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*“NATO at 60: A Military Perspective”***

THANK YOU FOR THAT KIND INTRODUCTION...

MESDAMES ET MESSIEURS, BONJOUR.

IT'S A GREAT PLEASURE TO BE BACK IN OTTAWA TO SPEAK TO THE CONFERENCE OF DEFENCE ASSOCIATIONS, AFTER HAVING RETIRED IN AUGUST OF LAST YEAR, AND TO BE ASKED TO GIVE YOU MY VIEWS ON “NATO AT 60” FROM THE MILITARY PERSPECTIVE.

I AM PLEASED TO EXPRESS THOSE VIEWS, BUT THERE ARE A FEW QUALIFIERS THAT I'D LIKE TO MAKE BEFORE I BEGIN.

FIRSTLY, IT WAS MY PRIVILEGE TO SPEAK TO THIS FORUM LAST YEAR DURING MY LAST FEW MONTHS AS CHAIRMAN OF THE NATO MILITARY COMMITTEE (CMC), AND I COULD DO SO AS THE OFFICIAL REPRESENTATIVE OF ALL 26 NATO CHIEFS OF DEFENCE AND AS THE MILITARY SPOKESPERSON FOR THE ALLIANCE.

THE COMMENTS YOU'LL HEAR TODAY ARE BASED ON THE KNOWLEDGE GAINED WHILE I WAS THE CHAIRMAN OF THE MILITARY COMMITTEE, AND PREVIOUSLY AS YOUR CDS. THEY CAN THEREFORE BE CONSIDERED AS INFORMED, BUT CERTAINLY NOT OFFICIAL.

I WOULD ALSO REINFORCE THAT OTHER SPEAKERS ON YOUR AGENDA ARE MORE CLOSE ATTUNED TO CURRENT ISSUES THAN I CAN BE, PARTICULARLY WHERE OPS ARE CONCERNED (ESPECIALLY AFGHANISTAN).

JE FERAI TOUT DE MEME MON POSSIBLE POUR REpondre A TOUTE VOS QUESTIONS SUR LES OPERATIONS DE L'OTAN, MAIS JE VOUS ENCOURAGERAIS A DIRIGER VOS QUESTIONS SUR LES OPERATIONS COURRANTES AUX EXPERTS PRESENTEMENT EN POSTE, LORSQU'ILS PRENDRONS LEURS PLACE DERRIERE LE MICRO.

FINALLY, I'LL BE GIVING YOU THE CONSIDERED VIEWS OF SOMEONE WHO SERVED THE ALLIANCE FOR THREE YEARS AS ITS MOST SENIOR MILITARY MEMBER, ADDRESSING MAINLY MILITARY MATTERS.

HOWEVER, I'LL ALSO TOUCH ON THE POLITICO-MILITARY ASPECTS OF THE ORGANIZATION GIVEN THE IMPORTANT PART THAT RELATIONS WITH THE POLITICAL LEVEL PLAYED IN MY EVERDAY WORK AT NATO.

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NOW, ON TO THE PRESENTATION...

VOUS SERAI TOUS CONSCIENT QUE JE SUIS ALLÉ A L'OTAN EN 2005, APRES AVOIR SERVI COMME CHEF DE DEFENCE ICI A OTTAWA A PARTIR DU MOIS DE JUIN 2001 JUSQU'AU DEBUT 2005. VOUS VOUS RENDREZ EN OUTRE COMPTE QUE J'ETAIS LE CHEF DE DEFENCE QUAND LES ATTAQUES TERRORISTES SE SONT PRODUITES LE 11 SEPTEMBRE 2001.

PAR CONSÉQUENCE, J'AI ÉTÉ DIRECTEMENT IMPLIQUÉ AVEC LE GOUVERNEMENT POUR DETERMINER NOTRE RÉPONSE MILITAIRE INITIALE AUX ATTAQUES TERRORISTE, ET DE TOUT CE QUI A SUIVI.

FORCE CONTRIBUTIONS WENT THROUGH SEVERAL EVOLUTIONS DURING MY TIME AS CDS, INCLUDING RECOMMENDATIONS TO GOVERNMENT ON SUPPORT TO THE US EFFORTS IN IRAQ, EXPANSION OF OUR FORCE CONTRIBUTIONS IN AFGHANISTAN, AND CONSIDERATIONS FOR THE RELOCATION OF OUR MILITARY CONTRIBUTION FROM KABUL TO KANDAHAR.

