

## Ladislav Lipič:

# TRANSFORMING OF THE SLOVENIAN ARMY INTO A NATIONAL DEFENSE FORCE, READY TO PARTICIPATE IN THE NORTH ATLANTIC ALLIANCE

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The most important objective – indeed, a professional and organizational challenge – of the Slovenian Army is to become a national defense force, ready to participate in the North Atlantic Alliance. Yet, approaching the Alliance is not the only reason urging us towards a re-consideration of the Slovenian Army's structure and the need for its transformation.

In short, our plan is to improve the Slovenian Army's structure, readiness and performance. We live in an era of continuous adjustment, prompted by the

changes in Slovenia's immediate neighbourhood and beyond: changes reflecting themselves as security threats making it necessary to respond by updating the role of the Army. To achieve this, proper conceptual solutions and doctrinal perceptions have to be sought.

**Brigadier Ladislav Lipič**, Head of the General Staff of the Slovenian Army

## Rok Kosirnik:

# THE NEW STRATEGIC CONCEPT OF THE NATO ALLIANCE – A REPLY TO THE CHALLENGES OF A NEW ERA

pages 15–18

NATO's new Strategic Concept emerged in April 1999. The alliance prepared to confront the challenges of the 21st century, at the same time setting the conditions for and defining its future security and defense policies, its operative concept, the arrangement of its conventional and nuclear weapons, and plans concerning the alliance's collective defense. Thus, on the one hand, the Strategic Concept defines NATO's basic purpose and tasks while, on the other hand, and at the highest level, its also points the direction with regard to the political and military resources which the alliance has at its disposal for the realization of its aims.

The dynamic changes of the last decade of the 20th century mercilessly drove the alliance's strategy towards obsolescence, to such an extent that the leaders of the alliance's member states were forced to give the entire document a through airing-out at their meeting in Madrid in July 1997. During six short years so much political and security issue water had flowed under the Euro-Atlantic bridge that the Strategic Concept was in need, at the very least, of a visit to the beauty parlor, if not actual plastic surgery. For, together with a whole range of new challenges, the 21st century was

approaching, while NATO was still working with mental and, above all, military machinery that had been designed, equipped and used for defense against the "communist horde" from the East.

The work proceeded in two phases. In the first half of 1998, the alliance's members organized a number of conceptual talks on the principal topics that an updated concept ought to deal with. This was followed by 15 months of writing drafts and tortuously harmonizing the positions of alliance members at NATO headquarters in Brussels, which finally led to a revised Strategic Concept, which was approved by the leaders of the alliance's member states at their meeting in Washington on April 23rd and 24th, 1999. The final compromises on the text were reached during the session itself; as a point of interest, it may be mentioned that the USA wanted to change the definition of "attack" in the text of Article 5 of the Washington Treaty so that it would now also include terrorism, sabotage and organized crime, regardless of its source. The European part of NATO rejected the proposed formulation on the grounds that NATO should not play a role in the war against terrorism, which was to be left to the civilian authorities of democratic countries, such as the police, the jus-

tice system and diplomatic or political institutions.

Article 24 of NATO's Strategic Concept was an interesting compromise; it states that an armed attack on the territory of one of its members, including terrorism, sabotage or some form of organized crime... should be handled in accordance with items 5 and 6 of the Washington Treaty. In 1999 the USA was obviously already thinking about the role that NATO could play in the fight against terrorism. The tragic terrorist attack on the World Trade Center in New York has radically altered the tepid formulation cited above. With the activation of Article 5, Article 24 of the Washington Treaty basically became identical with the former, while NATO took on an additional task.

What the military response to terrorism will be, or in what way the structure of the armed forces will need to be adapted in order to be capable of implementing new tasks, is something no one knows yet. But we may be sure that this tragic terrorist attack on the USA has had a fundamental influence on how the role, purpose, structure, means and doctrine of using the armed forces of North Atlantic Treaty Organization members is being thought about.

Compared with that from 1991, the



new Strategic Concept has been fundamentally aired out and adapted to the new security environment and the challenges ahead. Its 65 articles describe in detail the alliance's purpose and mission in the light of new security challenges and risks and the new strategic environment which is already developing, as well as providing strategic perspectives and defining the alliance's approach to security in the 21st century.

