NATO STANDARD

AAP-47

ALLIED JOINT
DOCTRINE DEVELOPMENT

Edition C Version 1

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NORTH ATLANTIC TREATY ORGANIZATION

ALLIED ADMINISTRATIVE PUBLICATION

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NORTH ATLANTIC TREATY ORGANIZATION (NATO)

NATO STANDARDIZATION OFFICE (NSO)

NATO LETTER OF PROMULGATION

19 February 2019

1.   The enclosed Allied administrative publication, AAP-47, Edition C, Version 1, ALLIED JOINT DOCTRINE DEVELOPMENT, which has been approved by the NATO member states in the Military Committee Joint Standardization Board is promulgated herewith.

2.   AAP-47, Edition C, Version 1, is effective upon receipt and supersedes AAP-47, Edition B, Version 1, which should be destroyed in accordance with local procedures for the destruction of documents.

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4.   This publication shall be handled in accordance with C-M(2002)60.

Zoltán GULYÁS
Brigadier General HUN(AF)
Director, NATO Standardization Office

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Summary of changes

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Preface

Context

1.   Allied forces require clearly understood and widely accepted joint doctrine to plan, execute, assess and sustain operations. As NATO transforms its capabilities to meet evolving security challenges, the Alliance must adapt its joint doctrine accordingly.

2.   The Military Committee is the tasking authority for operational standardization, including Allied joint doctrine. The Military Committee requires that its subordinate bodies develop NATO operational standards for doctrine and any related functions. The Military Committee Joint Standardization Board (MCJSB) is the delegated tasking authority (DTA) for all Allied joint publications (AJPs). In this role, the MCJSB will task, approve and provide guidance for the development/revision of AJPs. If there is a working group under another DTA that is responsible developing an AJP, the MCJSB shall ensure proper coordination with the DTA before tasking the working group. For example, AJP-3.1 and the Military Committee Maritime Standardization Board/Maritime Operations Working Group. To ensure consistency across all AJPs, the MCJSB is required to ensure vertical and horizontal harmonization with other DTAs. This is particularly important for AJPs with medical and logistics content where the subject matter expertise may reside outside the Military Committee (for example, the AJP-4 series).

3.   The Supreme Allied Commander Transformation is the Military Committee's lead agent for identifying and prioritizing interoperability goals, supported by the Supreme Allied Commander Europe. Allied doctrine is a key means to achieve those goals. Allied Administrative Publication (AAP)-47, *Allied Joint Doctrine Development* describes the Allied joint doctrine development process. The process is facilitated through the Allied Joint Doctrine Campaign Plan (AJDCP) managed by Allied Command Transformation (ACT) on behalf of the MCJSB. The Allied Joint Operations Doctrine (AJOD) Working Group (WG) uses the AJDCP as a tool to manage the processes for developing doctrine and recommends priorities of efforts for working groups, custodians, governance bodies and other entities involved in developing Allied joint doctrine. The AJDCP captures the structured approach to harness lessons and provide informed doctrine as the foundation to educate, exercise, train and operate.

Scope

4.   AAP-47 describes how NATO develops operational-level Allied joint doctrine covered in AJPs. The Allied joint doctrine development process outlined in this AAP describes the roles and responsibilities, and provides detailed guidance for developing, staffing, maintaining, revising and cancelling AJPs. Allied doctrine not covered in AJPs (level-3 doctrine) is not strictly within the remit of this publication, but custodians can use this publication as guidance. Chapter 1, Section 5 does, however, offer some guidance to give coherence among Allied publications.

Purpose

5.   This publication provides guidance to those involved in developing AJPs. All AJPs must be developed in accordance with the procedures outlined in this publication. If this is not the case then the new AJP concerned will not enter ratification.

Application

6.   The guidance in AAP-47 is applicable to those involved in developing and contributing to Allied joint doctrine development, including but not limited to:

- NATO member states;

- Allied Command Operations (ACO) and ACT;

- International Military Staff (IMS), International Staff;

- NATO military bodies;

- Military Committee standardization boards, and subordinate working groups and panels;

- NATO accredited centres of excellence and NATO education and training facilities (NETF);

- the NATO Standardization Office (NSO);

- partner nations; and

- AJP custodians.

7.   Allied joint doctrine becomes an operational standard upon promulgation. The development of doctrine under AAP-47 is similar to the equivalent processes in AAP-03 but the doctrine proposals and reviews undergo a more thorough assessment by ACT. Doctrine proposals are screened by the AJOD WG prior to being approved by the MCJSB as part of the AJDCP. The AJDCP will drive the revision process and synchronize all Allied joint doctrine development accordingly. There will be no revision of documents without an approved doctrine task. This will ensure consistency with the AJDCP. AAP-03 processes are followed for ratification and promulgation of Allied joint doctrine.

Structure

8.   This publication consists of two chapters and a series of supporting annexes. Chapter 1 provides the background necessary to understand the Allied joint doctrine development process. Chapter 2 details the AJP development process. To illustrate best practice for the doctrine development community, this publication has been formatted in the style of an AJP.

Linkages

9.   AAP-47(C) is based on the policy set in Reference L, *Final Decision on 0020/11, MC Policy for Military Operational Standardization* and is complementary to Reference A, AAP-03, *Directive for the Production, Maintenance and Management of NATO Standardization Documents*. The latter links Allied joint doctrine development with NATO standardization process*.*

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Chapter 1 – Fundamentals

Section 1 – Allied joint doctrine

1.1   NATO defines doctrine as: 'fundamental principles by which the military forces guide their actions in support of objectives. It is authoritative but requires judgement in application.' Doctrine enhances the operational effectiveness of the Alliance by providing authoritative guidance relevant to preparing and employing military forces. Doctrine promotes a common perspective from which to plan, train and conduct operations and represents what is taught, believed and advocated as best practice. Doctrine provides insights gained from lessons learned and employing the military instrument of power on operations and exercises to achieve Alliance objectives. Allied joint doctrine provides a common framework to help commanders and their staffs think, plan and operate. Whilst it focuses on the operational level, it also has utility at the strategic and tactical levels.

1.2   Allied joint doctrine enhances the interoperability of Alliance forces, and fosters initiative, creativity and conditions enabling commanders to adapt to varying and evolving circumstances. Doctrine focuses on **how** not **what** to think. Allied joint doctrine should therefore be sufficiently definitive to guide operations and versatile enough to accommodate a wide variety of situations. Whereas Allied joint doctrine provides a common way for Alliance forces to think, understand and operate, this publication provides the methodology to develop and present such doctrine. In doing so, it provides detailed guidance to standardize the Allied joint doctrine development process.

1.3   Allied joint doctrine is one of several factors that contributes to developing interoperable joint forces. Lessons obtained from operations and exercises contribute to the body of knowledge that informs NATO policy which, in turn, provides the basis for developing NATO's future capability needs. Figure 1.1 shows this cyclical relationship, which is known as the joint force development cycle. Allied joint doctrine is an important element of 'capabilities' component within this cycle,[2] and Figure 1.1 also shows that Allied joint doctrine gains input from knowledge, readiness, exercises and operations. Allied joint doctrine must, therefore, be based on:

- extant capabilities;
- current force structures;
- equipment;
- NATO operational concepts;
- exercises and lessons learned; and
- principles and operational considerations of joint and multinational operations.