AFTER COMPLETING MY TERM AS CDS IN FEBRUARY 2005, THE GOVERNMENT (QUITE GENEROUSLY, I WOULD LIKE TO ACKNOWLEDGE) ALLOWED ME TO USE MUCH OF THE TIME PRIOR TO MY ASSUMPTION OF CMC RESPONSIBILITIES TO PREPARE MYSELF FOR THIS INTERNATIONAL POSITION OF RESPONSIBILITY.

THE EXPERIENCE GAINED AS THE CDS, AND FOLLOW-ON EXPOSURE DURING MY PERIOD OF PREPARATION TO THE BROADER NATO, THE UNITED NATIONS, THE EUROPEAN UNION, AND A NUMBER OF THINK-TANKS AT HOME AND ABROAD, WERE HUGELY BENEFICIAL TO THE WORK UNDERTAKEN DURING MY THREE YEARS AS CMC.

MOST IMPORTANTLY, PERHAPS, IT GAVE ME A GOOD UNDERSTANDING OF THE FULL SCOPE OF CHALLENGES FACING NATO BY THE TIME I ARRIVED IN BRUSSELS.

IT ALSO GAVE ME A CLEAR APPRECIATION FOR THE **MAIN THREATS** FACING THE ALLIANCE AND ITS PARTNERS, AS REINFORCED ON MANY OCCASIONS BY THE NATO SECRETARY GENERAL. THEY WERE AND CONTINUE TO BE:

1. TERRORISM,
2. THE PROLIFERATION OF WEAPONS OF MASS DESTRUCTION, AND
3. THE DESTABILIZING EFFECTS OF FAILED AND FAILING STATES.

AND YOU CAN ADD TO THAT THE GROWING DEMANDS FOR ENERGY AND THE EFFECTS OF CLIMATE CHANGE.

THIS SITUATIONAL AWARENESS HELPED ME TO DEVELOP AND REFINE, IN COOPERATION WITH BOTH THE POLITICAL AND MILITARY ARMS OF NATO, THREE COMPLEMENTARY THEMES THAT FORMED THE BASIS FOR OUR MILITARY RESPONSE TO THOSE THREATS.

THESE THEMES, WHICH HAVE BEEN ENDURING, FOCUS ON –

1. **EXPANDING OPERATIONS,**
2. **IMPROVING CAPABILITIES, AND**
3. **ENHANCING PARTNERSHIPS.**

EXPANDING OPERATIONS

A PRIORITY OF EFFORT, AS YOU WOULD EXPECT, IS GIVEN IN NATO TO THE COORDINATION AND MANAGEMENT OF THE WIDE RANGE OF ISSUES ASSOCIATED WITH THE EXPANDING NATURE OF OPERATIONS.

NATO OPERATIONS HAVE CONTINUALLY EVOLVED IN RESPONSE TO THE THREATS THAT I JUST HIGHLIGHTED FOR YOU, AND HAVE DEMANDED THAT NATO REMAIN CONSTANTLY ATTUNED TO THE CHANGING NATURE OF THE INTERNATIONAL SECURITY ENVIRONMENT.

WHILE AFGHANISTAN HAS BEEN A KEY DRIVER FOR THIS CONCEPT OF EXPANDING OPERATIONS, THERE ARE SEVERAL OTHER AREAS WHERE NATO HAS ALSO BEEN CONCENTRATING ITS EFFORTS.

FOR EXAMPLE, AS WE WERE WORKING THROUGH THE KEY CHALLENGES OF EXPANDING THE OPERATIONAL REACH OF THE INTERNATIONAL SECURITY ASSISTANCE FORCE (ISAF) BEYOND KABUL AND THE NORTHERN/WESTERN REGIONS OF AFGHANISTAN IN THE FALL OF 2005, WE ALSO HAD TO DEAL WITH THE NATO RESPONSE TO HURRICANE KATRINA IN THE US, AND SHORTLY THEREAFTER TO EARTHQUAKE RELIEF IN PAKISTAN.

