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direction in which it is moving.

- NATO has policies of outreach, cooperation and partnership under which the North-Atlantic Partnership Council, the recent Euro-Atlantic Partnership Council (with 44 member states), the Partnership for Peace, new relationships with Russia and the Ukraine, and the Mediterranean Cooperation Initiative have been established.
- NATO's political and military forces have been restructured and its conventional and nuclear forces downsized.
- NATO has made a commitment to support peacekeeping. It has also made a commitment to support the development of a European security and defense identity within NATO. It envisages supporting European allies in future peacekeeping operations lead by the Western European Union (WEU).
- With other states parties, NATO has undertaken to adapt the Conventional Forces Europe (CFE) Treaty; the process should be completed by the time of the Washington Summit.
- The expansion of NATO membership to the Czech Republic, Hungary and Poland is in the ratification stage.
- NATO has planned, deployed, conducted and lead most of the implementation force in Bosnia, working with forces from 20 non-NATO countries.

The revision process is now at the "brainstorming" stage; the committee responsible will not begin re-drafting until the fall. Some areas should receive particular attention in the review. NATO needs to set the right balance between the central alliance function - collective security - and its new missions, including peacekeeping in its defense planning and force posture. The various developments listed above have unfolded initiative by initiative and consequently lack strategic coherence. Coherence needs to be developed to give political guidance to military and defense planners shaping Alliance collective forces. It is, above all, this kind of political guidance that the Strategic Concept is intended to provide. It allows the Alliance defense planning process to move from a political level through to the defense and military planning levels and from there to force structures.

The review must consider how to involve partners in the Euro-Atlantic Partnership Council and Partnership for Peace in the Alliance's new missions, such as peace-keeping and crisis management, political and defense measures to address the proliferation of weapons of mass destruction and NTC weapons.

It will have to integrate the three new members in defense planning and military structures, while at the same time implementing the concept of alliance military command reform agreed upon at NATO. NATO is reducing the number of headquarters from 65 to around 20, mobile enough to be deployed in the field and capable of cooperating with non-NATO countries in Bosnia-type operations.

The review must also consider how to cooperate more closely on the military side with Russia and the Ukraine. Political organising arrangements already exist for cooperation - the NATO-Russia and NATO-Ukraine councils - but part of cooperation is working with the military. A meeting with the Ukrainians on defense reform is currently taking place; its focus is on restructuring forces from the old Soviet-style to modern forces under democratic control.

Two areas of the existing Concept are unlikely to change.