**Joint Task Force Headquarters Standard Operating Procedure**

# 407
# Sustainment

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## References:

A MC 526 Logistic support concept for NRF operations
B Bi-SC 85-1 - Capability Package Directive
C AJP 4 Series
D AD 80-96 – NATO Response force
E Interim concept JFC deployed as JTF HQ

## Content:



## Amendment Record:

| Serial | Amendment Number | Date |
|---|---|---|

## Related SOP:

| | |
|---|---|
| 401 | J1 |
| 409 | CIS |
| 411 | Engineer Support |
| 413 | Medical Support |
| 415 | Financial Operations |

## INTRODUCTION

1. **Purpose**. The purpose of this SOP is to describe the procedures for Logistics Sustainment. It outlines the definitions, quantifies the requirements, describes the sustainability statement for the provision of supplies, maintenance, and services. It also identifies the best working practices.

2. **Scope**. This SOP applies to J4 tasks and responsibilities within the Headquarters Allied Joint Force Command (HQ JFC) including the tasks and responsibilities when it is deployed as Joint Task Force Headquarters (JTF HQ). The role of J4 is to act as the single interface or single control point for the management and operational direction for any logistic issue in support of the mission.

## PROCEDURE

3. **Concept**. The J4 Division is responsible to the DCOS Support for the operational-level alliance logistics requirements for the HQ JFC and assigned Areas of Operation (AOO). The Division is responsible for all logistic operations supporting NATO Article 5 and non-Article 5 operations, including logistic services, fuel operations, logistic information systems; logistic plans, policies, concepts, doctrine, exercises and training, host nation support planning and coordination; and movement and transportation. Critical to any operation is sustainment and this SOP provides an overview.

6. **Description**.

a. **Sustainability**. This is the ability of a force to maintain the necessary level of combat power for the duration required to achieve its objectives. Hence, its objective is to achieve the maximum sustained combat effectiveness.

b. **Sustainment**. This is the process and mechanism by which sustainability is achieved and which consists of supplying a force with consumables and replacing combat losses and non-combat attrition of equipment in order to maintain the force's combat power for the duration required to meet its objectives.

c. **Logistic Culminating Point**. Logistics determines the operational reach of combat forces. This is the distance over which military power can be concentrated and employed decisively and is defined by the size of combat forces, depth of the operation and speed of advance relative to the enemy centre of gravity. The point where the operational reach can no longer be sustained is the logistic culmination point (or breaking point) of the campaign. Synchronisation between logistics and combat operations will ensure the availability of resources in time and space to prevent culmination.

d. **Logistic Responsiveness**. This is the balance between quantity of supplies and time taken to deliver, noting that:

(1) Over-responsiveness will produce a surplus of logistic resources and this is a burden to the front line units and the supply chain.

(2) Under-responsiveness occurs when the actual logistic response is either too little or too late relative to the demand.

Maintaining this balance ensures agility and flexibility in military operations.

e. **Asset visibility**. The Recognised Logistic Picture is enhanced through Asset Visibility and Asset Tracking and is an enabler which provides additional flexibility to the Commander.

## QUANTIFYING THE REQUIREMENT

7. To deduce the logistic requirement, four fundamental questions need to be addressed:

a. Distance. Distance requires consideration of the strategic and intra-theatre LOCs. Their length, capacity and topography will determine the size, shape, structure and balance of resources committed to it. It will also affect the regeneration loop, time in transit and the requirement for possible forward bases or intermediate staging posts.

b. Destination. Destination sets the overall environment in which the operation is to take place. The environment determines the conditions for the pattern of consumption.

c. Demand. Demand does not only reflect the consumption or usage of materiel but also the pattern, rate of change and variability. Demand stems directly from the commander's intent and is comprised of three elements: steady state (consumption with little variation; i.e. consumption of rations), cyclical demand (predictable consumption over and above steady state; i.e. seasonal conditions) and surge demand which is driven by the pattern of operations and is the least easy to predict and most susceptible to variation. This demands a highly responsive system with sufficient reserves or rapid delivery system with the ability to switch priorities quickly.

d. Duration. Duration/rate of demand will determine the overall volume or scale of the logistic support required as well as defining the necessary robustness of the logistic support plan. Duration will also determine preparation time.

## SUSTAINABILITY STATEMENT (SUSTAT)

8. The more accurately the demand can be quantified, the more economic, effective and efficient the system will be. The overarching SUSTAT in Annex B to this chapter provides the Commander's direction and guidance to staff planners as well as defining the required level of resources for an operation. The final OPLAN for any operation will contain the SUSTAT as part of Annex R. It includes the following information:

a. Theatre climatic, environmental, topographical and human factors that influence logistic requirements.

b. The mission essential equipment and availability requirements.

c. The level of sustainment required in theatre and the staggered distribution at all logistic levels/lines of support.

d. The expected duration of the operation.

e. The predicted attrition rates for equipment.

f. The effects of the intensity of the operation on sustainment.