Under the new Strategic Concept, the basic purpose of NATO's existence remains unchanged, namely, to protect freedom and ensure the security of all its

member states by political as well as military means.

Among other things, the Strategic Concept lists seven mechanisms or principles which the alliance will make use of in the future to preserve peace and strengthen Euro-Atlantic security and stability:

- Transatlantic ties
- The alliance's military might
- A European security and defense identity within NATO
- Prevention of conflict and crisis management
- Partnership, cooperation and dialogue

- NATO expansion
- Weapons supervision, disarmament and prevention of arms proliferation.

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## Rok Kosirnik: THE ORGANIZATION AND DECISION-MAKING PROCESS OF THE NATO ALLIANCE (What is NATO, how does it work, who makes decisions, does it have its own armed forces...?)

This article responds to some basic questions: what is NATO today, how does it work, who makes the decisions in NATO, does it have its own armed forces...? These apparently simple questions have rather more complicated answers.

NATO is a voluntary interest alliance of independent, sovereign nations. Its members consult with each other on matters concerning the interests of all nineteen of them. The topics are usually connected with the field of defense and security. NATO does not have a central authority or body which would dictate to its members.

The alliance's political headquarters is in Brussels, where all the national delegations of NATO members have offices. These national delegations are led by ambassadors, and each nation has a military representative as well. The ambassadors have political, defense and military advisors. Besides the nineteen members of NATO, the diplomatic missions of its partner nations also have their offices in Brussels.

The political section of NATO is led by its secretary general, Lord Robertson, while the military section is headed by the chairman of NATO's Military Committee, Admiral Venturoni. They are supported by international civilian and military personnel. There are altogether 1,300 civilian officials organized within the International Staff and in various agencies, while the chairman of the Military Committee is served by around 300 members of the International Military Staff. If we al-

so count the approximately 1,400 members of the national delegations and diplomatic missions, the total comes to more than 3,100 people who are employed at the alliance's headquarters.

What about the question of NATO armed forces? These are very few: besides small military staffs at the various command centers which make up NATO's integrated military structure, the alliance only has several smaller operational units, which are involved in managing the system of alliances, supervisory air defenses and the system for monitoring air space, as well as the alliance's resources and equipment for rapid intervention. The principal part of these "NATO forces" are the military units that are maintained as well as overseen by the individual member states.

NATO's integrated military structure is a chain of command centers which, in extraordinary circumstances, also command assigned army units from the nineteen member states. It is overseen by the Military Committee, the alliance's highest military body, which is, however, under the absolute political supervision of the North Atlantic Council.

The condition for approving any sort of decision within the NATO alliance is the consensus of all its members. The most important NATO decision-making body is, again, the North Atlantic Council. It is responsible for all NATO decisions, regardless of the level of participation of the national representatives attending. The rule is always one and the same: without the prior approval of the nineteen



ambassadors, nothing can happen in NATO!

The armed forces always function based on operative plans approved by the political side of the NATO household.

Military operative planning is just one small piece of the whole mosaic which is called "NATO's system of crisis management". This encompasses the following categories: inventory of preventive measures, catalog of potential military options in a crisis, NATO precautionary system, armed forces and the system of operative planning, and the rules of engagement.

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## **Samo Podgornik: STANDARDIZATION AND CODIFICATION WITHIN THE NATO ALLIANCE**

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Within the NATO alliance, standardization represents the process of developing and implementing concepts, doctrines, procedures and forms aimed at achieving and maintaining the required level of compatibility, interchangeability and collectivity in the area of operations, procedures, technology, administration and resources for attaining interoperability.