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[2] Capability solutions are a combination of several lines of development: doctrine, organization, training, materiel, leadership development, personnel, facilities and interoperability.
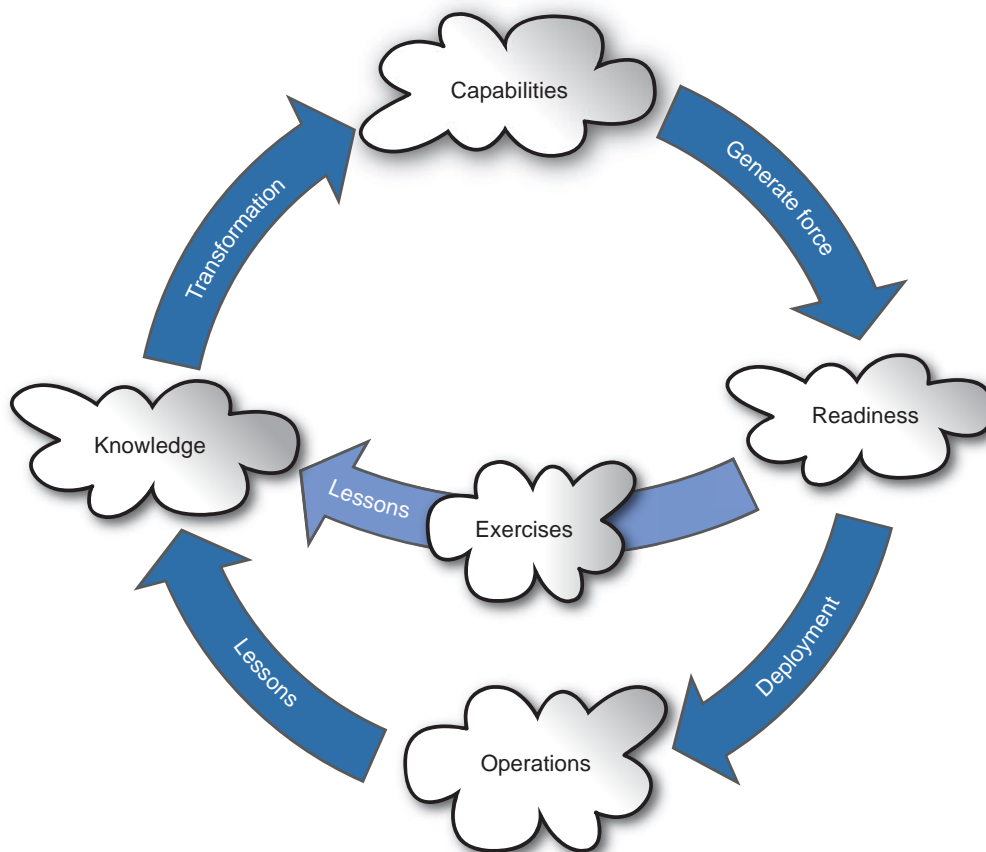
Figure 1.1 – Joint force development cycle

Terms

1.4   Reference L, *Final Decision on MC 0020/11 Military Committee Policy for Military Operational Standardization*, includes the terms 'Allied joint operational doctrine' and 'Allied joint doctrine', which are essentially synonymous along with the terms 'joint doctrine' and 'Allied joint doctrine'. They all refer to doctrine focused at the operational level. This kind of doctrine refers solely to Allied joint publications (AJPs) – all others will be simply referred to as Allied publications, for example, Allied tactical publications. While this publication may be used to develop all Allied publications, the focus of Allied Administrative Publication (AAP)-47 is on the development of AJPs.

Section 2 – The relationships between Allied joint doctrine and other factors

1.5 Strategy, policy, capabilities, NATO concepts, training, lessons learned and doctrine are related, but separate, factors. It is important to understand their relationships to doctrine.

Strategy and doctrine

1.6 Allied joint doctrine improves the interoperability of NATO forces by linking 'ends' (what must be accomplished), 'ways' (how) for joint forces to achieve military strategic and operational objectives, and the 'means' (capabilities) to do it. Joint doctrine also provides information relating to the core competencies of military forces to civilian leaders charged with developing NATO security strategy. Allied joint doctrine developers must ensure that NATO's current strategic guidance and context is clearly and accurately conveyed in all doctrinal publications.

Policy and doctrine

1.7 Policy is a directive; it states what is to be done and what is not to be done.[3] Policy assigns tasks, prescribes desired capabilities and provides direction to enable Alliance forces to understand their assigned roles. Policy also often defines political objectives.

1.8 It is important that both policy and doctrine staffs are aware of the issues and efforts of each other. Doctrine developers must ensure that while developing emerging doctrine, they remain consistent with policy. This does not mean that policy should be quoted verbatim in doctrinal publications, or that doctrine developments cannot influence policy. Policy guides doctrine development by providing directives for operations, assigning tasks and roles, and prescribing capabilities. By closely coordinating efforts, policy and doctrine developers ensure that the relationship between NATO policy and military doctrine is harmonized and mutually supportive.

Capability and doctrine

1.9 The NATO defence planning process (NDPP) is the primary means to identify the required capabilities for operations. The aim of this process is to provide a framework within which national and Alliance defence planning activities can be harmonized to meet agreed goals in the most effective way. It should facilitate timely identification, development and delivery of the necessary range of forces that are interoperable and adequately prepared, equipped, trained and supported.

1.10 Capability gaps are mitigated by any combination of doctrine, organization, training, materiel, leadership development, personnel, facilities and interoperability solutions. NATO looks to fill identified capability gaps with materiel (new acquisition programs) and non-materiel (doctrinal, training and education) solutions. Changes to (or development of) Allied joint doctrine in response to a validated capability gap must be timely and relevant as doctrinal

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[3] Policy here refers to both NATO policy and NATO strategic concepts. See the lexicon for the NATO Agreed definition.

changes often lead to changes in other areas such as personnel, training and education, and equipment.

NATO concepts and doctrine

1.11   Doctrine needs to adjust to changes in operational capabilities and methods. The need for new or updated doctrine may also result from approved NATO concepts coming from the NATO concept development and experimentation process. This process uses planned experimentation and concept development to provide new ideas and insights to foster continuous innovation. Any capability gap being addressed by the doctrine shall be specified in the preface of the doctrine to add clarity to the lessons learned process.

1.12   To avoid confusion about how NATO uses the term 'concept'[4] and its impact on doctrine, this publication makes a distinction between a strategic concept and an operational concept. It is important for those involved in developing doctrine to understand the difference.

> a.   **Strategic concepts** contain high-level politico-military assessments, objectives and guidance. Such concepts encompass broad strategy, on which operations are based, or provide a vision for the Alliance for the mid- to long-term future. These concepts shall be approved at the senior committee level or at the North Atlantic Council level. Such concepts can affect doctrine, as would a new policy or strategy. Data fusion will produce a doctrine task that provides guidance to the custodian about the level at which these concepts will be incorporated in the doctrine.

> b.   **Operational concepts** are proposed solutions to operational- or tactical-level problems. These concepts will be validated first through the normal concept development and experimentation process before considering the need to develop supporting doctrine.

Training and doctrine

1.13   Allied joint doctrine provides a foundation for joint training, education and exercises. By describing fundamental principles, Allied joint doctrine creates a common baseline that assists commanders and their staffs to develop standards for conducting joint training and exercises. When it is necessary to introduce experimentation into joint training exercises (for example, for the purpose of validating an operational concept), exercise participants must understand that any deviation from established doctrine is solely for the purpose of experimentation. It does not indicate that permanent changes to doctrine and procedures are required. Doctrine developers need to be aware that lessons identified from such training exercises (and experimentation), if validated, can result in either new doctrine or a revision/change to existing doctrine.

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[4] See lexicon for the NATO Agreed definition.

Lessons learned and doctrine

1.14   Observations, lessons identified, best practices and lessons learned from operations, exercises and training can have a significant influence on doctrine development. Feedback from exercises and operations provides doctrine developers with tested, and often proven, justification for revising existing methodology or practice to improve future performance. Lessons are drawn from recent and current operations, exercises, threat appraisals and relevant historical examples. Reviewing and validating lessons identified and best practices from operations provides knowledge from which to judge what does, and does not, work. Its relationship with doctrine ensures that AJPs remain current and relevant. Lessons identified are considered as a starting point for a request for feedback (RFF), to verify if others have experienced the same lessons, and should be included in the data fusion process.

1.15   Interaction with the NATO lessons learned community is therefore essential for developing doctrine. Such interaction, and implementation of any recommended remedial action, including identification of doctrine voids and potential doctrine proposals, also ensures that Allied joint doctrine is responsive to the demands of current and future operating environments.

Relationship with lessons learned

NATO Command Structure. Elements of the NATO Command Structure and NATO force structure should inform Allied Command Transformation (ACT) when lessons identified concerning doctrine are submitted to the NATO lessons learned portal.[5]

ACT governs the lesson learned process,[6] supported by the Joint Warfare Centre (JWC) and Joint Analysis and Lessons Learned Centre (JALLC).

