NORTH ATLANTIC MILITARY COMMITTEE

COMITE MILITAIRE DE L'ATLANTIQUE NORD

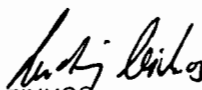*03* September 2014   MC 0458/3 (Final)

FINAL DECISION ON MC 0458/3

NATO EDUCATION, TRAINING, EXERCISES, AND EVALUATION (ETEE) POLICY

On 26 Aug 14, under the silence procedure, the Council noted the report attached to PO(2014)0579 and agreed to its recommendations, including the approval of the ETEE Policy MC 0458/3, as part of the six key CFI deliverables of the Wales Summit.

PO(2014)0579-AS1 refers.

FOR THE MILITARY COMMITTEE:

Ludwig LEINHOS
Major General DEUAF
Director
NATO Headquarters C3 Staff

Sir Christopher Harper
Air Marshal
Director General
International Military Staff

NOTE: This Final Decision Sheet shall now be attached to MC 0458/3 as the top sheet. Page numbering of the complete document when this decision is attached is as follows:

MC 0458/3 (Final)	- Page 1
MC 0458/3 (Military Decision)	- 1 page
MC 0458/3	- 31 pages

Distribution As for basic document

NORTH ATLANTIC MILITARY COMMITTEE

COMITE MILITAIRE DE L'ATLANTIQUE NORD

27 May 2014   MC 0458/3 (Military Decision)

SECRETARY GENERAL, NORTH ATLANTIC TREATY ORGANISATION

MILITARY DECISION ON MC 0458/3

NATO EDUCATION, TRAINING, EXERCISES AND EVALUATION (ETEE) POLICY

1.   On 27 May 14, the Military Committee endorsed MC 0458/3, NATO ETEE Policy, a copy of which is attached at Enclosure 1. MC 0458/3 is forwarded to the North Atlantic Council for their consideration and approval.

2.   This document clears IMSWM-0358-2013, 20 Dec 13 and all SDs thereto.

FOR THE MILITARY COMMITTEE:

Sir Christopher Harper
Air Marshal
Director General
International Military Staff

Enclosure:

1.   MC 0458/3, NATO Education, Training, Exercises and Evaluation Policy.

Copy to: SDL Z
Action Officer: Col R.D. Loynd, IMS OPS (5488); Ms A. Procopio, IMS OPS (5891)

IMS Control Nr: O14002234

MC 0458/3

NATO

EDUCATION, TRAINING, EXERCISE AND EVALUATION (ETEE)

POLICY

Table of Contents ....

ANNEX A - References

ANNEX B - List of NATO Education and Training Facilities (NETFs), Centres of Excellence (COEs) and Partnership Training and Education Centres (PTECs)

ANNEX C - Lexicon

PART 1: INTRODUCTION

BACKGROUND

1.   As stated in the 2010 Strategic Concept, the Alliance's fundamental and enduring purpose is to safeguard the freedom and security of all its members. The Alliance must maintain the capabilities to prevent, detect, deter and defend against any threat of aggression, maintain and if necessary restore territorial integrity, and actively engage partnerships to enhance international security as described in PO(2011)0124. These objectives are the underpinning tenets of the Strategic Concept and therefore provide the basis for the NATO Education, Training, Exercise and Evaluation (ETEE) Policy.

2.   NATO ETEE is central to the implementation of the Connected Forces Initiative (CFI) (as part of the 2012 Chicago Summit Defence Package), partnership activities, interoperability and defence and security related capacity-building. CFI is a key means of achieving a coherent set of deployable, interoperable and sustainable forces equipped, trained, exercised and commanded so as to be able to meet NATO's Level of Ambition (LoA). Additionally, NATO forces should be able to operate with partners[1] in any environment.

3.   The NATO ETEE Policy shall therefore comply with, and support, the principles affirmed in the 2010 Strategic Concept and subsequent political-military commitments such as CFI. To achieve this, the Alliance requires the capability to conduct the full range of military operations, from high to low intensity, from Article 5 Collective Defence to Non-Article 5 Crisis Response Operations (NA5CRO), and to initiate and sustain concurrent major and smaller joint operations for collective defence, crisis management and cooperative security in accordance with the agreed LoA. Acknowledging the unpredictability of threats to the Alliance, it is imperative that these capabilities are suited for operations not only on Alliance territory and its periphery, but at strategic distances as well.

4.   NATO ETEE activities and events are core functions conducted by NATO and Allies to prepare the NATO Command Structure (NCS) and NATO Force Structure (NFS) for their current and future missions. NATO ETEE facilitates the purposes of conveying a clear and strong message of the Alliance's capabilities while simultaneously demonstrating Alliance resolve. Additionally, the NATO ETEE programme provides essential transformation opportunities for the Alliance and its partners and will play a central role to build and sustain interoperability and readiness.

5.   Changes in the NCS and NFS, such as the handover of the management of Collective Training and Exercises from SHAPE to HQ SACT are reflected in this document. The evolution of CFI as well as emerging security challenges and preparation for operations could influence the Alliance's way of addressing ETEE issues.

---

[1] Within this document, "partners" refers to Partnership for Peace (PfP), Mediterranean Dialogue (MD), and Istanbul Cooperation Initiative (ICI) countries as well as those partners across the globe with a partnership programme with NATO, unless otherwise stated.

AIM

6.   To provide ETEE direction and guidance to the Strategic Commands and to establish and provide a standardised ETEE policy for application throughout NATO.

SCOPE / APPLICABILITY

7.   This policy is applicable to all education and training facilities operated by, and all ETEE activities conducted by, NATO, Allied and partner nations[2] for preparation of the NCS, the NFS and individuals assigned to current and future NATO-led operations, including the NATO Response Force (NRF), to meet the NATO LoA.   NATO ETEE activities should allow for integration of partners and   Non-NATO Entities (NNE)[3] as appropriate to increase interaction and interoperability.

8.   This document does not apply to Political-Military Exercises, such as NATO Crisis Management Exercises (CMX) or Joint NATO/EU Crisis Management Exercises (CMX/CME).   The NATO Military Authorities (NMAs) will participate in the planning and conduct of NATO Political-Military Exercises, in accordance with proposals and general arrangements approved for each exercise by the North Atlantic Council (NAC) in C-M(2012)0078.

PART 2: POLICY

PRINCIPLES

9.   NMAs will ensure the following principles are met:

a.   That NATO ETEE events will be balanced and address the full range of Alliance missions, including large-scale high-intensity operations.

b.   That, taking resource considerations into account, sufficient exercises of a high quality and on a broad set of scenarios be organized, and, where mutually beneficial, affordable and agreed, linking of NATO and national exercises be considered.

c.   That exercise requirements derived from the NATO LoA will provide the overarching vision for SACEUR's Annual Guidance on ETEE (SAGE).

d.   That major NATO exercises should cover the whole range of NATO missions within a three-year period.

---

[2] The terms "Nations" or "national" refers to both Allied and partner nations. The terms "Allies" or "Allied nations" will be used when referring to NATO member states and the terms "Partners" or "Partner nations" will be used when referring to partner nations (as described in footnote 1) throughout this document.

[3] Within this document, NNE includes International Organisations (IO), Governmental Organisations (GO) of non-NATO nations, Non-Governmental Organisations (NGO), Non-NATO Multinational forces, Host Nations (when the Host Nation is not a NATO nation), Contractors on operations, exercises and transformational activities, and Non-NATO countries that do not meet the "partners" criteria defined in footnote 1.