NOUS AVONS DÛ ÉGALEMENT TRAITER DES DEMANDES CROISSANTES DES NATIONS UNIES ET DE L'UNION AFRICAINE, POUR L'APPUI EN TRANSPORT AÉRIEN À LA RÉGION DE DARFUR EN L'AFRIQUE. DANS LEUR ENSEMBLE, CES DEMANDES ONT CRÉÉ DES BESOINS SIGNIFICATIFS EN COORDINATION À TOUS LES NIVEAUX DECISIONNELS ET OPERATIONNELS DE L'ALLIANCE, EN PARTICULIER AU COMMANDEMENT OPÉRATIONNEL (ALLIED COMMAND OPERATIONS) DIRIGÉ PAR SACEUR (SUPREME ALLIED COMMANDER EUROPE).

COMME VOUS LE SAVEZ, SACEUR EST DÉSIGNÉ PAR L'ALLIANCE COMME SON COMMANDANT OPÉRATIONNEL.

AS WE RESPONDED TO THE VARIOUS DEMANDS, THE IMPORTANCE OF WORKING CLOSELY WITH OTHER REGIONAL ORGANIZATIONS TO GET THE JOB DONE, PARTICULARLY THE EUROPEAN UNION, BECAME INCREASINGLY OBVIOUS.

ULTIMATELY, THIS LED TO DECISIONS TO EXPAND THE USE OF AWACS AIRCRAFT IN DOMESTIC OPERATIONS (AND PERHAPS IN AFGHANISTAN, WHICH I REPEATEDLY ENCOURAGED), BROADEN MARITIME COUNTER-TERRORIST

OPERATIONS IN THE MEDITERRANEAN SEA, REFINE THE OPERATIONAL POSTURE IN KOSOVO, AND ENHANCE THE TRAINING MISSION IN IRAQ.

IT ALSO LED TO CLOSER COOPERATION WITH THE EU IN DEPLOYED OPERATIONS AND GREATER SUPPORT TO THE AFRICAN UNION (AIRLIFT).

MORE RECENTLY, THE EXPANDING NATURE OF NATO OPERATIONS RESULTED IN A BROADENING OF THE COUNTER-NARCOTICS ROLE FOR THE INTERNATIONAL SECURITY FORCE IN AFGHANISTAN, AND THE USE OF THE STANDING NATO MARITIME GROUP TO STEM THE TIDE OF PIRACY OFF THE COAST OF SOMALIA.

IT ALSO UNDERPINNED A NUMBER OF DECISIONS REGARDING THE PROFESSIONALIZATION AND MENTORING OF AFGHAN NATIONAL SECURITY FORCES, AND THE DEVELOPMENT OF A COMPREHENSIVE (HARMONIZED CIV/MIL) APPROACH TO NATO MISSIONS AND TASKS IN AFGHANISTAN.

CANADA, I WOULD NOTE FOR YOU, REMAINS ONE OF THE KEY CONTRIBUTORS TO ISAF SUCCESS IN AFGHANISTAN - PARTICULARLY IN THE SOUTHERN REGION – AND HAS REPEATEDLY BEEN PRAISED BY NATO AND SEVERAL WORLD LEADERS AS AN EXAMPLE OF COURAGE, DETERMINATION, PERSISTENCE AND OPERATIONAL EXCELLENCE IN ONE OF THE MOST DIFFICULT, VOLATILE AND DEADLY AREAS OF OPERATIONS FOR ISAF.

OVERALL, NATO HAS BEEN GENERALLY SUCCESSFUL IN MEETING THE CHALLENGES OF **EXPANDING OPERATIONS**, AND HAS SIGNIFICANTLY EXTENDED ITS OPERATIONAL REACH IN THE INTERNATIONAL ARENA.

HOWEVER, THIS DIDN'T OCCUR WITHOUT A DEGREE OF TURMOIL WITHIN THE ALLIANCE. IN THAT RESPECT, CONSENSUS BUILDING, A KEY PRINCIPLE WITHIN BOTH THE MILITARY AND POLITICAL DECISION-MAKING STRUCTURES OF NATO, WAS OFTEN DIFFICULT AND DIVISIVE.

THIS BROUGHT TO LIGHT A NUMBER OF CHINKS IN THE “NATO ARMOUR”, PARTICULARLY WHERE COMMON FUNDING, BURDEN-SHARING, THE SCOPE OF OPERATIONS AND RELATIONS WITH OTHER REGIONAL ORGANIZATIONS ARE CONCERNED.

AS OPERATIONS CONTINUE TO EVOLVE, AND TO GENERATE INCREASINGLY COMPLEX CHALLENGES, NATO WILL NEED TO DEMONSTRATE INCREASED FLEXIBILITY AND AGILITY TO MEET THOSE CHALLENGES AND PRESERVE THE CONSENSUS-BASED PRINCIPLE OF DECISION-MAKING IN NATO.