> a.   **Joint Warfare Centre.** Upon ACT request, prior to any doctrine proposal/review, the JWC will raise a report on doctrine lessons identified, captured during the planning and execution phases of the operational-level exercises they host. The Centre also validates new doctrine.

> b.   **The Joint Analysis and Lessons Learned Centre.** When requested by ACT prior to any doctrine initiation or review the JALLC will provide relevant analysis of operational lessons. ACT includes these reports with the RFF and ensure this information is in the data fusion assessments.

Allied Command Operations (ACO) and subordinate commands are required to submit lessons relevant to specific publications or disciplines in a standard NATO lessons learned process and ahead of data fusion to inform the RFF for doctrine reviews.

NATO accredited centres of excellence and NATO education and training facilities. Upon ACT request, prior to any doctrine initiation or review, NATO accredited centres of excellences (COEs) and NATO education and training facilities (NETFs) should provide relevant lessons to the NATO Lessons Learned Portal database.

NATO member states should also notify ACT when they submit doctrinally relevant lessons to the database and should use the RFF process ahead of data fusion to provide lessons relevant to a specific publication.

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[5] For more information see https://nllp.jallc.nato.int (NATO Unclassified and NSWAN).

[6] In accordance with Lessons Learned Policy PO(2011)0293-AS1, Bi-SC Directive 80-006, and NATO Lessons Learned Optimization Action Plan.

Section 3 – Allied joint doctrine development and approval

1.16   While all NATO personnel involved in operations should understand Allied joint doctrine and should contribute to the improvement of these publications by applying the NATO Lessons Learned Policy, the following NATO entities have a specific role. Those involved in developing doctrine should be aware of the role these NATO entities have in the Allied joint doctrine development process.

1.17   **Allied Command Transformation.** ACT plays an essential role in Allied joint doctrine development. In particular, ACT carries out the following functions.

a.   Provides a full-time chair for the Allied Joint Operations Doctrine (AJOD) Working Group (WG) and its Doctrine Support Panel.

b.   Provides support for exercise assessment and validation of joint doctrine through its subordinate commands (JWC, JALLC, Joint Force Training Centre (JFTC)).

c.   In collaboration with NATO accredited COEs and NETFs, ensures that expertise, knowledge and resources from these NATO entitles are made available to support doctrine development efforts. This includes custodial duties for several of the AJPs.

d.   Provides advice to the NATO Standardization Office (NSO) as required on doctrine development coherence issues.

e.   Liaises with staff in ACT, ACO, NATO Headquarters and other NATO Command Structure entities as required to resolve doctrine issues.

f.   Provides support for Allied joint doctrine development through its Doctrine Coherence Section, which includes the following.

(1)   Compiles and manages the Allied Joint Doctrine Campaign Plan (AJDCP). The AJDCP is a management tool endorsed by the AJOD WG and approved by the Military Committee Joint Standardization Board (MCJSB).

(2)   Assessment of doctrine proposals and doctrine change proposals, to recommend appropriate courses of action for AJOD WG review.

(3)   Lead for developing 'shaped' RFF and request for information (RFI) questionnaires that reflect specific issues related to the AJP. The RFF/RFI is developed collaboratively through coordination with custodians and appropriate subject matter experts.

(4)   Disseminate the RFF/RFI under ACT Chief of Staff cover letter to initiate review of existing AJPs in accordance with the AJDCP.

(5)   Assemble a consolidated comments matrix of RFF/RFI responses for use during data fusion which combines comments and removes duplications.

(6)   Assess RFF/RFI responses to determine whether a data fusion workshop is required and provide recommendations to the AJOD WG.

(7)   Assemble information from all relevant sources that can support discussions during the data fusion, including lessons learned, policy and other key references.

(8)   Develop and maintain a data fusion plan as part of the AJDCP for AJOD WG review and MCJSB approval.

(9)   Plan and conduct data fusion workshops, if required, in collaboration with national doctrine centres and subject matter experts in the Allied joint doctrine community and the NATO force structure.

(10)   Provide a chair for all data fusion workshops (or, if ACT resources are not available, coordinate the chair role with resources provided by national doctrine centres).

(11)   Provide analysis support for data fusion (or, if ACT resources are not available, coordinate analysis efforts with additional resources provided by national doctrine centres).

(12)   Prepare data fusion summary reports, to record recommendations including the final adjudicated RFF/RFI comment matrix. If a data fusion workshop is held, include data fusion workshop attendees and key discussions.

(13)   Recommend courses of action to AJOD WG, based on data fusion results.

(14)   If it is confirmed that either a revision is required (for an existing document) or a new AJP is required, prepare a draft doctrine task for review by AJOD WG, based on results of the data fusion.

(15)   Represent ACT in all AJOD WG and MCJSB meetings. When required, ACT provides coordinated Bi-SC[7] or NATO military authority positions on doctrine-related issues.

(16)   Collaborate with NATO Command Structure as required to prepare advice and recommendations for AJOD WG.

1.18   **Allied Command Operations.** ACO and subordinate commands are the primary customer of NATO doctrine and have a vested interest to ensure its successful development. This is especially important as national doctrine cannot be applied. ACO and subordinate command staffs originate from the Allied armed forces, with broad professional knowledge and experience of both NATO and national publications. This is drawn from best practice

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[7] Of the two Strategic Commands.

and lessons from operations and exercises and, as such, ACO provide valuable contributions. ACO roles and responsibilities in the development of doctrine are as follows.

a. ACO and the subordinates should be invited and encouraged to participate in all doctrine development processes.

b. ACO and the subordinates provide feedback on experience gained from implementing Allied joint doctrine and lessons from operations and exercises.

c. ACO provide a representative for the AJOD WG and its Doctrine Support Panel.

d. ACO provide support for exercise assessment and validation of doctrine through its subordinates.

e. ACO coordinate and liaise with all NATO Commands, entities and especially its subordinates to ensure coherence in doctrinal issues.

f. ACO assess doctrine proposals, addressed by subordinates, nations and recommend the appropriate courses of action to the appropriate doctrine forums.

g. ACO contribute to the development of doctrine in accordance with AJDCP.

h. ACO provide substantive input/comment to RFF/RFI during data fusion process.

i. ACO provide substantive input/comment during AJP development.

j. ACO participate and actively contribute subject matter experts in doctrine writing teams.

k. ACO participate in doctrinal forums when required.

1.19 **International Military Staff doctrine sponsors.** Each AJP is assigned a sponsor who provides custodial access to relevant knowledge available through NATO headquarters and NATO Command Structure. The International Military Staff (IMS) appoints a doctrine sponsor for each AJP, to include emergent doctrine for which there is an approved doctrine proposal. The doctrine sponsor's responsibilities are as follows.

a. Review current and emerging Military Committee policies to ensure there is coherence between policy and doctrine.

b. Provide advice when known gaps in policy exist.

c. Facilitate the NATO Command Structure's involvement in developing, and subsequently implementing, the AJP.

d. Provide relevant subject matter expert input to inform the AJDCP.

e. Attend assigned AJP development and data fusion.

f.   Act as the point of contact for the AJP custodian for Military Committee policies relevant to their assigned AJP.

g.   Be familiar with the proposed contents of their assigned AJP.

h.   Actively participate in the RFF/RFI process for the assigned AJP ahead of the data fusion.

i.   Actively contribute to writing teams by providing AJP custodians with the latest policy information that may impact on the assigned and related AJPs.

j.   Actively participate in a doctrine support panel by providing timely and relevant policy updates that may affect AJP revisions, content and harmonization.

k.   By appointment, retain oversight of the policy relating to the doctrine, over the lifetime of the doctrine.

1.20   **Military Committee standardization structure and tasking authorities.** The MCJSB is the delegated tasking authority (DTA) that approves level-2 AJPs on behalf of the Military Committee. Working groups and their designated AJP custodians support and facilitate the Allied joint doctrine development process. In cases where the subject matter expertise resides within working groups under other standardization boards, the working group/custodian will develop and revise Allied joint doctrine in accordance with this AAP. Most importantly, the tasked working group must complete an AJP in accordance with the doctrine task, the AJDCP timelines, and the development process outlined in this AAP. If the working group does not fulfil this task then the AJP will not enter ratification.