4

e.   That a given Military Training and Exercise Programme (MTEP) will include:

   i.   As a minimum, half of the major live exercises should be high-intensity, with half of those being Article 5 Collective Defence throughout SACEUR's area of responsibility.

   ii.   Two thirds of major command post exercises should be high-intensity, with half of those being Article 5 Collective Defence throughout SACEUR's area of responsibility.

   iii.   Geographic locations selected should be varied (assuming the availability of host nation offers) and should be balanced against scenarios and climatic conditions.

   iv.   Regardless of the scenario, exercises should be challenging and offer high training value.

10.   Mission Focus. NATO ETEE shall be based on NATO standards and prioritised requirements. It shall be focused on current and future operations.

11.   Train for Full-Spectrum Operations. NATO ETEE shall be based on realistic scenarios, operational conditions and standards.

12.   Interoperability. NATO identifies and defines interoperability[4] standards through concepts, doctrine, tactics, procedures, equipment Standardization Agreements (STANAGs), evaluations and certifications, policies and other Military Committee (MC) and North Atlantic Council (NAC) decisions. NATO and nations should endeavour to synchronise their ETEE processes in an effort to enhance interoperability. NATO ETEE activities should support the implementation of the agreed partner specific objectives in the respective individual partnership cooperation documents, to increase interaction and interoperability.

13.   Comprehensive Approach (CA). NATO ETEE activities shall reflect NATO's intent to make a contribution to a CA within the wider International Community to all (current and future) missions[5].

14.   Standards Based. The processes and activities associated with NATO ETEE must comply with a common set of standards identified within the ACO Forces Standards (AFS) and STANAGs. Quality standards to guide NATO education and training are under development and will be promulgated.

---

[4] Interoperability is the ability to act together coherently, effectively, and efficiently, to achieve Allied tactical, operational and strategic objectives. It comprises the human, technological and procedural dimension. Improved interoperability with partner nations complements the ability of the Alliance to meet its tasks. For partners, developing interoperability with NATO prepares their forces and capabilities for more effective participation in, and contribution to, NATO exercises, the NATO Response Force (NRF), and NATO-led operations; as well as other potential crisis management operations, including those where NATO supports international organizations, using the same set of interoperability standards. Interoperability requires consistent and continued effort over time.

[5] Currently reflected in the Comprehensive Approach Action Plan [C-M(2008)0029-COR1] and Updated List of Tasks [PO(2011)0045].

5

15.   Doctrine Based. NATO doctrine establishes the fundamentals and guidance for employing NATO assets to achieve strategic aims. All NATO ETEE activities will comply with relevant NATO doctrine where appropriate.

16.   Transformation Imperative. NATO ETEE activities will support the continuing process of transformation by adapting NATO courses and training events to introduce new concepts and capabilities. Exercises should be used as a venue for experimentation, whenever feasible without adversely affecting achievement of the exercise objectives.

17.   Transparency and Accountability. NATO ETEE processes should be as transparent as possible and accountable towards stakeholders and participants in order to encourage alignment and synchronisation.

18.   Utilization of Assets. NATO ETEE activities are to be conducted in the most effective and efficient manner. The implementation of specific NATO ETEE programmes, plans, activities and events will consider the optimal usage of the available resources. NATO will continue utilizing NETFs, NATO-accredited COEs[6] and NATO-recognized PTECs in accordance with their capabilities and potential within the scope of their mandates, their MC/NAC approved concepts and policies and within their respective area of excellence. NATO will also utilize National/Multinational Training institutions from NATO nations, and other education and training facilities from partner nations and NNEs that are in compliance with NATO procedures and standards, as complementary training assets to fulfil recognized NATO ETEE requirements.

19.   Financial Efficiency. Planning and execution of all NATO ETEE activities shall be conducted in the most efficient and effective manner possible within extant budgetary guidelines.

20.   Quality Management. It is important to ensure that the planned and systemic approach to building, maintaining and improving the execution of education and training activities is in alignment with required standards. The principle of quality management requires quality assurance and quality control at various levels.

21.   Lessons Learned. A critical aspect to all NATO ETEE activities is the requirement to capture and incorporate Lessons Identified in order that they become Lessons Learned.

THE NATO TRAINING SPECTRUM

22.   To gain proficiency at the collective level, joint and/or combined forces must have the ability to engage as one force quickly to integrate their capabilities across domains, echelons, geographic boundaries and other organisational affiliations. Since the individual's preparation leads directly to collective effectiveness, individual training and collective training must be viewed as closely connected. As such, the NATO Training Spectrum is defined as having an individual focus connected to collective proficiency. The individual focus is described in two elements: education and individual training. The collective side encompasses collective training and exercises.

---

[6] Within this document, COEs are considered the NATO-accredited COEs.

Individual		Collective	
Education	Individual Training	Collective Training	Exercises

<u>Education</u> – Education is the systematic instruction of individuals that will enhance their knowledge and skills, and develop competencies. It is the developmental activity that enables the individuals to make a reasonable response to an unpredictable situation.

<u>Individual Training</u> – The development of skills and knowledge necessary to perform specific duties and tasks. Individual Training is learned response to predictable situations.

<u>Collective Training</u> – Procedural drills and practical application of doctrine, plans and procedures to acquire and maintain collective tactical, operational and strategic capabilities.

<u>Exercises</u> – Collective activities where HQs and/or formations are trained to fulfil their missions, driven by external stimuli and typically evaluated for purposes of readiness assessments.

RESPONSIBILITIES

23.   <u>Responsibilities of Allies</u>. Allies are responsible for the education and training of their personnel and forces allocated to NATO. Allies will ensure that personnel assigned to NATO Peacetime Establishment (PE) and Crisis Establishment (CE) Posts satisfy NATO requirements as detailed in Job Descriptions (JDs). Allies should ensure that the required NATO operational standards be applied in the execution of training and evaluation of forces and personnel offered. NATO can assist through the provision of complementary E&T, particularly in joint, combined areas that are outside of the ability of nations to deliver. Specific requests for this assistance shall be made to the MC. In order to improve interoperability and efficiency Allies are encouraged to synchronise their ETEE planning activities with the NATO Training Integration Process (TIP). Allies are also encouraged to open their ETFs for other Allies, partners and NNEs.

24.   <u>Responsibilities of Partners and NNEs</u>. Partners and NNEs, to include operational partners and NRF contributors, are responsible for the training and education of their personnel and forces that are allocated to NATO led operations, NRF and exercises. Partners and NNEs will ensure that personnel assigned to NATO PfP Staff Element (PSE) billets, Crisis Establishment (CE) Posts, or as part of a Voluntary National Contribution (VNC) comply with NATO training standards and requirements as described in Job Descriptions (JDs). In order to improve interoperability and efficiency Partners and NNEs, to include operational partners and NRF contributors, are encouraged to synchronise their ETEE planning activities with the NATO TIP.

