



NORTH ATLANTIC MILITARY COMMITTEE  
COMITE MILITAIRE DE L'ATLANTIQUE NORD



28 January 2004

MC 238/3 (Military Decision)

SECRETARY GENERAL, NORTH ATLANTIC TREATY ORGANISATION

**MILITARY DECISION ON MC 238/3**

**INDIVIDUAL AND COLLECTIVE TRAINING – TERMS OF REFERENCE OF THE  
NATO TRAINING GROUP (NTG)**

1. On 22 Jan 04 the Military Committee approved MC 238/3, which is attached at Enclosure 1.
2. MC 238/3 is forwarded for Council notation.
3. This document clears IMSWM- 485-03, 13 Nov 03 and all SDs thereto.

**FOR THE MILITARY COMMITTEE:**

A handwritten signature in black ink, appearing to read "P. Haddacks".

SIR PAUL HADDACKS  
Vice Admiral, UKNA  
Director  
International Military Staff

Enclosure

1. MC 238/3

Copy To SDL Z, All Partner MilReps

Action Officer Dr. Antal UGHY, Col HUAR, OPS (5434)

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**MC 238/3**  
**INDIVIDUAL AND COLLECTIVE TRAINING**  
**TERMS OF REFERENCE OF THE**  
**NATO TRAINING GROUP**  
**(NTG)**

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References:

- A. MC 238/2 (Final), Rationalisation of Individual Training Terms of Reference of the NATO Training Group (NTG), 03 Mar 00.
- B. AAP-6 (2003), Dec 02.
- C. AAP-3 (H), Mar 01.
- D. MC 458 (Final) "The NATO Training, Exercise and Evaluation Policy", 21 Aug 01.
- E. MC 94/4 (Final) "The NATO Military Exercise Policy", 14 Feb 01.
- F. MC 400/2 (Final) "MC Guidance for the Military Implementation of Alliance Strategy", 23 May 00.
- G. MCM-138-02, MC Report on Minimum Military Requirements (MMR) for NATO Command Arrangements (NCA), 20 Sep 02.
- H. IMSM-309-03 "NATO Training Group (Annual) Report to the Military Committee", 08 Apr 03.
- I. PO (2002) 200 "Upgrading the Mediterranean Dialogue (MD) including an inventory of possible areas of co-operation", 18 Nov 02.
- J. MC 324/1 (MILDEC) "The NATO Military Command Structure", 16 May 03.
- K. IMAU-500(03)-040 "Report on ISPE Validation of Allied Command Transformation (ACT)", 10 Dec 2003.
- L. The NATO Training Group Handbook, Jun 00.

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## **SUMMARY**

1. This document provides information on the multinational co-ordination of individual and collective military training among NATO nations and NATO Military Authorities (NMAs) through the NATO Training Group (NTG), which is subordinated to the Supreme Allied Command Transformation (SACT). It also gives (broad) guidance to the NATO Training Group for the planning, conduct, reporting and evaluation of their activities.

2. Notwithstanding the principal responsibility of nations for military training and education of individuals or groups of individuals, nations have agreed that, as part of Transformation efforts, HQ SACT, acting on behalf of NATO, will act as a clearing house for the co-ordination of multinational individual and collective training<sup>1</sup> with the aim of making more efficient use of scarce training resources which are shared by nations and/or NMAs.

3. The principles and rules for co-ordination and rationalisation contained in this document will also apply to NTG activities, which are now increasingly extended to non-NATO nations within the framework of Partnership for Peace, and the content of the document "Upgrading the Mediterranean Dialogue including an inventory of possible areas of co-operation" endorsed by NATO Heads of State and Government at the Prague Summit on 21 Nov 02.

## **BACKGROUND**

4. The EUROGROUP Ministers made the first efforts to co-ordinate training on a multinational basis within NATO in 1970 when a sub-group called EUROTRAIN was established. Participation in EUROTRAIN was limited to the European member nations of NATO. The Chairman of EUROTRAIN reported directly to EUROGROUP Ministers. References A-K provide background to this document.