1.21   **The Allied Joint Operations Doctrine Working Group.** The AJOD WG, develops, manages and standardizes Allied joint doctrine with contribution from other working groups established in the context of Military Committee standardization boards, the Committee for Medical Standards, and the Logistic Committee. The AJOD WG aims to enhance interoperability and the effectiveness of NATO forces (through AJPs) when planning and conducting joint operations. It also ensures coherency and consistency (including terminology) across AJPs that are depicted in the Allied Joint Doctrine Architecture (AJDA).[8] To achieve this coherence and consistency, a doctrine support panel is established comprising selected personnel to accomplish specific tasks. The AJOD WG terminology panel ensure that doctrine based terminology is fully coordinated and harmonized at each stage of the Allied joint doctrine development process (including the initiation phase with data fusion and development of the doctrine task).

1.22   **NATO Standardization Office.** The NSO staff support the Allied joint doctrine development process by doing the following.

a.   Manage and coordinate the Allied joint doctrine development within the NATO standardization process.

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[8] The AJDA is described at paragraphs 1.30-1.31 and depicted at Annex A.

b.   Facilitate the overall coordination of AJP development on the NSO portal.

c.   Maintain the AJOD WG forum.

d.   Ensure all AJP development products are posted to the appropriate NSO forum in accordance with applicable timelines (see Chapter 2 and Annex B), specifically:

o   posting AJP RFF questionnaires within 30 days of receipt from ACT; and

o   posting AJP data fusion summary reports within 30 days of receipt from ACT.

e.   Ensure custodians develop AJPs in accordance with the doctrine task and guidance contained in this AAP.

f.   Receive and post AJP study drafts, harmonization draft and ratification draft to the AJOD WG forum in accordance with the timelines prescribed in this AAP.

g.   Provide appropriate AJP development guidance to other standardization boards and committees as necessary.

h.   Provide the AJOD WG and MCJSB Secretary.

1.23   **Nations.** To ensure the effectiveness of the doctrine, nations should participate from the start. The initiation of a RFF/RFI allows nations to provide input from lessons, policy and other areas into an AJP review. The insertion upfront by nations into the RFF/RFI de-risks the doctrine development and allows data fusion to consider all national input.

1.24   **Custodians.** The custodian's role is fundamental as they are responsible for delivering the AJP in accordance with direction from the MCJSB as described in the doctrine task. Custodian key responsibilities include the following.

a.   Support ACT in RFF/RFI development by reviewing and updating the questionnaire prior to staffing for comments (the custodian may not have been formally tasked at this point).

b.   Support ACT in data fusion and assist ACT in completing the draft doctrine task.

c.   Identify the appropriate type of personnel to participate in the writing team.

d.   Establish a writing team to complete AJP development in accordance with the doctrine task and this AAP.

e.   Conduct adjudication meetings to adjudicate comments received on all study drafts.

f.   Produce a custodian report for every AJOD WG meeting and ensure the reports are posted according to the AJOD WG terms of reference and guidance from the AJOD WG Secretary.

g.   Regularly liaise with the IMS doctrine sponsor.

h.   Support the NSO in managing the doctrine development process.

Annex B gives detailed guidance for AJP custodians.

Section 4 – NATO coordination to develop and maintain Allied joint doctrine

Allied Joint Doctrine Campaign Plan

1.25   The AJDCP,[9] approved by the MCJSB, allows the AJOD WG to manage the development of Allied joint doctrine by programming the staggered review of the AJDA over a five-year cycle.

1.26   The AJDCP provides the opportunity to improve both the quality and relevance of promulgated Allied joint doctrine. It does this by:

- driving the AJP review and development processes;
- providing AJP revision schedule guidance to custodians and tasked working groups;
- enabling the coordination of data gathering from operations and exercises to aid doctrine development utilizing resources across the Alliance to include JALLC, JWC, JFTC, operational experimentation, the Bi-SC and NATO accredited COEs and NETFs;
- facilitating the horizontal and vertical harmonization of AJPs;
- ensuring AJP coherence with emerging concepts and policy revisions;
- sequencing AJP development output into a manageable workload;
- allowing AJP amendments to reflect lessons identified from operations and exercises; and
- coordinating AJP validation in operational-level exercises, when required.

1.27   The AJDCP reflects level-1 and level-2 AJPs.[10]   Where possible, doctrine development activities related to level-3 publications should be synchronized with the AJP development timelines reflected in the AJDCP.

1.28   All AJP doctrine sponsors and custodians, as well as boards and working groups tasked for developing AJPs, must align their activities with the AJDCP. Minor scheduling adjustments to AJDCP events will be coordinated with ACT. Major changes that impact the AJDCP are presented by ACT to the AJOD WG who will make AJDCP change

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[9] AJDCP is available on the NSO protected website.
[10] Levels of Allied doctrine are covered in Section 5.

recommendations to the MCJSB. The AJOD WG Secretary is responsible for posting the AJDCP on the NSO website.

1.29   On occasions when de-confliction is required between standardization boards, NSO will recommend a way forward to the MCJSB. The MCJSB has the overarching authority on prioritization and coordination between standardization boards.

Allied Joint Doctrine Architecture

1.30   Within NATO, Allied joint doctrine is standardized and managed using the AJDA (see Annex A), which shows AJPs and selected reference publications. The AJP numbering sequence used within the AJDA provides functional and subject matter linkages. The AJOD WG develops and manages this architecture. The AJDA also reflects graphically a colour-coded illustration of where AJPs reside in the doctrine development process. The AJOD WG Secretary maintains the AJDA (and graphic illustration) and ensures a current copy is available on the AJOD WG forum on the NSO portal.

1.31   Doctrine proposals may provide a recommended AJP number to ACT. However, it is the AJOD WG who determines where an AJP is placed in the architecture.

Section 5 – The levels of Allied doctrine

1.32   There are three levels of Allied doctrine. These are level-1, level-2 and level-3 and they are detailed below.

> a.   **Level-1.** Level-1 comprises capstone (AJP-01) and keystone (AJP -2, -3, -4, -5, -6 and -10) publications. These AJPs contain overarching Allied joint doctrine. AJP-01, *Allied Joint Doctrine*, is the capstone publication that links joint doctrine to Alliance strategy. Keystone publications establish the doctrinal foundation for a series of joint publications (intelligence, operations, logistics (including medical), planning and communications) found in the AJDA.

> b.   **Level-2.** Level-2 publications contain supporting joint doctrine for specific functional areas and themes at the operational level. These publications also carry an AJP designation in their titles. For example, *Allied Joint Doctrine for Land Operations* is numbered AJP-3.2. They should not contain detailed procedures, but should address operational-level concepts (**how**, not **what**, to think) relevant to the joint commander.

> c.   **Level-3.** Level-3 publications contain tactics, techniques and procedural-level joint/single service doctrine that support and enhance AJPs. These publications are Allied publications and do not appear on the AJDA. However, in parallel with the AJDA's structure, all DTAs are requested to follow the AJDA numbering system as the basis for numbering their publications. Adopting a standardized approach to numbering Allied publications will create a numerical relationship among topic-related Allied publications. For example, level-3 Allied doctrine publications are typically numbered in a logical flow. Responsible DTAs should also ensure vertical and horizontal harmonization of level-3 publications with other Allied doctrine and

could follow a similar developmental process as detailed in this publication.

Section 6 – NATO terminology

1.33   Using standard and unambiguous terminology is fundamental to developing Allied doctrine and the effective planning, execution and support of operations.   The Alliance promotes mutual understanding through selecting and/or developing and using commonly agreed, well-defined, clear, precise, consistent and gender-neutral terminology.   In accordance with PO(2015)0193, *NATO Terminology Directive*, the terminology that is agreed through the NATO Terminology Programme is to be used in NATO documents.   NATO terminology is available through a database, known as 'NATOTerm' in English and 'TermOTAN' in French.   NATO terminology is based on the *Concise Oxford English Dictionary* and *Le Petit Robert* in English and French respectively (the official NATO reference dictionaries).   Annex C gives more specific guidance on using NATO terminology, but some of the main points to consider are below.