In 1999 NATO's Strategic Concept changed, and this was reflected in the area of standardization as well. Based on Article 5 of the Washington Treaty, the Military Committee defined the use of the armed forces, functioning under crisis conditions, and advising and cooperation. NATO's new activities place greater emphasis on the interoperability, development and maintenance of joint military forces. Standardization is a key element and principle in achieving interoperability. Future activities which are not covered under Article 5 will be characterized by cooperation between several states, longer duration, greater mobility, multinational composition of smaller units, and activity on the outer fringe of the alliance. Interoperability is, by definition, the capability of the alliance's forces and, when necessary, those of partner and other nations, to effectively train, become more efficient, and function collectively in implementing the appointed tasks. Factors for achieving interoperability include common values and priorities, language, connectivity, standardization (STANAGs – Standardization Agreements), planning of forces, capability, logistics, codifica-

tion, collective exercises, and ensuring feedback. Standardization is, then, the instrument by which the NATO countries and bodies will increase interoperability, which will in turn ensure the strengthening of the alliance's defensive capabilities.

As a partner nation, Slovenia has been invited to participate in most of NATO's committees on standardization. Representatives of the Ministry of Defense and the Slovenian Army have taken part in these meetings, which are usually held twice a year. Another area of participation for Slovenia is acquiring STANAGs and APs (Allied Publications) from the NATO central office at the request of users, maintaining a library of standards, and distribution to users at the Ministry and in the Slovenian Army. Maintaining a library of standards, producing a catalog of STANAGs and distributing them falls within the competence of the Standardization Unit of the Logistics Bureau's Standardization and Codification Service. A third area is the adoption of STANAGs and APs as Slovenian military standards. In the future, when Slovenia becomes a member of NATO, the Standardization and Codification Service will be responsible for procedures for ratifying and implementing standards, for which a change in legislation will be necessary.

The NATO codification system (NCS) has been in use since the 1950s. The standards which the NCS defines and establishes ensure a common identification system for designating supply resources

in NATO member states and in other countries which have adopted the system. NCS is often called "the common language of NATO logistics".

Based on the Partnership for Peace program, Slovenia was first invited to participate in NCS in 1995. One of the goals in the partner agreement with NATO is interoperability. In order to achieve this goal, Slovenia must introduce NCS as its national defense system for designating supply resources. Slovenia signed a sponsor agreement on codification at the beginning of 1999, and in 2001 it began intensively carrying out a project for implementing NCS, as part of the program of a Logistics Information System within the defense system. According to the plan, NCS will be fully implemented in Slovenia in the first half of 2003. The Slovenian NCB – National Codification Bureau – has been organizationally established within the Standardization and Codification Service of the Logistics Bureau of the Ministry of Defense. ■

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## **Iztok Stegel: EQUIPPING THE ARMED FORCES OF NATO COUNTRIES – ONE GOAL: EFFECTIVE JOINT ACTION**

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In all countries, great attention is devoted to equipping and arming the armed forces. The difficulty of this process lies mainly in the fact that the establishment of defensive capabilities is a long-term process and an investment with a long lifespan. It is thus necessary to answer the question of how to exploit the available resources in the best possible manner and with the least possible risk.

The past 15 years have seen the emergence of improved and effective systems in the NATO countries, with the possibility of adapting rapidly to changing strategic concepts and scenarios for

the use of the armed forces. Achieving better operative inter-operability has particularly come into the foreground within the alliance. Inter-operability is defined as the capability of the alliance's forces for effective joint action with partners or other forces in implementing defined tasks and targeted goals. This may be realized through minimum standards for the operative availability of equipment and the establishment of appropriate logistical support.

Although measuring and calculating operative availability can be quite complicated and less than easy to understand, it

is, however, a very good tool for estimating combat potential. A minimum level of inter-operability may be achieved through appropriate reduction of the periods during which spare parts are maintained and supplied, although various problems arise here.

Most developed countries have organized their integrated logistical support with four fundamental aims: taking the elements of logistical support into account when planning and developing equipment and weaponry; early detection of problems and the primary causes of expenditures; development and definition



of the needs of logistical support throughout its entire lifespan; development of a single information storehouse for logistical support. Recently NATO has provided several initiatives, among which are those concerning coordinated purchases and life-cycle integration. Within the framework of NATO's adaptation to the Partnership for Peace alliance, the Conference of National Armaments Directors is playing a very positive role. The Conference has several basic goals, among the most important of which is participation in NATO's codification system, whose purpose is to provide a collective system of identification.

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## Lidija Kodrič and Pavel Vuk: THE COST OF SLOVENIA'S INCLUSION IN NATO (Expenditures, bases, armaments ....?)

