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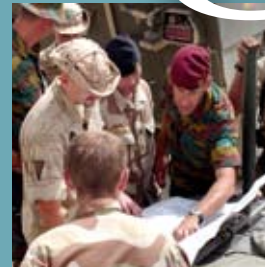
NATO  
Military Structure

# briefing

APRIL 2007



Allied  
Command  
Operations



Allied  
Command  
Trans-  
formation

## A new command structure for a transformed Alliance

“NATO’s new military command structure is leaner, more flexible, more efficient, and better able to conduct the full range of Alliance missions”

**N**ATO’s new military command structure is leaner, more flexible, more efficient, and better able to conduct the full range of Alliance missions. This structure is a major component of the transformation of NATO. Closely related is the creation of a robust, rapidly deployable NATO Response Force (NRF). These are two major commitments made by Allied leaders at NATO’s November 2002 Prague Summit.

As before, there are three tiers of command: strategic, operational, and the tactical or component level. The greatest reductions have been at the third tier or component level, where

13 headquarters have been reduced to only six. Coupled with reductions at the second tier or operational level, there has been a total reduction from 20 to 11 command headquarters. ■



# Strategic commands

The new command structure is based on functionality rather than geography. At the first tier or strategic level, there is now only one command with an operational function, Allied Command Operations, commanded by Supreme Allied Commander Europe (SACEUR). It performs the operational duties previously undertaken by Allied Command Europe and Allied

Command Atlantic. The latter has now become Allied Command Transformation (ACT). Commanded by Supreme Allied Commander Transformation (SACT), it is responsible for promoting and overseeing the continuing transformation of Alliance forces and capabilities, especially through training and development of concepts and doctrine.

Both commands are headed by dual-hatted US commanders. SACEUR continues to be dual-hatted as the commander of the US European Command, which shares many of the same geographical responsibilities. SACT is dual-hatted as the commander of the US Joint Forces Command, which is responsible for US military transformation, thereby linking NATO to US efforts in this area. ■

## Allied Command Operations

“The new command structure simplifies command arrangements for NATO operations”

Allied Command Operations at Supreme Headquarters Allied Powers Europe (SHAPE), near Mons, Belgium, is responsible for all Alliance operations, ranging from the Straits of Gibraltar to Afghanistan. The command structure beneath SHAPE has been significantly streamlined, with a reduction in the number of headquarters. The second tier or operational

level consists of standing joint force commands in Brunssum, the Netherlands, and in Naples, Italy, both of which can conduct operations from their static locations or provide a land-based Combined Joint Task Force (CJTF, *see separate section*) headquarters, and a robust but more limited standing joint headquarters, in Lisbon, Portugal, from which a deployable sea-based CJTF headquarters capability can be drawn. The joint force command in Brunssum now provides the headquarters, minus the maritime component, for the International Security Assistance Force (ISAF) in Afghanistan, and the joint force command in Naples the

headquarters for NATO operations in the Balkans.

The third tier or component/tactical level consists of six joint force component commands, which provide service-specific – land, maritime or air – headquarters to the operational level. Although these component commands are routinely subordinated to the joint force commanders, they can be allocated to operations under another commander as the need dictates. The joint force command in Brunssum has an air component command in Ramstein, Germany; a maritime component command in Northwood in the United Kingdom;

and a land component command in Heidelberg, Germany. The joint force command in Naples, Italy, has an air component command in Izmir, Turkey; a maritime component command in Naples; and a land component command in Madrid, Spain.

Supporting the air component commands are static and deployable Combined Air Operations Centres (CAOCs) to direct NATO air operations. The static CAOCs can

support Allied air operations from their fixed locations, while the deployable CAOCs will move where they are needed.

The new command structure simplifies command arrangements for NATO operations. While under the previous command structure, the Implementation Force (IFOR) in Bosnia and Herzegovina was commanded directly by SHAPE from Mons, under the new structure,

operations are commanded from the operational level headquarters, with strategic direction from SHAPE. Thus, the Stabilisation Force which replaced IFOR in December 1996 (and was replaced by a European Union force in December 2004) was controlled operationally by the Joint Force Command in Naples and the International Security Assistance Force (ISAF) in Afghanistan by the Joint Force Command in Brunssum. ■

## Allied Command Transformation



ACT, with its headquarters in Norfolk, Virginia, is leading at the strategic command level the transformation of NATO's military structure, forces, capabilities and doctrine. It is enhancing training, particularly of commanders and staffs, conducting experiments to assess new concepts, and promoting interoperability throughout the Alliance.

