



NORTH ATLANTIC MILITARY COMMITTEE
COMITÉ MILITAIRE DE L'ATLANTIQUE NORD



27 April 2015

MC 0020/11 (Final)

FINAL DECISION ON MC 0020/11

MC POLICY FOR MILITARY OPERATIONAL STANDARDISATION

1. On 24 Apr 15 the MC approved MC 0020/11.
2. This document supersedes MC 0020/10 (FINAL), 27 May 04, and clears IMSWM-0191-2015, 07 Apr 15, and all SDs thereto.

FOR THE MILITARY COMMITTEE:

A blue ink signature, appearing to read "Harper", written over a large, stylized circular scribble.

Sir Christopher Harper
Air Marshal
Director General
International Military Staff

NOTE. This Final Decision Sheet shall now be attached to MC 0020/11 as the top sheet. Page numbering of the complete document when this decision is attached is as follows:

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Distribution: SDL Z



MC 0020/11

MILITARY COMMITTEE POLICY

FOR

MILITARY OPERATIONAL STANDARDIZATION

MC 0020/11

MILITARY COMMITTEE POLICY
FOR
MILITARY OPERATIONAL STANDARDIZATION

References:

- A. C-M(2010)0063, NATO Policy for Standardization, 22 Jun 10
- B. AC/305-D(2012)0001, Logistics Committee Policy for Logistics Standardization, 2 Jan 12
- C. PO(2012)0388, Committee Review Merger of Military Committee (MC) and Conference of National Armaments Directors (CNAD) Groups, 31 Aug 12
- D. AAP-03 (J) Version 2, Production, Maintenance and Management of NATO Standardization Documents, 25 Nov 11
- E. PO(2009)0042, Outline Model for a NATO Defence Planning Process, 1 Apr 09
- F. C-M(2009)0145, Interoperability Documents for Inter-Committees Coordination, 3 Dec 09
- G. AC/321(EAPC)N(2014)0005-REV2-AS1, NATO Terminology Directive, 28 Oct 14
- H. PO(2014)0090, Report to Defence Ministers Agencies Reform Implementation – NATO Standardization Support, 24 Feb 14
- I. MC 0458/3(Final), NATO Education, Training, Exercises and Evaluation (ETEE) Policy, 3 Sep 14

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PART I - INTRODUCTION

BACKGROUND

1. Standardization, or the development and implementation of NATO agreed concepts, doctrine, procedures and designs, is a pivotal enabler to the cost effective delivery of interoperable forces for the Alliance (Reference A). It underpins a coherent set of deployable, interoperable and sustainable forces that are equipped, trained and commanded to meet the growing challenges of the 21st century.
2. Nations and NATO bodies are responsible for the development and implementation of NATO standards through NATO's senior committees. The senior committees acting as Tasking Authorities (TAs) are responsible for directing standardization activities and developing NATO standards in their respective areas of responsibility. The Committee for Standardization (CS) is the senior policy committee responsible to the North Atlantic Council (NAC) for NATO standardization policy and management and promoting standardization in the Alliance.
3. Operational standardization encompasses all activities that affect interoperability across operating forces to include conceptual, organizational or methodological requirements with its main effort being doctrine development. The Military Committee (MC) is the TA for operational standardization.
4. The MC identified operational standardization as needing a major focus in order to maintain cohesion post-ISAF. Both Strategic Commands (SCs) have a key role in operational standardization.
5. The MC requires that its subordinate bodies develop NATO operational standards for doctrine, tactics, techniques, procedures and any related functions required in the field of military operations.

PURPOSE

6. This policy is an effort to detail responsibilities, improve upon existing standardization infrastructure and raise the level of interoperability in the Alliance through the development of operational standards.
7. This policy directs and guides operational standardization activities initiated and executed under the MC and provides the overarching framework for the development of operational standards. It addresses principles, assigns responsibilities and identifies the MC bodies that initiate, develop and manage operational standardization activities conducted under the auspices of the MC.

SCOPE

8. This policy applies to all NATO nations, elements and bodies involved in operational standardization initiated and executed under the MC and shall be implemented under the coordination of the NATO Standardization Office (NSO). Standards with medical or logistic content will be coordinated and harmonized through the MCMedSB (medical standards) or

the Logistics Committee (LC) equivalent DTA (logistic standards) respectively. It is also recommended for implementation by partners.

