

defence and finance ministers, so that adequate weight could be given to the political, military and economic factors involved. At Ottawa it was decided that a comprehensive review of the capabilities of all NATO countries should be undertaken as a means of providing the military with the forces required. This process was carried further at the meetings of the Council held at Rome in November 1951, and at Lisbon in February 1952. The latter meeting saw the completion of the first comprehensive review with the consequent adoption of firm force goals.

This meeting had revealed the necessity for similar appraisals of NATO requirements and capabilities on an annual basis. This in turn required the further re-organization of NATO. It was, therefore, decided to replace the Council Deputies with a Permanent Council and to appoint a Secretary-General with a competent staff. Connected with this was the decision to establish the NATO Headquarters in Paris.

With the appointment of Lord Ismay as Vice-Chairman of the Council and Secretary-General, the Permanent Council commenced to function in April 1952. This led to a break in my association with NATO, so that I did not witness the growing pains involved in recruiting the staff necessary to service the Permanent Council. I returned to NATO, however, last August when I found that the Permanent Council had settled down very well to their task of guiding the manifold activities of the alliance.

The Permanent Council is a sort of cabinet or board of directors. Under the Council is a fairly complex committee structure. Each Permanent Representative has a delegation of qualified experts who represent his country on the various committees, sub-committees and working parties of the Council. This means that the Canadian Delegation is a composite body with representatives of the Departments of External Affairs, National Defence, Finance and Defence Production. Meetings take place in the Palais de Chaillot, which is the NATO Headquarters. On any day great activity can be seen in the Palais where the representatives of the various countries go to attend the different meetings. Eventually, the reports of the committees and sub-committees come up to the Council for decision. Parallel with this committee work is the activity of the Secretariat. Under Lord Ismay there is the Deputy Secretary-General and three Assistant Secretaries General, in charge of political affairs, economic and financial affairs, and production and logistics. These divisions of the Secretariat are busy undertaking investigations and preparing reports for the use of the Council and its various committees. The Council regularly discusses current political problems. These discussions contribute in a significant way to the cohesion of the alliance.

NATO has become much more than a mere military alliance. While the provision of adequate security is the main concern of the Council and of the Secretariat, discussions take place on other aspects of NATO co-operation. For instance, I am Chairman of the NATO Committee on Information and Cultural Relations. We meet once a fortnight