> a.   Custodians need to submit the necessary terminology proposals to both the NATO Terminology Office (NTO) and the tasking authority terminology coordinator when the source document is sufficiently mature. The NTO needs to be involved early in a publication's development and should contribute during the study draft 1 review period.
>
> b.   The terminology panel in the working group should be looking at terms based on a publication basis – not on an individual term basis, i.e., families of terms. They will also need to assist with the lexicon of the publication.
>
> c.   The new terminology used in the publication must be submitted for NATO Agreement, except when it only serves the present publication. In principle, the terminology can be NATO Agreed when the publication is submitted for ratification. However, the terminology process will continue in parallel.

Chapter 2 – The Allied joint doctrine development process

Section 1 – Overview

2.1   Allied joint doctrine is developed, staffed, harmonized, validated, revised or cancelled using the Allied joint doctrine development process. There are three phases in the process – review, development and management – each with their own steps. All publications in the Allied Joint Doctrine Campaign Plan (AJDCP) will be following this process concurrently, but they will all be at different stages.

2.2   The **review phase** begins when Allied Command Transformation (ACT) issues a request for feedback (RFF) in accordance with the AJDCP. The phase ends when the Military Committee Joint Standardization Board (MCJSB) issues a doctrine task. It is conducted to refresh doctrine on a recurring basis to ensure that doctrine reflects best practice, lessons learned and up-to-date policy.

2.3   The **development phase** begins with an approved doctrine task and ends when the letter to enter promulgation is issued. During this phase the custodian develops the doctrine with the support of a writing team to prepare a publication for ratification.

2.4   The **management phase** begins when the letter for approval to promulgate is issued. It ends with the release of a RFF, which signals the beginning of a new review phase. This phase includes education, training, exercise, validation and evaluation feedback.

2.5   Figure 2.1 depicts an overview of phases, steps and responsibilities. Although this addresses the main cycle, a process for initiation of new doctrine is covered in Section 5 and there are other specific situations that are covered in Section 6.
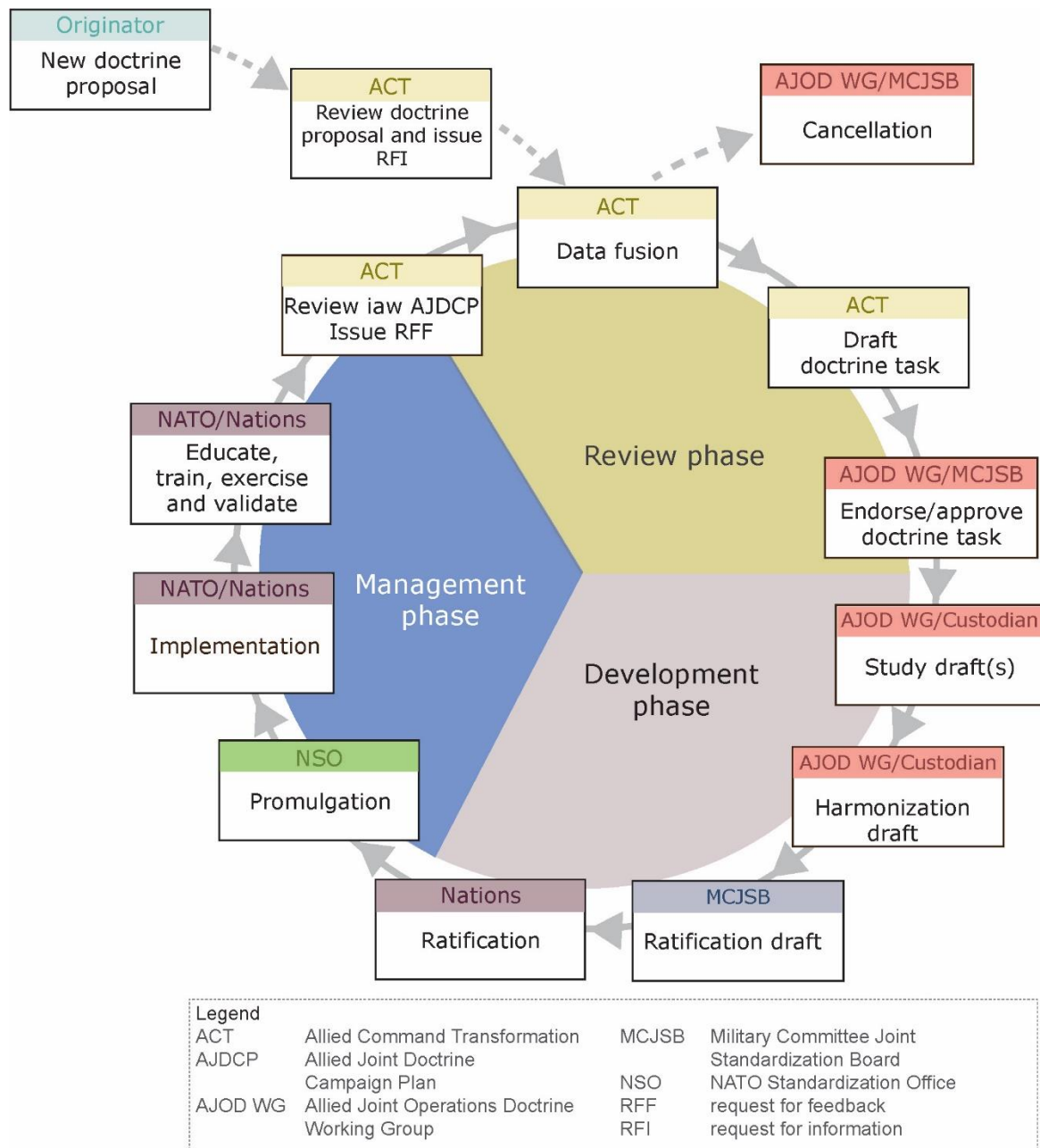
Edition C Version 1

Figure 2.1 – The Allied joint doctrine development process

Section 2 – Review phase

2.6   The review phase begins when ACT issues a RFF in accordance with the AJDCP and ends when the MCJSB issues a doctrine task. RFFs are staffed for comment to the nations, sponsors (from the International Military Staff (IMS)), strategic commands and NATO accredited COEs and NETFs by ACT according to the AJDCP timeline. A RFF questionnaire template is at Appendix 4 to Annex D. After receiving the responses to the RFF questionnaire and possible additional input, ACT conducts data fusion and analysis, resulting in a data fusion summary report which forms the basis for drafting a doctrine task. The review phase takes approximately 210 days.

Data fusion

2.7   Data fusion is designed to de-risk the writing of a publication with detailed analysis upfront. It provides the basis for informed advice to Allied Joint Operations Doctrine (AJOD) Working Group (WG) about options for doctrine development and ensures custodians receive accurate guidance in a doctrine task. Data fusion is a process of gathering and assessing all available information of relevance to the review or initiation of an Allied joint publication (AJP). Relevant information may include: recent changes to policy, emerging operational capabilities or concepts; and for training developments, lessons learned and best practices derived from operations and exercises.

2.8   The overall aim of data fusion is to deliver an informative and complete doctrine task to guide the work of the custodian. The doctrine task provides the scope of the doctrine revision and issues to be addressed in the revised publication. More detailed information about data fusion can be found at Annex B.

2.9   A data fusion workshop is conducted to adjudicate the RFF responses and review other relevant information. Issues raised at the data fusion workshop will be discussed and documented as guidance for the custodian. An important result of the data fusion workshop is an agreement on the appropriate level of revision needed for the publication (none, editorial, revision or cancellation). For the data fusion workshop to be successful, extensive stakeholder participation is essential. Preparation and conduct of a data fusion workshop normally takes 30 days.