PART II – MILITARY OPERATIONAL STANDARDIZATION

MC STANDARDIZATION ORGANIZATION

9. As the TA for operational standardization, the MC is responsible for assigning tasks to develop standards across the range of military activities throughout the Alliance to promote interoperability. This related authority may be delegated to Delegated Tasking Authorities (DTAs). Further delegation requires express approval by the MC.

10. The subordinate bodies to which the MC delegates tasking authority for standardization activities within their specific areas of responsibility are the following MC Standardization Boards (MCSBs): MC Joint Standardization Board (MCJSB)¹, MC Land Standardization Board (MCLSB), MC Maritime Standardization Board (MCMSB), MC Air Standardization Board (MCASB), the MC Medical Standardization Board (MCMedSB), and the MC Terminology Board (MCTB).

11. The LC acts as a NATO Standardization Tasking Authority in the logistic domain². To enable the coherence of all logistic standards produced within the MC, the MC shall ensure coordination and harmonization of the MCSBs and the LC and its substructure.

12. Each MCSB is composed of NATO nations as voting members and SCs. While not voting members, the SCs are responsible for providing feedback on experience gained from the implementation of operational standards and lessons identified from education, and training (to include exercises) and operations. Furthermore, Allied Command Transformation (ACT) shall provide priorities and assessments for the development and maintenance of Allied Joint Operational Doctrine. NATO Education and Training Facilities (NETFs) as well as NATO's accredited Centres of Excellence (CoEs) shall be invited to support standardization activities through the provision of subject matter expertise.

13. DTAs shall coordinate their activities amongst each other, as well as with other NATO TAs/DTAs, to ensure the coherence of their activities. Those efforts should be managed through the NSO.

14. To develop NATO standardization documents and NATO terminology each MCSB may establish its necessary substructure. The substructure may be composed of working groups, panels, and teams. The DTA will approve Terms of Reference of its working groups and panels. NSO provides the secretarial support to the MCSBs and working groups.

15. In cases the subject matter expertise for operational standardization is located at groups merged as the result of the NATO Committee Review activities (Reference C) the

¹ For the purpose of this document, Allied Joint Operational Doctrine refers to those standards developed by the MCSBs which affect elements of at least two services. The MCJSB retains the responsibility for overall development of Allied Joint Doctrine. In this role, the MCJSB will provide guidance for the development/revision of standards qualifying as Allied Joint Doctrine for those TAs to which the MC delegated/delegates tasking authority for military operational standards.

² In accordance with Reference B.

respective MCSB remains responsible for operational standards in the portfolio of those merged groups. If secretarial support is not provided by NSO to merged groups, NSO provides standardization advisors to those groups.

CORE PRINCIPLES AND PROCESS

16. Multinational military operations, often conducted within the framework of a comprehensive approach, provide the goals, justification and measure of success for the interoperability process, and provide the required feedback to keep standards relevant. Multinational training is an essential precursor to allow national forces to become familiar with each other and learn how to operate together. This must be underpinned at fundamental levels by standardization within the doctrine, tactics, techniques and procedures necessary to conduct multinational military operations.

17. The evolving nature of operations, increased partner participation in Allied operations, interoperability between NATO forces and non-NATO entities, to include non military contributions, necessitate a high level of interoperability amongst all actors. The required level of interoperability can best be achieved through standardization.

18. NATO policy normally leads and directs the development of military doctrine. However, approved military doctrine should be considered during NATO policy development. Ultimately policy and doctrine must strive to be consistent and mutually supportive.

19. The Military Committee Joint Standardization Board (MCJSB) is the MC DTA for Allied Joint Operational Doctrine. In cases where the subject matter expertise for specific joint operational standards resides within working groups under other MCSBs, the development and revision of Allied Joint Operational Doctrine may be executed by these. However, the MCJSB remains the responsible DTA.

20. For all operational standards, MC DTAs determine the promulgation criteria in accordance with AAP-03 (Reference D). Capstone³ and Keystone⁴ Allied Joint Publications (AJPs) require positive ratification responses from all NATO member Nations, without reservation, and shall be promulgated by consensus of the NATO member nations.