9. To ensure logistic responsiveness, the scope and quantity of resources must be defined. This will provide the initial agility and flexibility in operations whilst assuring continued resupply. It was recognised that the former requirement for all forces to deploy with 30 days of supply (distributed over the two sustainment categories, see below paragraph) was unnecessary and an unrealistic aspiration. Therefore, initial deployment sustainment stock requirements will be determined on a case by case basis through collaborative planning with the troop contributing nations, but it should be at least 3 DOS. For NRF, JFCBS recommend the TCNs to plan for 7 DOS as initial deployment stocks.

10. **Sustainment categories**

a. **Accompanying Supplies (AS)**. Units will deploy with AS to sustain a predetermined number of days of operations as directed by COM HQ JFC. AS are to be deployed simultaneously with the units. These supplies will include 1st and 2nd line of logistic sustainment and are in general embedded in the manoeuvre elements of the Force. Whenever it is not possible to hold the required DOS as AS in the 1st and 2nd line of logistics, the missing part is to be kept available on short notice in the respective NSE but is considered to be an integral part of the unit.

b. **The Basic Load[1] (BL)** This will be embedded in the AS at unit level and represents normally 1 to 3 DOS. They are to be embedded in the combat formations.

c. **Follow-On-Supplies (FOS)**. FOS are required to meet the total predetermined self-sustainability for operations. A proportion of these

[1] Basic Load: The quantity of supplies required on hand which can be moved by a unit or formation. It is calculated according to the CE of the unit or formation and maintained at the prescribed levels.

can be in the chain of supply and will be moved into theatre in accordance with the Commander's Desired Order of Arrival (DOA) based on the operational circumstances, although sufficient stocks must be maintained at the 3rd line as an operational reserve to ensure the sustainability of the units. The FOS will be coordinated by the JLSG HQ.

d. **Operational Reserve**. Any stocks held in the JLSA will be considered as an Operational Reserve for the Force. Where possible these reserves are to be compiled based upon in-theatre arrangements such as HNS, Contractor Support to Operations (CSO) and In Country Resources (ICR).

11. **Provision of Supplies and Replenishment**.

a. **Provision of Supplies**. The provision of the AS is the responsibility of respective TCNs. FOS are the responsibility of the TCNs or, when applicable, the LRSN/LLN/Contractors within the JLSG. Locally procured supplies are mainly provided under centralised contracts and Basic Ordering Agreements (BOA) negotiated through the JLSG HQ or NSPA and will be provided through negotiated MOUs and TAs between JLSG HQ or LLN/RSN and demanding Nations, or a Sales Agreement (SA), complemented by an Implementing Arrangement (IA), between NSPA and demanding nations. Non common user spare parts or specific services which cannot be delivered through multinational and/or joint arrangements will remain the responsibility of NSEs. Provision of supplies and services to deployed CC HQs is the responsibility of their HQ Support Group and will be subject to same MOUs and TAs or SA and IA.

b. **Replenishment.** The combat/operational units must be replenished at an appropriate rate in order to maintain front line reserves. Routine procedures for replenishment in order to meet predicted consumption will be provided from the Operational Level Reserve in the JLSA as defined in the SUSTAT. Maritime replenishment is a matter for the MCC from stocks held in the Task Force. Possible sources for resupply at the operational logistic level should include LRSN/LLN, HNS, ICR or CSO as appropriate. FOS will be coordinated into theatre by the JLSG HQ in accordance with CCs requirements.

c. **NSPA's BCI.** For NRF operations, the use of NSPA BCIs is planned from the outset and the JLSG HQ will coordinate this process where no LLN/RSN exists for Classes of Supply.

12. **Sustainment Flow**. FOS will be pulled into the JLSA as part of the logistic build up plan to meet the requisite stock levels. From the JLSA, supplies will be pushed to the second level on demand using JLSG/NSE resources. At this level the supplies can either be pushed or pulled forward to the first level depending on the operational requirement and availability of

organic transport resources and national regulations. If there are no 2nd line logistics at component level, level 2 stocks will normally be held at NSE or as exemption at unit level. JLSG will also consider, within means and capabilities, to distribute the supplies to the 1st level. If this is not possible, NSEs are responsible to distribute the supplies from the TLB to the unit. The concept for sustainment flow is sufficiently flexible to allow resource sharing between components and units to ensure maximum efficiency and a minimum logistic footprint.

13. **Maintenance, Repair and Recovery**. Maintenance and repair activities, the provision of spare parts, and recovery remain a national responsibility. Because of the varied vehicles and equipment Park within the Force, generic multinational agreements do not fit. However, nations are encouraged to establish bi- or multi-lateral agreements where equipment compatibility allows. Intra-Theatre recovery transport and resupply chains can also provide ideal opportunities for multinational solutions. Maintenance functions above Level 3 are to be conducted by Nations and preferably outside the JOA. In times of limited defense expenditure, the effective management of both the civil and the military resources capable of supporting forces will be essential. Efforts should be made to maximize the availability of civil resources, and an appropriate balance must be struck between military self-sustainability and supplementary provision from the civil sector. Dual use will generally offer possibilities for cost-effective supply and maintenance support.

