

ALLIED JOINT LOGISTIC DOCTRINE

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NORTH ATLANTIC TREATY ORGANIZATION
NATO STANDARDIZATION AGENCY
LETTER OF PROMULGATION

December 2003

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J. MAJ 
Brigadier General, PLAR
Director, NSA

ORIGINAL

RECORD OF CHANGES

Change Date	Date Entered	Effective Date	By Whom Entered

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FOREWORD

The successful planning, execution and support of military operations requires a clearly understood doctrine, and this is especially important when operations are to be conducted by Allied, multinational or coalition forces. Allied Joint Publication-01 (AJP-01) provides the ‘capstone’ doctrine for the planning, execution and support of Allied joint operations. Although AJP-01 is intended primarily for NATO forces, the doctrine could be applied, with adaptations where necessary and agreed by participating nations, for operations under the umbrella of the European Union (EU), or a coalition of NATO and non-NATO nations within the framework of a Combined Joint Task Force (CJTF). Thus no distinctions are drawn within the document between solely NATO operations, non-Article 5 Crisis Response Operations (CRO) by Allied forces and CJTF operations.

The revisions in the logistic joint and multinational keystone doctrine AJP-4 (A) Allied Joint Logistic Doctrine include:

- All chapters and sections have been rewritten to be more logical readable and coherent.
- Where possible, text has been slimmed and reference made to supporting documents.
- NATO Logistic Support Concept is now a part of the document, and consistent with NATO’s overall policies on logistics.
- Defence and Operational Planning¹ has been more clearly delineated.
- Logistic functional areas have been selected and focused on operational logistics.
- NATO’s relationship to the European Union is incomplete, awaiting political decision.

If it is to be useful, AJP-4 has to be a living document and be amended regularly. Under the auspices of the BI-SC Logistics Co-ordination Board (Bi-SC LCB), the Bi-SC LCB Doctrine Committee (Bi-SC LCB DC), will review and up-date AJP-4(A) as deemed appropriate. Therefore, change proposals are welcome at anytime. They can be sent to either the SC’s Logistics Branches or to the Co-chairmen of the Bi-SC LCB DC. A future AJP-4(B) will aim at a further harmonisation with all sub-documents.

¹ France is not part of the Defence planning process

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CHAPTER 1

THE ALLIANCE'S CONCEPT OF LOGISTIC SUPPORT

Section I - Introduction

0101. NATO logistic and support concepts have been established in response to changing national force structures and NATO's evolving enhanced mission spectrum. The concepts take into account:

- a. Non-Article 5 Crisis Response Operations (CRO) that require additional logistic support for both deployment and operations beyond NATO's Area of Responsibility (AOR).
- b. The need to implement the MC 319/1 principle of collective responsibility for logistic support.
- c. The need to operate logistically with non-NATO forces.
- d. The need to maximise efficiency and cost effectiveness of logistic support.
- e. The emergence of multinational structures such as Multinational Joint Logistic Centre (MJLC), Lead Nation (LN), Role Specialist Nation (RSN), Multinational Integrated Logistic Unit (MILU) and Third Party Logistic Support Services (TPLSS).

0102. **Purpose.** The purpose of this document is to establish NATO's overall logistic support doctrine. It details NATO logistic principles and policies, with an operational level² focus, to foster common understanding and co-operative logistic planning among NATO military authorities (NMA), nations and NATO agencies. This NATO logistic support doctrine is the basis for the conduct of multinational logistic operations and serves to facilitate the NATO commander in the achievement of his mission.

0103. **Applicability**

- a. This document is applicable to peace and the full spectrum of potential NATO operations (Article 5 as well as non-Article 5 CRO) from crisis through conflict. While much of the doctrine is focused toward the more probable scenarios of mid-intensity and non-Article 5 CRO, the doctrine is equally applicable to other operations.
- b. This document is applicable to NATO operations including those conducted in co-operation with the United Nations (UN), the European Union (EU), and the Organisation for Security and Co-operation in Europe (OSCE). It is also applicable for non-NATO nations participating in NATO led operations.

² Operational level of war: The level of war at which campaigns and major operations are planned, conducted and sustained to accomplish strategic objectives within theatres or areas of operations. (AAP-6(2002))

0104. **Scope.** While the NATO definition of logistics is wide ranging, this publication deals mainly with planning and co-ordination of NATO operational logistic support. Specifically, the focus is on the functional areas of:

- Supply and services
- Maintenance and repair
- Movement and transportation
- Infrastructure
- Medical
- Contracting
- Funding

Additionally, this publication covers broad logistic responsibilities such as Host Nation Support (HNS). The Allied Joint Logistic Doctrine Hierarchy is described in Annex 1-A.

0105. **Principles.** In order for the NATO commander to execute his responsibilities for logistics efficiently, certain logistic principles must be observed. These must be in line with the General Principles for Joint and Combined Operations, as defined in AJP-01, and must also be consistent with those logistic principles presented in MC 319/1, MC 326/1, MC 334/1 and MC 336/2. Important principles taken from these documents and drawn from NATO operations and experience, developed with an operational focus, are listed below.

- a. **Primacy of Operations.** Logistic support must be focused towards ensuring the success of the operation, as defined by the NATO commander. Logistics must function as an effective force multiplier, and it should be seamlessly integrated into the operational structure. One key to achieving this goal is having a clear and unequivocal chain of command and co-ordination, with the NATO commander having clearly defined authority to establish a support organisation tailored to suit the operational situation.
- b. **Responsibility.** C-M(2001)44, NATO Policy for Co-operation in Logistics, and the NATO principles and policies for logistics set out in MC 319/1, establish the principle of the collective responsibility of Nations and NATO authorities for logistic support of NATO's multinational operations. Nations must ensure, individually or by co-operative arrangements, the provision of logistics resources to support their forces allocated to NATO during peace, crisis and conflict. Each nation bears ultimate responsibility for ensuring the provision of logistic support for its forces allocated to NATO. This may be discharged in a number of ways, including agreements with other nations or with NATO. Circumstances may arise where NATO commanders may need to mediate and co-ordinate such agreements to ensure effective logistic support of the force. Nations retain control over their own resources, until such time as they are released to NATO. Non-NATO nations are not precluded from joining the NATO collective support organisation, but if they do so, they must accept the basic underlying principles of logistic support. Collective responsibility also implies that NATO commanders assume responsibility for the logistic support of assets under their authority

- c. **Authority.** NATO commanders must be given sufficient authority over logistic resources to enable them to employ and sustain forces in the most effective manner. Authority must be aligned with responsibility. Thus, if a NATO commander has been assigned responsibility for operations in a particular joint operations area (JOA) or area of operations, he must also be given the authority to prioritise his support so as to ensure he can accomplish his mission. These same authorities and responsibilities should also apply to non-NATO commanders participating in a NATO led operation. Nations may be expected to limit the extent to which they are prepared to authorise the commander to control national resources, due to either national imperatives or legal restrictions. The extent to which nations limit this authority will depend on national considerations and the type of operation.
- d. **Co-operation.** Co-operation, the founding principle of NATO, is also one of the key principles of logistics support, both among individual nations and within NATO. In this context, co-operation is not limited to the transportation and provision of other logistic support, but also includes financing, contracting and engineering. Co-operation is particularly important when operations are conducted in concert with non-NATO nations and requires a clear division of responsibilities, implying in turn a clear understanding both of the various national capabilities, limitations and legal restrictions, as well as the NATO logistic support concepts. In addition, co-operative procedures must be in place to ensure that allies do not compete for scarce resources. Where possible, it is expected that nations will co-operate, either bilaterally or through other co-operative approaches, to optimise the provision and use of limited resources. Co-operation also extends to Non-Governmental Organisations (NGOs) and elements of the UN, EU and/or OSCE, which may operate alongside NATO organisations.
- e. **Co-ordination.** Co-operation at all levels ensures economy of effort, but must be co-ordinated to be effective. This may require the appointment of national representatives or liaison officers at several levels within the support organisation to ensure that nations are aware of and react appropriately to both national and NATO priorities, and that such priorities are harmonised.
- f. **Provision and Sufficiency.** MC 319/1 shows Provision and Sufficiency as separate principles, however they are closely linked. Nations must ensure, either individually or through co-operative arrangements, the provision of adequate logistic resources to support their forces allocated to or operating with NATO during peace, crisis and conflict. This also applies to non-NATO nations working with NATO in combined operations. There are a variety of mechanisms through which support may be provided, including multinational and bilateral agreements/arrangements. At the same time, national levels of logistic resources must be sufficient to achieve designated standards of readiness, sustainability and mobility to provide the required military capability during peace, crisis and conflict.
- g. **Flexibility.** Operational plans must be established with the knowledge that unexpected events will dictate changes to the plan and concept of execution. As a result, flexibility is important particularly when developing logistic plans, which

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must respond quickly and efficiently to even minor changes in the operational scenario. Further, no single support concept will suit all situations; concepts must allow for unexpected or unusual scenarios. For instance, despite the advantages often provided through multinational logistics, it is possible that the most appropriate support concept for a particular operation may be through national support structures. The logistic concept must be flexible enough to allow for this. Thus, formal structures and plans must be developed generically, with sufficient flexibility built-in to allow tailoring to match the changing requirements of different JOAs or missions.

- h. **Simplicity.** Simple plans and orders, and uncomplicated mission-oriented logistic organisations minimise confusion and help ensure the support provided meets the operational commander's requirements. Further, simple reporting mechanisms ensure the accurate and efficient dissemination of information to all those who require it.
- i. **Timeliness.** Developing and implementing an effective logistic framework requires considerable planning and co-ordination between NATO and nations. Since the most critical phase of logistic execution is deployment and initial operational set-up, it is essential that national and multinational logistic command and control elements and enabling forces be approved and in place well before deployment begins.
- j. **Economy.** Logistic assets are often expensive and in short supply. Accordingly, mechanisms must be in place to ensure that they are used in the most effective and efficient manner possible, keeping in mind operational imperatives. This includes ensuring that in-JOA stocks are maintained at the minimum level commensurate with the expected operational tempo, capability of lines of communications, and expected lead times. Mutual support structures and mechanisms, such as multinational logistic organisations and HNS, should be in place to achieve economies of scale, increase reserve capacity/capability and improve the overall quality of support. The goal is to achieve these advantages while simultaneously minimising procurement and operational costs.
- k. **Transparency and Visibility.** Prior to an operation, the NATO commander must have access to information, which relates to preparedness, deployability, and sustainability of units that will come under his command. This requirement will extend to national logistic assets when they are designated to provide logistic support to declared units. In preparation for an operation the NATO commander must have access to information on the status of all assets under his control, including, in the case of equipment temporarily out of commission, an appreciation of the time to repair. He must develop a clear and accurate picture of available logistic infrastructure and capability. This requires a complete and easily interpreted logistic reporting mechanism that takes advantage of the potential offered through state of the art Automated Data Processing (ADP) support. As a means to gain necessary visibility of critical assets, the NATO commander is

authorised to require reports and inspection³ of specified logistic assets as a method of tactical evaluation or to assess operational readiness in accordance with MC 319/1 and MC 317/1.

1. **Synergy.** Synergy is the expanded benefit achieved by applying logistic principles simultaneously. Synergy results when nations contribute to a common goal with the net benefit being greater than the sum of the separate contributions. To be truly effective, any multinational organisation must build upon the strengths of the component parts. Multinational logistic support in the overall concept should be oriented to the particular logistic strengths of the participating nations. This serves to provide more efficient support to the overall force and thereby creates a more robust logistic concept. An effective multinational logistic concept requires that NATO and national planners recognise this synergy and the resulting net benefits.

Section II - NATO's Logistic Support Concept

0106. **Aim.** The aim of the NATO logistic support concept is to support the Joint Force Commander's (JFC) operations and to achieve efficiencies and economies of scale through optimum use of multinational logistic solutions.
0107. **NATO Logistic Support Concept.** The NATO logistic concept at both the strategic and operational levels involves the interpretation of logistic principles through tailored structures, organisations and multinational interaction. The concept is to provide responsive support to any operational deployment making best use of the logistic assets and resources available in the JOA. This entails flexible but focused Advance Planning and the development of co-operation amongst potential contributing nations as well as early involvement in the operational process. The aim is to provide cohesive logistic support to a NATO commander's plan using methods which range from national to fully multinational, depending on the circumstances and in accordance with the provisions of MC 319/1.
0108. **Co-ordination of National and Multinational Logistic Activities.** CJ 4 staff carry the overall responsibility for logistics co-ordination at strategic and JOA level. Flexibility to co-ordinate a variety of national and multinational approaches under widely varying conditions is reflected both in the organisation of static and deployed HQ structures. The responsibilities of NATO and nations are described below at paragraph 0116. The primary aim is to provide sound arrangements for co-ordination of logistic support available to an operation. In particular, the requirement for NATO logistic staff to provide timely, guaranteed support to an operational plan, drawing on all options available, is facilitated by the existence of robust NATO logistic Command and Control (C2). These include CJ4 and combined joint logistic staffs in static and deployed Headquarters and organisations such as the MJLC and single component equivalents such as Multinational Logistic Command/Centres (MNLC). These latter organisations may be called on as the situation dictates. The MJLC is described in detail in AJP 4.6. Single component logistic structures are described briefly below and covered more

³ IAW MC 319/1, France cannot accept the authority to inspect logistic assets. When requested, relevant information will be provided through national chain of command.

comprehensively in ALPs 4.1, 4.2 and 4.3. The different modes of logistic support will be covered in AJP-4.9. (AJP-4.9 is under development, planned issued 2002).

0109. **Logistic Planning from a Multinational and Joint Perspective.** The ability to plan and conduct support operations in consultation with nations and with necessary levels of co-ordination and authority for the benefit of the JFC's plan provides the basis of NATO logistic support. Whilst there is recognition of the procedures to be followed at the NATO strategic level, the early involvement of NATO logistic planners is essential to the efficient provision of support across all contributing nations. The co-ordination of the logistic effort must be balanced with the ultimate responsibility for provisioning of forces remaining with the Troop Contributing Nation (TCN). Nations should come to the operation with what is required to support their own forces, or arrange for it with other nations or through contracts or other arrangements during the planning process. Chapter 2 covers Defence and operational logistic planning, with the operational process at Section 3.
0110. **Synchronisation of Procedures in the Logistic Functional Areas.** The delivery of effective and efficient support relies on the co-ordination and synchronisation of procedures in the logistic functional areas. The standardisation of information and processes between NATO HQs and nations in all areas increases the potential for efficiency, delivery of support through multinational sources, and consequently economies of scale. Logistic Functional Areas are considered in detail in Chapter 3.
0111. **Implementation of the Concept.** The AJP-4 series covers the detailed methods of implementation of the concept.
0112. **Component Support Concepts.** While NATO's logistic concept embraces jointness, each component, due to the nature of their missions, has a slightly different approach to implementing the multinational logistic concept. While the specific methods of supporting deployed multinational units do vary, their support requirements are very similar. That is, support elements must be flexible, mobile and responsive to the requirements of the component commander. Where efficiencies can be gained, jointness should be maintained down to the lowest level practicable. In general terms, this means that operational level support elements may have a geographical area of operations (AOO) to provide support to a multinational joint force. At the tactical level, however, support elements will more likely be focused at supporting, on a functional basis, specific component elements. A broad synopsis of the component support concepts is provided below:

0113. Maritime.

- a. Support to a deployed Multinational Maritime Force (MNMF) has two facets, namely shore support, and afloat support. Afloat support is the responsibility of the commander at sea who controls all assigned logistic assets in the afloat force. Shore support encompasses the logistic activities in direct support of an MNMF. To ensure the appropriate focus, the shore support organisation must be responsive to the afloat commander's requirements. In a large operation, the chain of command from the shore support organisation will in principle be through a separate Multinational Logistic Command (Maritime), [MNLC(M)]. Where a MNLC(M) is established as well as a MJLC, it is essential that close co-ordination is maintained between the two organisations.
- b. The fundamental precept of the maritime logistic support concept is to provide shore-centralised distribution and support sites to support the units at sea. While the concept is flexible and specific capabilities and organisations will be mission dependent, generally it calls for multinational Advanced Logistic Support Sites (ALSSs) that may provide a variety of life support, e.g. supply, distribution, medical and damage repair in support of the entire force. Smaller, more mobile, Forward Logistic Sites (FLSs), located closer to the supported force, are employed as final distribution points for Personnel, Mail and Cargo (PMC) flowing from the larger, more capable sites. As stated earlier, these support sites may be joint in nature or may be collocated with other component support elements. In all cases, however, they are manned on a multinational basis through national personnel and equipment contributions. Further detail on maritime logistic support concepts, including Naval Air and Amphibious/Marines, and their implementation may be found in ALP-4.1 "Multinational Maritime Force Logistics".