21. Operational standardization is facilitated by either a top-down approach that is driven by the NATO Defence Planning Process (NDPP) or NAC / MC guidance (resulting in standardization tasks) or a bottom-up approach that is mainly driven by the lessons learned process (resulting in standardization proposals).

22. The MC and its DTAs and by default their operational standardization issues are linked into the NDPP (Reference E). The NDPP may address the requirement for development of operational standards as solutions to interoperability shortfalls. Interoperability concerns are considered in the establishment of Minimum Capability Requirements and Priority Shortfall Areas which, if standardization deficiencies are addressed, guide the development of standards within the TA and DTAs.

23. Lessons identified, best practices and observations from operations and training, in particular collective training events, provide significant input to ensure the relevance of

³ "Capstone" refers to Allied Joint Publication (AJP) - 01 only.

⁴ "Keystone" refers to AJP-02 through 06.

operational standards. The SCs and their substructures as well as nations should ensure that lessons with relevance to the operational standard development process are provided to the respective standardization boards and/or working groups.

24. As a primary tool for achieving interoperability, standardization requires a holistic and systematic approach starting with the definition of requirements, followed by the development of solutions, their implementation and lastly validation. Observations/ lessons and an iterative feedback into the approach are required to ensure the relevance of the developed standards.

25. Coordination between all elements of the technical, process and human aspects of interoperability is critical enabling NATO to exploit non-material solutions as low cost force multiplier preference over more costly technical solutions. Therefore the development of doctrines, tactics, techniques, procedures and even training standards must be harmonized and coordinated with the technical aspects of interoperability. Testing and validation of standards should be accomplished through exercises, demonstrations and trials to enhance interoperability across all these required elements (Reference F). NATO SCs, MCSBs and their working groups (including merged groups) should support validation activities through the provision of subject matter experts.

26. To ensure consistency across operational standards, MC Boards are required to ensure vertical and horizontal harmonization of their operational standards. This is particularly important for Allied Joint Operational Doctrine as well as for medical and logistic standards.

27. A multinational force requires agreed terminology. Agreed terminology within NATO is an integral part of the standardization effort to improve interoperability and enhance cohesion and effectiveness within the Alliance and its partners. The MC delegates its tasking authority for the standardization of military operational terminology to the MCSBs. As DTAs they shall be responsible for the development and approval of terminology in their own areas of responsibility. MCSBs shall process terminology in the framework of the NATO Terminology Directive (Reference G).

28. All operational standardization activities are to follow AAP-03 rules and procedures, resulting in NATO standardization documents. Specifics for the development of operational standards covering Allied Joint Operational Doctrine (particularly AJP), are laid out in AAP-47. The MCJSB shall provide additional guidance when necessary.

RESPONSIBILITIES

MC Standardization Boards (MCSBs)

29. The mission of all MCSBs is to foster operational standardization activities in their respective areas of responsibility with the aim of achieving interoperability within the Alliance and, where appropriate, with other military forces and to optimize the use of resources.

30. The MCSBs and their responsibilities are:

- a. MC Joint Standardization Board (MCJSB)

The MCJSB is responsible for all Allied Joint Operational Doctrine and standardization activities that have no single, dominant domain focus and are common to at least two services. In addition, the MCJSB functions as the co-ordinator amongst the other MCSBs and DTAs inside and outside the MC⁵. Especially where an overlap between service boards occurs or where Nations have differing service responsibilities the MCJSB will act as arbiter in assigning the task to the appropriate board.

b. MC Land Standardization Board (MCLSB)

The MCLSB is the Military Committee Single Service Standardization Board for land focused activities. Its responsibility is limited to those activities that directly affect the respective service.

c. MC Maritime Standardization Board (MCMSB)

The MCMSB is the Military Committee Single Service Standardization Board for maritime focused activities. Its responsibility is limited to those activities that directly affect the respective service.

d. MC Air Standardization Board (MCASB)

MCASB is the Military Committee Single Service Standardization Board for air focused activities. Its responsibility is limited to those activities that directly affect the respective service.

e. MC Medical Standardization Board (MCMedSB)

The MCMedSB manages the standardization efforts dealing with military medical structures, operations and procedures, military medical health care, force health protection, military medical training, medical standardization and CBRN medical. Where these efforts affect operational standardization MCMedSB will closely co-ordinate its activities with the MCJSB.