5. The initiative to form a multinational-working group in which all NATO nations and Major NATO Commands were invited to cooperate in training matters was taken in the context of the Study of the Alliance Defence Prospects for the 1970s. At that time the Military Committee accepted responsibility for the co-ordination of individual training matters within NATO and the NATO Training Group (NTG) was established to function under the Military Committee.

6. From 1971 the NTG and EUROTRAIN jointly met in combined sessions as the "EURO/NATO Training Group" (ENTG), being a single body under one chairman. Besides the EUROGROUP nations, Canada, the US and SHAPE participated as full

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<sup>1</sup> Collective training in accordance with the agreed functional realignment between both SCs.

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members. France chose to assume an observer status in some of the ENTG sub-groups.

7. The functions of the EURO/NATO Training Group and the rules and procedures for the collaboration of the NTG within EUROTRAIN were laid down in the original version of MC 238 "Rationalisation and Specialisation of Defence Tasks – Consolidation of Training – Operation of EURO/NATO Training Group" which was approved by the Military Committee on 18 Oct 77, and promulgated after DPC notification on 15 Dec 77.

8. On 22 May 92, the EUROGROUP Ministers, after considering the future of the EUROGROUP, decided to give up their responsibilities for EURO/NATO Training. In the light of the still existing military requirement for co-ordination of training in NATO, the Defence Planning Committee, on 14 Apr 93 agreed that the EURO/NATO Training Group should be retitled as the NTG.

9. From its inception until 1999, the provision of the Chairman and Secretary of the NTG had been generously provided by a nation, a task Germany undertook for 29 years. In order to achieve greater co-ordination and top down direction, a staff element, hereafter referred to as the NTG Staff Element (NTGSE) (of 2 officers and 1 SNCO), filling the function of a secretariat, was established in 1999, within the International Military Staff (IMS) at NATO HQ, under the Chairmanship of the Assistant Director Operations Division.

10. At the November 2002 Prague Summit, NATO Heads of State and Government endorsed the proposal to realign the Strategic Commands along functional lines, with SACEUR assuming responsibility for all operations, and SACLANT assuming responsibility for Transformation. They endorsed a revised operational command structure and the concept of establishing an Allied Command Transformation (ACT) with its headquarters in Norfolk, supported by a footprint in Europe. ACT was officially stood up on 19 June 2003. Its mission is to instigate and oversee the transformation of NATO's military capabilities, and to serve as the new trans-Atlantic bridge to ensure NATO can continue to operate effectively as an Alliance whenever, wherever and however it may be called upon to do so. The NTG, subordinated to ACT, will have a major role in this mission as part of a comprehensive effort. Transformation is not just about technology or platforms. Effective Alliance transformation will require an "intellectual infrastructure" that includes:

- a. Enhanced training programmes.
- b. Ground breaking concept development and experimentation.
- c. Effective programmes to capture and implement lessons learned.
- d. Common interoperability standards.

11. From 19 June 2003, ACT assumed the lead for NATO and NATO/PfP joint individual education and training and took over a major role in supporting collective training including leadership training, and associated policy, with responsibility for the design, conduct, and assessment of experiments to assist in the development and testing of emerging concepts, doctrine and technology. HQ SACT schedules these experiments in close co-operation with Allied Command Operations (ACO). HQ SACT co-ordinates with ACO and nations to access forces necessary to conduct training, exercises and experiments in support of transformation objectives. Additionally, HQ SACT supports ACO with exercise design, planning and evaluation support, especially joint training of HQs at the operational and component level.

### **AIM**

12. In line with NATO Transformation and the ACT vision, the overall aim of the NATO Training Group is to enhance interoperability among Alliance forces, and additionally between the forces of Partners, through improved co-ordination and standardisation of individual and collective training, thus improving efficiency of training and use of available resources, achieved through:

- a. Agreeing NATO's individual and collective training goals and standardising NATO's training objectives.
- b. Mutually informing nations and NMAs about national training capabilities, to improve and expand existing, and to initiate new, bilateral and multilateral training arrangements.
- c. Developing these arrangements to a stage where one nation might assume a responsibility for training in specific areas on behalf of all or a number of nations.
- d. Providing a forum for the discussion and exchange of views on individual and collective training matters for the benefit of mutual understanding.
- e. Maintaining or enhancing existing specific individual and collective training capabilities available to NATO despite declining financial and manpower resources of individual nations.
- f. Receiving appropriate feedback from NATO, Partner nations and MD countries.