0114. Land.

- a. In the layout of the battlefield, there must be a clear understanding among the nations that national logistic organisations exist in a multinational framework in support of combined operations. Combined logistics was traditionally described within the context of the various zones of battlefield. On the modern, non-linear battlefield or even during peace support operations, these zones may not be well established or defined. Over the entire spectrum of conflict, modern military operations make flexibility and mobility key aspects of successful operations.
- b. The land component support concept is designed to ensure the support of either national or multinational forces, taking their different structures and multinational composition into account. Logistic support will be based on national provisions and may include degrees of multinational support as agreed by those nations. While each nation takes responsibility for the provision of support to its forces, HNS if available, lead nation, role specialisation, mutual assistance, and use of MILUs and/or Multinational Integrated Medical Units (MIMUs) may be employed when considered to be more advantageous.

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- c. The Combined Joint Force Land Component Commander (CJFLCC) establishes requirements and sets priorities for support of forces in accordance with the overall direction given by the Joint Force Commander (JFC). He co-ordinates logistic operations with all participating nations, and joint/JOA level logistic structures. The CJFLCC will exercise co-ordinating authority on movement and security matters over those National Support Elements (NSEs) operating in his AOO.
- d. Scope exists for the establishment of a Multinational Logistics Centre (Land) [MNLC(L)] for the co-ordination of land logistics support, particularly if the MJLC is not employed. Further detail on land logistic support concepts and their implementation may be found in ALP-4.2 "Land Forces Logistic Doctrine".

0115. **Air.**

- a. A NATO air commander within a region has a three-fold mission, to contribute to the defence of the region, to reinforce other regions as directed, or to stand up an Combined Joint Force Air Component Command (CJFACC) within a Combined Joint Task Force (CJTF), when tasked by the appropriate Strategic Command (SC).
- b. For Article 5 operations logistics support uses in-place national stockpiles. NATO Aircraft Cross Servicing (ACS) enables operational Commanders to enhance the flexibility and mobility of air power and to respond effectively to a developing crisis. ACS is however, currently a force multiplier for Article 5 operations only and is applicable only to operations supported from NATO territory.
- c. For operations beyond NATO's AOR responsibility, the air component AOO is unlikely to coincide precisely with other component AOOs. Multinational air assets may be located well to the rear of any area of conflict and may use tactical airfields within the land AOO. Air assets may be collocated on multinational air bases with on-base logistic support being centrally co-ordinated by either a Host Nation (HN) or LN. Some air assets such as Ground Based Air Defence (GBAD) may be deployed within a land component AOO and be reliant on the CJFLCC for logistic support. Air logistic support should maximise use of the principle of common user resources, however, aircraft maintenance and repair will remain a national responsibility. NATO co-ordination of the multinational air logistic effort will be conducted through the CJFACC logistic staff supported by National Logistics Liaison Teams and HN air logistics staff. Scope exists for the establishment of a Multinational Logistics Centre (Air) [MNLC(A)] for the co-ordination of air logistics support, particularly if the MJLC is not employed.
- d. Further detail on air logistic support concepts may be found in ALP-4.3 "Air Forces Logistic Doctrine and Procedures".

0116. Roles and Responsibilities.

- a. In the area of multinational logistics there is potential for overlap and confusion in the delineation of responsibilities between NATO commands, NATO Nations, the HN, and non-NATO nations operating under NATO command. It is essential to the establishment of a coherent logistic concept that guidelines be established to outline the responsibilities of each element as they relate to planning and conducting multinational logistic operations. Key and essential roles and responsibilities are outlined in Annex 1-B, in matrix form as a quick reference. These are not all inclusive, but outline important basic responsibilities.
- b. The following are general responsibilities, which are considered to be important to the understanding of NATO's multinational logistic concept, and particularly applicable to the organisations and levels of command listed below. Responsibilities may be tailored to the specific circumstances of each operation, as agreed by the participating nations and commands involved.

(1) Nations.

- (a) **Support of Contributed Forces.** Nations may contribute to the support of a NATO operation via a variety of means as described throughout this publication. However, the ultimate responsibility for the planning and controlling of the deployment and re-deployment and the provision of support, including medical support, of participating forces remains with the participating nation. If nations elect to support forces through a national support system, it remains vital, just as in multinational logistic operations that they interface with the NATO multinational logistic co-ordination entity.
- (b) **Contribution of Resources.** Except when NATO provides maintenance and limited NATO purchased or leased resources, all personnel and equipment required to conduct an operation are provided by participating nations. These resources are dedicated, either through planned allocation of forces through the Force Planning Process, or through requirements identified in the contingency operational planning process. Under NATO procedures, nations will effect Transfer of Authority (TOA) over their national force contributions to NATO at an agreed time. This transfer includes logistic forces that nations nominate through the force generation process co-ordinated by the SC. The actual logistic concept for a NATO operation will be dramatically affected by the type and amount of logistic forces, and the TOA limitations imposed on participating forces. This is especially applicable to non-Article 5 CRO where nations greatly influence the logistic concept through their contributions in the force generation process.

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- (c) Planning. Nations are encouraged to develop and agree generic pre-arrangements for co-operative and multinational logistic support. They should inform the SCs whether they will take on responsibility as LN and/or RSN, or whether they plan to provide MILUs under the force generation process. AJP-4.9 refers.
 - (d) HNS. HN should provide HNS, including basing privileges, facilities, equipment and materiel support to Sending Nations (SN) and NATO Commanders during Article 5 and non-Article 5 CRO.
 - (e) Establish NSE with the following functions:
 - (i) Performance of national logistic support, co-ordination of logistic support functions with other participating nations. NSEs are organised and located at the levels dictated by their national authorities.
 - (ii) Co-ordination with, and reporting⁴ as required, to multinational logistic command and control organisations to ensure continuity of the total logistic effort.
- (2) **NATO Headquarters.**
- (a) Policy and Guidance. The North Atlantic Council (NAC) and the Defence Planning Committee (DPC) provide, through the International Staff (IS) and the International Military Staff (IMS), broad strategic logistic policy and guidance. This may take the form of general policy guidance in Council Memoranda (C-M) and Military Committee (MC) documents or specific planning guidance for the establishment of plans and orders.
 - (b) Funding. The Senior Resource Board (SRB), Military Budget Committee (MBC) and the Infrastructure Committee (IC), under guidance of the NAC, provide funding for NATO common funded projects and establish the funding policy to support operational requirements.
 - (c) Oversight and Approval. In addition to policy and guidance, the NAC and DPC provide plan review and approval for all SC level NATO plans, including the logistic concept of operations.
 - (d) Logistic Policy Development. The Senior NATO Logisticians' Conference (SNLC) is the senior advisory body on logistics in NATO. As NATO's Co-ordinating Authority on Logistics and acting on behalf of the MC and NAC, the SNLC is responsible for harmonizing and co-ordinating the development of policy recommendations and co-ordinated advice on civil and military

⁴ As NSEs remain under national control, France will report on a case-by-case basis. The first condition is connectivity, which is provided by the NATO command.

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logistic matters, Alliance logistic interoperability, and cooperation in logistics.

- (e) Civil Expert Support to the Military. Depending on the severity and urgency of the crisis, the Senior Civil Emergency Planning Committee (SCEPC) may activate the Civil Emergency Crisis Cell (CECC) and request civil or military experts to assist with the civil management problem in accordance with established procedures.
 - (f) Medical policy. The Committee of the Chiefs of Medical Services in NATO (COMEDS) advises the MC on military medical matters affecting NATO. The COMEDS also act as the co-ordinating body for the MC regarding all military medical policies, procedures and techniques within NATO.
- (3) **NATO Strategic Commands (SC).**
- (a) Strategic guidance and doctrine.
 - (i) The SCs, Allied Command Europe (ACE) and Allied Command Atlantic (ACLANT) provide the strategic level plan. Their planning and conceptual development is done in co-operation with the nations. The NATO Combined Joint Planning Staff (CJPS) develops the plan based on guidance from the SCs. Their work is particularly relevant to Crisis Response planning and strategic planning in support of Contingency Operation Plans (COP). After the planning is complete, the SC is responsible for obtaining NAC approval of the strategic level plan before execution can begin.
 - (ii) SCs will develop NATO joint logistic doctrine and procedures, including medical ones, in co-ordination with the IS, IMS and Nations.
 - (iii) SCs will review and approve Regional Command (RC) plans in accordance with MC 133/3.
 - (iv) The SC may, in conjunction with the RC and Sending Nation (SN), prepare and negotiate HNS Arrangements (HNSAs), Transit Agreements and Status of Forces Agreements (SOFAs). For Article 5 missions, HNSA will focus on facilitating COPs. For non-Article 5 CRO, however, standing agreements will probably not exist. In these cases the SC must move quickly to put into effect timely agreements. The development of generic agreements can accelerate that process substantially.

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- (b) Force generation. The SCs will request nations to commit logistic forces to support an operation. Where shortfalls in logistic support requirements remain, the SCs will consider alternatives.
 - (c) Logistic command and control. The SC, in co-ordination with participating nations, will direct and provide guidance to RC/CJTF to develop the logistic C2 organisation and arrangements.
 - (d) Deployment planning. The Allied Movement Co-ordination Centre (AMCC) co-ordinates and deconflicts national deployment plans. The result is a Multi-National Detailed Deployment Plan (MN-DDP). The AMCC will also track the execution of the deployment based on national inputs.
 - (e) Stockpile Planning: The SCs establish, in consultation with nations, requirements for logistic sustainment stocks through the Stockpile planning process which is part of Defence planning.
 - (f) Capability Packages (CP). The SCs develop and control CPs, linking infrastructure and CIS requirements to specific military functions or military function components. During CRO the SC can employ a simplified urgent requirement authorisation process for the submission of individual NATO common funded projects in support of the operation.
 - (g) Reporting. The SCs establish logistic reporting⁵ requirements through the Bi-SC Directive 80-3, Reporting Directive, Volume V, Logistics Reports.
 - (h) Medical Planning. The SCs co-ordinate medical plans and provide policy guidance at the strategic level. Furthermore, advise SNs on medical support requirements, taking into account the information available from medical intelligence, and co-ordinate national medical support arrangements and mutual assistance in the medical field.
- (4) **RC/JFC.**
- (a) Logistic support planning. RC/JFC develops plans in support of the SC strategic plan.
 - (b) Identification of support requirements. The RC/JFC identify logistic support to include information, communications, CPs, HNS (non-Article 5 CRO), Transit Agreements, SOFA, logistic and medical forces and funding.
 - (c) Logistic C2.

⁵ France will provide relevant information on a case-by-case basis

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- (i) The RC/JFC will detail the C2 organisation during the planning and subsequent force generation process.
 - (ii) The RC/JFC will recommend the establishment of the appropriate MJLC option, if required, to co-ordinate in JOA level logistic operations. AJP-4.6, Multinational Joint Logistic Centre Doctrine refers.
- (5) **NATO Agencies.** Agencies such as the NATO Maintenance and Supply Agency (NAMSA) and the NATO Consultation, Command and Control Agency (NC3A) may provide support for operations within their area of competence.

0117. **Logistic Support Considerations.**

- a. **General.** Logistic support options for the NATO commander range from a totally integrated multinational logistic force to purely national support. Normally, the NATO force will be supported through a combination of the various options available. Regardless, however, of the options used for a particular mission, participating nations as well as the NATO force commander, maintain responsibility for the sustainment of the forces involved. In all cases the logistic support options used should be tailored to meet mission requirements as well as to follow the logistic principles.
- b. **Non-Article 5 CRO.** While logistic support for Article 5 operations is normally preplanned, Lines of Communication (LOC) are known, HN infrastructure is available and NATO HNSA have been made, the same can not be assumed for non-Article 5 CRO.
- c. **Support Options.** NATO and nations have a collective responsibility for the support of multinational operations. Nations must ensure, individually or by co-operative arrangements, the provision of logistic support. The following options may be considered by NATO and nations:
 - (1) **National Logistics.** National logistics support will flow from national sources usually based in the home nation, through to their most forward-deployed national units in the AOR. While there may be significant advantages to using multinational logistics, nations may, for a variety of reasons, choose to use national logistics to support their forces. In this way a nation assumes the total mission of providing for and transporting supplies and services to their individual units. Even when participating nations rely solely on national logistics, the NATO commander retains the responsibility to co-ordinate the overall logistic effort.
 - (2) **National Support Elements (NSE).** Regardless of the level of multinational or national logistics a nation employs, it is likely to employ a NSE to support the forces it contributes to an operation. The level at which these are employed will depend on the nation's commitment to the multinational force. These NSEs can be located in and/or out of JOA to

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include intermediate sites between the participating nation and the most forwards location of their contributed force. Each participating nation must ensure that the actions of their NSEs are in consonance with the NATO commander's concept of operations and intent. Further, it is necessary for them to co-ordinate with NATO logistic organisations as specified in NATO operations orders. NSEs operating within the NATO commander's area of responsibility will be subject to the SOFA, MOUs and other HN arrangements.⁶ NSEs, while remaining within their national chains of command, will provide reporting of critical operational assets and critical logistic activities in accordance with the Bi-SC Directive 80-3, Reporting Directive, Volume V, Logistics Reports.

- (3) **Host Nation Support (HNS).** HNS is an important factor in any operation. Through the use of HNS, the overall costs for an exercise or operation might be reduced and greater support efficiencies and effectiveness achieved. Well co-ordinated planning and provision of HNS are key elements of this approach and it is therefore important that the development and negotiation of NATO co-ordinated HNSA be pursued. Details on the HNS process are found in AJP-4.5
- (4) **Resources in the JOA.** In cases where no HNSA is in place, resources may still be obtained locally. In these cases, local contracts are made between the NATO commander, and/or SNs, and individual civilian providers, rather than the national government acting as a guarantor of support.
- (5) **Mutual Support Agreements (MSA).** Participating nations have the option to develop mutual support arrangements, bi-, and multi-laterally to ensure provision of logistic support to their forces. This is especially useful when nations have small force contingents collocated with the forces of another nation that have the capacity to support them. By working together and sharing resources (especially services capabilities), nations can achieve economies of scale in their logistic operations. Another benefit of these arrangements is the overall reduction of redundant deploying forces, all requiring support of their own during their deployment and employment. MSAs are a natural extension in the hierarchy of SNs working together to best support the force and achieve the logistic goals. Even though these arrangements may be bi-lateral, NATO visibility⁷ of such arrangements is essential and when authorised the agreements may be established by a NATO commander on behalf of SNs. This co-ordination ensures the support arrangements fit into the overall NATO concept of support. Existing bi-lateral Agreements between SNs and NAMSA for logistic and contracting support can also be used as MSA by providing common support to several SNs, ensuring synergy and economies of scale whilst maintaining national funding and accountability, as well as providing the required level of visibility and co-ordination at NATO level.

⁶ Depend on whether Nations accede to these documents. FR has not recognised the so-called "Paris Protocol."

⁷ France will provide relevant information, not the actual arrangements.

- (6) **Lead Nation (LN).** A nation may, if it agrees, be designated as a LN in supporting NATO logistic operations. LN support involves a nation assuming responsibility for co-ordinating and/or providing specified support and other functions, (i.e. air/sea/rail port operations, security, movement control, route maintenance and medical support) within a defined functional or geographical area for all or part of the multinational force and/or headquarters. Normally reimbursements to the LN will be a part of this arrangement. A LN mission is similar to a RSN mission with the main difference being that the LN mission is wider in scope and normally a LN will assume responsibility for the co-ordination of a portion of logistics support to other nations within a defined geographical area. In a NATO operation more than one lead nation could be designated to provide a specified range of support. AJP-4.9 refers.
- (7) **Role Specialist Nation (RSN).** Each NATO nation has unique logistic strengths and capabilities that, when combined with the capabilities of the other members of the alliance, can serve to make the whole of the logistic capability stronger than its individual parts. Taking advantage of each national strength, tailored to a specific operation, is the essence of Role Specialisation (RS). For example, in a particular operation, common supplies and services may most efficiently be procured and / or may be provided to all or a portion of the force from a single designated nation that has unique and qualifying capabilities. Under the provisions of MC 319/1 a single nation may procure resources and provide specified support to all, or a portion of, the force with customer nations compensating RSN for the support provided. Procedures for this compensation will be executed in accordance with Mission Subsistence Allowances (MSAs) or appropriate Standardisation Agreement (STANAGs) as far as possible. The nation providing the support is known as the RSN. Examples of candidates for role specialisation include common user or standardised support such as fuels, rations and certain medical services such as aeromedical evacuation. In all cases where an RSN is designated, the support is co-ordinated by the NATO commander. National laws concerning the transfer of military goods and services must be considered before designating a RSN. AJP-4.9 refers.
- (8) **Multinational Integrated Logistic Units (MILUs) and Multinational Integrated Medical Units (MIMUs).** To take advantage of economies of scale, support may be provided by MILUs and/or MIMUs. A MILU/MIMU is formed when two or more nations agree to provide logistic and/or medical support to a multinational force under the Operational Control (OPCON) of a NATO Commander. This is an attractive support option when a single nation is capable of providing the nucleus of the unit and/or the command structure, which is augmented by other nations to provide common support. Pooling of assets, cost sharing, reimbursement or provision free of charge arrangements should be agreed to as a part of MILU participation. A MILU/MIMU may stick to this designation when temporarily only one nation contributes to this unit. If

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generally provided by one nation, the unit becomes a NATO Commanders Logistic/Medical Unit. AJP-4.9 and AJP-4.10 refer.