31. Each MCSB is to provide an end of year report annually to the MC through the Director NSO (DNSO). Reports should include a summary of the MCSBs' activities and achievements measured against MC approved priorities for the year and the proposed programme of work, including objectives and priorities for the following years.

32. MCSBs are chaired by officers from the NSO and are considered to be in permanent session. They shall meet as necessary to support the development of operational standardization in an effective and efficient manner. Their Terms of Reference (TOR) are at Annex A.

MC Terminology Board (MCTB)

⁵ MC bodies outside the MCSBs structure are considered working groups under the direction and guidance of the MCJSB when developing operational standards within their specific responsibility. Examples are the NATO Electronic Warfare Advisory Committee – NEWAC, the Meteorological and Oceanographic Military Committee Working Group MCWG (METOC), the NATO Training Group (NTG).

33. Terminology that is shared between the different MCSBs and terminology that has implications for Alliance operations shall be developed and approved by the MCTB⁶. The MCTB standing membership includes all NATO member nations and the SCs. Additionally, representatives from other TAs shall participate as required. Its activities shall be coordinated, supported and administered by the NSO. It shall be chaired by the NSO's senior terminologist and is considered to be in permanent session, meeting as necessary to support the development of terminology in an effective and efficient manner. TOR for the MCTB are at Annex B.

NATO Standardization Office (NSO)

34. The NSO is the MC's lead agent for the development, coordination and assessment of operational standardization (Reference H). As such, the NSO provides secretarial support to MCSBs and working groups, the chairmen for the MCSBs⁷, standardization advisors to merged working groups and, if required, standardization advisors to panel and expert team meetings.

35. The DNSO is the principal advisor to the MC on the development and coordination of operational standardization and in this respect is responsible for:

- a. assisting in the identification of potential standardization shortfalls and for proposing initiatives to the MC that improve the interoperability of Alliance forces;
- b. supporting and assessing the activities of the MCSBs;
- c. managing and coordinating NSO support to the operational standardization process conducted under the responsibility of the MCSBs, in accordance with MC directives, tasking and guidance;
- d. ensuring that satisfactory liaison is maintained between the MCSBs and other Alliance standardization bodies;
- e. supporting and monitoring the ratification process;
- f. promulgating operational standardization documents once approved for promulgation by the responsible MCSB;
- g. managing and maintaining a complete standardization database of proposed, drafted, promulgated, superseded and cancelled NATO operational standardization documents;
- h. managing and maintaining appropriate IT support for the MCSBs, the MCTB and their substructure;
- i. Supporting activities relevant to operational standardization promotion and training in support of the implementation of this policy.

⁶ Designated responsibilities correspond in particular with the last part of paragraphs 2.2.2 of the NTD (Reference G).

⁷ Except for the MCMedSB which will be co-chaired by the Committee of the Chiefs of Military Medical Services (COMEDS) secretary and the MCJSB chairman.

Allied Command Transformation (ACT)

36. SACT shall be the MC's lead agent for the identification, prioritization and experimentation of areas with potential for improvement of interoperability (Reference I). In this role HQ SACT, supported by SHAPE, shall:

- a. develop interoperability and standardization requirements for inclusion into the NDPP capability codes and statements;
- b. ensure effective annual Bi-SC input to MCSBs addressing operational standardization requirements and related priorities for consideration;
- c. contribute to operational standardization through participation in MCSBs and substructure elements;
- d. provide feedback from exercises and operations into the operational standards development process;
- e. lead the validation of operational standards during NATO exercises, evaluation and certification events;
- f. ensure the inclusion of promulgated operational standards and terminology into education, training, and exercises.

Allied Command Operations (ACO)

37. SACEUR shall support SACT as MC's lead agent for the identification, prioritization and experimentation of areas with potential for improvement of interoperability. In particular, SHAPE shall:

- a. provide input to HQ SACT and MCSBs addressing operational standardization requirements and SACEUR's priorities for the development and review of operational standards derived from Lessons Identified (LI) during operations and exercises, in particular NRF preparation and evaluation events;
- b. contribute to operational standardization through participation in MCSBs and standardization substructure elements;
- c. assign responsibilities to subordinate HQs to ensure that required NATO Command Structure (NCS) joint, land, air, and maritime competency and support is provided to MC standardization bodies;
- d. validate doctrine relevance and implementation during NATO operations, exercises and evaluation and certification events and provide feedback to MCSBs;
- e. ensure inclusion of promulgated operational standards and terminology into ACO Directives;

- f. provide SACEUR's priorities for the development and maintenance of operational standards.