14. **Services**. The following services are also under the span of sustainment:

a. **Contracting**. Theatre contracting requirements will be co-ordinated by the JLSG HQ. Basic Contractual Instruments (BCI) / Basic Ordering Agreements (BOA) have the potential to simplify theatre contracting and reduce costs to the Nations. The JLSG HQ will coordinate this process where no LLN/RSN exists for Classes of Supply.

b. **Maps and Charts**. Nations to provide as required, supplemented by other alternatives if available/arranged in theatre.

c. **Laundry/Bath**. Nations to provide, supplemented by joint alternatives if available/arranged in theatre. BCI in place and can be implemented.

d. **Latrines**. Nations to provide supplemented by other alternatives if available/arranged in theatre. BCI in place and can be implemented.

e. **Mortuary**. Nations to provide supplemented by other alternatives if available/arranged in theatre. BCI in place and can be implemented.

f. **Infrastructure Facilities (including Accommodation)**. Facilities at operating and staging area locations may be available

through HN or commercial contract. Non-forecasted requirements will be co-ordinated by in-place early arrival/advance party logistic staff. BCI in place and can be implemented.

g. **Customs**. In accordance with Status of Forces Agreement (SOFA).

h. **MWR (Morale, Welfare and Recreation)**. National responsibility.

i. **Labour Support Services**. Requirements will be co-ordinated by in-place early arrival/advance party logistic staff. This service can be provided through existing BCI.

j. **Waste Management**.

(1) It is a national responsibility to collect and dispose of toxic waste, including used oils and medical supplies by local contract supplemented by other alternatives if available/arranged in theatre. As a minimum, units must deploy with secure containers to collect toxic waste and hazardous material for appropriate disposal. A regular collection for non toxic waste (refuse) is also required. Maritime assets are to comply with all MARPOL requirements. BCI is in place and can be implemented.

(2) Waste management is a logistic task for which the regulations in principle have to be part of the MOU between the HN and the NRF forces. If adequate disposal facilities are available in the HN, the waste should be disposed of in the HN[2]. Transboundary movements must be effected in compliance with the Basel Convention and the respective applicable national and international rules/laws of the HN, transit states and the country of import. MOUs with the HN for waste from countries of deployment and transit states must be signed as early as possible.

(3) Following conditions have to be respected:

(a) The HN laws will always be respected, if not otherwise agreed.
(b) According to the “proximity principle” legally compliant waste disposal must take place as close as possible to the location where the waste originated. This is particularly intended to minimize the risks associated with waste transport.

(4) Responsibilities:

(a) The JHQ commander is responsible for:
i. The coordination of overarching aspects of waste disposal, like for example corresponding agreements with the HN.

[2] The handling of medical and/or clinical waste may require special procedures and regulations in cooperation with medical experts.

ii. The preparation and issuance of overarching waste disposal directives.

(b) The CCs are responsible for the preparation and issuance of waste disposal directives for the CC subordinated units.

(c) The Lead Nation (if any) is responsible for[3]:
i. The provision of disposal capacities to the TCNs in its area of responsibility to the extent possible in view of the local conditions and its own capabilities.
ii. In coordination with the NRF commander and the TCNs, the development of the waste management plan.

(d) The TCNs are responsible for:
i. The correct management of wastes produced by their own armed forces and must promote, wherever possible, the reduction and recycling of wastes in advance of final disposal.
ii. The compliance with the waste management plan by their troops.

**WORKING PRACTICES/BATTLE RHYTHM**

15. **Information Management**. J4 information management is undertaken as follows:

a. **LOGFAS**: LOP will utilise the Logistic Functional Area Software (LOGFAS) for logistic reporting (LOGREP) and Movement and Transportation planning. Precise use will depend on the available network connectivity and more detailed instructions will be published on a case by case basis.

16. **Reach-Back**. As required any deployed J4 elements will reach back to HQ JFC for staff support. This could be either formally, through the Request for Information (RFI) process, or informally by e-mail or telephone. All communications will be handled in accordance with the relevant SOP.

17. **Supporting documents**. Execution of the above sustainment responsibilities is to be detailed in the Logistics and M&T Annexes to the respective OPLAN. In addition to the main OPLAN Annexes the following will be completed as required:

(a) Reports: Provision of timely and accurate reports provides critical support to the decision making process. Reports will normally be issued on regular basis in accordance with the respective OPLAN

[3] If there is no Lead Nation available, the responsibilities mentioned above could be assumed by the JLSG HQ, or if not, they will fall back to the TCNs.

requirements. Incident reports are to be processed through Joint Operation Centre (JOC).

(b) Orders/Fragmentary Orders (FRAGOs): J4 contributes on FRAGOs preparation by J35, with regards to the logistics functional area. Whenever is necessary, J4 will prepare and coordinate relevant FRAGOs. The release authority can be delegated by Commander when needed