ACT has a number of elements outside Norfolk, including a Staff Element at SHAPE, which is responsible primarily for resource and defence

planning issues. There is a Joint Warfare Centre in Norway, a Joint Force Training Centre in Poland, and the Joint Analysis and Lessons Learned Centre in Portugal (see *separate sections*). ACT Headquarters also supervises the NATO Undersea Research Centre in La Spezia, Italy. There are direct linkages between ACT, NATO schools and agencies, as well as the US Joint Forces Command, with which ACT Headquarters is co-located and with which it shares its double-hatted commander. This gives it a link into US transformation initiatives and fosters a two-way street between the United States and Europe.

A NATO Maritime Interdiction Operational Training Centre in Greece, associated with ACT, is also envisaged.

In addition, a number of national and multinational centres of excellence

focused on transformation in specific military fields will support ACT. They cover such areas as air operations analysis and simulation, tactical air operations, command and control, civil-military cooperation, cold weather operations, combined operations from the sea, cyber defence, defence against terrorism, explosive ordnance disposal, humanitarian demining, mountaineering, naval mine warfare, nuclear, biological and chemical defence, Partnership for Peace training, and policing operations. ■

**“There are direct linkages between ACT, NATO schools and agencies, as well as the US Joint Forces Command”**





## Joint Warfare Centre

Allied Command Transformation's Joint Warfare Centre (JWC) in Stavanger, Norway, formerly Joint Headquarters North, provides a new capability to conduct collective battle staff joint training for Combined Joint Task Forces, the NATO Response Force (NRF), component command headquarters, and other NATO headquarters before they deploy for operations. High Readiness Force (Land) Headquarters (*see separate*

*section*) train in the JWC before taking command of the NATO-led International Security Assistance Force (ISAF) in Afghanistan. The JWC also performs collective staff training for new NATO nations and Partnership for Peace members.

The Centre is training Iraqi security personnel in support of the Alliance's training mission for Iraq. Iraqi participants include senior military

officers and civilian staff with Iraq's Ministry of Defence and Ministry of the Interior specially selected by the Iraqi authorities. ■

## Joint Force Training Centre

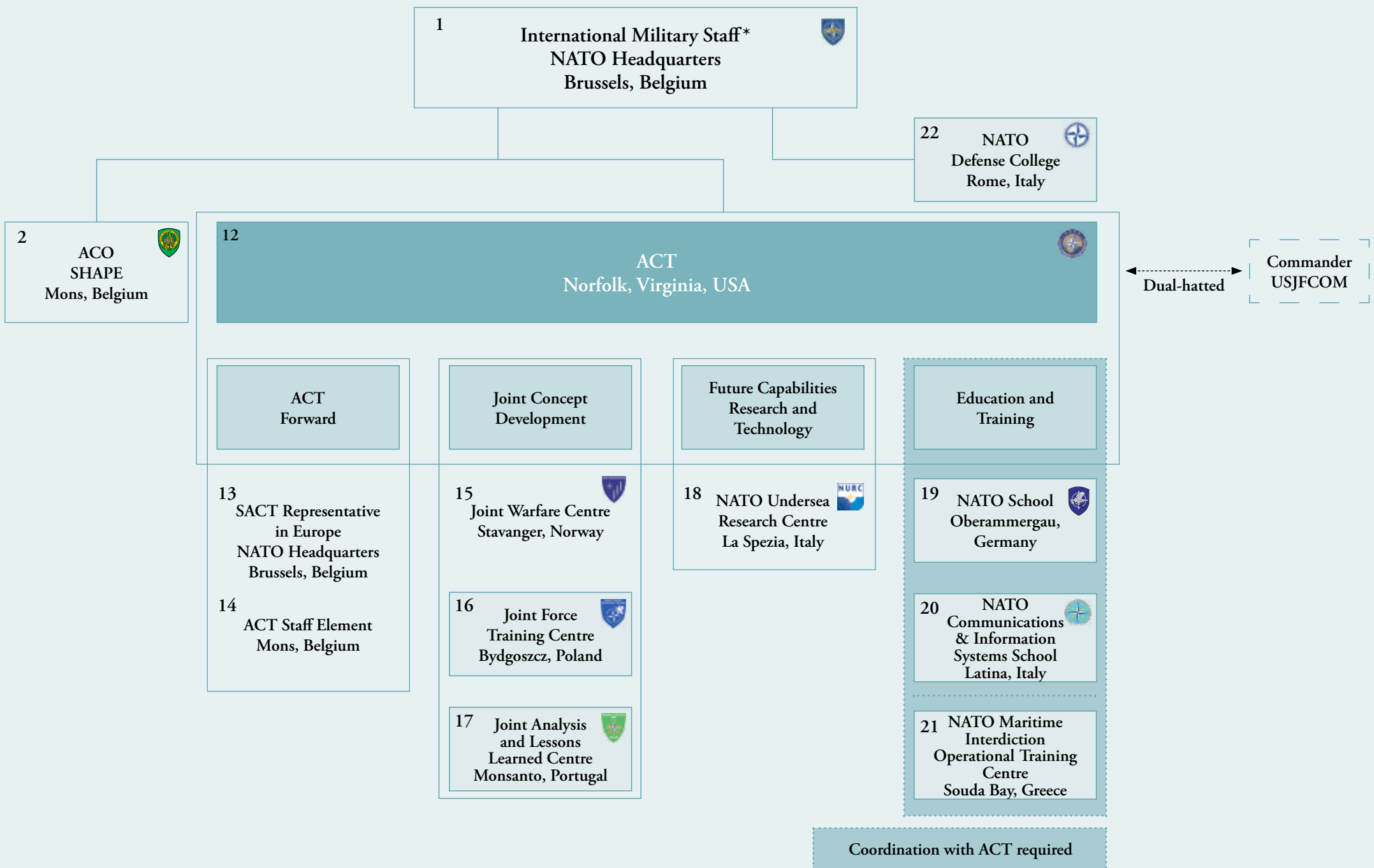
Whereas the JWC is responsible for operational-level training, the Joint Force Training Centre (JFTC) in Bydgoszcz, the first NATO command structure element in Poland, provides combined joint training of Alliance and Partner forces at the tactical level to achieve joint tactical interoperability. It cooperates with national and Partnership for Peace training centres, as well as centres of excellence.