TERMS OF REFERENCE (TOR)
FOR THE
MC STANDARDIZATION BOARDS

SCOPE

1. These Terms of Reference (TOR) define the mission, authority, composition, responsibilities, support, method of work and TOR review process of the Military Committee (MC) Standardization Boards (MCSBs).

MISSION

2. The mission of all MCSBs is to foster operational standardization activities within their respective areas of responsibility, with the aim of achieving interoperability within the Alliance and, where appropriate, with other military forces and to optimize the use of resources.

AUTHORITY

3. The MC delegates its tasking authority to MCSBs in their respective areas of responsibility, which are:

- a. Joint Standardization Board (MCJSB) - Activities that have no single, dominant domain focus and are common to at least two other Boards.
- b. Land Standardization Board (MCLSB) - Activities that are primarily land focused.
- c. Maritime Standardization Board (MCMSB) - Activities that are primarily maritime focused.
- d. Air Standardization Board (MCASB) - Activities that are primarily air focused.
- e. Medical Standardization Board (MCMedSB) - Activities that are primarily medical in nature.

COMPOSITION

4. Each MCSB shall be in permanent session, and shall be composed of:

- a. A voting board member from each NATO nation,
- b. A representative from the Strategic Commands (SCs),

- c. A chairman from the NSO, except for the MCMedSB which will be co-chaired by the COMEDS Steering Group and the MCJSB chairman.

RESPONSIBILITIES

All MC Standardization Boards. Within its designated area of responsibility, each MCSB shall comply with the NATO Policy for Standardization and the MC Policy for Military Operational Standardization, and shall implement MC directives and guidance. It shall:

5. **All MC Standardization Boards.** Within its designated area of responsibility, each MCSB shall comply with the NATO Policy for Standardization and the MC Policy for Military Operational Standardization, and shall implement NATO standardization directives and guidance. It shall:

- a. manage the development and maintenance of standardization documents and terminology in accordance with NATO standardization directives and MC tasking;
- b. initiate, staff and validate operational standardization proposals;
- c. allocate top-down requirements for the development or revision of operational standards to the appropriate subordinate working groups (WGs) for the revision or production of relevant standardization documents;
- d. allocate "bottom-up" standardization proposals and objectives to the appropriate WGs for consideration and development;
- e. manage subordinate bodies, including⁸:
 - (1) their establishment, amalgamation or disbandment,
 - (2) approval of their TORs,
 - (3) approval of convening orders and provision of guidance for meetings,
 - (4) review of their reports;
 - (5) setting of their objectives and priorities
- f. provide a forum for discussion on NATO operational standardization issues;
- g. provide an annual report, as of 1 January, to the MC through DNSO addressing a summary of its activities and achievements measured against MC approved priorities for the previous year and the proposed Programme of Work (POW), including objectives and priorities for the following years.

⁸ For the MCMedSB substructure the responsibility for the management of the subordinate bodies rests with the COMEDS.

6. **MC Joint Standardization Board.** In addition to the responsibilities described at Paragraph 5 above, the MCJSB shall:

- a. assist the MC in the harmonization of procedures for all MCSBs and subordinate bodies;
- b. coordinate and monitor the actions of the MCSBs as they relate to joint matters;
- c. provide authoritative guidance to all MCSBs on issues of common policy and procedures;
- d. provide advice to other TAs/DTAs for Allied Joint Doctrine developed or revised outside the MCJSB substructure to ensure alignment with Bi-SC priorities for Allied Joint Doctrine;
- e. ensure vertical and horizontal harmonization of all Allied Joint Doctrine.