### **OBJECTIVES**

13. Aligned with the HQ SACT Joint Education and Training (JET) Sub-Division policy and objectives, the NTG will identify and encourage individual and collective training projects for bilateral or multilateral co-operation with the following objectives:

- a. To identify and prioritise common training needs.
  - b. To improve the quality of joint and combined individual/collective training.
  - c. To encourage greater co-operation and mutual understanding, and thus improve the quality of joint and combined individual/collective training for NTG member nations and NATO Authorities and NATO Agencies, by exchanging information on training matters and by offering training opportunities.
  - d. To improve cost effectiveness and efficiency in the use of joint and combined training courses, including identification of opportunities for rationalisation of training arrangements/facilities/areas in order to achieve financial and manpower savings.
  - e. To increase standardisation and interoperability of individual and collective training by promoting common training equipment, technologies, doctrines and procedures in close co-operation with NMAs and other NATO Agencies.
  - f. To identify and initiate common, bilateral or multilateral funded training arrangements and projects.
  - g. To encourage individual nations to assume the training responsibility for specific projects on behalf of all or several of the nations.
  - h. To standardise the financial principles and procedures which will govern the provision of training supplies and services.
14. The NTG will support HQ SACT in the development of new Training Concepts and Policy Documents. Through this active involvement, which may be done at Working Group (WG) level, early participation of nations will be assured.
15. Co-ordination for individual and collective training through the NTG may be extended to non-NATO nations within the framework of Partnership for Peace and the content of the document "Upgrading the Mediterranean Dialogue including an inventory of possible areas of co-operation" endorsed by NATO Heads of State and Government at the Prague Summit on 21 Nov 02.
16. Terms related to Education and Training are to be understood in accordance with Ref D.

### **ORGANISATION**

17. The NTG is subordinate to the Supreme Allied Commander Transformation (SACT) (see Annexes A and B) and consists of:



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- a. The Chairman (CM) NTG (DACOS JET Sub-Division, HQ SACT).
- b. Five Sub-Groups:
  - (1) Joint Services Sub-Group (JSSG).
  - (2) Army Sub-Group (ASG).
  - (3) Naval Sub-Group (NSG).
  - (4) Air Force Sub-Group (AFSG).
  - (5) Financial Sub-Group (FSG).
- c. Each Sub-Group contains:
  - (1) A Chairman and a Deputy Chairman elected by national representatives, normally for a period of 2 years.
  - (2) National representatives from NATO nations.
  - (3) A supporting HQ SACT Staff Officer as Sub-Group secretary and ACT representative.
  - (4) A representative from ACO and observers from IMS and PCC.
  - (5) Observers from Partner Countries.
  - (6) Chairmen of Working Groups.
- d. Working Groups (WGs) (reporting to the 5 Sub-Groups), which may be proposed by HQ SACT or one of the Sub-Groups. The establishment of a WG must be with consensus by the Sub-Group members and approved by the CM NTG. The Chairman, Deputy chairman and secretary of these WGs are, as with the Sub-Groups, to be elected by National representatives, normally for a period of 2 years.

18. The NTG will be given direct support by the NTG Section, one of 3 sections contained within the Design and Development (D & D) Branch of the JET Sub-Division, HQ SACT.

