address the changes brought on by the new security challenges. In total, twenty-two summit meetings have taken place between 1949 and 2008.

NATO summit meetings are held in one of the member countries, including Belgium, at NATO HQ. Members will volunteer to host a summit meeting and, after evaluating all offers, the NAC makes the final decision concerning the location.

In recent years, summit locations have held some thematic significance. For example, the Washington Summit of 1999 commemorated the fiftieth anniversary of the signing of the North Atlantic Treaty in that city. Istanbul – which hosted a summit meeting in 2004 – connects Europe and Asia and is where the Alliance launched the Istanbul Cooperation Initiative. This initiative is intended to foster linkages between NATO and the broader Middle East.

Previous summit meetings

The first time that Heads of State and Government from NATO countries met was at the actual signing ceremony of the North Atlantic Treaty on 4 April 1949, but this was not a summit meeting. The first summit meeting was held six years later, in Paris in 1957, and subsequent summits occurred at key junctures in the history of the Alliance.

Paris, 16-19 December 1957

Reaffirmation of the principle purposes and unity of the Atlantic Alliance; Improvements in the coordination and organization of NATO forces and in political consultation arrangements; Recognition of the need for closer economic ties and for cooperation in the spirit of Article 2 of the Treaty, designed to eliminate conflict in international policies and encourage economic collaboration (Report of the Committee of the Three on Non-Military Cooperation in NATO, the so-called report of the Three Wise Men).

Brussels, 26 June 1974

Signature of the Declaration on Atlantic Relations adopted by NATO foreign ministers in Ottawa on 19 June, confirming the dedication of member countries of the Alliance to the aims and ideals of the Treaty in the 25th anniversary of its signature; Consultations on East-West relations in preparation for US-USSR summit talks on strategic nuclear arms limitations.

Brussels, 29-30 May 1975

Affirmation of the fundamental importance of the Alliance and of Allied cohesion in the face of international economic pressures following the 1974 oil crisis; Support for successful conclusion of negotiations in the framework of the Conference on Security and Cooperation in Europe (CSCE) (to result in 1975, in the signing of the Helsinki Final Act).

London, 10-11 May 1977

Initiation of study on long-term trends in East-West relations and of a long-term defence programme (LTDP) aimed at improving the defensive capability of NATO member countries.

Washington D.C., 30-31 May 1978

Review of interim results of long-term initiatives taken at the 1977 London Summit; Confirmation of the validity of the Alliance's complementary aims of maintaining security while pursuing East-West détente; Adoption of 3% target for growth in defence expenditures.

Bonn, 10 June 1982

Accession of Spain; Adoption of the Bonn Declaration setting out a six-point Programme for Peace in Freedom; Publication of a statement of Alliance's goals and policies on Arms Control and Disarmament and a statement on Integrated NATO Defence.

Brussels, 21 November 1985

Special meeting of the North Atlantic Council for consultations with President Reagan on the positive outcome of the US-USSR Geneva Summit on arms control and other areas of cooperation.

Brussels, 2-3 March 1988

Reaffirmation of the purpose and principles of the Alliance (reference to the Harmel Report on the Future Tasks of the Alliance published in 1967) and of its objectives for East-West relations; Adoption of a blue print for strengthening stability in the whole of Europe through conventional arms control negotiations.

Brussels, 29-30 May 1989

Declaration commemorating the 40th anniversary of the Alliance setting out Alliance policies and security objectives for the 1990s aimed at maintaining Alliance defence, introducing new arms control initiatives, strengthening political consultation, improving East-West cooperation and meeting global challenges; Adoption of a comprehensive Concept of Arms Control and Disarmament.

Brussels, 4 December 1989

Against the background of fundamental changes in Central and Eastern Europe and the prospect of the end of the division of Europe, US President Bush consults with Alliance leaders following his summit meeting with President Gorbachev in Malta. While the NATO summit meeting is taking place, Warsaw Pact leaders denounce the 1968 invasion of Czechoslovakia and repudiate the Brezhnev Doctrine of limited sovereignty.