25. <u>Responsibilities of NATO</u>. NATO is responsible for establishing standards. NATO will support Allies and Partners in achieving those standards and the transformation of national ETEE systems as required. NATO's support will be generated through the utilization of education and training facilities, which meet NATO standards (as reflected in para 18), to enhance coherence of training across NATO at both the individual and collective level.

    a.   <u>Responsibilities of ACO and ACT</u>. SHAPE and HQ SACT manage the NATO ETEE process through subordinate commands and their supporting education and training activities following Bi-SC directives. The Supported and Supporting Commanders are as follows:

	Requirements	Execution	Evaluation
Supported	SACEUR	SACT	SACEUR
Supporting	SACT	SACEUR	SACT

    i.   SHAPE shall coordinate the planning and execution of evaluations with Allies and subordinate HQs and provide strategic direction and priorities for the evaluation of forces and HQs. SHAPE is responsible for identifying the operational requirements for current and future operations as well as reporting performance deficiencies in existing capabilities. SHAPE's responsibilities also include: developing and maintaining Forces Standards; producing annual guidance for the execution of NATO ETEE by means of SAGE; as well as performing an annual evaluation of NATO ETEE. SACEUR will develop the SAGE based on political-military guidance as well as prioritised training requirements and force capability development needs.

    ii.   HQ SACT is responsible for the management, execution and accreditation of education and individual training as well as collective training and exercises, including the execution of strategic exercises with the exception of the Nuclear and Special Operations domain. These responsibilities include, but are not limited to: NATO courses provided at E&T facilities mentioned in para 18; exercise scenario development; management of host nation selection and host nation support; and Force Generation for all strategic joint training events and exercises.

    iii. HQ SACT's responsibilities also include developing and maintaining Doctrine and Quality Standards for NATO education and training.

    iv. In the event that training resources prevent the full execution of SAGE, HQ SACT will consult with SHAPE to resolve the issue.

    v.   HQ SACT is responsible for NATO accreditation and periodic assessment of COE, and coordinating with COEs to support effective and efficient solutions to NATO training requirements. HQ SACT will offer support and guidance to recognized PTECs to ensure that

courses in support of NATO are in compliance with NATO standards. HQ SACT is the authorised NATO body that may, through appropriate national authorities, establish contact with national education and training facilities.

vi.   HQ SACT is responsible for managing NATO's Global Programming Approach to Training as well as managing the NATO Training Group (NTG).   Through this governance framework and supporting review/recognition process, HQ SACT will ensure NATO's training and education requirements are clearly defined and ultimately satisfied through the delivery of quality learning opportunities within existing education and training facilities.

vii.   HQ SACT is responsible for the content and certification of courses.

b.   Responsibilities of Commanders/Commandants.

i.   Commanders at all levels are responsible for the preparation of their allocated forces to accomplish assigned missions following the priorities established in SAGE.

ii.   Commandants of NETFs, NATO-accredited COEs and NATO-recognized PTECs are responsible for ensuring that the activities of their E&T facilities are in compliance with their mandates, their MC/NAC approved concepts and policies and within their respective area of excellence.

c.   All other NATO bodies must sustain and maintain NATO ETEE activities and events within their respective responsibilities and directives.

GLOBAL PROGRAMMING APPROACH

26.   As operational requirements and missions evolve, NATO Commands and forces must remain ready, responsive, adaptable and interoperable in accordance with the tenets of CFI. A Global Programming Approach will be utilized to holistically match defined NATO ETEE requirements with ETEE opportunities.

27.   To support Global Programming, HQ SACT will develop a proposed list of training categories called "Disciplines" that will focus training and education efforts to achieve NATO operational requirements. Disciplines will continue to evolve over time and thus the supporting NATO ETEE programme must remain flexible and adaptive. The Bi-SCs will maintain, review and publish the comprehensive list of disciplines with adequate justification that reflects aligned priorities, resources, responsibilities and expertise. The list will be approved annually by the MC. Disciplines derive from any of the following:

a.   The NATO Defence Planning Process;

b.   Deficiencies identified by NATO Political Bodies and/or NMAs;

c.   An emerging capability development requirement; or

d.   Performance gaps, which may be identified through evaluations, observations of NATO operational commanders and the Lessons Learned process.

28. Global Programming consists of a governance structure, a development methodology, as well as a production planning process for the life-cycle management and synchronisation of NATO's ETEE.

GOVERNANCE STRUCTURE

29. HQ SACT is responsible for the Global Programming governance structure. For each discipline there will be a Requirements Authority (RA) and a Department Head (DH) supporting the centralised coordination and decentralised execution of NATO E&T management activities.

    a.   Requirements Authority (RA). The RA is responsible, based on existing MC and NAC guidance, for identifying and managing the specific NATO ETEE Requirements (NETR) associated with the discipline. The RA verifies needs and provides input concerning changes to NATO concepts, doctrine, policy and procedures. The RA will annually review the requirements, consider lessons learned and experience from operations, and analyze emerging threats. RAs are appointed by SACEUR from within ACO. Exceptions to this will be proposed by SACEUR for MC approval.

    b.   Department Head (DH). The DH supports HQ SACT's responsibility for translating NATO E&T requirements into solutions for the individual and collective training spectrum. Furthermore, the DH is responsible for the coordination of the solutions. The DH will assemble a discipline E&T programme and strive to ensure that the solutions identified are delivered in the most effective, efficient and affordable manner through NATO Allies, partners and NNEs. The DH will have sufficient expertise in a discipline to manage solutions and takes part in the quality assurance process, as deemed necessary, but is not necessarily involved with the delivery of E&T. When selecting DHs, HQ SACT will propose valid candidates following the principles highlighted in this document. HQ SACT selections of DHs outside of the NCS require MC approval or, for a partner or NNE, MC endorsement and NAC approval.
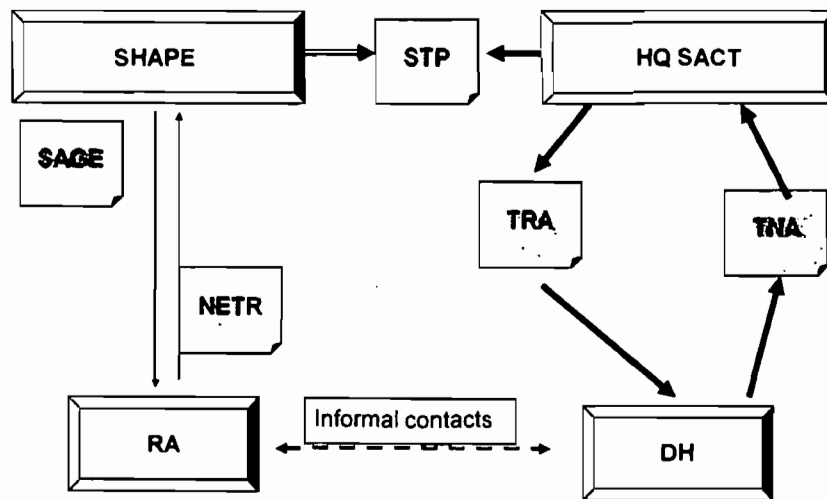
DEVELOPMENT METHODOLOGY

30. As shown in Figure 1, the Global Programming development methodology initially converts political and military needs into training and education-related performance and production requirements. The requirements are subsequently developed into specific E&T solutions (courses, exercises). Through the development methodology specific roles are assigned. There are five significant elements to the development methodology:

    a.   NATO ETEE Requirements. The RAs will provide for each discipline an annual report to the Bi-SC.

    b.   Strategic Training Plan (STP). Based on an identified discipline, the STP is a holistic integrator, which captures individual and collective training requirements at all levels. HQ SACT, supported by the RA, will lead the development of the discipline-specific E&T plan. The STP seeks to unify and synchronise existing NATO E&T requirements and opportunities. The plan will also identify where new E&T may be necessary. Overall, it provides the strategic view of the discipline to be examined in detail as part