Doctrine task

2.10   After the data fusion workshop, ACT produces a final adjudicated RFF response matrix and prepares a data fusion summary report. These both contain detailed guidance for custodians and are provided as an enclosure to the doctrine task. The doctrine task serves the same purpose as the standardization task in Allied Administrative Publication (AAP)-03. A draft doctrine task will normally be produced in 30 working days. The completed doctrine task formally:

- assigns custodianship of the AJP;
- summarizes the work agreed;

- sets the framework and timeline for completing the AJP;

- standardizes the title;

- includes a draft table of contents for developing an AJP;

- assigns the AJP's number and position on the Allied Joint Doctrine Architecture (AJDA);

- confirms the AJP's aim, scope, audience, classification

- summarizes the terminology to be reviewed; and

- sets the promulgation criteria.[11]

Templates can be found at Annex D.

2.11   ACT will send the MCJSB Secretary (NATO Standardization Office (NSO)) a covering letter, the draft doctrine task and data fusion summary (including the 'final adjudicated RFF response matrix' as Annex A). The matrix may be a separate document if it is required to be classified.

Endorsement

2.12   The MCJSB formally reviews the doctrine task. If it is approved, the custodian is then tasked (through NSO) to fulfil the doctrine task. Once the MCJSB approves the doctrine task, the review phase is completed and the custodian-led development phase of the doctrine development cycle begins. If the doctrine task is not approved by the MCJSB, it will be returned to the AJOD WG with rationale and/or guidance to revise (and amend the AJDCP accordingly). Once the MCJSB approves the doctrine task, the review phase is complete.

Section 3 – Development phase

2.13   The development phase begins with an approved doctrine task and ends when the letter to enter promulgation is issued. The MCJSB Secretary provides the custodian/other delegated tasking authority (DTA) with the approved doctrine task and data fusion summary report. The custodian develops the doctrine with the support of a writing team. Deviation from the guidance in Annex C will result in a loss of transparency, orientation and product quality. Non-compliance bears the risk of later non-ratification, avoidable ratification process disruptions, and avoidable reservations. The writing team should endeavour to support the custodian in this regard. Any major deviations[12] from the doctrine task must be presented via the AJOD WG for MCJSB approval. If such deviations from the task are not presented for approval, the doctrine will not enter ratification.

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[11] Reference A, Allied Administrative Publication (AAP)-03 explains the promulgation criteria.

[12] Major deviations are described as changes to scope and timelines.

Developing and staffing Allied joint publication drafts

2.14 **Writing team meeting.** When a writing team is required, the custodian should hold this meeting within 60 days after doctrine task approval. Alternatively, custodians may conduct a 'virtual' writing session via the NSO forum, through email or other online application. The first task of the writing team is to decide how best to deliver the AJP within the doctrine task specified timelines. Annex C contains some valuable principles and guidelines for custodians and authors. Although the custodian may designate an author/authors to write the doctrine, they retain ownership and are responsible throughout the life of the task, for meeting the milestones and timelines set in the doctrine task.

2.15 **Working draft.** Using the doctrine task, the writing team will produce and circulate a working draft internally among all writing team members and then the working group assigned by doctrine task for feedback.[13] Depending on the volume and nature of the comments received, it may be necessary for the custodian to produce more than one working draft. However, custodians should be mindful that they only have up to 180 days to produce study draft 1 ready for circulation to the Allied joint doctrine community.

2.16 **Study draft.** Once the custodians are satisfied with the AJP's content and layout, either they or the AJOD WG Secretary must post the study draft to the AJOD WG forum[14] along with a blank comment matrix (see Appendix 5 to Annex D) and additional relevant material. The circulation period for study drafts is 90 days. Posting a study draft signals to the Allied joint doctrine community (for example, nations, NATO entities, NATO COEs, etc.) that an AJP draft is ready for formal staffing and comment. Custodians will post any new timelines (extensions) after consultation with the AJOD WG Secretary.

2.17 **Adjudication.** The doctrine task must be considered when adjudicating comments. If there are critical or substantive comments, custodians will schedule and conduct a custodian-led adjudication meeting to adjudicate the comments. Prior to the meeting, custodians will collate the comments onto a single matrix and post it to the AJOD WG forum for review. The matrix should also be distributed to all representatives who will be attending the adjudication meeting in sufficient time for them to review the comments and prepare for adjudication.

2.18 **Preparing the next draft.** After the adjudication meeting, custodians will incorporate the accepted comments from the adjudicated comments matrix to produce either a subsequent study draft or a harmonization draft. For subsequent drafts, custodians then repeat the adjudication process. The number of study drafts should be restricted to two. The only exceptions are cases where an additional study draft has been authorized by the MCJSB through the AJOD WG. If an extension is not granted, the doctrine task expires.

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[13] Prior to the approved doctrine task being issued, it may be prudent for the custodian to start producing a working draft. This will be undertaken at the custodian's risk should the doctrine task differ from the draft.
[14] At https://nso.nato.int/nso/

Harmonization draft

2.19   Before submitting the ratification draft for approval, custodians post the harmonization draft and the comment matrix to the AJOD WG forum for comment by custodians, NATO member states, IMS and the NTO for a period up to 30 days as part of the formal harmonization review. This is posted purely for harmonization purposes with other doctrine. No comments will be accepted unless regarding harmonization issues. Once the review period is finished, the custodian:

- considers all harmonization comments;

- adjudicates all comments provided on the comments matrix and posts this matrix to the AJOD WG forum;

- edits the harmonization draft as required; and

- submits the ratification draft to the AJOD WG through the Secretary with a recommendation that it should enter the ratification process.

Harmonization

2.20   It is the task of the tasking authorities/DTAs, their working groups and panels, and custodians to ensure harmonization occurs throughout the Allied joint doctrine development process. The tasking authority/DTA for level-3 Allied publications (for example, Allied tactical publications or Allied logistic publications) must also harmonize level-3 Allied doctrine with level-1 and level-2 AJPs. Standards with medical or logistic content will be coordinated and harmonized through the Military Committee Medical Standardization Board (medical standards) or the Logistics Committee equivalent DTA (logistic standards) respectively.

2.21   During harmonization the content of AJPs is reviewed to ensure that the information:

- is compliant with extant policy; and

- supports, and is coherent with, doctrine both across (horizontal harmonization[15]) and up/down (vertical harmonization[16]) the AJDA.

Thereby, harmonization prevents contradiction, undue repetition or voids. Disputes are resolved through the AJOD WG.

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[15] The aim of horizontal harmonization is to ensure coherency of content across the AJDA and includes duplication only when necessary.

[16] Vertical harmonization is the process of ensuring doctrine is reflective of the superior/subordinate relationship depicted in the AJDA and also of extant Alliance policies, directives, concepts, or agreed and authoritative guidance.

Ratification draft

2.22   Once the harmonization review is complete, the AJOD WG Secretary reviews the harmonization draft to make sure it meets the requirement set in the doctrine task and then forwards it to the MCJSB for approval to enter ratification as the ratification draft. The MCJSB:

- confirms that the doctrine task has been met;

- confirms or refines the promulgation criteria;

- if satisfied, approves by consensus[17] the harmonization draft with its covering NATO standardization agreement (STANAG); and

- sends it to the NSO to manage the ratification process.

If the MCJSB does not approve the AJP to enter ratification, the doctrine task expires.

Ratification

2.23   A publication is ratified when the required number of NATO member states, as set by the promulgation criteria, have provided their national ratification responses.[18] The national ratification responses for AJPs will be in accordance with AAP-03, *Directive for the Production, Maintenance and Management of NATO Standardization Documents*.

2.24   NATO member states and NATO bodies must reply to the NSO within the timescale set by the MCJSB:

- 180 days after the request date for a new AJP; or

- 120 days after the request date for a new edition of a revised AJP.

Once the promulgation criteria are met in accordance with AAP-03, for:

- level-1 AJPs, the MCJSB will endorse the AJP and forward it to the Military Committee for approval to promulgate; and

- level-2 AJPs, the MCJSB approves the promulgation and forwards the STANAG and the AJP to the NSO director for promulgation.

2.25   If the promulgation criteria are not met, the MCJSB can approve extensions to the ratification process based on consensus from the board members. If it becomes apparent that the promulgation criteria, as defined in the doctrine task will not be met, the MCJSB can adjust the criteria and promulgate or cancel the doctrine task. Ratification is the final stage on the doctrine development phase.   The development phase ends when the letter for approval promulgation is issued. Figure 2.2 summarizes the development phase process, its key outputs and timelines.