One of its priorities is to support NATO Response Force (NRF) joint and component commanders in training and exercising the force. It seeks to help ensure that each six-month rotation of the NRF achieves a high level of interoperability, flexibility and training as a combined and joint force in order to be fully combat ready.

The JFTC aims to ensure that each NRF rotation becomes a truly integrated joint force, at a high state of training and able to deploy at short notice. This is intended to raise the standards set for the NRF by SHAPE in each cycle as new concepts and lessons learned are continually fed back into training, thereby acting as a catalyst for the transformation of all NATO forces. ■



\* The International Military Staff supports the Military Committee, which provides military advice to and answers to the North Atlantic Council.



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NATO member countries  
 Partner countries

**1 IMS**  
(NATO Headquarters, Brussels, Belgium)

- 2 ACO  
(Mons, Belgium)
- 3 JFC HQ  
(Brunssum, The Netherlands)
- 4 CC-Air HQ  
(Ramstein, Germany)
- 5 CC-Mar HQ  
(Northwood, United Kingdom)
- 6 CC-Land HQ  
(Heidelberg, Germany)

- 7 Joint HQ  
(Lisbon, Portugal)
- 8 JFC HQ  
(Naples, Italy)
- 9 CC-Air HQ  
(Izmir, Turkey)
- 10 CC-Mar HQ  
(Naples, Italy)
- 11 CC-Land HQ  
(Madrid, Spain)

**1 IMS**  
(NATO Headquarters, Brussels, Belgium)

- 12 ACT  
(Norfolk, Virginia, USA)
- 13 SACT Representative in Europe  
(NATO Headquarters, Brussels, Belgium)
- 14 ACT Staff Element  
(Mons, Belgium)
- 15 Joint Warfare Centre  
(Stavanger, Norway)
- 16 Joint Force Training Centre  
(Bydgoszcz, Poland)
- 17 Joint Analysis & Lessons Learned Centre  
(Monsanto, Portugal)

- 18 NATO Undersea Research Centre  
(La Spezia, Italy)
- 19 NATO School  
(Oberammergau, Germany)
- 20 NATO Communications & Information  
Systems School  
(Latina, Italy)
- 21 NATO Maritime Interdiction Operational  
Training Centre  
(Souda Bay, Greece)
- 22 NATO Defense College  
(Rome, Italy)



## Joint Analysis and Lessons Learned Centre

The Joint Analysis and Lessons Learned Centre (JALLC) located in Monsanto, on the west side of Lisbon, Portugal, conducts analysis of real-world NATO and Partnership for Peace (PfP) joint military operations and exercises, maintains a lessons learned database drawn from these

operations and exercises, and monitors the process to implement the lessons learned. The Centre will eventually conduct analysis of 10-12 exercises a year, mostly at the operational and tactical levels and sometimes at the strategic or technical levels.