London, 5-6 July 1990

Publication of the London Declaration on a Transformed North Atlantic Alliance, outlining proposals for developing cooperation with the countries of Central and Eastern Europe across a wide spectrum of political and military activities including the establishment of regular diplomatic liaison with NATO.

Rome, 7-8 November 1991

Publication of several key documents: the Alliance's new Strategic Concept, of the Rome Declaration on Peace and Cooperation and of statements on developments in the Soviet Union and the situation in Yugoslavia.

Brussels, 10-11 January 1994

Launching of the Partnership for Peace (PfP) initiative; All North Atlantic Cooperation Council partner countries and members of the Conference on Security and Cooperation in Europe (CSCE) are invited to participate; Publication of the Partnership for Peace Framework Document; Endorsement of the concept of Combined Joint Task Forces (CJTfFs) and other measures to develop the European Security and Defence Identity; Reaffirmation of Alliance readiness to carry out air strikes in support of UN objectives in Bosnia and Herzegovina.

Paris, 27 May 1997

Signing of the Founding Act on Mutual Relations, Cooperation and Security between the Russian Federation and the North Atlantic Treaty Organization. The Founding Act states that NATO and Russia are no longer adversaries and establishes the NATO-Russia Permanent Joint Council.

Madrid, 8-9 July 1997

Invitations to the Czech Republic, Hungary and Poland to begin accession talks; Reaffirmation of NATO's Open Door Policy; Recognition of achievement and commitments represented by the NATO Russia-Founding Act; Signature of the Charter on

a Distinctive Partnership between NATO and Ukraine; First meeting of the Euro-Atlantic Partnership Council at summit level that replaces the North Atlantic Cooperation Council; An enhanced Partnership for Peace; Updating of the 1991 Strategic Concept and adoption of a new defence posture; Reform of the NATO military command structure; Special Declaration on Bosnia and Herzegovina.

Washington D.C., 23-24 April 1999

Commemoration of NATO's 50th Anniversary; Allies reiterate their determination to put an end to the repressive actions by President Miloshević against the local ethnic Albanian population in Kosovo; The Czech Republic, Hungary and Poland participate in their first summit meeting; Adoption of the Membership Action Plan; Publication of a revised Strategic Concept; Enhancement of the European Security and Defence Identity within NATO; Launch of the Defence Capabilities Initiative; Strengthening of Partnership for Peace and the Euro-Atlantic Partnership Council, as well as the Mediterranean Dialogue; Launch of the Weapons of Mass Destruction Initiative.

Rome, 28 May 2002

NATO Allies and the Russian Federation create the NATO-Russia Council, where they meet as equal partners, bringing a new quality to NATO-Russia relations. The NATO-Russia Council replaces the NATO-Russia Permanent Joint Council.

Prague, 21-22 November 2002

Invitation of Bulgaria, Estonia, Latvia, Lithuania, Romania, Slovakia and Slovenia to begin accession talks; Reaffirmation of NATO's Open Door Policy; Adoption of a series of measures to improve military capabilities (The Prague Capabilities Commitment, the NATO Response Force and the streamlining of the military command structure); Adoption of a Military Concept for Defence against Terrorism; Decision to support NATO member countries in Afghanistan; Endorsement of a package of initiatives to forge new relationships with partners.

Istanbul, 28-29 June 2004

Participation of seven new members to the event (Bulgaria, Estonia, Latvia, Lithuania, Romania, Slovakia and Slovenia); Expansion of NATO's operation in Afghanistan by continuing the establishment of Provincial Reconstruction Teams throughout the country; Agreement to assist the Iraqi Interim Government with the training of its security forces; Maintaining support for stability in the Balkans; Decision to change NATO's defence-planning and force-generation processes, while strengthening contributions to the fight against terrorism, including WMD aspects; Strengthening cooperation with partners and launch of the Istanbul Cooperation Initiative with countries from the broader Middle East region.