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[17] Consensus – a general agreement characterized by an absence of declared opposition from any of the parties concerned. AAP-32, *Publishing Standards for NATO Standardization Documents.*
[18] Capstone and keystone AJPs require positive ratification responses from all NATO member states (excluding Iceland). (Reference L.)
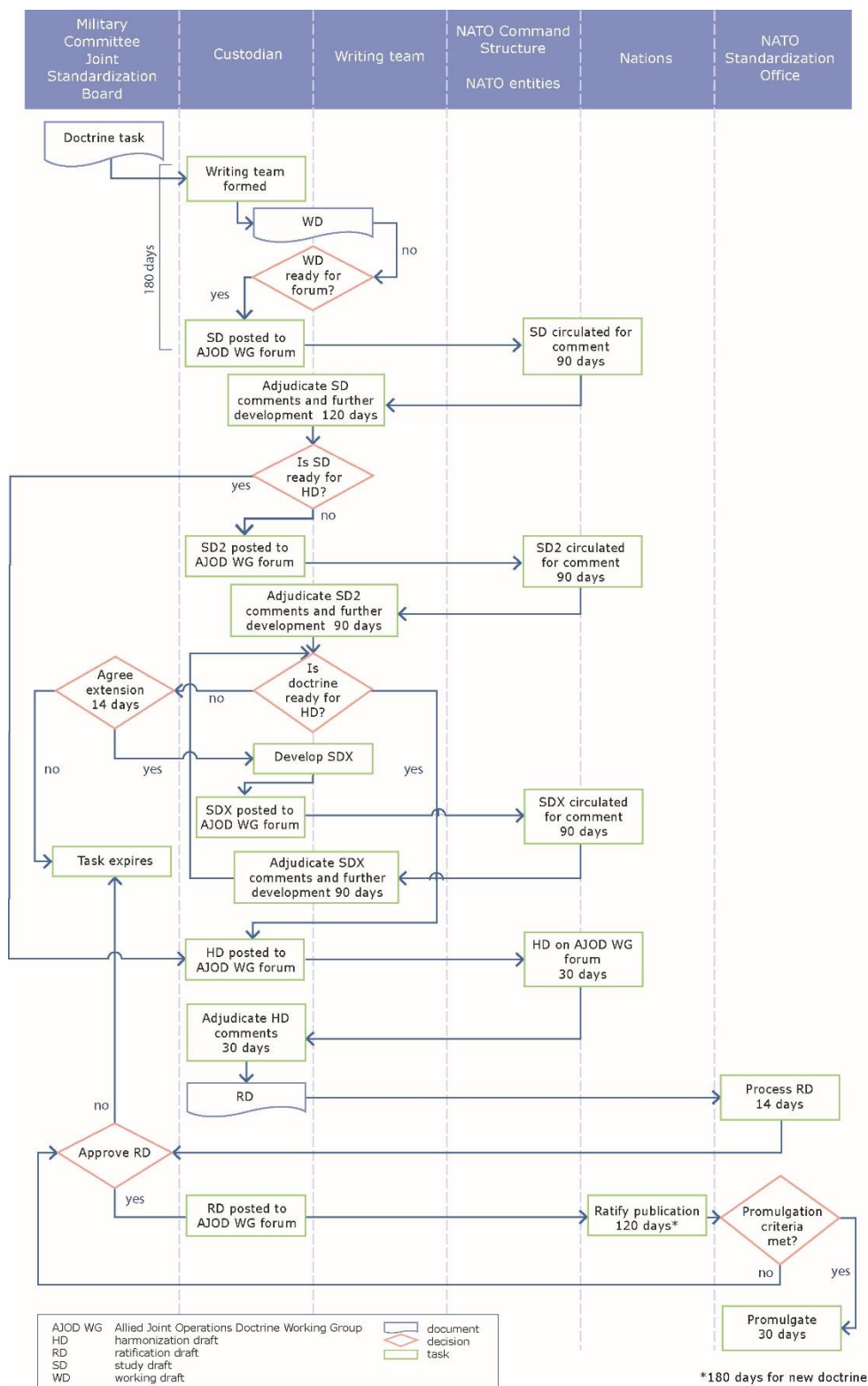
Figure 2.2 – Development phase process

Section 4 – Management phase

2.26   The management phase begins when the letter for approval to promulgate is issued. This phase includes education, training, exercise, validation and evaluation feedback. The management phase ends with the release (by ACT) of the RFF which signals the beginning of the review phase.

Promulgation

2.27   Once the AJP promulgation criteria are met the NSO will:

- add the signed NSO promulgation page;

- return the AJP to the custodian to record reservations and conduct the final editorial checks;[19]

- publish the AJP in both official NATO languages if requested

The NSO posts the AJP and STANAG to the NATO Standardization Document Database (NSDD). Upon posting to the NSDD, the AJOD WG Secretary will post an advisory note to the AJOD WG forum so that nations know where to find the AJP.

Implementation

2.28   Implementation enables the AJP's content to be incorporated into education and training programmes.[20] The AJOD WG Chair should also invite nations, sponsors (from IMS), strategic commands and NATO accredited COEs and NETFs to consider appropriate organizations that should be briefed to educate users about new or revised doctrine.

2.29   Allies shall implement AJPs in accordance with their ratification responses and agreed capability targets, in the most expeditious manner in response to Alliance needs. Allies shall provide information on implementation to NATO. Tasking authorities/DTAs shall monitor implementation information and, if required, take action to encourage Allies to implement and provide information on those Allied standards which are critical to agreed NATO defence planning priorities.[21]

Validation

2.30   While lessons identified and best practices from operations are excellent sources for validating doctrine, it may not be practicable (though not precluded) to task operational forces with validating specific doctrine. Therefore, lessons and other feedback obtained from exercises are essential to identify voids, errors or harmonization issues in AJPs and support the continuous development of Allied joint doctrine. NATO and national exercises not only

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[19] Custodians can make editorial corrections. Generally these cover typos and/or grammar syntax errors that have come to light during the approval process.

[20] This function may be delegated to the AJOD WG Deputy Chair for harmonization.

[21] See AAP-03, *Directive for the Production, Maintenance and Management of NATO Standardization Documents.*

provide venues to train personnel in the use of doctrine, but also provide opportunities for validation of the AJPs, to assess new additions or changes to the doctrine. This requires:

- identifying specific doctrine issues to be examined in a new or revised AJP;

- identifying exercises that have suitable scope and scenarios;

- planning for inclusion of analysis in future exercises;

- planning of the assessment processes;

- analysis; and

- promulgating findings.

2.31   Military Committee boards will request support from subject experts to implement Supreme Allied Commander Europe (SACEUR) Annual Guidance for Education, Training, Exercise and Evaluation objectives. Publications are normally validated about one year after they have been promulgated to ensure results can be incorporated into the following AJP review cycle. The AJOD WG Chair may also commission specific doctrine validations that have been created to support short-notice operational requirements.   Exercises provide a means of training personnel to use the doctrine.

2.32   Doctrine must be maintained as 'fit for purpose', ensuring it reflects current capabilities and operational best practices. There are a number of factors that may trigger the need to review and update doctrine outside the regular review cycle such as feedback from NATO and coalition operations, changes to capabilities, policy changes etc. Therefore, during the management phase, promulgated AJPs should be used in NATO operations and exercises and feedback obtained to contribute to the review and development processes.

Development of the request for feedback

2.33   The information obtained during the management phase supports the development of the RFF. The management phase ends with the issue of an RFF. However, the AJP will remain valid until the publication of the next edition/version.

Section 5 – New doctrine

2.34   A doctrine proposal may be used to identify doctrine voids requiring new doctrine or changes to existing doctrine. An originator can submit a doctrine proposal to the NSO, which could initiate a new doctrine publication or changes to existing AJPs. Originators should use the format provided in Appendix 1 to Annex D. Originators must ensure that their doctrine proposal states:

- the rationale behind why new doctrine is needed;

- the authority or policy directing the doctrine development (top-down) or the doctrinal void or shortfall requiring a doctrinal solution (bottom-up);

- if possible, who should be responsible for developing the doctrine (custodian, writing team, stakeholders, etc.) (ACT assistance should be sought);

- what (in outline) the doctrine should cover, including proposed AJP title, chapter and section headings;

- the AJP's scope and purpose in sufficient detail so that it conveys what the originator expects to achieve by developing the doctrine; and

- the link between the new doctrine and NATO defence planning process capability codes and capability statements (CC&CS).