The JALLC mainly produces analysis reports, NATO and PfP lessons learned databases and related remedial actions databases, and other analytical documents. These products are distributed via print media, CDs, and websites on the NATO-wide web and the Internet. ■

## Supporting the NATO Response Force

The new NATO command structure plays an important role supporting the NATO Response Force (NRF), the Alliance's rapidly deployable multinational unit made up of land, air, maritime and special forces components. The force, which is on constant standby at high readiness, is composed of national elements rotating through it on six-month periods

of duty following appropriate training and certification.

At the strategic level, SHAPE is in charge of standards, certification of forces, and exercises for the NRF, while ACT is responsible for adapting future capabilities, including emerging technologies, and developing the doctrine for the force and training the NRF at its joint training centres in Norway and Poland. Operational and component command of the NRF rotates every six months to share the burden and to keep all headquarters at the same level of training and readiness.

Operational command of the NRF alternates among the three second-tier headquarters. Thus, NRF 1 and NRF 2, the prototypes of the force between October 2003 and June 2004, were commanded by the Joint Force Command in Brunssum.

NRF 3 and 4 between June 2004 and July 2005 were commanded by the Joint Force Command in Naples. NRF 5 and 6 between July 2005 and July 2006 were commanded by Joint Headquarters Lisbon. Starting with NRF 7 in July 2006, operational command of the force has alternated among these headquarters every six months.

The land, air and maritime components of the NRF can be commanded by the third-tier component commands, for six-month rotations. ■



**“Operational command of the NATO Response Force alternates among the three second-tier headquarters”**

## Combined Joint Task Forces

The second-tier headquarters in Brunssum, Naples and Lisbon are being trained and equipped to generate Combined Joint Task Forces (CJTFs). The NATO Response Force's air, land and maritime components are commanded by a CJTF generated by one of these headquarters.

A CJTF is a multinational (combined) and multi-service (joint) task force organised for a specific mission (task) and formed for the full range of the Alliance's military missions requiring multinational and multi-service com-



mand and control by a CJTF headquarters. It may include elements from non-NATO troop-contributing nations.

The CJTF concept was launched in late 1993 and was endorsed at the January 1994 Brussels Summit, when Allied leaders directed that the further developments of the concept should

reflect their readiness to make NATO assets available, on the basis of case-by-case decisions by the North Atlantic Council, for operations led by the Western European Union, thereby supporting the building of the European Security and Defence Identity. In addition, they linked the development of the CJTF concept to practical political-military cooperation in the context of the Partnership for Peace programme.

The need which the concept was created to fulfil, arose from the changing security situation in Europe and the emergence of smaller but diverse and unpredictable risks to peace and stability. In particular, it was agreed that future security arrangements would call for easily deployable, multinational, multi-service military formations tailored to specific kinds of military tasks. These included humanitarian relief, peacekeeping and peace enforcement, as well as collective defence. The forces required would vary according to the circumstances and would need to be generated rapidly and at short notice.

At the core of the CJTF concept which evolved to meet these needs, are the command and control arrangements essential to allow such forces to operate effectively. The wide variety of circumstances under which CJTFs might operate places considerable demands

on the command and control arrangements for such operations. The role of CJTF headquarters is therefore crucial. A CJTF headquarters will be formed around core elements from selected parent headquarters of the NATO command structure. It will be augmented from other NATO headquarters and by nations and contributing Partner countries as necessary, using a modular approach, in order to meet the requirements of the specific mission.

A number of trials of the CJTF concept have been completed, for example, Exercise Allied Effort in November 1997, in which a number of Partner countries participated as observers; and Exercise Strong Resolve in March 1998, in which Partner countries participated and were integrated throughout the structure of the CJTF. The aim of the trials was to validate the evolving CJTF headquarters concept.