Brussels, 22 February 2005

Leaders reaffirm their support for building stability in the Balkans, Afghanistan and Iraq, and commit to strengthening the partnership between NATO and the European Union.

Riga, 28-29 November 2006

Review of progress in Afghanistan in light of the expansion of ISAF to the entire country and call for broader international engagement; Confirmation that the Alliance is prepared to play its part in implementing the security provisions of a settlement on the status of Kosovo; Measures adopted to further improve NATO's military capabilities; NATO Response Force declared operational; Comprehensive Political Guidance published. Initiatives adopted to deepen and extend relations with partners; Bosnia and Herzegovina, Montenegro and Serbia invited to join Partnership for Peace.

Bucharest, 2-4 April 2008

At Bucharest, Allied leaders review the evolution of NATO's main commitments: operations (Afghanistan and Kosovo); enlargement and the invitation of Albania and Croatia to start the accession process (the former Yugoslav Republic of Macedonia¹ will

also be invited as soon as ongoing negotiations over its name have led to an agreement); the continued development of military capabilities to meet.

Strasbourg/ Kehl, 3-4 April 2009

Against the backdrop of NATO's 60th anniversary, adoption of a Declaration on Alliance Security, calling for a new Strategic Concept; adherence to basic principles and shared values, as well as the need for ongoing transformation; in-depth discussion on Afghanistan, NATO's key priority; welcoming of two new members: Albania and Croatia, and the pursuit of NATO's open door policy (invitation extended to the former Yugoslav Republic of Macedonia¹ as soon as a solution to the issue surrounding the country's name is reached); France's decision to fully participate in NATO structures and the impact of this decision on the Alliance's relations with the European Union; and NATO's relations with Russia.

Organizing and holding these events

NATO summit meetings are centred on the activities of the NAC. As with all meetings of the NAC, the Secretary General chairs the meetings and plays an important role in coordination and deliberations, as well as acting as the principal spokesman of the Alliance.

As with meetings at the levels of Permanent Representatives and ministers, the work of the NAC is prepared by subordinate committees with responsibility for specific areas of policy. Much of this work involves the Senior Political Committee (SPC), consisting of Deputy Permanent Representatives, sometimes "reinforced" by national experts. In such cases it is known as the SPC(R). This committee has particular responsibility for issuing declarations and communiqués, including those published after a summit.

Other aspects of political work may be handled by the regular Political Committee, which is composed of Political Counsellors or Advisers from national delegations. Depending on the topic under discussion, the respective senior committee with responsibility for the subject assumes the leading role in preparing Council meetings and following up Council decisions.

Support to the Council is provided by the Secretary of the Council, who is also Director of the ministerial and summit meeting Task Forces. The Secretary of the Council ensures that NAC mandates are executed and its decisions recorded and circulated. A small Council Secretariat ensures the bureaucratic and logistical aspects of the Council's work, while committee secretaries within the Divisions of the International Staff support the work of committees reporting to the NAC.

Participation

NATO summit meetings normally involve member countries only. However, on occasion, and provided Allies agree, meetings can be convened in other formats although there is no formal obligation to hold such assemblies.

They include, for instance, meetings of Allied defence or foreign ministers, Heads of State and Government of countries belonging to the Euro-Atlantic Partnership Council, or conventions of the NATO-Russia Council or the NATO-Ukraine Commission. They can also include leaders from ISAF troop-contributing countries, as was the case at the Bucharest Summit. External stakeholders can also be involved. For instance President Karzai, UN Secretary-General Ban Ki-moon, EU Commission President Barroso, EU High Representative Solana, World Bank Managing Director Ms Okonjo-Iweala, and Japan's Deputy Foreign Minister Sasae were also invited to attend the meeting in Bucharest.

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