I WOULD CONSIDER THIS TO BE ONE OF THE MOST SIGNIFICANT CHALLENGES FACING THE ALLIANCE IN THE MEDIUM TO LONG TERM.

IMPROVING CAPABILITIES

WHILE NATO IS PRIMARILY FOCUSED ON ITS NUMBER ONE PRIORITY - OPERATIONS - IT ALSO EXPENDS CONSIDERABLE ENERGY ON THE **IMPROVEMENT OF CAPABILITIES**, THE SECOND OF THE THREE THEMES THAT I MENTIONED AT THE OUTSET.

THESE EFFORTS ARE COMMONLY REFERRED TO AS TRANSFORMATION (AN OFTEN OVERUSED BUT IMPORTANT WORD!).

TRANSFORMATION, AS YOU WILL APPRECIATE, HAS SEVERAL DIFFERENT MEANINGS IN NATO (AND THE EUROPEAN UNION). IT CUTS ACROSS A VERY WIDE SPECTRUM, FROM THE MODERNIZATION OF FORCES IN INDIVIDUAL NATIONS (BOTH NATO AND PARTNER NATIONS) - TO THE DEVELOPMENT OF MULTINATIONAL SOLUTIONS TO OVERCOME SHORTFALLS IN NATO CAPABILITY - TO THE SUPPORT OF THE NATO RESPONSE FORCE, A FLAGSHIP OF TRANSFORMATION FOR NATO (OR INDEED, IT IS INTENDED TO BE).

LES BESOINS EN TRANSFORMATION FONT PARTIE INTÉGRALE DU TRAVAIL QUOTIDIEN DE L'OTAN, ET SONT COORDONNÉS DANS LEUR ENSEMBLE PAR LE COMMANDEMENT DE TRANSFORMATION POUR L'ALLIANCE (C'EST-À-DIRE ALLIED COMMAND TRANSFORMATION – OR ACT).

LE COMMANDANT ACT, LE GÉNÉRAL JIM MATTIS, VOUS PARLERA DEMAIN. JE VAIS D'ABORD LIMITER MES COMMENTAIRES AU SUJET DE ACT.

I WOULD NONETHELESS LIKE TO REINFORCE THE FACT THAT THE COMMANDER ACT IS DUAL-HATTED AS THE COMMANDER US JOINT FORCES COMMAND. IN THIS ROLE, HE IS THE MAIN FORCE PROVIDER FOR THE US MILITARY, AND THE FOCAL POINT FOR JOINT TRAINING, CONCEPT DEVELOPMENT AND EXPERIMENTATION IN THE US MILITARY.

AND, UNDER HIS NATO HAT, HE IS THE LEAD AGENT FOR CHANGE OF NATO'S MILITARY COMPONENT (THROUGH THE MILITARY COMMITTEE), AN IMPORTANT PROVIDER OF SUPPORT TO NATO'S ONGOING MISSIONS AND OPERATIONS, AND A FOCAL POINT FOR PARTNERSHIP ACTIVITY.

OF NOTE, THE CLOSE SYNERGY BETWEEN ACT AND JOINT FORCES COMMAND HAS A FORCE MULTIPLIER EFFECT FOR NATO, AND GENERATES SIGNIFICANT RESEARCH AND DEVELOPMENT, EXPERIMENTATION AND INNOVATIVE THINKING FOR THE ALLIANCE.

ALL THAT BEING SAID, THE LARGE INCREASE IN NATO'S OPERATIONAL TEMPO HAS DEMANDED THAT MOST OF THE TRANSFORMATIONAL ENERGY BE PUT INTO CHANGE MANAGEMENT AND THE IMPROVEMENT OF OVERALL CAPABILITIES.

A KEY COMPONENT OF THAT TRANSFORMATION HAS BEEN THE NATO RESPONSE FORCE (OR NRF) WHICH I MENTIONED A MOMENT AGO, A TASK-TAILORED FORCE OF 20,000-25,000 TROOPS HELD AT HIGH READINESS AND CAPABLE OF RESPONDING TO CALLS FOR ASSISTANCE WITHIN 5-30 DAYS. IT ACHIEVED FULL OPERATIONAL CAPABILITY AT THE RIGA SUMMIT IN NOVEMBER 2006.

