

of retaining in each member government the final right of decision over its own human and material resources? A parliament or even a committee of twelve nations could not exercise the kind of central direction that was needed. At the same time no national government was willing to shift to other shoulders, even if it could, the responsibility for its own security.

The resolution of these and similar questions of organization and planning were bound to take time. Indeed many of them are continuing problems which arise from the character of an alliance of free and sovereign states. It must always be a delicate and difficult business to reconcile the pressing task of organizing the joint employment of the resources of an alliance in men, money and materials, with the need to respect the vital interests of the member states. The effectiveness of the organization must not be jeopardized by over-insistence on national sovereignty; at the same time, there can be no question of dragooning member states into decisions. It is all very much simpler in the Soviet bloc. There orders are handed down by Moscow and obeyed to the letter by satellites who have lost all real freedom of decision. That is one kind of an alliance. But it is not ours. We are free nations; each with our own tradition, each with our own way of approaching and solving the problems of peace and war, our own methods of organizing our defence, of deploying our manpower and of gearing up our national economy. Each of the partner nations has in its make-up sensitive spots; each too has its special, individual contribution to make to the Alliance.

The welding together of these diverse national interests and aptitudes is a formidable diplomatic undertaking, requiring intelligence, tact and patience. Yet the urgency of the danger and the magnitude of the stakes involved require, on the part of all member countries, a supreme effort to put the broader aims of the North Atlantic Community before narrower national interests.

By the end of 1950, the Atlantic nations had achieved a working mechanism - the North Atlantic Organization - NATO. Still imperfect, still in course of test and development the NATO machine is nevertheless now in gear and moving forward.

A word or two about the NATO machine. At the top there is the Council - the North Atlantic Council - the supreme governing body of the Organization - a kind of board of directors, consisting of the twelve Foreign Ministers. Immediately below the Council and responsible to it are the Council Deputies who may be likened to a management committee in permanent session with headquarters in London. The Council Deputies have become the centre and source of political authority and direction of NATO. For the twelve Foreign Ministers cannot meet more than twice or three times a year and, between times, this "management committee", each member in constant touch with his own government, conduct the whole vast business of the Alliance.

On the military side of NATO, there is a top group consisting of the twelve Defence Ministers. This is the Defence Committee; under it there is a professional hierarchy of admirals, generals and air marshals organized into committees, sub-committees and staffs. The chief of these military bodies are the Standing Group and the Military Representatives Committee in Washington. The Standing Group,