10

of one or more Training Requirements Analyses. The STP is submitted for MC endorsement and NAC approval. Normally, the STP will propose a DH; however, in the event that the DH has not been identified the assignment will be proposed to the MC separately. STPs and DH nominees for a specific Discipline should be submitted to the MC via the senior NATO committee responsible for reporting to the MC for that discipline or functional area (Logistics Committee, COMEDs, C3B, etc.) so as to ensure the proper functional advice is provided to the MC.

c.   Training Requirements Analysis (TRA). Based on an approved STP, the TRA will initially capture existing training and education opportunities potentially available to the Alliance; then refine the intended target audiences, develop their performance objectives and eventually match the performance objectives with the available opportunities. The result of this analysis will be provided to the DH who will then improve solutions, where required, and proceed to close gaps in solutions and eliminate potential duplications. Supported by the DH, the TRA is led and subsequently approved by HQ SACT. The final TRA report can only be approved after the STP has been approved.

d.   Training Needs Analysis (TNA). The TNA is led by the DH. Through it, the DH will recommend to ACT improved solutions where required to meet E&T deficiencies identified through the TRA and eliminate potential duplications. The solutions recommended by the DH will then be validated by ACT within means and capabilities. For solutions which overcome the Bi-SCs capacities ACT will submit the case to the MC.

e.   Annual Discipline Conference (ADC). The ADC is the forum for sustaining NATO E&T. It reviews the adequacy of the individual and collective programmes used to satisfy NATO's E&T requirements and should be as inclusive as possible and involve the appropriate committees. The intent is to ensure E&T remains aligned with evolving needs, available technology and resources. An ADC is held for each specific discipline; it is led by the DH under the guidance of HQ SACT. The results of the ADC are reported to HQ SACT.

Developmental Methodology

Figure 1

PRODUCTION PLANNING PROCESS

31.   With the production planning process NATO strives, for planning purposes, to inform Allies, partners and NNEs at least three years in advance on ETEE activities. The production planning process produces updates to the Individual Training and Education Programme (ITEP) and the Military Training and Exercise Programme (MTEP). The planning process consists of three phases conducted over an 18-month period. The three phases are:

    a.   Requirements Identification. Compiled by SHAPE, with HQ SACT involvement; the result is promulgated through SAGE.

    b.   Development and Programming. A sequence of defined boards and conferences, which refines future NATO ETEE activities including schedules, required support and coordination.

    c.   Approval. Recognition of the ITEP will occur through a HQ SACT report to SHAPE. The Open to Partners (OTP) and NNE portion of the MTEP and the Partnership Cooperation Menu (PCM) will be used to request MC endorsement and NAC approval of partner or NNE involvement in NATO ETEE activities.

32.   The production planning process engages with multiple different actors, to include representation from Allies, partners, NNEs, NCS, NFS, RAs, DHs and E&T facilties mentioned in para 18. The production planning process consists of a sequence of tailored planning board meetings. The pivotal event in this TIP is NATO's Training Synchronisation Conference (TSC). It serves as the final stage for identifying solutions to meet NATO's E&T needs.

PARTNER AND NNE INVOLVEMENT IN NATO ETEE ACTIVITIES

33.   In accordance with NATO's Policy for a More Efficient and Flexible Partnership (ref. G), the NATO ETEE Policy ensures partners and NNEs will play a larger role than ever before in the development and implementation of cooperative activities, which encourage coordination and interoperability with NATO.   These activities include education opportunities, individual and collective training events, and NATO exercises, as well as standardization and technological cooperation. Partner and NNE participation in or observation of NATO ETEE activities is subject to MC and/or NAC endorsement/approval process as outlined in the following paragraphs.   Any involvement should, in principle, be approved in sufficient time to allow proper planning and participation.   In order to prevent misinterpretations, NATO ETEE activities conducted by Allied and partner nations' education and training facilities should be clearly distinguished from their national activities and mentioned explicitly in all their documentations and programmes of work.

EDUCATION AND INDIVIDUAL TRAINING (E&IT)

34.   SAGE will inform the MC of the prioritised NATO ETEE requirements.   This guidance will form the basis for education and individual training throughout the Alliance.

35.   NATO will utilize NETFs, COEs, PTECs, NTIs, and other NNE education and training facilities as outlined in para 18 to provide support to the requested and approved education and training requirements of nations, the NCS and the NFS. Control of these organisations lies with different authorities, but the responsibility for seeking a NATO-unified effort to develop effective, efficient and affordable education and training solutions lies with HQ SACT.

36.   In situations where unique or rapidly changing operational training requirements exist, HQ SACT, in close coordination with SHAPE, will develop an education and training curriculum to support national requirements to conduct individual training. NATO offers a variety of NATO-approved courses, which are available to personnel from contributing nations who are identified to deploy.   These courses shall be published in the ETOC by HQ SACT.

37.   Through the development and publication of the ITEP, HQ SACT will provide a catalogue of courses, offered by NATO and involved nations, which are directly relevant for developing the functional area skills of deploying personnel.   Nations that have personnel identified as candidates for deployment are encouraged to schedule their attendance on NATO functional area courses.

38.   Given the variety of institutions engaged in the delivery of NATO E&IT, a means to assure the quality of E&IT is essential. E&IT quality assurance will provide the mechanism by which NATO can be assured of a consistent level of quality in activities provided in support of NATO by any E&T facilities mentioned in para 18.

EDUCATION AND INDIVIDUAL TRAINING WITH PARTNERS AND NNES

39.   Education and Individual training are key elements of NATO's military cooperation with partners and partnership with NNEs. Partners and NNEs should therefore be encouraged to participate in, observe or contribute to NATO E&IT activities. These

elements are embedded in partners' individual partnership documents[7]. These documents contain NATO's partner-specific cooperation objectives and priorities, which guide the partnership cooperation activities, resource allocation and level of effort. This is the approved basis for partner participation and involvement in NATO ETEE activities[8].

40.   Selected Education and Individual Training activities may also be open to NNEs. This will require that, either the ePRIME Proposing Body or any individual Allied nation, submit a timely and justified request through the appropriate chain of command (normally through HQ SACT) to ultimately seek MC endorsement and NAC approval.

COLLECTIVE TRAINING AND EXERCISES

41.   The focus of NATO's collective training and exercise programme is to ensure that the Alliance has a coherent set of deployable, interoperable and sustainable forces that are equipped, trained, exercised, and commanded so as to meet NATO's LoA. As indicated at the Chicago Summit[9], two elements underpin NATO's approach to collective training and exercises. The first is the Alliance's desire to train and evaluate forces in realistic scenarios. The second is the Alliance's intent to move from a campaign footing to a contingency footing as Allies recuperate and reconstitute forces. Against these criteria, the quantitative and qualitative exercise requirements are derived from four main sources:

    a.   NATO's Political Guidance, which defines NATO's LoA along with the MC guidance for its military implementation (MC 400/3).

    b.   MC 586/1 and the Conceptual Framework for Alliance Operations (CFAO), which identify the structure and mission types for the NRF, NCS and NFS.

    c.   SHAPE's Long Term Rotation Plan (LTRP), which sets out NCS and NFS headquarters' readiness responsibilities.

    d.   Relevant and agreed Political-Military direction and guidance related to collective training and exercises (e.g. CFI).

42.   The MTEP includes detailed information on significant collective training activities and military exercises; it is developed and managed by HQ SACT. The MTEP is produced annually and spans a five-year window. SACEUR's training requirements are identified in SAGE at the outset of the MTEP planning process.