- (9) **Third Party Logistic Support Services (TPLSS)** TPLSS is the pre-planned provision of selected logistic support services by a contractor. TPLSS can release scarce resources for higher priority tasks elsewhere, overcome known logistic shortfalls and provide long-term endurance and sustainability. However, the cost-effectiveness and cost sharing of TPLSS must be considered. AJP-4.9 refers.

Section III - Combined and Joint Logistic Command and Control

0118. Introduction.

- a. A flexible command and control structure must be established to co-ordinate national and multinational logistics and support the NATO commander's concept of operations. Command and Control activities must be organised based on the operational mission and co-ordinated with nations to obtain support and manning for the structure. The combined joint logistic C2 structure must also provide the NATO commander with visibility over logistic implications that will have an impact on operations.
- b. The communications and information systems between NATO, national and multinational logistic staffs must provide efficient and compatible interfaces. Action must be taken to ensure reliable communication among participating non-NATO nations and other organisations such as the UN, OSCE, EU and NGOs as required. This communication may include the use of liaison staff elements in addition to electronic communication means.
- c. Readiness standards demand NATO logistic staffs be prepared for rapid deployment and provision of adequate sustainment mechanisms to meet the needs of the operational commander. Logistic readiness standards must match those of the organisation it is to support. For this reason, MJLC nucleus staffs have been established within or associated with the CJTF Parent Headquarters to provide requisite logistic support expertise representing all MJLC functions within the command structure.

0119. Operational Considerations.

- a. The type of operation (Article 5 or non-Article 5 CRO) will impact significantly on the concept of the logistic operation and the specific C2 organisations that are implemented. Specifically, in an Article 5 operation, the in-place NATO RC and Joint Sub-Regional Commands (JSRCs), in conjunction with the HN military and civil authorities, will co-ordinate the logistic operation. An activated and early-deployed MJLC could be an effective force-multiplier, by facilitating the early adoption of multinational approaches to logistic support.

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- b. In a non-Article 5 CRO, there will be a need for increased co-ordination because of the absence of a geographic command structure, adequate in-place infrastructure and HNS. An important requirement is to limit the negative effects of competition, which may range from inflationary pricing to exhaustion of scarce local resources.

0120. **Command, Control and Co-ordination.** Command and control relationships within NATO may vary depending on circumstances for logistic matters, however there will primarily be a co-ordinating role. This may be enacted at the HQ levels as follows:

a. **SC Elements.**

- (1) **Strategic Operations Centre (SOC).** The SOC, when activated, provides the capability to monitor, direct and support Alliance operations. The co-ordinating role of the organic SC logistic staff begins with the receipt of an Initiating Directive (ID) for an operation and continues through planning, execution and redeployment. The focus of the mission shifts with the phase of the operation but the general tasks of the logistic staff are to:
 - (a) Advise the NATO commander on all aspects of logistic support.
 - (b) In co-ordination with the Nations, establish strategic logistic requirements and co-ordinate strategic level logistic planning.
 - (c) Co-ordinate, prioritise and deconflict national logistic plans in a multinational NATO operation.
 - (d) Initiate bilateral and multinational negotiations, with the consent of participating nations.
 - (e) Initiate and co-ordinate LN, RSN, TPLSS and MILUs/MIMUs responsibilities.
 - (f) Monitor status of resources and logistic operations.
- (2) **Bi-SC Logistics Co-ordination Centre (LCC).** The Bi-SC LCC is the senior logistic forum at the SC level and is activated by a specific precautionary measure. (NATO Precautionary System Manual, Section II-J-3, (NPSM)). The Bi-SC LCC provides the strategic level interface between nations and the SCs. Besides being the liaison agency co-ordinating national surpluses, deficiencies and processing requests for emergency material assistance, the Bi-SC LCC provides the focus for liaison between SCs, RCs, and participating nations on logistic matters.
- (3) **Allied Movement Co-ordination Centre (AMCC).** The AMCC is the SC body responsible for the co-ordination of strategic deployment planning. AJP-4.4 refers.

- b. **JFC/CJTF Elements.** The JFC/CJTF Commander will exercise Operational Control (OPCON) over assigned MILUs/MIMUs. On behalf of the JFC/CJTF

Commander, the CJ4 co-ordinates logistic support in JOA. The roles of the CJ4 and other elements that may be established are as follows:

- (1) **CJ 4.** Logistic policy, planning , co-ordination and reporting will be conducted by the CJ 4. CJ4, being responsible for the full spectrum of logistic functions may delegate co-ordination responsibilities for some of these to a subordinate organisation such as an MJLC. Regardless of the structure, however a clear delineation must be established between the responsibilities of the CJ 4 staff and the MJLC in the concept of the operation and resulting plan.
 - (a) General. The CJ 4 develops the commander's policy and planning while the MJLC conducts the detailed planning and execution. The MJLC will be responsible for co-ordinating logistic support between the components and nations. The MJLC will be responsible for mission tasking and co-ordination with designated MILUs/MIMUs, LNs and RSNs.
 - (b) Functions. CJ 4 functions include:
 - (i) Preparation of operational level logistic plans in support of operations.
 - (ii) Providing staff supervision and oversight of the JOA logistic effort.
 - (iii) Translation of the operational level NATO commander's intent into logistic policy and direction for the force.
 - (iv) Acting as the JOA level logistic co-ordination authority.
 - (v) Providing assessments of logistic capabilities and constraints, evaluating the impact on current and planned operations and providing feedback to the NATO commander.
 - (vi) Establishment of logistic reporting requirements.
 - (vii) Functional direction of the MJLC, when formed.
 - (viii) Co-ordination with NSEs.
- (2) **Multinational Joint Logistic Centre (MJLC).** The MJLC is a logistic staff developed to execute the JOA level plans and policies of the CJ4.
 - (a) **Structure.** Its size, structure and composition strongly depend on the mission, environment and the organisations it is designed to support. Upon activation it must be rapidly deployed to the JOA. The MJLC is composed of a Director and various cells representing

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the functional areas of Joint Logistics, Transportation, Medical, Infrastructure, HNS and Contracting, providing necessary expertise to co-ordinate support operations with logistic elements of multinational and joint forces, and with NSEs.

- (b) **Concept.** Given this structure, the concept is based on a modular, flexible approach. Regardless of where the MJLC is located it forms a management and executive staff responsible for the execution of the logistic guidance and direction given by the Force Commanders headquarters. Within the overall CJTF command and control organisation, the MJLC itself should be capable of adapting to different requirements and command and control structures, as the situation dictates. While the MJLC may be used in both Article 5 and non-Article 5 CRO, it is likely to be a more robust organisation with broader missions when employed in a non Article 5 operation.
- (c) **Doctrine.** Additional details on the establishment and employment of the MJLC, are found in AJP-4.6, Multinational Joint Logistic Centre Doctrine and the Bi-SC Directive for Staffing a MJLC.

0121. Logistic Information Systems and Tools.

- a. **Logistic Functional Area Services (LOGFAS).** NATO's primary automated logistic systems are packaged within LOGFAS under the Automated Command and Control Information System (ACCIS). LOGFAS is currently a functional prototype comprising the Logistic Database (LOGBASE), the Allied Deployment and Movement System (ADAMS), the ACE Resource Optimisation Software System (ACROSS), and the Logistic Reporting System (LOGREP).
 - (1) **Logistics Database (LOGBASE).** This database was originated as a logistics information source, but is now under enhancement into an expanded core database related to assets, forces, geography, infrastructure, medical, movements, supplies, and targets. Interfaces to other models and databases will be established. LOGBASE supports the management of this operational and logistic data and provides NATO and National commanders with real time information on capacities and capabilities for Article 5 and non-Article 5 CRO. On a need-to-know basis the appropriate headquarters staff can rely upon accurate updates for assessment and evaluation. LOGBASE is designed for application in the wide range of logistic activities from daily operations up to force planning. So far the main software tools, which rely on LOGBASE, are ADAMS, ACROSS and LOGREP.
 - (2) **Allied Deployment and Movement System (ADAMS).** ADAMS is used for planning, evaluating and simulating movement and transportation operations in support of NATO missions. ADAMS assists movement and transportation planners in developing deployment plans and testing their feasibility by enabling the rapid preparation, deconfliction and

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dissemination of plans between nations and NATO commands. In addition during execution, planners will be able to monitor, with support of ADAMS, the progress of planned activities and adjust plans to meet operational objectives.

- (3) **ACE Resources Optimisation Software System (ACROSS).** ACROSS supports the stockpile planning efforts of the SC and nations in the areas of land and air operations. This automated system follows the target orientated methodology and is used to calculate requirements on battle decisive munitions to defeat targets by conventional means according to the Planning Situations as specified in the Defence Requirements Review (DRR).
 - (4) **Logistic Reporting System (LOGREP).** The Logistic Reporting system provides the ADP tool in support of the information exchange requirements as stated in the Bi - SC Reporting Directive 80-3, Volume V, Logistics Reports. LOGREP is the software means for timely provision of logistic updates and mission tailored information about all functional areas in logistics. In its functionality LOGREP also relies on LOGBASE. NATO and National Commanders at appropriate HQs will gain visibility for logistic assessment and planning in peace, as well as, for logistic support of any operation.
- b. **Tool for Operational Planning, Force Activation and Simulation (TOPFAS).** TOPFAS is the data and planning system for the operational planning and force activation in accordance with NATO Operational Planning Process (OPP) as defined by MC 133/3 and the Bi-SC Guidelines for Operational Planning (GOP). The primary users of TOPFAS will be the NATO SCs, CJPS, RCs and other NATO military headquarters with designated operational planning tasks. It will provide a common database and framework for NATO operational planning as a common repository of the operational plans and the audit trail for the force requirements. TOPFAS will interface directly with the defence Planning Process through the planning situations and generic forces defined in the defence Requirements review, and with the logistics management systems for sustainment and Movement and Transportation (M&T) planning.
- c. **NAMSA Logistics Support Tools**
- (1) **Stock Holding & Asset Requirements Exchange (SHARE).** As part of the NAMSALogistic Stock Exchange (NLSE), SHARE is an automated tool that permits subscribers to exchange information on material asset availability and present and future requirements. SHARE establishes a NATO Stock Exchange whereby parts can be redistributed when material asset requirements of one force can be met with assets from another. Such matching can either be as a result of a "stock beyond need situation" or as a result of mutual emergency support decision.
 - (2) **The NATO Ammunition Database (NADB)** is a complete listing on CD-ROM of 100,000 items of ammunition held in the NATO inventory. Entries include full technical and logistics data wherever it is available.

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The NADB contains interchangeability data for operational and training ammunition derived directly from the related Allied Ordnance Publications. This product contains on-line documentation, including the ammunition-related NATO Standardization Agreements (STANAGs) and a wide range of other publications related to ammunition.

- (3) **The NATO Master-Cross Reference List (N-MCRL)** is an interactive database containing over 16 million NATO Stock numbers and 30 million part numbers. The N-MCRL helps users to cross reference National Stock numbers and part numbers to NATO Stock numbers while providing information on which nations within the Alliance use the parts.
 - (4) **Random Brokerage Services.** NAMSA maintains a very robust and state-of-the-art source file containing over 10,000 NATO procurement sources which can be used to identifying and obtaining obsolete items or hard to find items. Items of supply as varied as ailerons, zips, submerged flying suits, medical equipment, computers, raw materials, spare parts for weapon systems, etc. can be purchased through this service.
 - (5) **Mutual Emergency Support.** This system makes use of assets in other NATO nations to satisfy priority requisitions in support of a common NATO weapon systems that cannot be filled immediately from either national stocks or NAMSA stocks. For high priority requisition, NAMSA will check across the Alliance to see if any nation is capable of providing the required item from their stocks.
 - (6) **Common Item Material Management (COMMIT).** COMMIT is a web-based database that permits subscribers to exchange information on material asset availability and present future requirements. COMMIT establishes a stock exchange whereby parts can be redistributed when material assets requirements of one Armed Force can be met with assets from another. Such matching can either be as a result of “excess on-hand”, mutual emergency support or through wholesale level contracts placed in support of jointly managed items with the COMMIT Partnership.
- d. **Medical Analysis Tool-2 (MAT-2).** The MAT-2 models the functions of a medical network by simulating the flow of patients through the system. Simulation of these activities at a sufficient level of detail permits medical planners to make real time decisions about the employment of forces and allows interaction with operational planners in three ways: first, to test different courses of action from a projected patient perspective; second, to assess the impact of delays in the arrival of critical forces or assets and test alternate solutions; and third, to optimise the effectiveness of the total force. In summary, MAT-2 is a simulation of the medical processes that would occur within a JOA. It provides a laboratory environment to investigate medical activities and their interaction with associated combat processes.
- e. **NATO Depot & Support System (NDSS).** The NDSS is an integrated and multi-level automated logistic support tool, initially designed and fielded to manage

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NATO Communication and Information System (CIS) equipment logistic support as the primary ADP tool to manage common-funded and centrally operated CIS equipment. NDSS features a client-server architecture and includes integrated communication interfaces allowing logistic Electronic Data Interchange (EDI) and e-mail service across NATO. It connects the RC Communications Logistic Depots (CLD), Communications Support Depots (CSD) and Forward Supply Points (FSP), SHAPE and the relevant NATO Agencies (NAMSA, NC3A and NATO CIS Operating and Support Agency (NACOSA)) allowing full visibility to the management level. NDSS is also the ADP tool to implement the procedures set down in ACE Directive (AD) 60-80-“Property Accounting and Control”.

Allied Joint Logistic Doctrine Hierarchy

Policy Documents.

MC Documents. MC document 319/1 formulates NATO principles and policies for logistics, with MCs 299, 326/1, 327, 334/1 (also C-M(2000)56), 336/2 and 389/1 providing guidance on Defence Planning, Medical, Peace Support Operations, HNS, Movements and the CJTF concept, respectively. MC 55/3 provides a system for categorising the readiness of forces allocated to NATO, and provides guidance for determining sustainability requirements and stock levels.

Doctrinal Documents.

Allied Joint Publications (AJP). AJP-01(B) (Allied Joint Doctrine), Chapter 9, “Logistics” summarises logistic principles and factors affecting logistic support planning, the logistic responsibilities and authorities, and provides guidelines for logistic co-ordination and co-operation. AJP-3 (Allied Joint Operations), Section XI, “Logistics” links AJP-01(A) and AJP-4(A) with operational planning.

Allied Logistic Publications (ALP). ALPs are joint applicable doctrine supporting Component Commander’s planning, preparation and execution of logistic operations with Allied component forces.