THE NRF HAS BEEN ACKNOWLEDGED BY NATIONS, PARTICULARLY THE NEWER NATO MEMBERS, AS AN IMPORTANT CATALYST FOR TRANSFORMATIONAL CHANGE.

HOWEVER, NATO'S HIGH OPERATIONAL TEMPO MADE IT IMPOSSIBLE FOR NATO MEMBERS TO SUSTAIN THE FORCE AT ITS FULL-UP CAPABILITY.

NATIONS NONETHELESS STOOD BY THE NRF CONCEPT AND REQUIREMENT. IT NOW HAS A MUCH SMALLER, STANDING CORE CAPABILITY, WITH FLEXIBLE FORCE GENERATION MECHANISMS AND GRADUATED FORCE OPTIONS THAT PRESERVE THE CONCEPT AND ITS TRAINING/TRANSFORMATIONAL VALUE.

IN ITS REVISED FORM, WHICH CAN BE EXPANDED AS NECESSARY THROUGH FORCE GENERATION, IT MAINTAINS A HIGH LEVEL OF DEPLOYABILITY AND RESPONSIVENESS AND REMAINS A SIGNIFICANT FORCE FOR TRANSFORMATIONAL CHANGE.

NATO CONTINUES TO ACHIEVE SUCCESS IN MANY OTHER AREAS OF TRANSFORMATION.

FOR EXAMPLE, INCREASED INTEROPERABILITY HAS BEEN ACHIEVED THROUGH THE DEVELOPMENT OF A MORE STREAMLINED LOGISTICS C2 STRUCTURE, WITH AT LEAST A HALF-DOZEN MULTINATIONAL LOGISTICS INITIATIVES ENDORSED AT THE RIGA SUMMIT IN NOV 2006 AND ACTIVELY BEING PURSUED.

ON THE STRATEGIC MOVEMENT FRONT, MUCH ATTENTION HAS BEEN FOCUSED ON AIRLIFT, GIVEN THE UNRELENTING DEMANDS TO PROJECT FORCES OVER INCREASINGLY LONGER DISTANCES FROM THE TRADITIONAL EURO-ATLANTIC AREA OF RESPONSIBILITY.

THE RESULT HAS BEEN THE INTRODUCTION OF THE STRATEGIC AIRLIFT INTERIM SOLUTION, OR SALIS, A CAPABILITY WHICH BECAME OPERATIONAL IN 2006 THROUGH A CONSORTIUM OF 18 NATO NATIONS.

THIS INITIATIVE GIVES ALL NATO NATIONS ACCESS TO STRATEGIC AIRLIFT USING A FLEET OF AN-124 TRANSPORT AIRCRAFT FROM THE UKRAINE.

THE STRATEGIC AIRLIFT INITIATIVE, SIGNED IN 2006, WILL ALSO GIVE NATIONS IMPROVED ACCESS TO STRATEGIC AIRLIFT THROUGH A FLEET OF C-17s BASED IN HUNGARY. THIS CAPABILITY WILL BE AVAILABLE THROUGH AN INITIATIVE SUPPORTED BY A CONSORTIUM OF 10 NATO ALLIES AND TWO PARTNER NATIONS (FINLAND AND SWEDEN). THE FIRST OF THREE C-17 FOR THIS INITIATIVE WILL BE DELIVERED TO PAPA AIRBASE IN HUNGARY THIS SPRING.

FINALLY, THREE NATO NATIONS INCLUDING CANADA ARE NOW OPERATING C-17s, AND PROVIDE SUPPORT TO OTHER NATO NATIONS AND PARTNERS WHEN ABLE.

THEATRE MISSILE DEFENCE HAS ALSO BECOME AN IMPORTANT ELEMENT OF ALLIANCE TRANSFORMATIONAL WORK, GIVEN THE GROWING THREAT THAT MISSILES POSE TO DEPLOYED FORCES.

THE ALLIANCE IS EXPECTED TO ACHIEVE INITIAL OPERATIONAL CAPABILITY TO DEFEND AGAINST THIS THREAT IN 2010.

EN MEME TEMPS, L'OTAN EXAMINE DE PRÈS DES OPTIONS POUR PROTÉGER LE TERRITOIRE ET LES POPULATIONS DE D'ALLIANCE CONTRE LA GAMME COMPLÈTE DES MENACES DE MISSILE BALLISTIQUE.