- a. The NTG Section consists of:
  - (1) The Section Head, NTG Section OF-5

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- |     |                                       |        |
|-----|---------------------------------------|--------|
| (2) | SO NTG Joint Service Sub-Group (JSSG) | OF-4   |
| (3) | SO NTG Army Sub-Group (ASG)           | OF-4   |
| (4) | SO NTG Navy Sub-Group (NSG)           | OF-4   |
| (5) | SO NTG Air Force Sub-Group (AFSG)     | OF-4   |
| (6) | SO NTG Financial Sub-Group (FSG)      | OF-4   |
| (7) | Administrative Assistant, NTG Section | OR-6/7 |

b. The role of the NTG Section is to support the NTG by:

- (1) Co-ordinating the work of the NTG on behalf of the CM NTG (DACOS JET).
- (2) Contributing to the development and communication of NATO Joint Education and Training (JET) policy through the NTG.
- (3) Providing the direct contact between the NTG, HQ SACT and NATO, Partner, MD and other national bodies involved in individual and collective military training, education and training standardisation.
- (4) Supporting the Sub-Group Chairmen with the administrative details of the Sub-Group meetings and business while acting as the permanent Sub-Group secretaries.
- (5) Co-ordinating the inputs of the Sub-Groups and WGs in the preparation of the NTG Annual Report.

19. The Chairmen of the individual Sub-Groups report directly to the CM NTG, whereas the Head of the supporting NTG Section reports through the normal NATO military chain of command, i.e. through the Branch Head, D & D. Annex A illustrates the NTG within the structure of NATO, while Annex B shows the NTG Section within HQ SACT's organisation.

## **PROCEDURES**

20. A NTG Chairmen Meeting (NTG CMM) chaired by CM NTG with the chairmen of the Sub-Groups will be held at HQ SACT prior to the production of the NTG Annual Report. During these meetings the activities of the different Sub-Groups and WGs will

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be discussed and co-ordinated. New training developments within NATO relevant to the NTG will also be discussed.

21. The NTG Sub-Groups meet twice a year, normally in Spring and Autumn. These meetings will be organised and hosted by participating Nations on a rotational basis. During these meetings current projects are evaluated and further developed, potential new projects are examined, and relevant training developments and information discussed.

22. The Sub-Group and Working Group Chairmen, supported by their secretaries, will produce Minutes of Sub-Group and WG meetings. The NTG Section will co-ordinate with the Sub-Groups and WGs, to produce the annual update of the Overall NTG Project List (OPL).

23. NTG projects may be proposed by HQ SACT and, in addition, may be based on bilateral or multilateral training initiatives with one or more nations taking the lead on behalf of other or all NATO nations. Projects may also involve standard financial principles and procedures. This should result in substantial financial and manpower savings by avoiding duplication of effort.

24. Bilateral or multilateral projects will be finalised in MOUs or STANAGs as appropriate. Although the NTG has the tasking authority for STANAGs, HQ SACT, in co-ordination with the NATO Standardisation Agency (NSA), will carry out the ratification process for NTG developed draft STANAGs. The NSA will promulgate the STANAGs in accordance with AAP-3. The NTG will review its developed STANAGs at least every 3 years.

25. Through the NTG Sub-Groups, appropriate training opportunities may be identified for Partner nations to be included in the ACT section of the Partnership Work Programme (PWP) via the Co-operation, Dialogue and Partner Training Branch, JET HQ SACT.

26. CM NTG submits an annual report to SACT by the end of January each year, which includes the progress of NTG activities and recommendations for action. After endorsement of the NTG Report by SACT, the report will be submitted to all National representatives in the NTG, and the MC for notation.

27. Financing of projects and initiatives is the responsibility of the Sub-Groups to decide upon and manage by mutual agreement, and will normally observe the standard financial procedures in MOUs and STANAGs.

28. If common NATO funding is required for NTG operations and projects, the request has to be forwarded prior to 1 Jul for the following budget year.