This article presents NATO's system of financing, as well as the estimated cost of Slovenia's joining the Alliance. NATO's common budget is made up of three separate components: a civilian budget, a military budget and the NATO Security Investment Program (NSIP). Each member country finances a share of the expenditures for those parts of the NATO structure in which it participates. The amount of each member country's contribution reflects its "ability to pay". This is determined by negotiation and confirmed through the consensus of the North Atlantic Council. On average, member countries contribute around 0.5% of their national defense budgets. NATO's common budget covers those expenditures which reflect the interests of all its member countries. With few exceptions, the NATO budget does not cover the procurement of military resources and civilian or military personnel, which remains the financial responsibility of each member country.

In Slovenia, one of the most likely candidate countries, the question of the costs of NATO membership is an issue of popular concern. These costs may be divided into two separate groups. The first comprises the costs of preparation (costs of achieving the Slovenian Army's interoperability with NATO forces, internation-



Foto: T. Polencec

al cooperation costs, and personnel costs). The second group represents the costs of full membership, which will be known only after Slovenia joins the Alliance.

Besides costs, Slovenian politicians are most frequently asked about the possibility of military bases and nuclear weapons being permanently located in this country. At present NATO does not anticipate the stationing of large-scale military forces in Slovenia. NATO has also committed itself not to install nuclear weapons on any new member's territory.

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# Rok Kosirnik: THE REPUBLIC OF SLOVENIA'S PERMANENT MISSION TO NATO IN BRUSSELS – SLOVENIA'S HIGHEST REPRESENTATIVE TO THE ALLIANCE

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The Republic of Slovenia's Permanent Mission to the NATO alliance in Brussels was established at the order of the republic's president on August 22, 1997, following ratification by the Belgian parliament of the Brussels Agreement on the status of missions and representatives of third-party states to NATO. Prior to this, formal accreditation of the representatives of partner states, among them Slovenia, had not been possible. Of course, this does not mean that Slovenia did not have a representative body to the alliance before 1997. It did have one, but it functioned within the Republic of Slovenia's Mission to the European Union in Brussels. Besides NATO, the Permanent Mission also serves as Slovenia's representative body to the Western European Union, which is in a state of inactivity. The first ambassador of the Republic of Slovenia to the NATO alliance, Matjaž Šinkovec, submitted a letter of accreditation at the end of January 1999.

The Permanent Mission is a unique diplomatic representative body and, with regard to its conception, should not be regarded as similar to any other Slovenian diplomatic or consular office abroad. In forming it, Slovenia followed the example of the Canadian delegation to NATO, which is a representative body of the joint political and military type. The majority of missions from NATO partner countries are likewise organized according to this principle. This means that the ambassador heads the entire diplomatic representation, its political as well as its military sections.

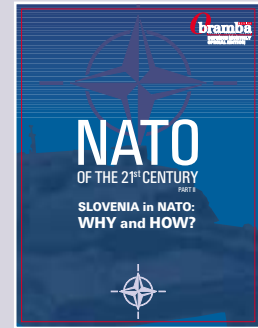
The Republic of Slovenia's Permanent Mission to NATO is led by the ambassador and head of the Permanent Mission, currently Matjaž Šinkovec, and is divided into a political and defense section and a military section, with the former further subdivided into a political unit and a defense unit.

The leadership of the Permanent Mission includes a secretary, who is simultaneously head of the political unit, while the military section is led by a representative of the military, the recently-appointed Brigadier Alojz Jehart. The military representative is a representative of the head of the General Staff of the Slovenian Army to NATO's Military Committee, as

well as military advisor to the head of the Permanent Mission. The task of the entire Permanent Mission is to present and represent Slovenia's interests within the scope of its cooperation with NATO, and to cooperate bilaterally with the delegations of the nineteen NATO member states and the missions of the twenty-six partner nations.

Among the basic tasks of the military section is to perform activities within the framework of the Euro-Atlantic Partnership Council and its individual working bodies. Also part of the military section are two commissioned officers who work in the Slovenian office of the partnership coordination cell at Supreme Headquarters Allied Powers Europe, located in Mons.

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