Based on these trials and other relevant staff analyses, the Alliance began the full implementation of the CJTF concept in 1999. This process, which included the acquisition of necessary headquarters support and command, control and communications equipment, was evaluated at the end of 2004. The implementation process is taking fully into account lessons learned from NATO-led operations in the Balkans. ■





## Command of deployed operations Combined Joint Task Forces and the NATO Response Force

A Combined Joint Task Force (CJTF) is a multinational (combined) and multi-service (joint) task force formed for a specific mission (task) from within the full spectrum of Alliance military missions requiring multinational and multi-service command and control by a CJTF headquarters. It may include elements from non-NATO troop-contributing nations. The NATO Response Force (NRF) is a smaller but higher readiness and highly capable combined joint force optimised for rapid intervention. Both require dedicated command and control.

The second-tier headquarters in Brunssum, Naples and Lisbon are being trained and equipped to

generate, when required, CJTF headquarters able to command a major joint operation and the new smaller non-standing, Deployable Joint Task Force (DJTF) headquarters which commands the NRF. Both are generated from a core DJTF headquarters staff element in each of the three joint headquarters. It contains all the principal staff functions and the key elements of the command group. These headquarters will be augmented from other NATO headquarters, by Allies and as appropriate by contributing Partner countries.

The CJTF concept, launched at the 1994 Brussels Summit, also reflected Allies' readiness to make NATO

assets available, on the basis of case-by-case decisions, for operations led by the Western European Union, thereby supporting the building of the European Security and Defence Identity. In addition, the development of the CJTF concept was linked to practical political-military cooperation in the context of the Partnership for Peace programme. It continues to evolve and now reflects, together with the NRF, the transformation of NATO from an era when Article 5 (collective self-defence) dominated planning to the new, less predictable security environment and NATO's readiness to conduct combined joint expeditionary operations as and where necessary. ■

For more information, please see • [www.nato.int/ims](http://www.nato.int/ims)  
• [www.nato.int/aco](http://www.nato.int/aco)  
• [www.act.nato.int](http://www.act.nato.int)

## High Readiness Forces and Headquarters in the NATO force structure

Prior to building a new NATO command structure, Allies had already established as part of the new force structure six High Readiness Forces (Land) Headquarters



modelled on the Allied Rapid Reaction Corps (ARRC) and supplemented by other headquarters at lower readiness. These deployable headquarters can command and control forces from the size of a brigade numbering thousands of troops up to a corps of tens of thousands.

SHAPE has certified seven High Readiness Forces (Land) Headquarters:

- ARRC Headquarters in Rheindahlen, near Mönchengladbach, Germany, with the United Kingdom as framework nation, providing nearly 60 per cent of the headquarters personnel and assigning its two divisions to the corps, as well as combat service and combat service support units;

- 1st German-Netherlands Corps Headquarters in Münster, Germany;
- NATO Rapid Deployable Corps-Italy Headquarters in Solbiate Olona, close to Milan, Italy;
- NATO Rapid Deployable Corps-Spain Headquarters in Valencia, Spain;
- NATO Rapid Deployable Corps-Turkey Headquarters in Istanbul, Turkey;
- Rapid Reaction Corps-France in Lille, France;
- Eurocorps in Strasbourg, France, sponsored by Belgium, France, Germany, Luxembourg and Spain. Eurocorps has a different international military status than the other five headquarters but has signed a technical arrangement with Allied Command Operations and can also be committed to NATO missions.

These headquarters are taking turns commanding the International Security Assistance Force in Afghanistan for six-to nine-month rotations. They also take turns providing the six-month rotating land component command of the NATO Response Force.

Deployable High Readiness Forces (Maritime) Headquarters can command and control assigned forces up to the

level of a NATO naval task force made up of dozens of warships. Three such headquarters have been certified by SHAPE:

- Headquarters Commander Italian Maritime Forces on board the Italian Navy aircraft carrier Garibaldi;
- Headquarters Commander Spanish Maritime Forces on board the Spanish Navy landing ship dock Castilla;
- Headquarters Commander United Kingdom Maritime Forces on board the British Royal Navy aircraft carrier HMS Ark Royal.

Two more High Readiness Forces (Maritime) Headquarters are being prepared, one by France, for the Commander French Maritime Forces initially on board the aircraft carrier Charles de Gaulle and in future the landing ship dock Mistral, and the other by NATO's Naval Striking and Support Forces, NATO (STRIKFORNATO), which is dual-hatted with the US Sixth Fleet, on board the command ship USS Mount Whitney. STRIKFORNATO will be able to command an expanded NATO task force. ■

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