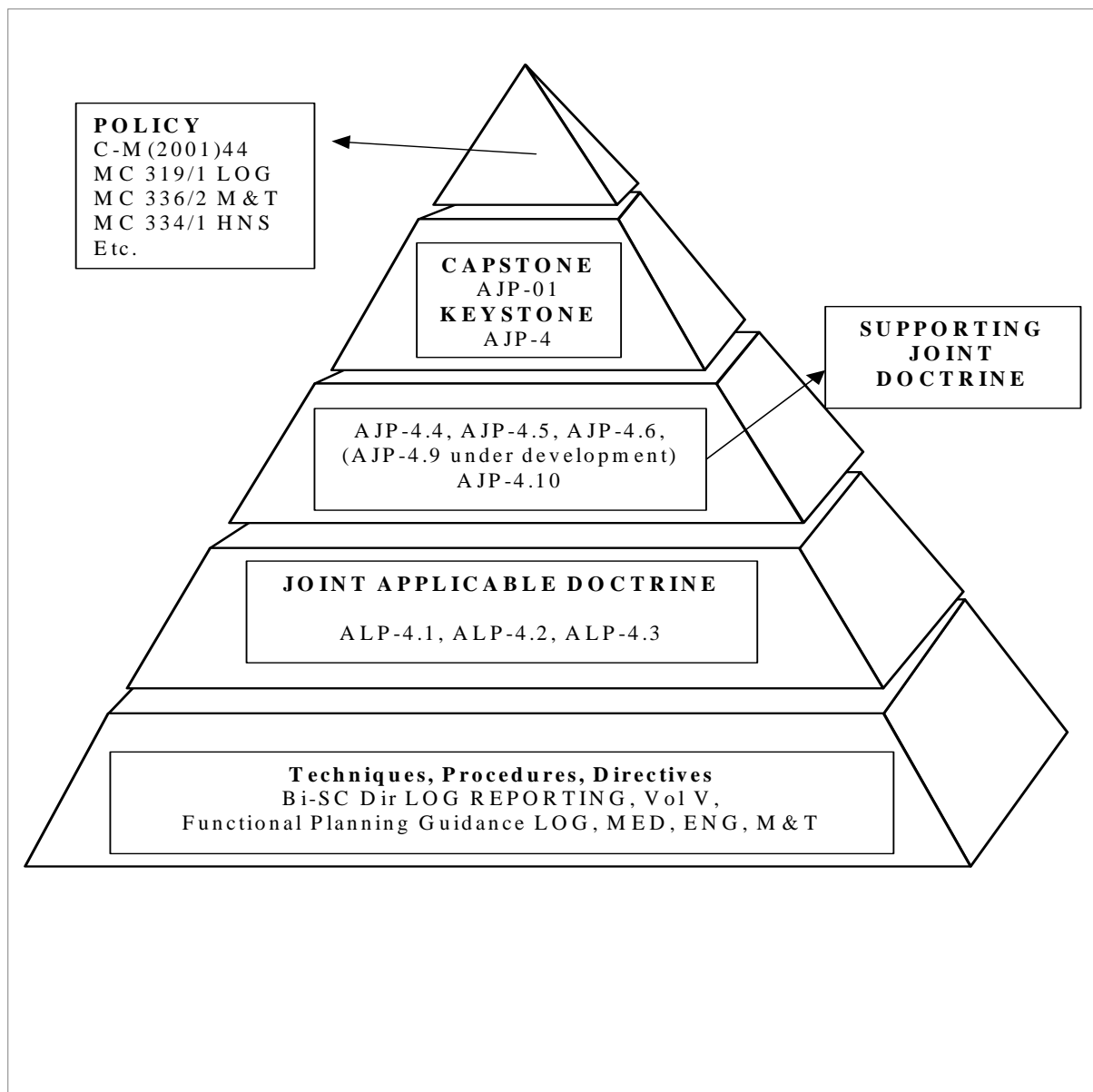
Logistic Doctrine Hierarchy. As recommended by the SNLC, the Joint Service Board (JSB) has approved the Allied Joint Logistics Doctrine Hierarchy, with AJP-4 as the keystone logistic document and other logistic doctrine in the AJP-4 series as Supporting Joint Doctrine documents:

AJP-4.4	Allied Joint Movement and Transportation Doctrine
AJP-4.5	Allied Joint Host Nation Support Doctrine and Procedures
AJP-4.6	Multinational Joint Logistic Centre Doctrine
AJP-4.9	Modes of Multinational Logistic Support
AJP-4.10	Allied Joint Medical Support Doctrine

Component logistic doctrine (Joint Applicable Doctrine) encompass:

ALP-4.1	Multinational Maritime Force Logistics
ALP-4.2	Land Forces Logistic Doctrine
ALP-4.3	Air Forces Logistic Doctrine and Procedures

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LEVEL/HQ	RESPONSIBILITIES	MECHANISMS
NATIONS	<ul style="list-style-type: none"> • Requirements Force Generation • Provision Own Forces Equipment Materiel Services Medical Infrastructure Funding • Provision of HNS • Approve Agreements MSA HNS • SOFA • Develop and Disseminate National Policy on Redistribution Force Contribution • Level of Integration • Participate in Development of Support Plan • Augment and support early deployment of an MJLC • Support of Forces • Plan, conduct and control strategic transportation for deployment, sustainment and redeployment of own forces • Approve Support Plan • Resource Multinational Logistics (subject to appropriate agreements / arrangements) • Participate as LN, RSN or in MILUs as appropriate • Report as required 	<ul style="list-style-type: none"> • National military and civil resources • National Support Elements • Bilateral arrangements
NATO HQ	<ul style="list-style-type: none"> • Provide Strategic Policy and Planning Guidance • Co-ordinate Approval: Logistic Support Plan Resource Requirement/Funds • Review Requirements and Plans • Approve plans 	<ul style="list-style-type: none"> • NAC/DPC (Initiating Directive) • MBC/IC • MC
SC	<ul style="list-style-type: none"> • Define Mission • Develop Logistics Doctrine • Develop Strategic Plan and assist in development of Logistic C2 • Provide Planning Guidance to RC/CJTF • Review/approve Subordinate Plans • Develop Concept of Operations 	<ul style="list-style-type: none"> • SC Logistic Staffs • Bi-SC LCC • AMCC • SOC • SC J8

LEVEL/HQ	RESPONSIBILITIES	MECHANISMS
	<ul style="list-style-type: none"> • Develop Support Plan/Budget • Develop and Consolidate Requirements <ul style="list-style-type: none"> Bilateral Multilateral • Negotiate: <ul style="list-style-type: none"> Mutual Support Agreements HNSA SOFA / Transit Agreements • Resource Allocation • Co-ordinate with Nations and Operational Command • Allied Movement Co-ordination <ul style="list-style-type: none"> MN DDP • Co-ordinate SPG process • Co-ordinate CP Process and develop CPs • Maintain Logistic Core Database 	<ul style="list-style-type: none"> • RC M&T Staff
RC/JFC/CJTF	<ul style="list-style-type: none"> • Develop Operational level Logistics Plan • Detail Logistic C2 Organisation • Provide Planning Guidance • Budget • Provide Fund Management • Develop and Consolidate Requirements • Prioritise and Apportion Requirements • Interface With Strategic and Tactical Levels of Operation • Execute Operational Movement Control • Identify Information Requirements • Identify Contract Requirements • Risk Management <ul style="list-style-type: none"> Route Protection Redundancy • Co-ordinate HNS • Identify Infrastructure Requirements • Co-ordinate and Deconflict National Requirements • Co-ordinate JOA Movements including RSOM • Co-ordinate National Support Elements • Co-ordinate Medical Evacuation • Carry out Patient Regulation • Identify logistic shortfalls and initiate, in co-ordination with nations, actions to remedy the situation. • Maintain Logistic Infrastructure and Facilities • Maintain Secure Operating Base (When Applicable) 	<ul style="list-style-type: none"> • CJ 4 • MJLC <ul style="list-style-type: none"> - JLCC - JTCC - MEDCC - ICC - HNSCC - CJ8 Det/ RACOs • TACO • CJ8 • Joint Force Engineer

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LEVEL/HQ	RESPONSIBILITIES	MECHANISMS
<u>NATO AGENCIES</u> <u>NAMSA</u>	<ul style="list-style-type: none"> • Route Maintenance and Control • Provide Logistics Support (Supply and Maintenance) for common weapons systems within the Alliance • Provide the following logistics services support as tasked by the nations: <ul style="list-style-type: none"> • Acquisition support • Calibration • Codification services • Engineering and Technical documentation Support • Disposal and Demilitarization of Ammunition • Configuration Management • Random Brokerage and Mutual Emergency Support • Contracted maintenance support • Provide deployment and maintenance of NATO Depot and Support System tool (NDSS) • Provide logistics support for SHAPE common funded programs (i.e. AWACS, Radar and Communications systems) • Provide contingency contracting support in operational theatres (either in direct support of national requirements or in support of NATO Military Commands). 	

CHAPTER 2

LOGISTIC SUPPORT PLANNING

Section I - Introduction

0201. **Introduction.** Logistic planning must incorporate the timely build up, deployment, employment and re-deployment of assigned forces in order to support the Commander's concept of operations. Plans must also take account of the potential need to reinforce in-place forces quickly and with the appropriate capabilities, and to integrate contributions from non-NATO nations when applicable. Logistic support concepts, structures and procedures must be tailored, therefore, to the respective forces and their related employment options.
0202. **Types of Planning.** Planning is considered in two categories – Defence and Operational Planning. Defence planning in turn consists of two planning systems – the Defence Planning Process (DPP) for NATO nations and the Partnership for Peace (PfP) Planning and Review Process (PARP) for PfP nations. While Defence Planning aims to ensure that NATO-led operations are supported by appropriate force structures and capabilities, Operational Planning is aimed at preparing NATO to execute those missions. Overall, logistic planning provides a significant input to both the defence and operational planning processes.

Section II - The Role of Logistic Planning in the Defence Planning Process

0203. **Defence Planning.** The objective of NATO defence planning is to provide a framework within which national and NATO defence planning can be harmonised, with the aim of meeting the military needs of the Alliance in the most effective manner. Ministerial Guidance and other Alliance framework policy documents provide a basis for the identification of Alliance's required military capabilities.
0204. **Defence Planning Disciplines.** The principal mechanisms through which NATO executes its defence planning are the following disciplines:
- Force Planning
 - Logistic Planning
 - Armaments Planning (not addressed further in this document)
 - Resource Planning (not addressed further in this document)
 - CIS Planning (not addressed further in this document)
 - Nuclear Planning (not addressed further in this document)

Although civil emergency planning is not part of defence planning, it can complement logistic planning and should therefore be taken into account.

0205. **References.** The basic documents relevant to logistic aspect of defence planning are the following:
- a. **Consolidated Conceptual Basis for Logistic Planning.** The logistic Council Memoranda and MC Documents provide the relevant policies while the logistic AJP's and ALPs provide doctrine. Together they form the conceptual basis for logistic planning.
 - b. **Planning Documents.**
 - (1) **MC 400/2, Military Implementation of the Alliance's Strategic Concept,** identifies Essential Operational Capabilities (EOC) for all NATO missions.
 - (2) **MC 299/6 MC Guidance for Defence Planning** identifies the Military Functions (MF), including MF Logistics, to support the EOCs.
 - (3) **MC 55/3, Readiness and Sustainability Factors,** provides the factors that forms the basis for Stockpile Planning.
 - (4) **Defence Requirements Review (DRR).** The DRR is the initial part of the Force Planning Cycle. The DRR process takes into consideration the most current intelligence assessment (MC 161), the most current Ministerial Guidance, and other pertinent documents to formulate planning situations and develop generic force levels required by NATO from which planning targets are proposed to nations in the form of Force Proposals and Partnership Goals. This force level becomes the basis for supporting planning processes such as stockpile planning and infrastructure planning.
 - (5) **The Bi-SC Guidance for Defence Planning.** This document provides guidance to national and NATO defence planning staffs on the mission-driven approach to defence planning. Volume 1 identifies the SC's principal requirements for planning activities and Volume 2 provides details of each Military Function and requires identification of specific key shortfalls. Volume 3 provides a ranking of key shortfalls in a Basic Priority List (BPL).
0206. **Force Planning.** The main elements/stages of the force planning process are The Ministerial Guidances (MG); Force Proposals (FPs)/Force Goals (FG), and the Defence Reviews (DR).
- a. The **Ministerial Guidance** is produced every two years and covers a period of 6 years. The responsibility to harmonise the different planning disciplines' inputs to the MG before it is sent to the Defence Review Committee (DRC) is a NATO HQ staff responsibility. Currently, the logistic input to the MG is provided by the Logistics (IS Element) and is based on the Alliance Strategic Concept, the different logistics guidelines, principle and policies documents approved by the NAC and the MC; the SNLC Logistic Vision and Objectives covering a six year

planning period, the SNLC Annual Report to Ministers that highlights to Ministers the logistic shortfalls, mainly in the areas of strategic mobility and sustainment, that nations must address; and the Annual Defence Review General Report (ADRGR) to Ministers. PARP Ministerial Guidance is produced in a similar manner except that it is approved by the Euro-Atlantic Partnership Council (EAPC) defence ministers every two years.

- b. **Force Proposals (FP)** are planning targets developed by the SCs to identify to Allied nations the force requirements and capabilities needed to support the Alliance Strategic Concept. The SCs identify the logistic requirements via the DRR process. The draft FP resulting from the DRR are negotiated with nations by the SCs initially in bilateral discussions followed by joint screening consultations with nations and NATO HQ. After the MC approves the draft FP they are sent to the DRC for multilateral examinations with nations. Through this process, they become draft FGs and become FGs once approved by the Ministers. A similar, although shorter, process is used to develop Partnership Goals (PG) for countries which participate in the PfP Planning and Review Process (PARP). PG are developed by the NATO HQ International Staff (IS) on the basis of advice from the SCs. Following negotiations with individual Partners, they are agreed by the PMSC at 19+1 before approval by Allies and the Partner concerned.
- c. **The Defence Reviews** are carried out annually via the Defence Planning Questionnaire (DPQ) for NATO nations, and biennially via the Survey of Overall PfP Interoperability for PfP nations.
 - (1) The DPQ/Survey is issued to the nations and their replies are received and analysed by the IS and the NMAs. Allies include in their DPQ replies the Ammunition Stockpile they generate based on SCs' Stockpile Planning Guidance (SPG) which is developed as part of the DRR. The Allies also include in their DPQ responses their general assessment on how they can meet the fuels and lubricants requirements based on MC 55/3, Readiness and Sustainability Factors. This is done independently of the DRR.
 - (2) An assessment is produced for each country based on each nation's DPQ reply/PfP Survey Response. This assessment, prepared by NATO staffs, shows how nations take account of NATO requirements in their national plans and how they intend to implement the FG/PG addressed to them. The ADR GR/PARP Consolidated Report is generated summarising the findings of the assessments and is approved, respectively by the Defence Planning Committee (DPC) in Defence Ministerial Session or the EAPC in Defence Ministerial Session.
- d. Although it is a separate planning discipline, logistic planning makes a vital contribution to the different stages of defence planning proposals. These contributions have to be done by NATO HQ and SCs in co-operation and co-ordination as well as in consultation with nations. SCs must ensure timely and proper inclusion of requirements for logistic forces and capabilities in the force planning process.

0207. **Logistics Planning.** Logistic standards and doctrine are the key elements of logistic planning. They provide the common basis for both the force planning and operational planning activities of NATO and national logistic planners. They are the means to ensure that national plans support NATO objectives and SCs' missions. These logistic standards supplement and further define Ministerial Guidance and other planning documents.

- a. **Strategic Mobility.** Strategic mobility is the capability to move forces and their sustainment in a timely and effective manner over long distances to the place of their intended employment. This could be between JOAs, between regions (inter-regional), or beyond NATO's Area of Responsibility. The DRR is key to strategic mobility planning by identifying the requirements for sealift and airlift assets to deploy forces and sustainment to support operations envisioned in the Ministerial Guidance. Additionally and outside of the DRR, planners must determine the reception assets that are needed. Through the force planning process, the requirements for strategic mobility are then identified to nations. The shortfall in capability between the overall requirement and what nations commit via the DPQ must be made up by other means, such as through contracting or arrangements with commercial transport interests.
- b. **Sustainability.** Logistic planning in this area focuses on ensuring that personnel, equipment and other material is available in sufficient quantity and quality for NATO operations. The main logistic elements to be covered are:
 - Mission decisive equipment
 - Munitions
 - Petroleum, Oil and Lubricants (POL)
 - Maintenance
 - Medical support
 - Movement and transportation
 - Rations / water
- c. **Stockpile Planning.** In accordance with MC 55/3, the SCs establish, in consultation with the nations, requirements for the provision of logistic resources. In this respect both SCs provide the biennial Bi-SC SPG, which applies to Land, Air and Maritime Forces and which covers all classes of supply as well as pharmaceuticals and medical materiel. However, it focuses on the requirements for battle decisive munitions. The Bi-SC SPG provides national authorities of NATO nations with generic guidance, the required tools and planning data to calculate the stockpile requirements to support NATO's military mission regarding the Planning Situations as specified in the DRR.

0208. **Armaments, Resource and CIS Planning.** In addition to force planning, logistic planning is also linked to armaments planning, resource planning and CIS planning. Logistic planners must ensure that logistic supportability requirements are taken into account in the development of new armaments acquisition initiatives. Logistic planners will also establish logistic requirements for standardisation of materiel, resource and CIS support, and will advise on the logistic aspects of CPs.

0209. **Relationship between Defence Planning and Operational Planning.** Force planning determines overall force structures. It is the most important and influential discipline of defence planning because it provides the baseline on which to establish the contribution of the other planning disciplines agreed in the Annual Defence Review (ADR). Review of short-term requirements identifies shortfalls for inclusion in future Defence Planning cycles. The national contributions offered through the DPQ process form the basis of the actual contributions that can be made available through the force generation process during operational planning.