43.   HQ SACT will coordinate with ACO entities in order to build the MTEP. Additionally, HQ SACT will coordinate with and inform Allies of NATO's planned military

---

[7] Such as the Individual Partnership Action Plan (IPAP), Annual National Programme (ANP), Individual Partnership Cooperation Programme (IPCP).

[8] These outlined interoperability objectives will be subsequently translated into tangible measurable interoperability goals, including timelines by PfP Planning and Review Process (PARP) and MC Direction and Guidance documents. In order to facilitate the implementation of the objectives outlined in the individual partnership documents, the effective and tailored support by partnership cooperation activities (e.g. activities as approved in the PCM and the MTEP) and all other relevant programmes is important. In the area of PME the Defence Education Enhancement Program (DEEP) plays a crucial role and aligns its activities with NATO's partnership objectives.

[9] Summit Declaration on Defence Capabilities: Toward NATO Forces 2020.

exercise programme during the development and programming cycle. As part of the larger TSC, the annual NATO Training and Exercise Conference (NTEC) is the primary venue within the MTEP programming process where NATO, Allies and partners are presented with a draft MTEP to enhance coordination with their national programmes as well as to promote feedback on the proposed MTEP prior to its submission. The NTEC is normally where nations offer their national exercises to be included in MTEP.

44. In an effort to maximise efficiency and increase interoperability, and in line with the principles of CFI, NATO will coordinate and facilitate the linking of NATO exercises with the national exercises of Allies and partners, rather than organise more NATO exercises, where this is mutually beneficial, affordable and agreed by Allies. This will allow NATO to incorporate the key tenets of CFI and work towards achieving the LoA. However, the linking of exercises should mainly aim at the training and/or certification of the NCS, NFS and/or NRF, in order to increase interoperability. During the development and programming cycle (to include the NTEC), Allies and partners are invited to propose specific national exercises that could be considered to complement NATO's Exercises, should the aims and objectives be appropriate and allow for a more efficient use of HQs and forces.

45. Nations are invited to propose the linking of exercises well in advance (at least two years) to HQ SACT. Nations, which are offering their national exercises are responsible for providing detailed information, especially regarding the nature of the linkage and the participation of partners and NNEs. This will ensure that Allies have full visibility of details.

46. National exercises will be shown in MTEP Chapter IV in three parts:

    a. Part A: National exercises to be supported by NATO or linked to NATO ETEE activities and capabilities, which retain their national authority.

    b. Part B: National exercises to be supported by NATO or linked to NATO ETEE activities and capabilities[10] under NATO authority.

    c. Part C: for the visibility and promotion of the national exercises that are not linked to NATO.

47. When nations offer their national exercises for linking, formal requests will be submitted to HQ SACT, preferably during the NTEC. The proposed linkages will be placed respectively into MTEP, Chapter IV, Parts A and B and then submitted to the MC for approval. This procedure covers linked national exercises that include partners or NNEs. For each of the proposed linkages, HQ SACT should provide resource assessment to include budgetary and human resource implications to NATO HQ. Exceptionally, nations may want to offer their national exercises for linking outside of the normal MTEP process. In this case, a formal request will be submitted to HQ SACT and SHAPE. HQ SACT, supported by SHAPE, will assess this linkage and submit it to the MC for approval.

---

[10] At the request of a nation, NATO could consider to take the responsibility or to include a national exercise in a NATO exercise when beneficial to the Alliance, in order to improve its scope and increase the interoperability objectives.

48.   MTEP, Chapter IV, Part C is available for use by Allies and partners to invite other nations to participate in/or observe their national exercises. The definition and the conduct of these exercises as well as the participation remain a national prerogative. However, if any Ally perceives a national exercise as politically sensitive, it retains the right to request that its incorporation into Chapter IV, Part C be assessed and agreed by the Allies through the MTEP development process.

49.   Allies retain the right to request a case-by-case MC endorsement and NAC approval of the linkages or the Exercise Specifications (EXSPECs) if there is a perception of political sensitivity.

50.   MC endorsement and NAC approval are required to agree the design aspects of major Joint Live Exercises (e.g. High Visibility Exercises), specifically those planned every three years.

COLLECTIVE TRAINING AND EXERCISES WITH PARTNERS AND NNE

51.   MC endorsement and NAC approval for partners and NNEs to participate in or observe a NATO exercise is required and summarized through submission of the "Open to Partners (OTP) and NNE" portion of the MTEP and will occur annually using the same five year span as Allies. The involvement of partners or NNEs in the NATO exercises that are not covered by the MTEP OTP and NNE requires case-by-case request for MC endorsement and NAC approval. This does not apply to partner participation in exercises included under Chapter 4. Justified requests have to be submitted well in time through HQ SACT.

52.   Additionally, partner and NNEs' participation in Article 5-related exercises (to include operational partners and NRF contributors), may have political, operational and in some cases, legal implications.   Therefore, explicit MC endorsement and NAC approval highlighting the Article 5 dimension is required prior to the invitation of a partner or NNE to an Article 5-related exercise.

53.   In order to be eligible to participate in NATO live exercises (LIVEX), partners must either have forces participating in NATO-led operations or have forces declared in the Operational Capabilities Concept (OCC) Pool of Forces or the NRF. Exceptions to this policy can be made by the NAC.

54.   Prior to participating in NATO LIVEXs, partner forces must undergo a Pre-Exercise Quality Threshold Evaluation (PETE) (ref. I).

CANCELLATION OR UNLINKING OF EXERCISES

55.   HQ SACT has the authority to cancel a NATO exercise. If an exercise that received either MC or NAC approval is cancelled, HQ SACT shall inform the MC stating the reason(s) and the nations involved in the cancelled exercise.   Additionally, a summary report of cancelled exercises shall be submitted annually in conjunction with the annual submission of the OTP and NNEs portion of the MTEP. Additionally, NATO and/or nations retain the authority to unlink their exercises.

EVALUATION

56.   The purpose of the NATO Evaluation Programme is to provide assurance that all declared forces and/or capabilities are ready and prepared to meet current and

contingent operational priorities in accordance with NATO standards. Evaluation of NATO HQs and forces shall be based upon defined AFS for common NATO tasks, which establish a baseline for training, exercise and employment of forces allocated to NATO. A critical aspect to all NATO ETEE activities is the requirement to capture and incorporate Lessons Identified in order that they become Lessons Learned.

57.   SACEUR is the ultimate authority for accepting the adherence of forces to NATO operational capability and performance standards. Commanders are responsible for ensuring that the capabilities of their units/HQs (where declared in case of national forces) meet NATO standards. Allies are responsible for ensuring their units meet the required NATO standards in accordance with their declared Readiness Category (RC). Additionally, Allies are responsible for ensuring their personnel assigned to NATO HQs are fully qualified.

58.   SHAPE shall coordinate the planning and execution of evaluations with Allies and subordinate HQs and provide strategic direction and priorities for the evaluation of forces and HQs in accordance with prioritised mission capability requirements for current and future operations. SHAPE also has the responsibility for development and submission of SACEUR's Annual Evaluation Report (SAER). The NATO Evaluation programme should be used as a guide for Allies when developing a national evaluation programme.

59.   NATO evaluation programmes consist of the Joint Evaluation (JOINTEVAL) Programme for Joint HQs and Joint Assets, and the Single Service Programmes, which include Tactical Evaluation (TACEVAL), Combat Readiness Evaluation (CREVAL), Maritime Evaluation (MAREVAL) and the Special Operations Forces Evaluation (SOFEVAL).