7. **Board Chairman.** Each MCSB Chairman shall chair the board in accordance with MC guidance. Specifically, the Board Chairman shall:

- a. ensure that the Board is aware of all pertinent information on MC or NSO-related standardization issues;
- b. ensure that board decisions support MC policy;
- c. carry out the decisions of the board, and apprise DNSO of these decisions;
- d. conduct official correspondence on behalf of the board, keeping members informed;
- e. ensure that effective liaison and coordination is maintained by the board and its subordinate bodies with other NATO and non-NATO groups working in related standardization areas;
- f. direct the board secretariat in the conduct of its duties.

8. **Board Members.** Each national MCSB member shall act as their nation's official representative and point of contact on all operational standardization matters, within their respective area of responsibility.

SUPPORT

9. Each MCSB shall be supported by a secretariat, provided by the NSO.

METHOD OF WORK

10. Each MCSB shall meet as required to conduct its work efficiently and effectively, preferably at NATO Headquarters.

11. Agendas and relevant supporting documents shall be distributed as early as possible, and at least two weeks in advance of meetings to allow adequate time for staffing and preparation.

12. Where the authority to make decisions has been delegated to the board, they shall be taken by consensus of the voting board members. Where consensus cannot be reached within a reasonable period of time, the board shall submit the matter, together with minority views, to DNSO (COMEDS for MCMedSB) for appropriate staffing.

13. A record of decisions, approved by national board members, shall be kept of each Board meeting and made available to its members and DNSO.

REVIEW OF TOR

14. Each MCSB shall review its TOR annually. Proposals for substantive change shall be referred to the MC for approval.

TERMS OF REFERENCE
FOR THE
MILITARY COMMITTEE TERMINOLOGY BOARD

MISSION

1. The mission of the Military Committee Terminology Board (MCTB) is to develop, make decisions, provide recommendations and advice on (i) operational terminology that is shared between different Standardization Boards of the Military Committee (MC), as well as (ii) terminology that has implications for Alliance operations. The MCTB may also assume responsibility as required for other terminology matters.

COMPOSITION

2. The MCTB is composed of the following members:
- a. National representatives. One voting representative of each NATO member nation. All member nations may designate additional participants.
 - b. Strategic command representatives. One non-voting representative of each Strategic Command (SC). Both commands may designate additional participants.
3. The MCTB may invite:
- a. representatives of other TAs and DTAs, as well as their specialist groups to advise and/or participate in the MCTB's discussions;
 - b. representatives of other NATO bodies to advise and/or participate in the MCTB's discussions;
 - c. representatives of partner nations and non-NATO bodies to attend the meetings as observers, in accordance with NATO Standardization Policy.
4. The MCTB shall be chaired by the NSO's senior terminologist. The Chair shall be supported by the NATO Terminology Office's (NTO's) Terminologist and Senior Staff Assistant.

RESPONSIBILITIES

5. Per these TOR, the MC delegates its tasking authority for the standardization of terminology detailed in paragraph 1 to the MCTB. Therefore, the MCTB is the authoritative body responsible for the management and standardization of such terminology in accordance with the NATO Terminology Directive and the details for developing NATO terminology.

To this end, it shall:

- a. staff such terminology proposed by NATO member nations or bodies, coordinating with the NTO and other bodies as required and decide on the terminology proposals;
- b. provide advice as to whether a proposed term is either shared or should otherwise be kept within the unique domain of a particular TA, DTA;
- c. communicate its decisions with a view to creating greater coherence in terminology across NATO;
- d. provide recommendations on terminology;
- e. respond to other tasks assigned by the MC, as required;
- f. report annually to the MC on its activities and relevant issues.

SUPPORT

6. The NTO shall provide secretarial and other administrative support to the MCTB.

METHOD OF WORK

7. The MCTB shall meet as required to conduct its work efficiently and effectively, preferably at NATO Headquarters.

8. Agendas and relevant supporting documents shall be distributed as early as possible, and at least two weeks in advance of meetings to allow adequate time for staffing.

9. Terminology decisions shall be agreed by consensus of the member nations.

10. A record of decisions shall be kept of each MCTB meeting and made available to its members and DNSO.

REPORTING

11. The Chair shall prepare an annual report on MCTB activities, as of 1 January, to the MC through DNSO.

REVIEW OF MCTB TOR

12. The MCTB shall review its TOR annually. Proposals for substantive change shall be referred to the MC for approval.