Section III - Logistic Support Planning for Operations

0210. **Aim.** The overall aim of logistic support planning for operations and exercises is to:
- a. Define the logistic support concept.
 - b. Determine the organisation and structure required for logistic support.
 - c. Identify the requirements, shortfalls and necessary arrangements to deploy, support and sustain NATO operations.
 - d. Determine the availability of and requirements for HNS or local contracting.
 - e. Identify the requirements and necessary arrangements for the redeployment of forces, to include the preparation for and recovery of formations, individuals and materiel from the area of operations to their home bases.
0211. **References.** The basic documents relevant to the logistic aspects of operational planning are the following:
- a. **Consolidated Conceptual Basis for Logistic Planning.** The logistic Council Memoranda and MC Documents provide the relevant policies. AJPs and ALPs provide doctrine. Together they form the conceptual basis for logistic planning.
 - b. **Planning Documents.**
 - (1) **MC 133/3 NATO's Operational Planning System** identifies the various categories of operational plans necessary to allow the Alliance to undertake the full spectrum of its roles and missions.
 - (2) **The Bi-SC Guidelines for Operational Planning (GOP).** The GOP has been approved by the MC and provides guidance to NATO subordinate commanders and nations on the strategic considerations and planning methodology necessary to prepare for the defence of the command area. The RCs and JSRCs in their Regional Planning Guides (RPGs) and Specific Planning Guides (SPGs) produce information peculiar to their

areas of responsibility, respectively. Details of how to translate broad policy and principles into operational plans are provided in the Functional Planning Guides (FPG) for Logistics and M&T.

0212. **NATO Operational Planning Process (OPP).** Logistic planning must be fully integrated into the OPP. It is vital that throughout the OPP and the issuing of all the attendant authorisations, the logistic estimate is developed in parallel and nations are included and involved throughout the process from the strategic down to the tactical level. The logistic concept of operations in the final OPLAN cannot be written or co-ordinated without national involvement. However, the formal involvement of nations cannot begin until the ACTWARN message is issued by the SC. The ACTWARN is issued by the SC after the NAC has approved the SC's CONOPS. This is why logisticians must anticipate actions and be prepared to co-ordinate immediately with nations once authorised to do so. The NATO OPP is contained in MC 133/3. The following highlights the key phases of the OPP wherein logistic planning must be an integral part.

- a. During the development of the Military Estimate, logistic planners must be involved to ensure that the proposed Course of Actions (COAs) are logistically supportable and to advise operational planners as required.
- b. During the development of the CONOPS, the logistics planning process is fully integrated, synchronised and executed in parallel. This is necessary in order to provide up-front input to the logistics concept, medical support concept and the movement concepts in the CONOPS.
- c. During the development of the Statement of Requirements (SOR), logistic planners must provide early input, in particular Combat Service Support (CSS), transportation, medical and engineering force level requirements.
- d. The logistic input to the OPLAN, SOR and the Crisis Establishment (CE) for the NATO designated Headquarters cannot be developed or co-ordinated without national involvement. This includes the development of the logistic architecture, establishment of mutual support arrangements between nations, the inclusion of HNS, RSN and LN, and resource requirements/funds. Inclusion of these elements and national influence in the logistic concept of the operation is essential to avoid shortfalls and misunderstandings during the force generation process to develop a sourced SOR and during the Manning Conference to develop a sourced NATO designated Headquarters CE. This is especially crucial for non-Article 5 CRO, where force contributions by nations are voluntary and more likely to be made during crisis planning.
- e. After the SC issues the ACTREQ message, a series of Logistic and Medical Planning Conferences are used as the primary tool by which the logistic concept of the operation (within the developing OPLAN) and force level logistics, medical and movement requirements are co-ordinated and synchronised with other functional disciplines and with nations. The result will be detailed annexes to the OPLAN for logistics, Medical and M&T.

- f. Once the OPLAN has been forwarded to the NAC for approval, logistic planners must be prepared to transition immediately into execution of the logistic aspects of the OPLAN.

Section IV – Logistic Planning Conferences

0213. **Introduction.** Logistic Planning Conferences are a principal tool by which planning is co-ordinated and transparency is achieved. The responsibility for the planning process outlined below is shared by the appropriate NATO headquarters and staffs (which could include SCs, CJPS, RCs) and nations. Much of the planning will be facilitated through a series of logistic planning conferences. The type of planning (e.g. Advance Planning to develop COPs or Crisis Response Planning) will dictate the timing and frequency of conferences. M&T Planning Conferences will follow the Force Generation Conference. Specialist conferences may also be necessary, e.g. HNS and Medical, which will most likely be linked with the overarching Logistic Planning Conferences.

0214. **Product of the Logistic Planning Conferences.** The logistic planning conferences will determine:

- a. The logistic C4I structure.
- b. The optimal methods of logistic support to be employed, e.g. role specialisation, lead nation, multinational pooling, centralised contracting and national support.
- c. The harmonisation of logistic plans at all levels of command.
- d. The resolution of any deficiencies or outstanding logistic issues.

These options would be discussed with nations during the logistic planning conferences in order to obtain a consensus view as to the preferred methods.

0215. **Logistic Planning Conferences.** The following sequence is an overarching logistic template which considers the requirements of all logistic disciplines and which can be modified to prevailing circumstances:

- a. **Initial Logistic Planning Conference (ILPC).**
 - (1) This is a SC level conference with participation of nations and RCs.
 - (2) It is usually to be held when the CONOPS has been approved.
 - (3) The purpose of the ILPC is:
 - (a) To inform nations about the mission and CONOPS.
 - (b) To analyse and evaluate all factors influencing the logistic planning.

- (c) To adjust the logistic principles for that operation.
- (d) To refine the logistic concept.
- (e) To review the basic logistic organisation and C4I structure.
- (4) The result of this conference will be to enable the SC to develop the logistic annex to the OPLAN as well as to provide nations with the information to commence national logistic planning.

b. Main Logistic Planning Conference (MLPC).

- (1) This is a SC level conference, involving nations and RCs.
- (2) It is to be held when the first draft of the RC operations plan is available including the first draft of force requirements.
- (3) The purpose of the MLPC is:
 - (a) To explain and discuss the operation plan.
 - (b) To identify the logistic requirements.
 - (c) To identify common logistic functions and procedures as well as HNS, funding and legal issues.
 - (d) To commence the logistic force balancing process.
 - (e) To resolve any issues outstanding from the ILPC.
- (4) The result of this conference will be that the RC can finalise the OPLAN and develop the detailed force requirements, and that the SC/RC can initiate HNS negotiations and address funding and legal issues. In addition, nations should be in a position to further develop and detail national logistic plans.

c. Operations and Logistic Review Conference (OLRC).

- (1) This is a SC level conference with the involvement of nations and RCs.
- (2) This conference is optional and will only be held if changes in the military situation require fundamental adjustment of logistic plans, or if the identified logistic shortfalls could jeopardise the mission.
- (3) The purpose of the conference is:
 - (a) To resolve any deficiencies.

- (b) To review and adjust the logistic concept and/or operational/logistic plans.
 - (4) The result of this conference should be an executable operational plan.
- d. **Final Logistic Planning Conference (FLPC).**
 - (1) This is a SC or RC level conference with nations.
 - (2) It is to be held after nations' formal commitment of forces, but before the Activation Order (ACTORD).
 - (3) The purpose of the conference is:
 - (a) To finalise and confirm logistic planning.
 - (b) To optimise the overall logistic support of the operation.
 - (c) To confirm the logistic organisation and C4I structure.
 - (d) To resolve any remaining deficiencies or outstanding logistic issues.
 - (4) The result should be a balanced and harmonised system of SC, RC and national logistic plans.
- e. **M&T Planning Conference**

M&T Planning Conferences are described in the FPG M&T.
- f. **Medical Planning Conference**

AJP-4.10 refers.

This series of conferences is sufficient to address the requirements for nations' participation in the contingency and crisis planning process for both Article 5 and non-Article 5 CRO and can be called by either SC.

Section V – Logistic Planning Considerations

0216. **Introduction.** Planners will need to determine generally the overall logistic support requirements for an operation in order to prepare a coherent plan. Further, planners will need to determine specifically the JOA level support requirements in order to place accurate requests for logistic support force contributions from participating nations at the beginning of the force generation process. The following considerations, which apply to

all logistic functional areas and particularly so to supply and maintenance, will assist planners in determining the JOA level support and sustainability requirements.

- a. **Mission Analysis.** Mission analysis defines the operational tasks to be performed and the resultant logistic requirements. Some tasks are specified, while others are implied. If the mission analysis only notes the specified task, then the resources necessary to perform the implied tasks will be understated. Once the specified and implied tasks are identified, the logistic planner must consider the tasks in relation to the environment in which they are to be executed.
- b. **Logistic Planning Factors.** These are a listing of relationships between two or more variables, e.g., kgs/man/day, which can be used to plan resource needs in detail. If they are not readily available, they should be developed and applied when planning a specific mission.
- c. **Determination of Logistic Requirements.** This is accomplished by applying the logistic planning factors against the tasks outlined in the mission analysis. The gross logistic requirements can then be used by the planner to determine the most cost effective and efficient method of providing the required support.
- d. **Sources of JOA Level Logistic Support.** NATO will seek to satisfy JOA level support requirements from the following sources: NATO force structure assets; logistic forces from participating nations, to include contributions to MILUs/MIMUs or as LN or RSN; HNS; and contractor support, either ad hoc or preplanned.
- e. **Determination of Logistic Shortfalls.** Once the level of participation is determined, the planner can assess whether any capability shortfalls exist. If identified shortfalls cannot be resolved through additional participating nation solicitations, the planner should look to the host nation and/or the possibility of contractor support. If shortfalls remain, the logistic planner must make appropriate recommendations to the operational planning staff, to include an assessment of how the shortfall in JOA level logistic support will impact on the accomplishment of the mission.

0217. **Movement Planning for Operations and Exercises.** Movement planning is part of the OPP. The development of movement plans in support of NATO operations will be an iterative process and may begin with limited military guidance or political clearance. Force planning should identify all forces needed to fulfil operational requirements which have been established in the concept of operations, in order to arrange the arrival of these forces into the area of operations in accordance with the NATO Commander's priorities and timelines. The end product of deployment/movement planning will be a MN DDP, co-ordinated and deconflicted by an AMCC to meet the NATO Commanders' operational requirements. Details for planning are contained in AJP-4.4.

0218. **Medical Planning for Operations and Exercises.** Medical Planning, which is the responsibility of the Theatre Surgeon, is an integral part of the overall OPP and influences all of the J-Staff functions. It is an iterative process that shifts in emphasis as the

operational and intelligence situation changes. The commanders' most important operational medical imperatives are force protection through the preservation of combat strength by preventive medical measures, and to sustain the force with medical support for casualties by providing emergency medical and surgical services and MEDEVAC. The end product of medical planning will be a plan that outlines the requirements, policies and the support to be provided to forces throughout all phases of an operation. The plan must provide medical capabilities throughout the force structure, which are in balance with the size of the deployed force and the assessed risk. In both Article 5 and Non- Article 5 CRO, planning must ensure that the standard of medical care is maintained as closely as possible to peacetime medical standards, taking into account the operational environment.

The achievement of this aim requires in JOA availability and co-ordination of a complete range of military medical skills, equipment and supplies. The co-ordination functions have to be accomplished by medical conferences, within the framework of the Logistic Planning Conferences before starting a mission. The result of these special medical conferences could be the development of a mission-specific MOU of mutual support. Factors to be considered in medical planning are detailed in AJP-4.10.

0219. **HNS Planning.** Coordination of HNS planning and execution in operations and exercises between NATO and national authorities is essential for reasons of operational effectiveness, efficiency and the avoidance of competition for resources. HNS planning should be initiated at the earliest opportunity in the operational planning process. It should be as specific as possible to enable the HN to evaluate and respond to stated requirements. For each operation for which HNS is required, the appropriate SC should establish a process to facilitate HNS negotiations between the HN and SN and/or appropriate NATO Commanders. This is similarly applicable for NATO exercises. Further details on HNS planning are contained in AJP-4.5.
0220. **Infrastructure Planning.** Infrastructure planning evaluates operational and logistic requirements against existing infrastructure. Shortfall to the requirements may be met by organisational re-arrangements, HNS, contractors and/or engineer support. Depending on the situation, participating nations may be asked to deploy with an engineer support capability to establish base camps and to facilitate Reception, Staging and Onward Movement (RSOM).
0221. **Contracting and Funding.** Contract and funding planning is the responsibility of the CJ8 and/or the Theatre Financial Controller (TFC). Contracted support, including TPLSS, is likely to be an important mode of support and will therefore need to be considered early in the planning process. Adequate funding for contracting and JOA support projects must be planned. Logistic planners need to co-ordinate with CJ8 in a timely manner. AJP-8 and Bi-SC FPG on Financial Management and Contracting Support and Contingency Operations refer.
0222. **Contributions of Non-NATO Nations.** Non-NATO nations should be brought into the force generation process at the earliest possible stage and, where appropriate, their logistic capabilities should be identified within the force planning process and the Partnership for Peace Planning and Review Process (PARP), as appropriate. As called for in MC 319/1, the certification of potential non-NATO participants in any operation should be completed as early as possible in order to enhance mutual confidence. This will allow the timely

confirmation of available logistic assets and completion of logistic planning. Adherence to this policy of maximised and timely integration will also permit non-NATO nations to work on generic pre-arrangements (or arrangements) needed to support their deployed forces that can be completed during the OPP.

0223. **Concluding the Operation.** Planning for the conclusion and long term consequences of the operation must be considered from the outset, together with the means to achieve it. Failure to organise and conduct an orderly end to the operation can endanger forces and result in loss of money, equipment, morale, public support and goodwill. Lives may be unnecessarily lost if, for example, ammunition is not properly repacked. Any recognition gained from a successful operation can be undermined by the negative publicity of a poorly planned and chaotic conclusion. The logistic planning will have to centre upon two main activities:

- a. **Re-deployment.** Re-deployment is a discrete phase of an operation, within which the physical movement of units and formations will take place. Re-deployment is likely to require significant external resources. The introduction of fresh support forces with experts in, e.g., environmental issues, real estate management, repackaging of ammunition, stocks and equipment will speed re-deployment. Units and formations must conduct an orderly sequence of preparatory activities before departing. The scale and complexity of the operation should not be underestimated, because much of the recovery will have to take place in parallel with mandate related activities. The Logistic planning for re-deployment will have to cover:
 - A re-deployment conference to cover critical logistic assets (e.g., container handlers, cranes, traffic control units, Rail and Air Port of Debarkation (APOD) / Sea Port of Debarkation (SPOD) units)
 - Plans for transfer of equipment and facilities
 - Logistic support plan for withdrawal
 - Logistic C4I structure and arrangements for re-deployment
 - Inventory of the various categories of equipment
 - Required date to initial movement – “M-Day” and “order of march”
 - Guidance on disposal of NATO owned equipment
 - Plans for medical cover throughout the re-deployment
 - Deconflicted movement plans and transportation requirements (MN DDP for re-deployment)
- b. **Post Operation Activities.** Post operation activities in the logistics area tend to be focused on environmental clearance and remaining engineer tasks such as the removal of war bridges. In the long term, military involvement is not necessary and appropriately trained civilians can be contracted to undertake the task. The required funds will have to be assessed and a requirement for funds forwarded to the CJ8/TFC. Even though contractors do the work, there may be a need for JOA closure elements responsible for monitoring the contractors and to function as a claims office. The logistic planning will also have to take account of any multinational or bilateral support arrangements concluded with other NATO or non-NATO nations.

0224. **Accounting for and Disposal of NATO Owned Equipment.** There are three basic sources of NATO owned equipment that will be used in any operation. Guidance for accounting and disposal are contained in SC directives such as ACE Directive (AD) 60-80, Property Accounting and Control. The categories of equipment which are purchased by NATO funds are listed below:
- a. Equipment which is taken from an existing NATO Table of Organisation and Equipment (TOE), either by the “owning” headquarters or on loan from another headquarters.
 - b. Equipment that is taken from pre-staged, permanent CJTF/MJLC Resource Packages.
 - c. Items required and purchased as needed, specifically for a particular operation. These may not be on any NATO property authorisation document at the time of purchase and must be accounted for on appropriate property books.
0225. **Logistic Evaluation and Assessment.** NATO commanders validate national logistic support to declared units through operational evaluations and assessments⁸. However, these evaluations examine only the support of a unit at its home base or deployment base. Under the new NATO strategy, and taking into account the changed conditions for force generation (e.g. in peacetime and for CRO), an enhanced information exchange may be needed to allow the NATO commander timely visibility over the deployability and sustainability of units that will come under his command. Therefore, it is necessary to establish appropriate means to identify information requirements, to develop appropriate tools and to describe procedures for information exchange and evaluation of logistic capabilities.
0226. **Certification of Non-NATO Troop Contingents.** To participate in NATO-led non-Article 5 CRO, non -NATO troop contingents have to pass a certification process. The purpose of certification is to ensure that the nation understands the NATO procedures that will be used on operations and can integrate successfully into the logistic systems which the Alliance uses. As the Partnership for Peace (PfP) process matures and the level of understanding between PfP Nations and NATO increases, the need for certification will reduce. Certification visits will be conducted under arrangements made by the SC, and will usually involve Staff Officers from a RC. The Certification Team should include a Logistician. If medical support is to be provided by the troop contingent being certified, the team must include a medical officer who will undertake an evaluation in accordance with the Medical Operational Support Evaluation System (MOSES). General guidance on the conduct of the Certification will be contained in the Annexes to the relevant OPLAN. If a Nation indicates its desire to contribute troops to an impending operation, the visit will take place between the “Firm Offer” and the accession to the “Participation Agreement”. Final accession will be dependent upon a successful certification visit.