EVALUATION OF PARTNERS

60.   NATO's partnership with a partner is based on the respective partnership framework document. These documents contain NATO's partner-specific cooperation objectives and priorities. An MC Direction and Guidance (D&G) document translates the political objectives from a partner's IPCP and/or available individual partnership programme documents into prioritised military objectives. MC D&G is produced for each partner country having a reference political document with NATO. Its primary goal is to provide prioritised military guidance to the SCs for implementation. NATO HQ is responsible for implementing the Feedback and Assessment Mechanism in accordance with Ref AA in order to evaluate partner's involvement in NATO ETEE activities. As part of this mechanism, ACO, ACT and the NATO Defence College (NDC) assess the achievements of military cooperation objectives for individual partner countries and incorporate their assessment in their annual reports to the MC.

61.   NATO's OCC E&F Programme provides the evaluation programme for partners' units as outlined in MC 0554/1 and MCM-0083-2011. OCC E&F is open to all partners. Nevertheless, in order to ensure the required force capability, the Alliance may continue to specify appropriate eligibility criteria for participation in certain activities.

PART 3: TRAINING SUPPORT TO CURRENT OPERATIONS

62.   Current operations have the highest priority with regard to support from NATO's ETEE resources.

63.   While NATO is responsible for providing mission specific training to the NCS, nations have the responsibility for educating and training all personnel and units for deployment to current operations; this shall not jeopardise responsibilities for defending their own territories. Emerging security threats or the emergence of new concepts and doctrine are acknowledged and may have an effect on NATO readiness. Responsive and agile education and training to meet these challenges may be developed in rapid fashion, by HQ SACT, in close coordination with SHAPE, but the ultimate responsibility for preparation of individuals remains with the nations.

64.   The complexity of the modern security environment demands that military personnel allocated to NATO acquire the highest possible level of military training feasible during the pre-deployment stage in preparation for demanding combined and joint operations in a multi-national environment. Personnel selected for NATO CE and PE positions shall possess the requisite battle staff and functional area skills necessary to perform their assigned duties prior to their assignment.

65.   As a supplement to national individual pre-deployment training, NATO may offer opportunities for NATO-led individual augmentee training. The responsible operational command will develop an appropriate individual augmentee training programme. If offered, NATO-led individual augmentee training will usually be considered as mandatory training for specific posts designated by the operational commander. This requirement shall be reflected in the CE/PE Job Description (JD).

66.   E-Learning shall be used as an innovative and cost effective method of teaching and delivering relevant and quality education and training. Nations are encouraged to take advantage of relevant pre-deployment courses provided online, and other computer based media.

67.   Key Leader Training (KLT) develops and enhances the senior leadership team for current operations. Key leaders are required to lead, manage, and operate in a multi-national environment. Pre-deployment KLT shall be a requirement for designated posts as reflected in the CE/PE JD.

68.   A Mission Rehearsal Exercise (MRE) may be organised as the culminating collective training event to ensure the HQ staff possesses the necessary understanding of mission related doctrine, plans, systems, and Tactics, Techniques and Procedures (TTPs) specific to their individual and collective functions. If the headquarters is structured as a composite headquarters, this type of training is essential if the requisite level of staff integration is to be achieved prior to deployment.

69.   In cases where personnel arriving in theatre require critical training to address emerging threats, the operational commander, supported by HQ SACT, may develop in-theatre specialised training opportunities.

70.   In instances where operational commanders identify training requirements, HQ SACT shall coordinate or offer out-of-theatre training. Operational partners and NRF contributors are encouraged to ensure that personnel that have attended such courses

18

are made available both within their national training structure and to NATO in order to develop a lasting capacity to extend that training to other deploying personnel.

71.   As determined by the NAC, NATO may be required to train host nation or local forces[11]. In such circumstances, HQ SACT, in close coordination with SHAPE for the operational requirements, shall develop individual training opportunities for personnel deploying in a capacity to support the training of those forces. If such a training opportunity exists, Alliance personnel are encouraged to attend NATO-led training prior to deployment to ensure standardisation and unity of effort.

TRAINING FOR CURRENT OPERATIONS WITH OPERATIONAL PARTNERS

72.   Operational partners that have been formally accepted by the NAC, in accordance with the procedures in PO(2011)0141 and MC 0567/1, may participate in and/or observe NATO ETEE activities related to that operation.

PART 4: NATO FORCES TRAINING

73.   In accordance with MC 586/1, NATO Deployable Forces (NDFs) are NATO's instruments to meet future contingencies. These forces, either committed or affirmed, provide the immediate response capability and must therefore be thoroughly trained and maintained at a high level of readiness. NATO's primary capability in response to emerging crises across the full range of military options is the NRF. This structure provides one of the mechanisms for preparation and evaluation of NDFs for future operations.

74.   SHAPE is responsible for evaluation and certification of the NCS and NFS HQs.

NCS AND NFS TRAINING INCLUDING THE JOINT TASK FORCE HEADQUARTERS

75.   The unique layout of the JTF HQ and the high level of augmentation demand that the training, preparation, basic language and functional skills of augmentees meet AFS. The responsibility for this training lies with the nations and HQs providing augmentees.

76.   JTF HQs shall be provided by the NCS/NFS to deliver operational level Command and Control (C2). They shall undergo a period of training, evaluation and certification in accordance with AFS prior to being placed on standby.

77.   JTF HQ training shall focus on the integration of augmentees as well as establishing procedures with subordinate command and force elements. Training of the complete C2 architecture at the JFC and component command levels shall be completed prior to the conduct of a Joint Command Post Exercise (CPX). This joint exercise will ensure that all elements of the Joint Force are combat ready, and fully prepared to begin their standby period.

---

[11] As defined in MCM 0034-2014

NATO RESPONSE FORCE

78.   The NRF shall undergo a period of training and combat readiness certification prior to being placed on standby. Unit level training is a national responsibility and forms the first essential building block for NRF preparation. The NRF training cycle starts with a National Preparation Phase that is not shorter than six months. National forces are certified as "Combat Ready" in accordance with AFS by their national military authorities. At the conclusion of the National Preparation Phase, forces enter the six month Component Command Preparation Phase, during which, the preparation, integration and interoperability of the C2 network under a single common headquarters must be confirmed by a CPX or LIVEX if force generation allows. At the conclusion of the NRF Preparation Phase, the NRF enters the 12 month Standby Phase, during which readiness levels shall be maintained through rehearsal exercises and training in accordance with AFS.

79.   NRF certification is a commander-to-commander process. When commanders are satisfied with the training and readiness level of their unit, HQs, or force package, they shall certify that their force meets AFS to the commander of the higher HQ in the NRF chain of command. SACEUR has the authority to validate certification, based on ACO evaluation programmes. Responsibility for maintaining AFS is a Commander's responsibility for the duration of the NRF cycle.

80.   Existing NATO, Allied and partner (NRF contributor) national exercises and training events shall be used to the maximum extent possible as venues for training and certifying the NRF. Additional events may be requested at the discretion of SHAPE.

PARTNER PARTICIPATION IN NRF TRAINING

81.   Partners and other non-NATO nations that have been formally accepted to the NRF by the NAC, in accordance with the agreed Framework for Partner Involvement in the NATO Response Force (currently specified in MCM-0012-2010), are authorised full participation to the NRF training cycle[12] on an equal basis as other contributing Allies.

82.   Partners and other non-NATO nations that have not nominated forces for a specific NRF rotation may participate in or observe training and CPXs related to specific NRF deployments or rotations, following the procedures already mentioned in this document.