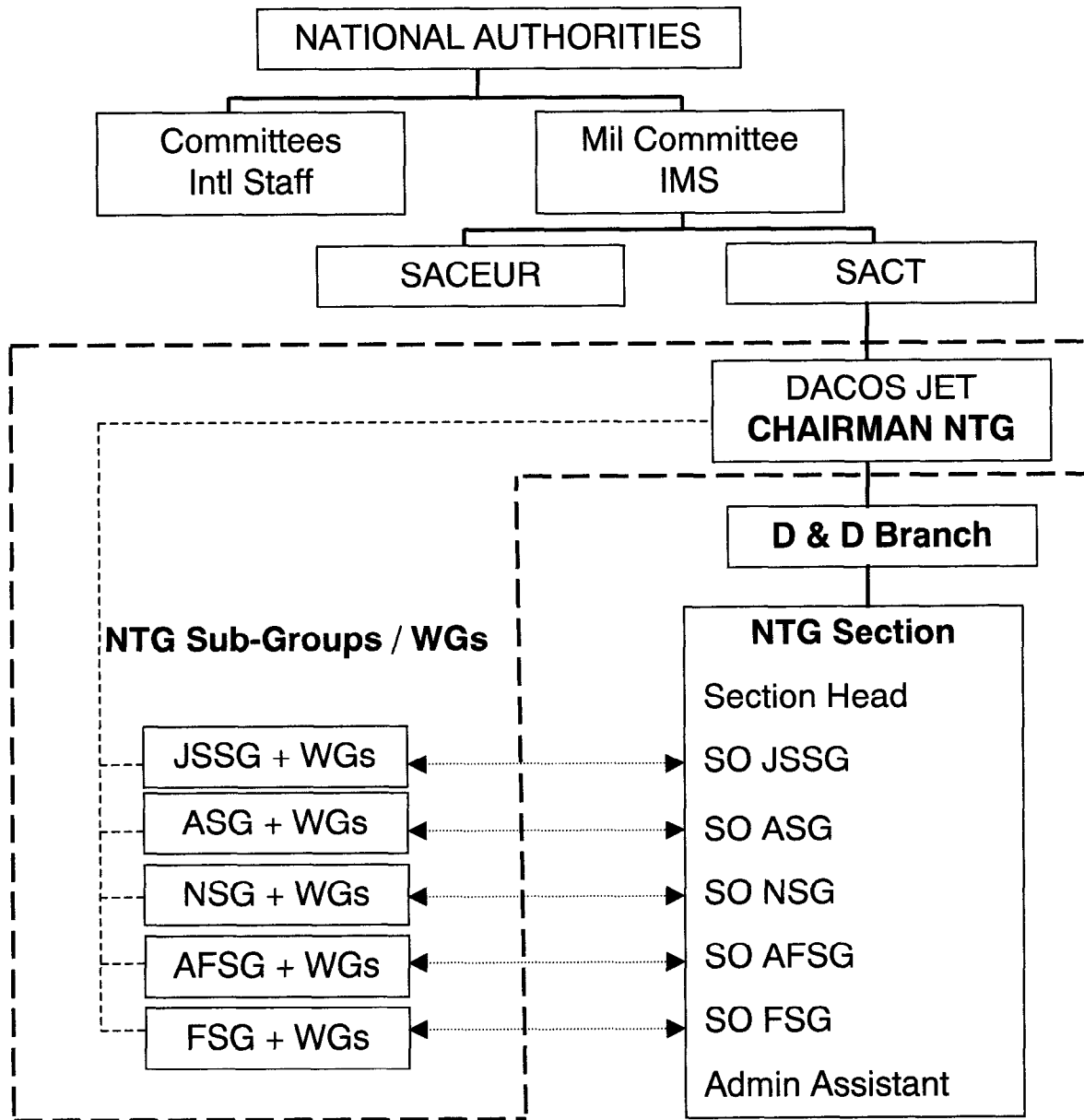
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29. Based on this document, the NTG Section will develop Terms of Reference for the Sub-Groups and Working Groups which, after approval by the Chairman NTG, will be reflected in the NTG Handbook. The NTG Handbook (Ref L) will be updated as appropriate under the co-ordination of the NTG Section.

Annexes:

- A. The NATO Training Group within the Structure of NATO
- B. The NTG Section within the Organisation of HQ SACT

**The NATO Training Group within the Structure of NATO**



**NATO Organisation**    **NTG Organisation**    **NTG Reporting**    **NTG Support**

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The NTG Section within the Organisation of HQ SACT