LES CHEFS D'ÉTAT DE L'OTAN SERONT PRÉSENTÉS AVEC DES OPTIONS POUR ASSURER CETTE PROTECTION AUX NATIONS ALLIÉS EN EUROPE AU SOMMET DE STRASBOURG/KEHL EN AVRIL.

THERE ARE MANY OTHER AREAS IN WHICH CHANGE IS BEING PURSUED AGGRESSIVELY. THEY ARE TOO NUMEROUS TO LIST COMPLETELY, BUT I WOULD NOTE THE FOLLOWING FOR YOU:

1. IMPROVING THE NETWORK-ENABLED CAPABILITY OF THE ALLIANCE AND ITS PARTNERS, TO IMPROVE INTEROPERABILITY AND ENSURE THE EFFECTIVE SHARING OF INFORMATION AND INTELLIGENCE;
2. THE INTRODUCTION OF A MODERN AIR COMMAND AND CONTROL STRUCTURE IN EUROPE, TO ENHANCE THE PROTECTION OF ALLIED EUROPEAN AIRSPACE; AND,
3. THE DEVELOPMENT OF A LEANER AND MORE STREAMLINED MILITARY COMMAND AND CONTROL STRUCTURE.

I WOULD CLOSE THIS PORTION OF MY PRESENTATION BY HIGHLIGHTING THAT A SIMILAR REFINEMENT OF THE POLITICAL DECISION-MAKING STRUCTURE ALSO NEEDS TO BE DONE.

WHILE THE SECRETARY GENERAL HAS ACTIVELY PROMOTED THIS NEED FOR CHANGE, IT HAS YET TO BE FULLY EMBRACED BY THE POLITICAL LEVEL IN NATO.

ENHANCING PARTNERSHIPS

FINALLY, LET ME SAY A FEW WORDS ABOUT THE THIRD PILLAR OF THE NATO MILITARY AGENDA – **ENHANCING PARTNERSHIPS**.

THIS FORMED AN IMPORTANT PART OF MY DAILY WORK, ESPECIALLY AS AFGHANISTAN CREATED HIGHER DEMANDS FOR SUPPORT – INCLUDING FROM PARTNERS – AND THE LEVEL OF OUTREACH TO PARTNERS INCREASED OVER TIME, ESPECIALLY FROM THE POLITICAL PERSPECTIVE.

THIS BECAME INCREASINGLY ACUTE AS THE LEVEL OF OPERATIONS IN AFGHANISTAN EXPANDED, AND BOTH NATO AND ITS PARTNERS RECOGNIZED THE VALUE AND IMPORTANCE OF NON-NATO CONTRIBUTIONS TO THE SUCCESS OF NATO OBJECTIVES, IN ALL ITS OPERATIONAL THEATRES.

INDEED, PRIOR TO 2005, PARTNERS CONTRIBUTED ONLY A FEW HUNDRED TROOPS TO NATO OPERATIONS. TODAY, PARTNER AND CONTACT NATIONS CONTRIBUTE MORE THAN 2,000 TROOPS TO THE MISSION IN AFGHANISTAN AND SOME 2,500 TROOPS TO OPERATIONS IN KOSOVO.

PARTNERS ALSO CONTRIBUTE TO ALL OTHER NATO OPERATIONS TO VARYING DEGREES. THIS INCLUDES MARITIME COUNTER-TERRORIST OPERATIONS IN THE MEDITERRANEAN, WITH PARTICIPATION FROM OUR MEDITERRANEAN DIALOGUE PARTNERS, RUSSIA AND UKRAINE.

MY OWN EMPHASIS ON PARTNERSHIPS STEMMED FROM MY TIME AS CDS, WHEN I PARTICIPATED IN A NUMBER OF PARTNERSHIP ACTIVITIES AND SAW FIRST-HAND THE POSITIVE RESULTS OF OUR LEADERSHIP ROLE IN BRINGING UKRAINE INTO THE PARTNERSHIP FOLD. IT HAS SINCE BECOME THE ONLY PARTNER TO CONTRIBUTE TO ALL OF NATO'S DEPLOYED OPERATIONS.

ENHANCING PARTNERSHIPS THEREFORE BECAME A KEY OBJECTIVE OF MY CHAIRMANSHIP, TO INCLUDE SIGNIFICANT EFFORTS TO ENHANCE THE CONTENT AND VALUE OF MEETINGS OF THE EURO-ATLANTIC PARTNERSHIP COMMITTEE WHICH I CHAIRED (EAPC – 24 PfP NATIONS), RELATIONSHIPS WITH GEORGIA, RUSSIA, UKRAINE, AND AN INTENSIFIED OUTREACH TO NEW AND ASPIRING PARTNERS.