PART 5: NATO ETEE SUPPORTING FUNCTIONS

STRATEGIC COMMUNICATIONS

83.   Strategic Communication activities should be conducted according to PO(2009)0141 and MC 0457. Given the importance of strategic communication in today's media-rich environment, ETEE objectives need to be developed to ensure strategic communication is adequately exercised.

---

[12] This also includes all planning and preparation events and activities.

VISITORS TO NATO EXERCISES

84.   Visitors programmes and/or exercise related ceremonies will be public-oriented. Appropriate consideration will be given to allowing visitors controlled access to sensitive aspects of exercises and limited interaction with the conduct of the exercises. If the Host Nation in coordination with the Officer Conducting Exercise (OCE) wishes to invite visitors from partner nations and NNEs in addition to those already approved by the NAC for participation and observation, HQ SACT will inform the MC prior to inviting them. Allies retain the right to seek MC endorsement and NAC approval prior to the release of formal invitations.

INSPECTORS

85.   When identified under specific treaty obligations, inspectors shall observe various stages of NATO exercises. SHAPE and HQ SACT will facilitate these obligations as required.

SUBJECT MATTER EXPERTS (SME)

86.   SMEs can augment NATO ETEE activities. SMEs can be from outside the NCS and provide specialist knowledge and assistance where this is not readily available from within NCS.

TRANSPARENCY MEASURES

87.   When directed by the NAC, the Bi-SCs will facilitate and implement all the transparency measures linked to a specific exercise.

LEGAL ASPECTS

88.   To ensure that legal matters are addressed prior to conducting training or exercises, legal advice should be sought at the earliest possible stage in the exercise planning process. Any legal matter that cannot be resolved by NATO planners could very well be important to political and military authorities, and should therefore be addressed to the International Military Staff as soon as possible.

89.   As the complexity of current operations continues to increase, legal advisors should also be included in the planning and conduct of education and training activities such as pre-deployment and refresher training. Examples of this training should include, but are not limited to: the legal basis for operations; rules of engagement; compliance with international humanitarian and human rights law; and the interface between national legal requirements and those arising from a multinational context.

RESOURCES AND FUNDING

90.   The curricular design and the implementation of specific NATO ETEE programmes, plans, activities, and events will consider the optimal usage of the available resources in relation to human resource, financial support, infrastructure/facilities, and corporate knowledge. NATO Commanders shall seek out and implement measures that allow planning and execution of NATO ETEE activities to be conducted in the most efficient and effective manner possible.

91.   NATO Financial Regulations direct financial processes at the strategic, operational and tactical levels.   In accordance with these regulations, NATO Commanders are responsible for the cost effective and accurate administration of resources provided to support NATO ETEE activities.

92.   NATO financial assistance for partners' participation in agreed PCM activities[13] can be provided in line with the Guidelines for the Financing of NATO's Partnership Activities contained in C-M(2011)0101.

93.   Eligibility for common funding of NATO ETEE activities is decided by the Resource Policy and Planning Board based on MC recommendation.

ANNEXES:

A.   References.

B.   List of NATO Education and Training Facilities (NETFs), NATO Accredited Centres of Excellence (COEs) and Partnership Training and Education Centres (PTECs).

C.   Lexicon.

---

[13] Military exercises and pre-deployment training activities are not included (except for those activities related to the planning of NATO exercises). Reference relevant authorising documents such as the PCM and the IPCPs (e.g. planning conferences, seminars, workshops, and post-exercise conferences).

REFERENCES

- A. PR/CP(2010)0155, Lisbon Summit Declaration, 20 Nov 10
- B. PO(2010)0169, The Alliance's Strategic Concept, 19 Nov 10
- C. C-M(2011)0022, Political Guidance, 14 Mar 11
- D. PR(2012)062, Chicago Summit Declaration, 20 May 12
- E. C-M (2010) 0099, NATO Crisis Management Exercise Policy, 3 Nov 10
- F. PO(2011)0141, Political-Military Framework for Partner Involvement in NATO-LED Operations, 13 Apr 11
- G. PO(2011)0124, Policy For a More Efficient and Flexible Partnership, 11 Apr 11
- H. PO(2011)0212, Implementing Guidance for the Partnership Cooperation Menu (PCM), 7 Jun 11
- I. MCM-0086-2010, Pre-Exercise Quality Threshold Evaluation (PETE) Policy for Partner Participation in NATO Live Exercises, 19 May 11
- J. AAP-6(2008), NATO Glossary of Terms and Definitions
- K. MC 400/3 (Rev 2 Final), MC Guidance on Military Implementation of NATO's Strategic Concept, 12 Aug 13
- L. MC 591/1, Military Committee Guidance on Implementation of NATO's Military Cooperation, 27 Mar 13
- M. MC 0586/1, Policy for Allied Forces and their use for Operations, 9 Aug 12
- N. PO(2011)0543, MTEP 2012-2016 Exercises Open to Partners, 8 Dec 11 (para 5 tasks NMAs to seek Council approval for any partner involvement in Article 5-related exercises)
- O. MC 0554/1, Military Committee Policy for the Development and Implementation of the Whole Potential of the Operational Capabilities Concept within a more Operational Partnership, 5 Dec 07
- P. MCM-0083-2011, Revision of Operational Capabilities Concept (OCC) Evaluation and Feedback (E&F) Programme, 27 Sep 11
- Q. PO(2006)0120, Framework for Partner Involvement in the NRF, 7 Nov 06
- R. EAPC(C)D(2006)0036, Framework for Partner Involvement in the NRF
- S. MCM-0012-2010, Military Implementation for the Framework for Partner Involvement in the NRF, 10 Feb 10
- T. MCM-0061-2013, MC Advice on the Connected Forces Initiative Implementation Plan, 5 Jul 13
- U. PO(2012)0045 Concept for Partnership Training Centres, 01 Feb 12
- V. PO(2012)0229, Defence Package, 19 May 12
- W. PO(2013)0103-REV1-AS1, Connected Forces Initiative – Politico-Military Advice, 15 Apr 13
- X. MC 0567/1 (Final), Procedures for Acceptance of Troop Contributions to NATO-led Operations from Non-NATO Nations, 8 Aug 11
- Y. AC/281-N(2012)0153-REV9, Modalities to Associate Partners with the Smart Defence and Connected Forces Initiatives, Annex 2 to PO(2013)0119-REV3, 21 Mar 13
- Z. MC 0238/5 (FINAL), Terms of Reference of the NATO Training Group (NTG), dated 16 Dec 13

AA. MCM-0055-2011, Military Cooperation Feedback and Assessment Mechanism, 15 Dec 11

AB. C-M(2012)0078, Revised Crisis Manamgement Exercise Policy

AC. MC 457/2- Military Policy on Public Affairs, dated 8 Feb 2011

AD. P0(2009)0141 -NATO Strategic Communications Policy, dated 29 Sep 2009

.

.

. .

LIST OF NETFS, COES AND PTECS

This annex contains established NETFs, COEs and PTECs. These facilities and centres are vital enablers for fulfilling NATO E&T requirements and are considered an integral aspect of CFI. This list is a living document and will evolve, should new facilities or centres be identified and accredited.