⁸ In line with its reservation to MC 319/1 France is unable to accept any kind of evaluation of its logistic capabilities by a NATO commander.

Section VI – Co-operation and Co-ordination with non-NATO Organisations

0227. **Co-ordination with Non-Governmental Organisations (NGOs).** In a non-Article 5 CRO, NGOs may operate alongside NATO. In such cases, there may competition for civil resources and/or NATO may need to provide support to the NGOs. It is therefore essential that the JOA CJ4 staff effect appropriate co-ordination through the Civil-Military Co-operation (CIMIC) staff. AJP-9 refers.
0228. **Logistic Co-operation with the European Union (EU).** For EU operations requiring recourse to NATO assets and capabilities, the EU will identify the NATO assets and capabilities it requires. In the area of logistics, these may include the MJLC. Rules and procedures governing the relationship between NATO and the EU in the logistic planning process are to be determined.
0229. **Logistic Co-operation with the United Nations (UN).** There are two fundamental differences between NATO and the UN concerning logistics. First, the UN is responsible for planning and implementing a logistics support system in each of its field missions. Second, the UN reimburses Member States for the use of its forces. Should NATO and the UN operate in the same mission area, or should logistics co-operation become necessary, NATO logisticians may refer to the UN Field Administration Handbook and the UN Operational Support Manual for necessary details to facilitate co-ordination.
0230. **Logistic Co-operation with the Organisation for Security and Co-operation in Europe (OSCE).** The OSCE does not have military forces to bring to the contingency area. Therefore, if military forces are involved, they will be EU, UN, or most likely NATO forces. The OSCE does not have an organic logistic tail. Therefore, OSCE missions may require some logistic support from deployed NATO forces. In such cases, NATO logistic planners should establish appropriate liaison with the OSCE.

CHAPTER 3

LOGISTIC FUNCTIONAL AREAS

Section I - Introduction

This chapter details the logistic functional areas vital to NATO's logistic concept. A comprehensive understanding of these particular functional areas and logistic support options, as laid down in Chapter 1, is required.

Section II – Supply and Service Functions

0301. **Supply.** Supply covers all materiel and items used in the equipment, support and sustainment of military forces. The supply function includes the determination of stock levels, provisioning, distribution and replenishment. For Classes of Supply, see Annex A.
0302. **Provision of Supplies.** Nations have the ultimate responsibility for ensuring the provision of sufficient supplies and services to adequately sustain their forces in NATO operations. However, under the premise that nations and NATO commanders share a collective responsibility for the logistic support of NATO's operations, the NATO commander will assume OPCON of MILUs and will have the control of the use of commonly funded supplies and services.
0303. **Multinational Provision.** In the field of supplies, multinational support arrangements can usually be considered for the provision of food, water (bulk and bottled), bulk fuel, some ammunition types and medical supplies. The supplies and services to be provided by multinational logistics will be determined in concert with nations prior to commencement of the operation and will depend on the degree of standardisation and interoperability within the force. This should be determined during the logistic and HNS planning conferences. Possible methods of multinational provision are given in AJP-4.9.
- a. **Supply Systems.** The flow of supplies into an operational area must begin prior to or concurrent with the flow of units and personnel, and be fully synchronised. After the build-up of stocks required in-region and in-JOA, a continuous flow of re-supply should be established to avoid peak loads and to minimise the risk of losses. The movement of these supplies remains a national responsibility, however, the co-ordination and prioritisation of supplies for the Force, less NSEs, rests with the NATO commander. Prioritisation of supplies to NSEs is a national concern. There are within the Alliance two basic methods of operating the supply system:
- (1) **“Push”-System.** The logistic organisation operates a “push”-system when the replenishment is based on anticipated requirements or standard consumption rates. Generally, in such a system, the supplies are shipped (pushed) as far as possible to the customer. To avoid the creation of large stockpiles seamless co-ordination between operational and logistic

planners is required as well as effective use of technology such as Command, Control and Information Systems (CCIS) and Asset Tracking Systems.

- (2) **“Pull”-System.** The logistic organisation operates a “pull”-system when the re-supply is based on requisitions from the supported unit. Under specific conditions this system may offer economic advantages, but when contact with the enemy is imminent, a lower risk approach may be needed, due especially to the time constraints.
 - b. Under both of these methods, supplies may be distributed by supply point, unit distribution, or a combination of both. Supply point distribution moves supplies to a central distribution point where receiving units arrange their own delivery. Unit distribution describes a delivery system, which moves supplies forward to the user unit, eliminating the individual unit delivery arrangement requirement.
 - c. In practice, an amalgamation of all existing methods will be used to support a combined/multinational operation and will vary for each campaign and phase of operation. Nations and Commanders will have to adapt and compromise, creating an efficient supply chain and an effective regeneration loop.
0304. **Supply Transaction Procedures.** Supply transactions between nations or national forces may take the form of pre-planned logistic assistance, emergency logistic assistance in crisis and conflict, multinational support, or redistribution under the provisions of MC 319/1. The relevant supply procedures are standardised in STANAG 2034. The compensation for delivered or redistributed supplies should be executed in accordance with STANAG 2034. Nations should implement the provisions of these STANAGs in their national doctrine and procedures to enhance the efficient execution of mutual support.
0305. **Stock Level Management.** The stock criteria in terms of Days of Supply (DOS) will be determined based on the Sustainability Statement, agreed by participating nations for the particular operation, and published in the logistic annex to the operation order (see the Bi-SC FPGL). Stocks for sustained operations will include organic stocks of units plus additional stocks, maintained at support levels, necessary to cover the order and shipping time for supplies. The actual positioning of supplies will be dependent on the operational situation and the ability of the strategic and tactical transport to move supplies forward into JOA. Other factors that will influence stock levels and locations include the political situation, the risk to which the stocks will be exposed, and the cost effectiveness of holding stocks forward versus re-supplying stocks from home bases.
0306. **Asset Tracking.** Logistic asset tracking information is essential for the efficient management and co-ordination of support to NATO forces. From wherever this information may originate, nations and NATO have a collective responsibility for ensuring that the appropriate level of authority has access.

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0307. **Petroleum, Oils and Lubricants (POL).** The provision of POL (Class 3), like all other classes of supply is essentially a national responsibility. However, POL lends itself most easily to multinational initiatives. Centrally arranged contracts are normal for the provision of bulk fuels as these provide consistent quality and achieve economies of scale that nations alone would not normally be able to achieve. The Directive for the NATO Petroleum Supply Chain provides guidance to NATO and national authorities on the principles, policies and characteristics of the NATO Petroleum supply chain. This directive is supported by the Interim Guide to Petroleum Policy in ACE and ACLANT. The directive and guide covers all aspects of POL support for NATO-led operations and exercises including interoperability and reference to the appropriate STANAGs. Specific mention is made of the following:
- a. **NATO Pipeline System (NPS).** Based mainly in Europe, the NPS remains the most cost effective and environmentally safe method of storing and distributing bulk fuels to Allied forces. In cases of Article 5 operations, it is probable the NPS would meet the fuel demand from NPS facilities. For a non-Article 5 CRO, the NPS may still provide the source of bulk fuel for onward transportation to the area of operation.
 - b. **Single Fuel Concept (SFC).** The SFC, under which F34/35 is used as the single fuel on the battlefield for both ground and land-based air assets, has been adopted. In operations short of war however, nations may elect to continue to use other forms of fuel (diesel and gasoline) for some equipment employed.
 - c. **Tactical Fuel Handling Equipment (TFHE).** In general any non-permanent petroleum installation is referred to as TFHE. This equipment is a vital component in support of any operation and it is vital that all national TFHE should be interoperable.
0308. **Service Function.** The Service Function of Logistics covers the provision of manpower and skills in support of combat troops or logistic activities. This includes a wide range of services such as combat re-supply, map distribution, labour resources, postal and courier services, canteen, laundry and bathing facilities, burials, etc.
0309. **Multinational Provision of Services.** During the planning process for each operation the degree of services (manpower and skills) required for all participating troops will be mission dependent, taking different factors into account e.g. the composition of the force, the materiel standardisation and the expected duration of the operation. No prescriptive solutions can be nominated in advance. Each nation is responsible for ensuring the provision of services to their own troops either nationally or through co-operative or multinational arrangements. Some supplies and services lend themselves to provision by multinational arrangements, more than others. AJP-4.9 refers.

Section III – Maintenance and Repair Functions

0310. **Maintenance and Repair.** Maintenance means all actions to retain materiel in, or restore it (repair) to a specified condition. Repair includes all measures taken to restore materiel

to a serviceable condition in the shortest possible time. The operational effectiveness of NATO forces will depend to a great extent on a high standard of maintenance, in peacetime, of the equipment and associated material in use. In crisis or conflict, an efficient maintenance organisation, composed of NATO and/or national repair facilities, is an essential component of NATO's capability. Therefore, nations should be encouraged to make bilateral/multilateral agreements in peace to cover use of national repair facilities in both peacetime and wartime. This will facilitate the transfer of repair loads from one nation's facilities to another and will exercise cross-servicing facilities and procedures. Whenever weapon systems are used by more than one nation, a co-ordinated approach to logistics is recommended. Not only can logistic resources be shared, but also by consolidating supply and maintenance requirements, unique opportunities are created to reduce investment and operating costs. Although addressed separately above, the NATO definition of "Maintenance" includes the associated supply and repair actions. Following aspects are related to the Maintenance and Repair function:

- a. **Battle Damage Repair (BDR).** BDR is designed to restore materiel to a battle worthy condition, irrespective of the cause of the failure, as quickly as possible.
 - (1) **BDR (Air).** This covers the arrangements for the best possible repair taking into account the resources and time available, the environmental conditions, and operational requirements. To achieve this it is necessary to carry out sufficient repairs to the aircraft to enable it to fly at least one additional sortie, to carry out repairs in the shortest time scale possible, and to remove dangers arising from non-critical damage.
 - (2) **Weapon System/Equipment BDR (Land).** NATO is developing a number of STANAGs, which will help collectively to intensify the co-ordination/co-operation of available civil/military repair and recovery resources for Land Forces.
 - (3) **BDR (Maritime).** Includes arrangements for the best possible repair and post-repair maintenance checks of maritime units, considering the availability of repair facilities in the area, resources available and operational requirements.
 - (4) **Airfield Damage Repair (ADR).** This covers responsibilities for engineering, reconnaissance, explosive ordnance disposal, repair of minimum operating strip and other parts of the minimum aircraft operating surface, and the restoration of services essential to sortie generation. In principle, ADR is a HN responsibility; however, where no capability exists, incoming forces using an airfield for operations are responsible for providing the equipment, personnel and materiel required to establish an ADR capability either through their national resources, or through bi/multilateral support arrangements with the other nations.
- b. **Aircraft Cross Servicing.** A NATO aircraft cross-servicing system enables aircraft of one NATO nation to be serviced at the airfields of other NATO nations. ALP-4.3 refers.

Section IV - Movement and Transportation Function

0311. **Movement and Transportation.** Movement and Transportation includes the whole spectrum of infrastructure, organisations, facilities and equipment which is necessary for the deployment, sustainment and re-deployment of NATO forces during the execution of a mission. A flexible and responsive movement and transportation concept is required to implement the Alliance Strategic Concept. This demands an integrated and balanced system of movement control, modal and terminal operations. Details on NATO M&T are contained in AJP-4.4.

0312. **Characteristics.**

- a. The multinational character of Alliance forces and the limited availability of M&T resources require co-ordination and co-operation between military and civil agencies in order to deconflict movements based on priorities established by the NATO commander.
- b. The flexibility inherent in the selection of NATO forces and the undetermined nature and location of potential areas of operation limit the capability for detailed pre-planned M&T. This places a great reliance upon the ability of Alliance forces to deploy in a timely manner and requires close co-operation among the Nations. The requirement for flexibility does not remove the need for pre-planning. The movement requirements of all deployable units should be calculated and recorded by the nations.

0313. **Levels of Mobility.**

- a. **Strategic Mobility.** Strategic mobility is the capability to move forces and their associated logistic support quickly and effectively over long distances. This can be between JOAs, between regions (inter-regional), or beyond NATO Area of Responsibility.
- b. **Operational Mobility.** Operational mobility is the capability to move forces and their associated logistic support quickly and effectively within a region (intra-regional). It also embraces the capability to concentrate regional forces against the major enemy thrust and to counter-concentrate operational reserves.
- c. **Tactical Mobility.** Tactical mobility is the quality or capability to concentrate regional in-place forces up to division level against the major local enemy thrust and to counter-concentrate tactical reserves.

0314. **Modes of Transport.** There are three types of transportation modes: airlift, sealift and inland surface transport (IST). IST encompasses the use of ports and beaches, road, railroad and inland waterway transport modes, as well as inter-modality within them.

The transportation mode used depends on the existing geography and developmental infrastructure available. Selecting the mode of transport for a particular mission, regardless of the level of war, requires the consideration of certain criteria. The criteria are priority of the requirement, required delivery date, type of cargo, special restrictions, economy and efficiency, available resources and security. The type of military involvement may also influence mode selection. A multinational approach and redundancy of modes enhances the flexibility of the transportation system, making it more responsive to changing situations.

0315. **Intermodality.** Intermodal capability is the ability to transfer shipments from one to another with minimum handling requirements. It involves more than the mode of transport; it also includes the container, packaging, or other preparations. The positioning of the appropriate Materials Handling Equipment (MHE) to handle the cargo is very important in intermodal operations. Also crucial is the preparation of cargo to guarantee acceptability by the succeeding mode.

Section V – Infrastructure Function

0316. **General.** In an operation, the co-ordination of Infrastructure for operational and logistic purposes, is critical to achieve the mission. In those cases where the existing infrastructure is insufficient, close co-ordination between logistic and engineering staffs is essential to facilitate and maintain open lines of communication and to the construction of support facilities.

0317. **Infrastructure Provision.** If mission critical infrastructure has to be constructed, adapted, altered or repaired, engineers will become involved in planning and execution.

- a. **Organisation.** In a CJTF operation, a Joint Force Engineer (JFE) will be assigned. His CJ Engineer Staff is the focal point for all aspects of engineer operations and plans. Within the MJLC an Infrastructure Co-ordination Cell (ICC) will be established.
- b. **Responsibility.** The Chief, ICC reports to the Director, MJLC and is advisor on all issues concerning infrastructure. If infrastructure work is required he will closely co-ordinate with the CJ Engineer staff. The CJ Engineer staff will advise the ICC on construction time-lines and estimated dates of start and completion, as well as on the actual completion and hand-over times.
- c. **Scope.** NATO will normally limit the infrastructure investment to those areas required by the mission and defined by the support requirement. This may include the construction, or more commonly, the repair or enhancement of roads, bridges and other lines of communications (LOCs); as well as SPODs, APODs, logistic installations and HQ facilities to austere Minimum Military Requirement (MMR) standards.
- d. **Funding.** It is likely that projects such as those described above will, at least in part, be NATO common funded. The CJ Engineer staff will advise on the

prospects of obtaining NATO common funding and will process force engineer projects.

0318. **NATO Security Investment Program (NSIP) Projects.** The NSIP is the Alliance's principal mechanism for identifying and procuring NATO common funded infrastructure, which together with the designated military forces and other essential requirements, enables the NATO commander to achieve a specific NATO military capability. Where existing infrastructure assets are found to be insufficient to meet the operation needs, the shortfalls may be developed into an NSIP project.