INDEED, THREE NEW PARTNERS WERE INTEGRATED INTO THE EAPC DURING MY TENURE, TO INCLUDE BOSNIA-HERZEGOVINA, MONTENEGRO AND SERBIA IN 2006, AND MALTA LATER RE-INTEGRATED INTO THE EAPC.

IN ADDITION, OUR COORDINATED EFFORTS RESULTED IN INVITATIONS AT THE BUCHAREST SUMMIT FOR ALBANIA AND CROATIA TO BECOME THE 27TH AND 28TH MEMBERS OF THE ALLIANCE. FYROM IS ALSO EXPECTED TO BE INVITED TO JOIN ONCE IT HAS RESOLVED ITS NAME DISPUTE WITH GREECE.

DES RELATIONS PLUS ÉTROITS AVEC PLUSIEURS ORGANISMES RÉGIONAUX ONT AUSSI ÉTÉ INTENSIFIÉS À TRAVERS DES STRUCTURES MILITAIRES ET POLITIQUES DE L'ALLIANCE - POUR INCLURE LE DIALOGUE MÉDITERRANÉEN, L'INITIATIVE DE COOPÉRATION D'ISTANBUL (COMPOSÉE DE 4 DES SIX NATIONS DE GULF) ET LES PAYS CONTACT (AUSTRALIE, LA NOUVELLE ZÉLANDE, LE JAPON ET LA CORÉE DU SUD ET PLUS RECEMMENT, L'ARGENTINE).

THE ALLIANCE IS ALSO EXPENDING CONSIDERABLE EFFORT TO ENHANCE NATO-UN RELATIONS, AND TO ACHIEVE MORE INTERACTIVE COOPERATION WITH THE

EUROPEAN UNION IN THE FIELDS OF SECURITY, DEFENCE, REINFORCING MILITARY CAPABILITIES AND CIVIL EMERGENCY PLANNING. OUTREACH TO THE AFRICAN UNION IS ALSO ON THE RISE.

IT WAS THIS HARMONIZATION OF CIV/MIL EFFORTS THAT ACHIEVED THE BEST SUCCESS DURING MY TIME IN THE CMC SEAT, NOT ONLY IN THE PARTNERSHIP ARENA BUT ACROSS THE SPECTRUM.

IN THE TIME AVAILABLE, THERE ARE MANY OTHER ASPECTS TOO NUMEROUS TO TOUCH UPON WITH RESPECT TO PARTNERSHIPS, BUT YOU CAN GAUGE FROM MY COMMENTS THE CRITICAL IMPORTANCE FOR NATO OF ENHANCING ALL ASPECTS OF THIS INITIATIVE.

MOST IMPORTANTLY, PERHAPS, PARTNERSHIPS HAVE BROADENED NATO'S EUROPEAN SECURITY AND STABILITY UMBRELLA AND INCREASED STABILITY ACROSS THE EURO-ATLANTIC REGION AND BEYOND.

CONCLUSION

SO WHERE DOES THAT LEAVE "NATO AT 60" AND WHERE IS THE ALLIANCE GOING?

FIRST OF ALL, NATO REMAINS A LARGE INTERNATIONAL ORGANIZATION THAT OPERATES ON THE PRINCIPLE THAT ALL ITS MEMBERS HAVE AN EQUAL VOICE AND AN EQUAL VOTE. IT SOMETIMES TAKES TIME TO ACHIEVE A CONSENSUS AT 26, SOON TO BE 28, MAKING IT AN EASY TARGET TO CRITICIZE FOR ITS SPEED OF DELIVERY.

IT IS ALSO TRANSFORMING MORE SLOWLY THAN MANY WOULD LIKE, AND STILL HAS A NUMBER OF CAPABILITY SHORTFALLS AND DIFFICULTIES THAT CHALLENGE ITS ABILITY TO SATISFY ALL OF ITS OPERATIONAL COMMITMENTS.