NATO EDUCATION AND TRAINING FACILITIES (NETFs)

Joint Analysis Lessons Learned Centre (JALLC)
Joint Forces Training Centre (JFTC)
Joint Warfare Centre (JWC)
NATO Communication and Information Systems School (NCISS)
NATO Defence College (NDC)
NATO Maritime Interdiction Operational Training Centre (NMIOTC)
NATO School Oberammergau (NSO)

NATO ACCREDITED CENTRES OF EXCELLENCE (COEs)

Analysis and Simulation Centre for Air Operations (CASPOA)
Command and Control COE (C2 COE)
Civil-Military Cooperation COE (CCOE)
Cold Weather Operations COE (CWO COE)
Combined Joint Operations from the Sea COE (CJOS COE)
Cooperative Cyber Defence COE (CCD COE)
Counter-Improvised Explosive Devices COE (CIED COE)
Defence Against Terrorism COE (COE-DAT)
Energy Security COE (ENSEC COE)
Explosive Ordnance Disposal COE (EOD COE)
Human Intelligence COE (HUMINT COE)
Joint Air Power Competence Centre (JAPCC)
Joint Chemical Biological Radialogical & Nuclear Defence COE (JCBRN COE)
Military Engineering COE (MILENG COE)
Military Medicine COE (MILMED COE)
Modelling and Simulation COE (M&S COE)
Naval Mine Warfare COE (NMW COE)
Operations for Confined and Shallow Waters COE (CSW COE)

PARTNERSHIP TRAINING AND EDUCATION CENTRES (PTECS)

A PTEC is a nationally or multinationally sponsored facility, recognised by NATO in accordance with the terms of the PTEC concept. Recognition is subject to NAC approval.

Armed Forces Academy, Slovakia

Armed Forces International Centre SWISSINT, Switzerland

Austrian Armed Forces International Centre (AUTINT), Austria

Cairo Regional Center for Training on Conflict Resolution and Peacekeeping in Africa (CCCPA), Egypt

CBRN Training Center, Serbia

Crisis Management and Multinational Operations Department (CMMOD), Romania

Defence Academy of United Kingdom, United Kingdom

Defence Institute of Kazakhstan (KAZCENT), Kazakhstan

Finnish Defence Forces International Centre (FINCENT), Finland

Geneva Centre for Security Policy (GCSP), Switzerland

German Armed Forces United Nations Training Centre, Germany

International Institute of Humanitarian Law, Italy

International Peace and Security Centre (Yavoriv), Ukraine

Jordan Armed Forces Language Institute, Jordan

Moldovan Continuous Training Centre (CTC), Moldova

Multinational Peace Support Operations Training Center (MPSOTC), Greece

NATO PfP Training and Education Center working in the field of English language training, Bulgaria

Naval Postgraduate School (NPS), United States

Peace Operations Training Centre (POTC), Jordan

Peace Support Operations Training Centre (PSOTC), Bosnia-Herzegovina

PfP Language Training Centre, Slovenia

PfP Training Centre, Turkey

Regional Department of Defence Resources Management Studies (DRESMARA), Romania

Regional Training and Communication Centre, Skopje, the former Yugoslav Republic of Macedonia[14]

---

[14] Turkey recognizes the Republic of Macedonia with its constitutional name.

Sachkhere Mountain-Training School, Georgia

Swedish Armed Forces International Centre (SWEDINT), Sweden

LEXICON

ACO	Allied Command Operations
ACOS	Assistant Chief of Staff
ACT	Allied Command Transformation
ADC	Annual Discipline Conference
AFS	ACO Forces Standards
ANP	Annual National Programme
C2	Command and Control
CA	Comprehensive Approach
CAX	Computer Assisted Exercise
CE	Crisis Establishment
CFAO	Conceptual Framework for Alliance Operations
CFI	Connected Forces Initiative
CMX	Crisis Management Exercise (NATO)
CME	Crisis Management Exercise (European Union)
CMX/CME	Joint NATO/EU Crisis Management Exercise
COE	Centre of Excellence
CPX	Command Post Exercise
CREVAL	Combat Readiness Evaluation
CRO	Crisis Response Operation
DCOS	Deputy Chief of Staff
DEEP	Defence Education Enhancement Programme
D & G	Direction and Guidance
DH	Department Head
ETEE	Education, Training, Exercise, and Evaluation
ETOC	Education and Training Opportunities Catalogue
EXSPEC	Exercise Specification
FB&A	Feedback and Assessment
GO	Governmental Organisation
GRF	Graduated Readiness Force
HN	Host Nation
HQ SACT	Headquarters Supreme Allied Commander Transformation

HVE	High Visibility Exercise
ICI	Istanbul Cooperation Initiative
IO	International Organisation
IPAP	Individual Partnership Action Plan
IPCP	Individual Partnership Cooperation Programme
ITEP	Individual Training and Education Programme
JALLC	Joint Analysis and Lessons Learned Centre
JD	Job Description
JFTC	Joint Forces Training Centre
JLSG	Joint Logistics Support Group
JOINTEVAL	Joint Evaluation
JTF HQ	Joint Task Force Headquarters
JWC	Joint Warfare Centre
KLT	Key Leader Training
LIVEX	Live Exercise
LoA	Level of Ambition
LTRP	Long Term Rotation Plan
MAREVAL	Maritime Evaluation
MC	Military Committee
MD	Mediterranean Dialogue
METT	Mobile Education Training Team
MJO	Major Joint Operation
MRE	Mission Rehearsal Exercise
MTEP	Military Training and Exercise Programme
NAC	North Atlantic Council
NA5CRO	Non-Article 5 Crisis Response Operations
NCISS	NATO Communication and Information Systems School
NCMP	NATO Crisis Management Process
NCS	NATO Command Structure
NDC	NATO Defence College
NDF	NATO Deployable Forces
NDPP	NATO Defence Planning Process
NEL	NATO Evaluation Level
NETF	NATO Education and Training Facilities

NFS	NATO Force Structure
NGO	Non Governmental Organization
NIETC	NATO Individual Training and Education Conference
NMA	NATO Military Authority
NMIOTC	NATO Maritime Interdiction Operational Training Centre
NNE	Non-NATO Entity
NRF	NATO Response Force
NSO	NATO School Oberammergau
NTEC	NATO Training and Exercise Conference
NTG	NATO Training Group
NTI	National Training Institutions
NTL	NATO Task List
OCC	Operational Capabilities Concept
OCC E&F	Operational Capabilities Concept Evaluation and Feedback
OCE	Officer Conducting Exercise
OSE	Officer Scheduling Exercise
OTP	Open to Partners
PAP	Partner Action Plan
PARP	PfP Planning and Review Process
PCM	Partnership Cooperation Menu
PE	Peacetime Establishment
PETE	Pre-Exercise Quality Threshold Evaluation
PfP	Partnership for Peace
PMCA	Partner Military Cooperation Assessment
PSE	Partnership Staff Element
PTEC	Partnership Training and Education Centre
RA	Requirements Authority
RC	Readiness Category
SACEUR	Supreme Allied Commander Europe
SACT	Supreme Allied Commander Transformation
SAER	SACEUR's Annual Evaluation Report
SAGE	SACEUR's Annual Guidance for ETEE
SC	Strategic Commands
SHAPE	Supreme Headquarters Allied Powers Europe

SOFEVAL   Special Operations Forces Evaluation

STANAG   Standardization Agreement

STP   Strategic Training Plan

STRATCOM Strategic Communications

TACEVAL   Tactical Evaluation

TIP   Training Integration Process

TMS   Training Management System

TNA   Training Needs Analysis

TRA   Training Requirements Analysis

TSC   Training Synchronisation Conference

VNC   Voluntary National Contribution