Section VI – Medical Function

0319. **General.** It is primarily a national responsibility to provide for an efficient medical support system that includes the maintenance of health and the prevention of disease, the holding, treatment and evacuation of patients, the re-supply of blood and medical materiel, to minimise man-days lost due to injury and illness, and the return of casualties to duty. An effective medical support system is thus considered a potential “force multiplier”. General medical support principles and policies for NATO are provided in MC 326/1 and doctrine is provided in AJP-4.10. Medical support must meet standards acceptable to all participating nations and provide a standard of medical care as close as possible to prevailing peacetime standards, taking into account the operational environment.
0320. **Medical C2 Structure.** For most Article 5 operations, the agreed CE medical staff organisation will be used. In a mature JOA where the conditions are favourable a CJ Med may be formed. A medical advisor and staff must be appointed at all levels of command during an operation. The technical medical chain will extend from the SC Medical Advisor through the Theatre Surgeon and the Formation Surgeons to all medical assets in JOA. At every level, the Medical Advisor must have direct access to the commander. For Non-Article 5 CRO and CJTF operations, the following arrangements will normally be used:
- a. **Theatre Surgeon.** The Theatre Surgeon, with an appropriate staff element, will be included in the CJTF HQs. The Theatre Surgeon is the Joint Force Commander's Medical Advisor. As a special staff officer, he maintains direct access to the commander. The Theatre Surgeon is responsible for setting the Commander's JOA medical policy and provides medical input to logistic planning.
 - b. **Medical Co-ordination Cell (MEDCC).** The MEDCC co-ordinates multinational, joint and multifunctional medical issues, including medical evacuation under the technical direction of the Theatre Surgeon. The MEDCC will normally be assigned to the MJLC, when formed. When an MJLC is not formed, the MEDCC will normally reside as a part of the CJ 4 staff or as a potential separate CJMed at the CJTF HQs. AJP-4.6 refers.
0321. **Evacuation.** The availability and the type of transport assets to be utilised, length of the evacuation route and the operational environment as well as the size of the force (Population at Risk) and the risk/threat assessment summarised in the Casualty Rate

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Estimate by CJ3 for battle injuries (BI) and medical staff for non battle injuries (NBI) and diseases (D), will determine the size and the capability of medical facilities at intermediate levels. (Role/Echelon 2 and 3). The operational commander will establish an evacuation policy after consultation with the medical planning staff and in concert with the operations and logistic staff and participating nations. Evacuation resources will be provided appropriate to a particular mission. AJP-4.10 refers.

0322. **Aeromedical Evacuation.** In many situations, aeromedical evacuation is the most expedient means for casualty movement, both within (tactical evacuations) and out of the JOA (strategic evacuations). Although nations bear the ultimate responsibility for aeromedical evacuation to Role/Echelon 4, benefits may be derived from multinational co-operation, e.g. LN and RS concepts. AJP-4.10 refers.

Section VII – Contracting Function

0323. **General.** Contracting has become increasingly important to the conduct of NATO operations, particularly in non-Article 5 CRO. Contracting is a significant tool that may be employed to gain access to local resources, and other necessary materials and services. During operations, the SC Head of Contracts (HOC) will exercise technical supervision and oversight of all procurement activities using NATO common funding. In addition to maintaining liaison with participating nations, the SC HOC will:
- a. Establish practices and procedures as required to ascertain functional control and assess efficiency of activities with contractual implications.
 - b. Establish liaison with participating nations via national liaison representatives as required for procurement issues.
 - c. Co-ordinate and deconflict SC wide issues associated with procurement management regarding support to the ongoing NATO operation.
0324. **NATO Co-ordination.** Non-Article 5 CRO will typically require a much greater effort by the NATO commander to co-ordinate the contracting effort. The probable lack of pre-existing HNSA will place an additional burden on the NATO force to provision support and these potential shortfalls must be supported. Some of this shortfall may be alleviated by contracted local civilian resources. This situation may be compounded by the lack of infrastructure in areas where these types of operations may be conducted, resulting in competition between contractors for scarce resources. Finally, there may be situations where a legitimate HN government does not exist to assist with co-ordination of the contract effort. In such cases, the CJTF HQ is designed to be self-sustaining in terms of contract support.
0325. **Organisation.** As with most elements co-ordinating logistic functions, the organisation of the J8 Detachment/Theatre Allied Contracting Office (TACO) must remain flexible. In addition, to observe an important principle of providing contracting and purchasing support down to the level where operations are being conducted, it is important that the

contracting policies and procedures be standardised and applied consistently at each level.

- a. **MJLC Support.** If an MJLC is established, this agency will be the focal point for identification, deconfliction, and co-ordination of major logistics requirements for both NATO Joint Force HQs and participating nations. The J8 Detachment/TACO, led by the Theatre Head of Contracts (THOC), is part of the CJTF J8, and is the central executive office for control, administration, and technical oversight of NATO JOA contracting agencies. The THOC will provide procurement support to the MJLC organisation, and will represent the J8 element in MJLC activities. Supporting execution of the MJLC JOA logistics co-ordination effort, the MJLC will be normally be provided a dedicated, robust, J8 detachment in the form of a TACO and a financial management cell (scaled according to volume of activity). When the MJLC is located remotely from the main CJTF HQ, the TACO will be directed on a day to day basis by a Deputy THOC, who shall be accountable to both the MJLC Director and the THOC for provision of effective service and support. The TACO will execute contractual actions in reaction to requirements established by the MJLC Director and staff. Additional regionally or organisationally focused RACOs may be established throughout the JOA as required.
- b. **NAMSA.** In establishing the contracting organisation, consideration should be given to utilising the technical expertise available (on a reimbursable basis) from NAMSA.

Section VIII - Budget and Finance

0326. **Article 5- General.** No special common funding eligibility procedures currently exist for Article 5 operations. As such, planners should not assume departures from normal peacetime categories of funding eligibility.
0327. **Non-Article 5 CRO- General.** For non-article 5 CRO NATO-led operations, special funding eligibility provisions have been established by the NAC per PO(2000)16 dated 2 February 2000. This policy enshrines the principle that nations should absorb any and all costs associated with their participation in a NATO-led operation ("*costs lie where they fall*"). However, this policy does not preclude bilateral or multilateral support arrangements, which are generally foreseen to be the most practical framework for cooperative logistics in JOA.
0328. **Common Funding Eligibility.** These provisions, which may be supplemented or deviated on a case by case basis by the NAC, provide for the following general categories of NATO common funding eligibility:
 - a. From the Military Budget:

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- (1) O&M of designated Joint Force HQ elements (including initial forward deployments, transportation to and from the JOA, office accommodation, administrative and operational functioning, and logistics support);
- (2) Specific incremental out-of-JOA requirements, in direct support of the contingency operation and eligible for common funding out of the Military Budget under normal rules.

b. From the NATO Security Investment Programme(NSIP):

- (1) Shortfall strategic communications that cannot be provided through the reassignment of NATO-owned assets or through loans from nations;
- (2) CIS equipment and initial local connectivity for the Joint Force HQ elements;
- (3) Initial facilities and substantive capital expenditure for the Joint Force HQ elements, including force protection measures;
- (4) Repair or upgrade of critical strategic JOA infrastructure;
- (5) Specific incremental out-of-JOA requirements, in direct support of the contingency operation and eligible for common funding out of the NSIP under normal rules.

0329. **Constraints on Common Funding Eligibility.** It should be noted that in many cases, eligibility will hinge on whether or not a cost is attributable to the support of the Joint Force HQ and its component elements. The definitive criteria of inclusion in the Joint Force HQ is determined by whether the posts and functions are reflected in the official, approved CE of the NATO Joint Force HQ. While the MJLC should normally be part of the Joint Force HQ CE organisation, the MJLC functional role in coordination or deconfliction of a requirement is not, in itself, a valid criteria for common funding eligibility of that requirement. Similarly, eligibility does not equate to automatic entitlement; the nations must approve in advance all funding requirements via the appropriate mechanisms.

0330. **Proposals for Exceptions.** When genuine operational requirements, cost/benefit analyses, and other valid considerations support the logic of an exceptional departure from the above funding criteria, a well-justified proposal may be made to the Theatre Financial Controller, who will co-ordinate staffing through the SC Financial Controller, and the SC Crisis Management Resource Board. If appropriate, the SC will present the proposal to the appropriate funding committee for approval on a case-by-case basis. However, under no circumstances should planning assume funding eligibility beyond the standard criteria detailed above.

0331. **Forecasts of Funding Requirements.** All forecast requirements for NATO common funding must be consolidated in the context of an OPLAN budget to be submitted for screening by the SC Financial Controller and co-ordination via the SC Crisis Management Resource Board. These requirements will then be specifically approved by the appropriate

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funding committees in the context of an OPLAN budget or individual projects via the NSIP.

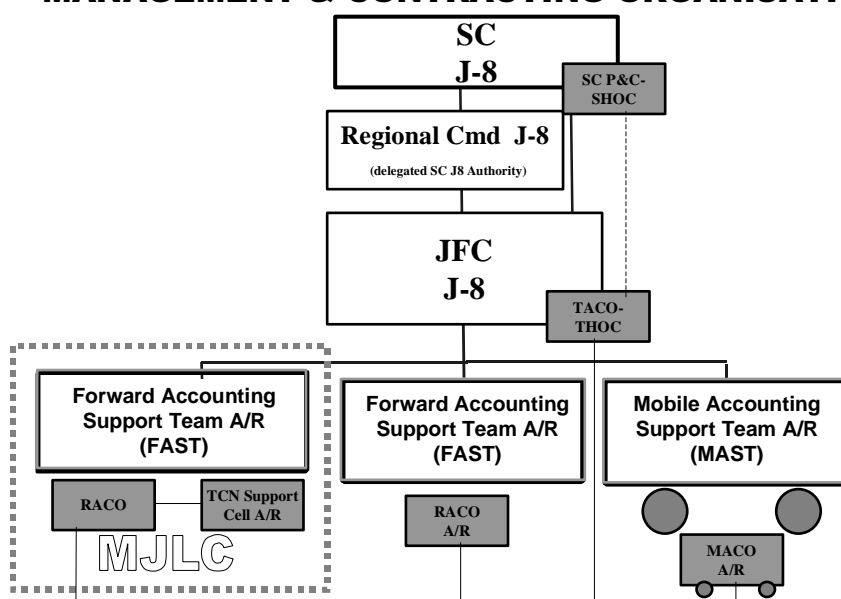
0332. **Centralised Support of National/Multinational Projects.** PO(2000)16 specifically authorises the Theatre Financial Controller to, within means and capabilities, provide centralised support services in the framework of implementation of national projects in support of the operation. However, a precondition to provision of such centralised management and administrative support is that nations must provide full funding of the projects in advance; no pre-financing from NATO common funded resources should be considered. Furthermore, nations may be requested to provide a supplemental manpower contribution to support the management and administration workload.

0333. **Funding Restrictions.** Funding eligibility as detailed in para 0328 is restricted to support the military mission of the various NATO Joint Force headquarters and specific JOA-wide infrastructure improvements based on minimum military requirements. NGOs and other international organisations (such as the UN or OSCE) are funded by separate means. Under no circumstances should NATO funding be used to subsidise the costs of JOA activities of other such organisations. While support may be provided by the Joint Force Commander within means and capabilities on a reimbursable basis, written agreements must be developed and approved in advance by the SC Financial Controller and competent authority within the requesting organisation. The following table summarises the context under which common funding may support NGO-related activities:

<i>IO AND NGO SUPPORT ELIGIBILITY MATRIX</i>			
	Support specified in the OPLAN as part of the NATO military task and included in OPLAN budgets	Other requests for support	
NATO HQs	Free of charge	<i>Within resources and mission</i>	To be determined, function of the situation
		<i>Outside resources and mission</i>	Reimbursement required
NATO Forces/ SOR units	Free of charge	Subject to bi-lateral agreement with the nation providing the support	

0334. **Organisation and Responsibilities.** While each operation may vary slightly in the organisation established to execute financial responsibilities, the general tasks and organisational structures discussed below should be considered for all NATO operations. In general, the objective is to provide flexibly structured (and in some cases dedicated as in the case of the MJLC) finance and contracting support forward to the operational elements requiring support. For Article 5 operations conducted from static HQs, financial and contracting functions will be performed by the organic HQ CJ8 staffs. For non-Article 5 CRO, a CJ8 finance and contracting organisation will need to be generated as part of the CJTF Commander's staff, and will relate to the MJLC. The following illustration summarises the various modules involved in the support process:

GENERIC THEATRE FINANCIAL MANAGEMENT & CONTRACTING ORGANISATION



- a. **Theatre Financial Controller (TFC).** The TFC will be the CJTF Commander's primary financial advisor. The TFC will be responsible for financial management and contracting of the common-funded resources in JOA. In this respect, he is personally responsible for the correct and efficient application of all international funds approved for use in the JOA in support of the operation. In addition, he will co-ordinate JOA funding requirements with the appropriate SC for validation and incorporation into the overall JOA budget. The following represent additional responsibilities of the TFC:
- (1) Establishment of detailed operating plans and procedures relating to accounting, reporting, budget, management, and procurement.
 - (2) Establishment of the JOA financial organisation and institution of financial controls, and the provision of support to operational elements, as required.
- b. **SC Financial Controller.** The SC Financial Controller exercises authority as budget holder for all Operation Plan (OPLAN) funding on behalf of the SC commander, and exercises technical supervision and oversight of all financial management activities associated with the NATO operation. In addition to maintaining liaison with funding nations as represented in the MBC, the SC Financial Controller will:
- (1) Conduct audits as required to ensure financial control and assess the efficiency of financial activities.
 - (2) Establish liaison with SNs via national liaison representatives as required for financial issues.

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- (3) Co-ordinate and deconflict SC wide issues associated with financial management regarding support to the ongoing NATO operation.

Annex 3-A

Classes of Supply

NATO classes of supply are established in the five-class system of identification as follows:

Class I

Items of subsistence, e.g. food and forage, which are consumed by personnel or animals at an approximately uniform rate, irrespective of local changes in combat or terrain conditions.

Class II

Supplies for which allowances are established by tables of organisation and equipment, e.g. clothing, weapons, tools, spare parts, vehicles.

Class III

Petroleum, oil and lubricants (POL) for all purposes, except for operating aircraft or for use in weapons such as flame-throwers, e.g. gasoline, fuel oil, coal and coke.

(**Class IIIa-** aviation fuel and lubricants)

Class IV

Supplies for which initial issue allowances are not prescribed by approved issue tables. Normally includes fortification and construction materials, as well as additional quantities of items identical to those authorised for initial issue (Class II) such as additional vehicles.

Class V

Ammunition, explosives and chemical agents of all types.

GLOSSARY OF ABBREVIATIONS

This Glossary contains abbreviations and acronyms used in this document as well as others commonly used in joint and combined operations. A comprehensive list of NATO abbreviations is contained in AAP-15.

A

AAP	Allied Administrative Publication
ACCIS	Automated Command and Control Information System
ACE	Allied Command Europe
ACLANT	Allied Command Atlantic
ACROSS	ACE Resources Optimisation Software System
ACS	Aircraft Cross Servicing
ACTORD	Activation Order
ACTREQ	Activation Request Message
ACTWARN	Activation Warning Message
AD	ACE Directive
ADAMS	Allied Deployment and Movement System
ADP	Automated Data Processing
ADR	Annual Defence Review
ADR	Airfield Damage Repair
ADR GR	Annual Defence Review General Report
AJP	Allied Joint Publication
ALP	Allied Logistic Publication
ALSS	Advanced Logistics Support Site
AMCC	Allied Movement Co-ordination Centre
AOO	Area of Operation
AOR	Area of Responsibility
AP	Allied Publication
APOD	Airport of Debarkation

B

BDM	Battle Decisive Munitions
BDR	Battle Damage Repair
BPL	Basic Priority List

C

CC	Component Command
CCIS	Command, Control and Information Systems
CE	Crisis Establishment
CECC	Civil Emergency Crisis Cell
CIS	Communication and Information Systems
CJ	Combined Joint
CJFACC	Combined Joint Force Air Component Commander
CJFLCC	Combined Joint Force Land Component Commander
CJPS	Combined Joint Planning Staff

CJTF	Combined Joint Task Force
CLD	Communications Logistic Depot
C-M	Council Memorandum
COA	Course of Action
COMEDS	Committee of the Chiefs of Military Medical Services
COMMIT	Common Item Material Management
CONOPS	Concept of Operation
COP	Contingency Operation Plan
CP	Capability Package
CRO	Crisis Response Operation
CSD	Communications Support Depot
CSS	Combat Service Support
C2	Command and Control
C4I	Consultation, Command, Control, Communication and Information

D

DOS	Days of Supply
DPC	Defence Planning Committee
DPP	Defence Planning Process
DPQ	Defence Planning Questionnaire
DR	Defence Review
DRC	Defence Review Committee
DRR	Defence Requirements Review

E

EAPC	Euro-Atlantic Partnership Council
EDI	Electronic Data Interchange
EOC	Essential Operational Capabilities
EU	European Union

F

FG	Force Goals
FLPC	Final Logistic Planning Conference
FLS	Forward Logistic Sites
FP	Force Proposals
FPG	Functional Planning Guide
FPGL	Functional Planning Guide Logistics
FSP	Forward Support Point (Communications)

G

GBAD	Ground Based Air Defence
GOP	Bi-SC Guidelines for Operational Planning

H

HN	Host Nation
HNS	Host Nation Support
HNSA	Host Nation Support Arrangements
HOC	Head of Contracts (SC)
HRF	High Readiness Forces