NONETHELESS, IT IS AN ORGANIZATION ON THE MOVE. WHERE IT COMPRISED ONLY 16 MEMBERS AND NO PARTNERS LESS THAN 20 YEARS AGO, THE ALLIANCE IS NOW MADE UP OF 26 MEMBERS (SOON TO BE 28) AND NEARLY 40 OTHER COUNTRIES IN FOUR PARTNERSHIP ARRANGEMENTS REACHING AS FAR AS THE ASIA-PACIFIC REGION.

COLLECTIVELY, NATO IS INCREASING ITS DEPLOYABILITY AND INTEROPERABILITY, IMPROVING ITS OVERALL CAPABILITY AND CONDUCTING OPERATIONS ON SEVERAL CONTINENTS IN COOPERATION WITH A MYRIAD OF CIVILIAN AND MILITARY ACTORS AND REGIONAL ORGANIZATIONS.

IN ADDITION, IT IS ACTIVELY ENGAGED IN DEBATE ON BROADER SECURITY ISSUES INCLUDING NATO'S POTENTIAL ROLE IN ENERGY SECURITY, CYBER DEFENCE, ENHANCED MARITIME SECURITY, PROTECTION OF NATO AIRSPACE AND THE PROTECTION OF NATO FORCES, TERRITORY AND POPULATIONS FROM THEATRE AND BALLISTIC MISSILE DEFENCE.

IT IS ALSO WORKING HARD TO RE-TOOL ITS COMMAND AND CONTROL, SUPPORT AND DECISION-MAKING PROCESSES AND PREPARING TO REDEFINE ITS ROLE AS THE PRE-EMINENT 21ST CENTURY DEFENCE AND SECURITY ALLIANCE.

IL EST CLAIR QUE LE PAS D'ACTIVITÉ À L'OTAN NE RALENTIRA PAS DANS UN FUTUR RAPPROCHÉ.

EN EFFET, LE SOMMET DE STRASBOURG/KEHL EN AVRIL CHERCHERA À ETABLIR LA VOIE FUTURE DE L'ALLIANCE. DE PLUS, IL SERVIRA À:

1. CÉLÉBRER LE 60^e ANNIVERSAIRE DE L'OTAN;
2. SOUHAITER LA BIENVENUE AU NOUVEAU PRÉSIDENT AMÉRICAIN;

3. ACCEUILLIR L'ALBANIA ET LA CROATIA COMME NOUVEAUX MEMBRES DE L'ALLIANCE; ET
4. VOIR LA FRANCE RÉÉTABLIR SA PLACE AU SEIN DE L'ALLIANCE, EN PARTICULIER DANS LA STRUCTURE MILITAIRE INTÉGRÉE.

IN ADDITION, IT WILL SEEK TO REAFFIRM THE SOLIDARITY OF NATO NATIONS, REINFORCE THE CRITICAL IMPORTANCE OF CONTINUING TO TRANSFORM, ENCOURAGE MORE EQUAL BURDEN SHARING AND EMPHASIZE THE CRITICAL IMPORTANCE OF CONTINUING TO NURTURE PARTNERSHIPS.

FINALLY, HEADS OF STATE AND GOVERNMENT WILL HOPEFULLY ADOPT THE "DECLARATION ON ALLIANCE SECURITY" AT THE SUMMIT, LAUNCHING THE PROCESS FOR DEVELOPING A NEW STRATEGIC CONCEPT FOR NATO.

THE CURRENT CONCEPT, LAST REVISED IN 1999, IS LONG OVERDUE FOR RENEWAL AND WILL SERVE TO REAFFIRM NATO'S ENDURING PURPOSE AND SET THE DIRECTION FOR THE ALLIANCE'S NEW MISSIONS AND TASKS IN THE 21ST CENTURY.

CANADA CONTINUES TO HAVE AN IMPORTANT ROLE TO PLAY IN THIS MODERN NATO, THROUGH ITS MEASURED AND BALANCED APPROACH TO PROBLEM-SOLVING, ITS CREDIBILITY ON THE WORLD STAGE, AND ITS PROVEN LEADERSHIP SKILLS – BOTH MILITARY AND CIVILIAN- IN NATIONAL AND INTERNATIONAL OPERATIONS.

I STRONGLY ENCOURAGE YOUR CONTINUED SUPPORT OF THE ORGANIZATION AS IT SOLIDIFIES ITS PLACE AS THE MOST EFFECTIVE SECURITY AND DEFENCE ALLIANCE IN MODERN HISTORY IN THIS, ITS 60TH ANNIVERSARY YEAR.

MERCI BEAUCOUP.