HQ	Headquarters
I	
IC	Infrastructure Committee
ICC	Infrastructure Co-ordination Cell
ID	Initiating Directive
ILPC	Initial Logistics Planning Conference
IMS	International Military Staff
IO	International Organisation
IS	International Staff
IST	Inland Surface Transport
J	
J	Joint
JFE	Joint Force Engineer
JFC	Joint Force Commander
JSB	Joint Service Board
JSRC	Joint Sub-Regional Command/Commander
L	
LCC	Logistic Co-ordination Centre
LN	Lead Nation
LOC	Lines of Communication
LOGBASE	Logistic Data Base
LOGFAS	Logistics Functional Area Services
LOGREP	Logistic Reporting System
M	
M&T	Movement and Transportation
MAT-2	Medical Analysis Tool - Version 2
MB	Military Budget
MBC	Military Budget Committee
MC	Military Committee
MEDCC	Medical Co-ordination Cell
MF	Military Function
MG	Ministerial Guidance
MHE	Materiel Handling Equipment
MILU	Multinational Integrated Logistic Unit
MIMU	Multinational Integrated Medical Unit
MJLC	Multinational Joint Logistic Centre
MLPC	Main Logistics Planning Conference
MMR	Minimum Military Requirement
MN DDP	Multinational Detailed Deployment Plan
MNLC(A)	Multinational Logistic Centre (Air)
MNLC(L)	Multinational Logistic Centre (Land)
MNLC(M)	Multinational Logistic Command (Maritime)
MNMF	Multinational Maritime Force
MOSES	Medical Operational Support Evaluation System
MOU	Memorandum of Understanding

MSA	Mutual Support Agreement (or Arrangement-UK)
MSA	Mission Subsistence Allowance
N	
NAC	North Atlantic Council
NACOSA	NATO CIS Operating and Support Agency
NADB	NATO Ammunition Database
NAMSA	NATO Maintenance and Supply Agency
NATO	North Atlantic Treaty Organisation
NC3A	NATO Consultation, Command and Control Agency
NDSS	NATO Depot & Support System
NFS	NATO Force Structure
NGO	Non-Governmental Organisation
NLSE	NAMSA Logistic Stock Exchange
NMA	NATO Military Authority
N-MCRL	NATO Master-Cross Reference List
NNTCN	Non-NATO Troop Contributing Nations
NPS	NATO Pipeline System
NPS	NATO Precautionary System
NPSM	NATO Precautionary System Manual
NSE	National Support Element
NSIP	NATO Security Investment Programme
O	
OLRC	Operations and Logistics Review Conference
O&M	Operation and Maintenance
OPCOM	Operational Command
OPCON	Operational Control
OPLAN	Operation Plan
OPP	Operational Planning Process
OSCE	Organisation for Security and Co-operation in Europe
P	
PARP	PfP Planning and review Process
PfP	Partnership for Peace
PMC	Personnel, Mail and Cargo
POL	Petroleum, Oil and Lubricants
Q	
R	
RACO	Regional Allied Contracting Office
RC	Regional Command/Commander
RPG	Regional Planning Guide (RC)
RS	Role Specialisation
RSN	Role Specialist Nation
RSOM	Reception, Staging and Onward Movement

S

SACEUR	Supreme Allied Commander Europe
SACLANT	Supreme Allied Commander Atlantic
SC	Strategic Command/Commander
SCEPC	Senior Civil Emergency Planning Committee
SFC	Single Fuel Concept
SHAPE	Supreme Headquarters Allied Powers Europe
SHARE	Stock Holding and Asset Requirements Exchange
SN	Sending Nation
SNLC	Senior NATO Logisticians' Conference
SOC	Strategic Operation Centre
SOFA	Status of Forces Agreement
SOR	Statement of Requirements
SPG	Stockpile Planning Guidance (SC)
SPG	Specific Planning Guide (JSRC)
SPOD	Sea Port of Debarkation
SRB	Senior Resource Board
STANAG	Standardisation Agreement (NATO)

T

TCN	Troop Contributing Nation
TFC	Theatre Financial Controller
TFHE	Tactical Fuel Handling Equipment
THOC	Theatre Head of Contracts
TOA	Transfer of Authority
TOE	Table of Organisation and Equipment
TOPFAS	Tool for Operational Planning, Force Activation and Simulation
TPLSS	Third Party Logistic Support Services

U

UN	United Nations
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GLOSSARY OF TERMS AND DEFINITIONS

allied joint operation

An operation carried out by forces of two or more NATO nations, in which elements of more than one service participate. (AJODWP 96)

combat service support

The support provided to combat forces, primarily in the fields of administration and logistics. (AAP-6 & MC 319/1)

combined joint operation

An operation carried out by two or more military forces of two or more allied nations acting together for the accomplishment of a single mission.

command

1. The authority vested in an individual of the armed forces for the direction, co-ordination, and control of military forces.
2. An order given by a commander; that is, the will of the commander expressed for the purpose of bringing about a particular action.
3. A unit, or units, an organisation, or an area under the command of one individual.
4. To dominate by a field of weapon fire or by observation from a superior position.
5. To exercise a command. "commander" (AAP-6)

co-ordinating authority

The authority granted to a commander or individual assigned responsibility for co-ordinating specific functions or activities involving forces of two or more countries or commands, or two or more services or two or more forces of the same service. He has the authority to require consultation between the agencies involved or their representatives, but does not have the authority to compel agreement. In case of disagreement between the agencies involved, he should attempt to obtain essential agreement by discussion. In the event he is unable to obtain essential agreement he shall refer the matter to the appropriate authority. (AAP-6 & MC 319/1)

cross-servicing

That servicing performed by one service or national element for other services or national elements and for which the other services or national elements may be charged. (AAP-6)

doctrine

Fundamental principles by which the military forces guide their actions in support of objectives. It is authoritative but requires judgement in application. (AAP-6)

enabling forces

National and multinational support forces necessary to facilitate the deployment and initial employment of combat forces.

force commander

A general term applied to a commander authorised to exercise an appropriate level of command authority or operational control over a force.

force surgeon - see “theatre surgeon”**host nation**

A nation which receives the forces and/or supplies of allied forces and organisations located on, operating in, or transiting through its territory. (MC 334/1)

host nation support

Civil and military assistance rendered in peace, emergencies, crisis and conflict by a Host Nation to allied forces and organisations which are located on, operating in or transiting through the Host Nation's territory. Arrangements concluded between the appropriate authorities of Host Nations and sending nations and/or NATO form the basis of such assistance. (MC334/1)

infrastructure engineering

The construction or repair of facilities for the support and control of operational forces.

interoperability

The ability of Alliance forces and, when appropriate, forces of Partner and other nations to train, exercise and operate effectively together in the execution of assigned missions and tasks. (AAP-6)

joint force commander

A general term applied to a commander (e.g. COMAJF) authorised to exercise command authority or operational control over a joint force.

lead nation

For logistics, when one nation assumes responsibility for procuring and providing a broad spectrum of logistic support for all or a part of the multinational force and/or headquarters. Compensation and/or reimbursement will then be subject to agreements between the parties involved. The lead nation may also assume the responsibility to co-ordinate logistics of other nations within its functional and regional area of responsibility. (MC 319/1)

logistics

The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, the aspects of military operations which deal with:

- a. design and development, acquisition, storage, transport, distribution, maintenance, evacuation and disposition of materiel;
- b. transport of personnel;
- c. acquisition, construction, maintenance, operation and disposition of facilities;
- d. acquisition or furnishing of services; and
- e. medical and health service support. (AAP-6 & MC 319/1)

maintenance

1. All action taken to retain materiel in or to restore it to a specific condition. It includes: inspection, testing, servicing, classification as to serviceability, repair, rebuilding, and reclamation.
2. All supply and repair action taken to keep a force in condition to carry out its mission. (AAP-6)

medical advisor

A medical officer (doctor) with wide medical, military and staff experience, assigned to a command HQs staff in order to ensure proper consultation on, and recognition of, all matters affecting medical operational planning and the forces' health. The Medical Advisor has at all times the right of direct access to the HQ Commander. Also see "Theatre Surgeon".

movement

Movement is the activity involved in the change in location of equipment, personnel or stocks as part of a military operation. Movement requires the supporting capabilities of mobility, transportation, infrastructure, movement control and support functions. (MC 319/1)

movement control

The planning, routing, scheduling and control of personnel and cargo movements over lines of communication. (AAP-6 & MC 319/1)

multinational forces

Forces of more than one nation under a NATO commander or non-NATO commander within a NATO-led operation. (MC 319/1)

multinational integrated logistic support

Two or more nations agree to provide logistic assets to a multinational logistic force under operational control of a NATO commander for the logistic support of a multinational force. (MC 319/1)

multinational integrated logistic unit (MILU)

A Multinational Integrated Logistic Unit (MILU) is formed when two or more Nations agree, under operational control (OPCON) of a NATO Commander, to provide logistic support to a multinational force.

multinational integrated medical unit (MIMU)

No official definition yet approved.

multinational joint logistic centre (MJLC)

A logistic staff developed to execute the Joint Force level plans and policies of the CJ4. It is a management and executive staff responsible for the execution of the logistic guidance and direction given by the Force Commanders headquarters. This is of particular importance when it is collocated with or integrated in a HQ in order to ensure a clear delineation of responsibilities.

multinational logistics

The overarching term for the different modes to logistically support operations other than purely national, such as Multinational Integrated Logistic Units, Role Specialisation and Lead Nation logistic support. (MC 319/1)

mutual support agreement (MSA)

A way of ensuring that nations involved in a NATO operation can support one another without the need to negotiate bi-lateral agreements with all other participating nations, or to face lengthy delays while higher level legal documents are exchanged. The two principles of theatre mutual support: (1) That no person or equipment belonging to a participating nation within a NATO led force shall be denied support from another participating nation, provided that the support is available and can be provided without unacceptable operational risk to the donor, and (2) That any participating nation whose personnel and equipment receive support from another shall make restitution, in cash or in kind, for the goods or services that they receive.

national logistic support

A nation takes full responsibility for procuring and providing logistic support to her forces. This support can be provided on a solely national basis and/or through bilateral or multilateral agreements with other nations, NATO or other organisations as appropriate. (MC 319/1)

national military authority

The government agency, such as a ministry of defence or service ministry, empowered to make decisions on military matters on behalf of its country. This authority may be delegated to a military or civilian group or individual at any level appropriate for dealing with allied commanders or their subordinates. (AAP-6)

national support element (NSE)

AJP-4(A)

Any national organisation or activity that supports national forces which are part of the NATO force. NSEs are OPCON to the national authorities, they are not normally part of the NATO force. Their mission is nation-specific support to units and common support that is retained by the nation. NSEs are asked to co-ordinate and co-operate with the NATO commander and the Host Nation. If the operational situation allows for a reduction, greater co-operation and centralisation of services among NSEs could produce significant savings.

operational control

The authority delegated to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks which are usually limited by function, time, or location; to deploy units concerned, and to retain or assign tactical control of those units. It does not include authority to assign separate employment of components of the units concerned. Neither does it, of itself, include administrative or logistic control. (AAP-6 & MC 319/1)

operation order

A directive, usually formal, issued by a commander to subordinate commanders for the purpose of effecting the co-ordinated execution of an operation. (AAP-6)

operation plan

A plan for a single or series of connected operations to be carried out simultaneously or in succession. It is usually based upon stated assumptions and is the form of directive employed by higher authority to permit subordinate commanders to prepare supporting plans and orders. The designation 'plan' is usually used instead of 'order' in preparing for operations well in advance. An operation plan may be put into effect at a prescribed time, or on signal, and then becomes the operation order. (AAP-6)

property accounting

Process to ensure that accountability and responsibility are formally delegated to responsible persons and that they maintain a verifiable record of all transactions involving NATO equipment and property. For CIS equipment the ADP tool is MRCS module of NDSS that is in use in the RC CIS Depots. For the deployed forces, the ADP tool is DFPAD, portable version of MRCS. Both can be used for any type of equipment.

reallocation

The provision of logistic resources by the military forces of one nation from those deemed "made available" under the terms incorporated in appropriate NATO documents, to the military forces of another nation or nations as directed by the appropriate military authority. (AAP-6 & MC 319/1)

redistribution

The utilisation of logistic resources after Transfer of Authority (TOA) necessary for the fulfilment of the commander's combat missions. The logistic resources are designated in peacetime and will become assigned to the NATO commander in crisis and conflict. (Note: The definitive source addressing "Redistribution" is MC 319/1.) (MC 319/1)

resupply

The act of replenishing stocks in order to maintain required levels of supply. (AAP-6 & MC 319/1)

role specialisation

One nation assumes the responsibility for procuring a particular class of supply or service for all or a part of the multinational force. Compensation and/or reimbursement will then be subject to agreements between the parties involved. (MC 319/1)

sending nation

A nation deploying its forces, supplies and/or national components of multinational forces and requesting the use of Host Nation logistic and other support during transit through or employment on the Host Nation's territory. (MC 334/1)

support

The action of a force, or portion thereof, which aids, protects, complements, or sustains any other force. (AAP-6)

STANAG

The record of an agreement among several or all the member nations to adopt like or similar military equipment, ammunition, supplies and stores; and operational, logistic, and administrative procedures. National acceptance of a NATO allied publication issued by the Military Agency for Standardisation (MAS) may be recorded as a Standardisation Agreement (STANAG). (AAP-6)

standardisation

Within NATO, the process of developing concepts, doctrines, procedures and designs to achieve and maintain the most effective levels of compatibility, interoperability, interchangeability and commonality in the fields of operations, administration and materiel. (AAP-6)

strategic mobility

The capability to move forces and their associated logistic support quickly and effectively over long distances. This can be between theatres (inter-theatre), between regions (inter-region), or beyond NATO's AOR. (MC 319/1)

sustainability

The ability of a force to maintain the necessary level of combat power for the duration required to achieve its objectives. (AAP-6 & MC 319/1)

theatre surgeon (synonymous with force surgeon)

AJP-4(A)

A medical officer assigned as Medical Advisor to the Joint Force Commander. In addition to his responsibility and capacity as a Medical Advisor, he sets the medical policy for the operation, provides medical input to operational and logistic planning, gives technical directions to the MEDCC and supervise/co-ordinates medical issues throughout the JOA.

transportation

The means of conveyance to move forces, equipment, personnel and stocks, including the requisite materials handling equipment. (MC 319/1)

troop contributing nation

In this document, the term Troop Contributing Nation is used for nations contributing troops/forces to an operation.

REFERENCE PUBLICATIONS

C-M(2001)44	NATO Policy for Co-operation in Logistics
MC 55/3	Readiness and Sustainability Factors
MC 94/3	NATO Military Exercises
MC 161	The General Intelligence Estimate
MC 288	Military Input to Ministerial Guidance
MC 299	MC Guidance for Defence Planning
MC 317/1 (MD)	The NATO Force Structures
MC 319/1	NATO Principles and Policies for Logistics
MC 326/1	Medical Support, Precepts and Guidance for NATO
MC 327/2	NATO Military Policy for Non-Article 5 Crisis Response Operations
MC 328/1	NATO's Military Co-operation Guidance
MC 334/1	NATO Principles and Policies for HNS Planning
MC 336/2	NATO Principles and Policies for Movement and Transportation
MC 343	NATO Military Assistance to International Disaster Relief Operations
MC 389/1	Military Committee Policy on NATO's Combined Joint Task Force (CJTF) Capability
MC 400/2	Military Implementation of the Alliance's Strategic Concept
AAP-6	NATO Glossary of Terms and Definitions
AAP-15	NATO Glossary of Abbreviations
NATO	Logistics Handbook
NATO	Precautionary System (NPS) Manual
AJP-01	Allied Joint Doctrine
AJP-3	Allied Joint Operations
AJP-4.4	Allied Joint Movement and Transportation Doctrine
AJP-4.5	Allied Joint Host Nation Support Doctrine and Procedures
AJP-4.6	Multinational Joint Logistic Centre Doctrine
AJP-4.10	Allied Joint Medical Support Doctrine
ALP-4.1	Multinational Maritime Force (MNMF) Logistics (formerly ALP-11)
ALP-4.2	Land Forces Logistic Doctrine (formerly ALP-9(C))
ALP-4.3	Air Forces Logistic Doctrine (formerly ALP-13)
Bi-SC	Concept for Implementation of the Military Aspects of PfP
Bi-SC	Functional Planning Guide Logistics (FPGL)
Bi-SC	Guidelines for Operational Planning (GOP)
Bi-SC	Reporting Directive 80-3, Volume V - Logistic Reports
ACLANT	Infrastructure Manual
ACLANT	Maritime Medical Planning Guidance for NATO (MMPG)
AD 60-70	Procurement of Military Budget Funded Property and Services
AD 60-80	Property Accounting and Control
AD 80-53	ACE Directive Aircraft Cross-servicing Programme
AD 85-6	Organisation and SOP of the ACE Logistic Co-ordination Centre
AD 85-8	ACE Medical Support Principles, Policies and Planning Parameters
Bi-SC	Stockpile Planning Guidance (Bi-SC SPG)
UN OSM	United Nation's Operation Support Manual