2.35   Once the NSO receives the doctrine proposal for the new doctrine requirement, the NSO checks the proposal is complete. The NSO then forwards the doctrine proposal to ACT for initial assessment. If there is insufficient information (for example, gaps, lack of clarity and depth, errors) ACT will return the doctrine proposal to the originator, to request more information.   As AJP titles are suggested in the doctrine proposal, it is important that originators follow the accepted convention for naming a new AJP. The difference from the normal doctrine review process is shown in Figure 2.3. Both processes are the same from data fusion onwards, as shown in Figure B.2.
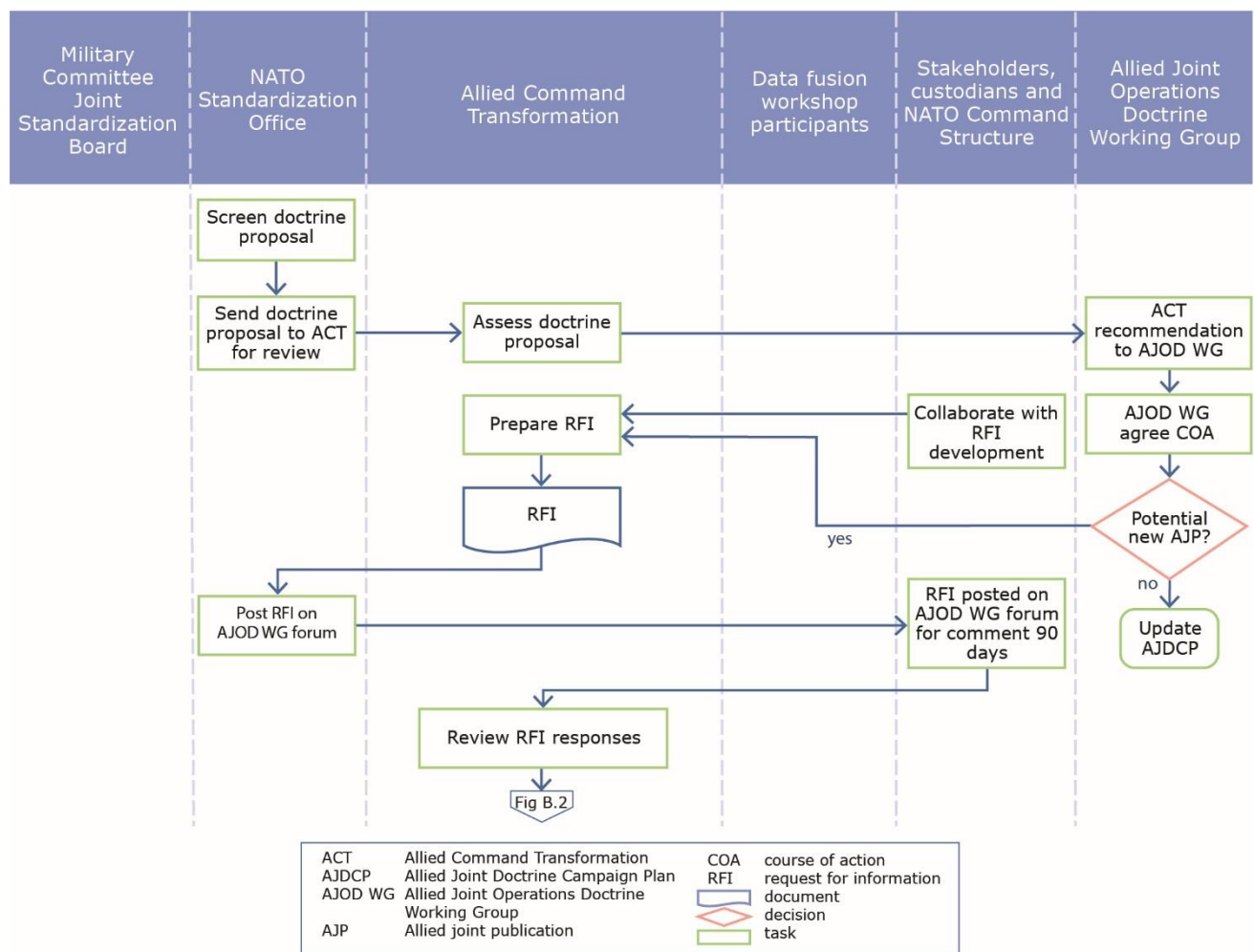
Figure 2.3 – Doctrine data fusion process for a new Allied joint publication

2.36   The ACT assessment will normally result in one of the following findings.

- The proposal is not valid.

- The proposal is valid but the subject is covered in existing joint doctrine.

- The proposal is valid and there is no existing joint doctrine.

- The proposal is valid with no existing doctrine but the subject is more appropriate for a level-3 publication.

Section 6 – Specific situations

Minor changes and amendments

2.37   Minor editorial changes to existing AJPs can also be made at the discretion of custodians outside of the formal review process. Such minor changes may be to keep it current (for example, a minor change in policy) or correct factual errors, rather than conducting a full revision which results in a new edition.

2.38   An originator can submit a change proposal (see Appendix 7 to Annex D). Change proposals are submitted to ACT for screening. If the proposal is valid, they will recommend to the AJOD WG whether:

- the proposed changes can be satisfied by amending an existing AJP; or

- to incorporate the changes into the next scheduled revision of the AJP according to the AJDCP.

2.39   The AJDCP is updated to reflect the outcome. If not valid, the proposal is returned to the originator with supporting rationale explaining why it was rejected.

2.40   If an amendment is recommended, then custodians will produce a revised version of the AJP under its existing edition, annotating the footer of the amended pages as Version 2, Version 3, etc., as appropriate. A summary of changes sheet will be included in the revised version to allow the reader to recognize quickly what areas have changed, without having to re-read the whole publication. Custodians should follow the same process for amending doctrine that they would follow for revising existing or developing new doctrine. The harmonization draft of the amendment is forwarded to the AJOD WG for endorsement before it is approved by the MCJSB for promulgation. The NSO will publish the AJP amendment electronically, but with the changes highlighted or listed. For hard copies, relevant pages should be incorporated into the AJP binder, completing a record of amendments page to record the insertion.

Cancellation process

2.41   The cancellation of an AJP is an outcome of the data fusion and will be endorsed by the AJOD WG and approved by the MCJSB. NSO will update the AJDA and archive the cancelled AJP. Annex G of AAP-03 provides guidance for cancelling a STANAG.

Fast-track development

2.42   There will be occasions where a shortened process is needed to meet an urgent void. Therefore, AJPs can be developed and approved using a fast-track procedure. The fast-track procedure is authorized by the Military Committee. The MCJSB will develop a doctrine task that sets a specific timeline and exceptional promulgation criteria. Providing that the promulgation criteria are met, the MCJSB will forward the AJP to the NSO to promulgate.

Joint operational guidelines

2.43   A joint operational guideline (JOG) is defined as: 'a publication to supplement approved joint doctrine in order to meet the operational needs of forces in the field'. NATO military authorities may address an operational void, using joint operational guidelines (JOGs) produced and issued by the strategic commands. The publications are normally developed for those occasions when forces need immediate guidance on operations. Although not approved doctrine, these publications enable an operation or exercise to proceed until formal doctrine is developed. This may occur when a more comprehensive 'parent' publication is being developed, but in advance of its planned promulgation. JOGs are numbered sequentially in the year of origin. They are cancelled by the issuing strategic command when their content is incorporated into formal doctrinal publications, or the doctrinal requirement no longer exists.

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Annex A – Allied Joint Doctrine Architecture

A.1   Figure A.1 depicts a version of the Allied Joint Doctrine Architecture to give an idea of its structure and scope. Level-1 and level-2 Allied joint doctrine are depicted. Material on this graphic is notional, thus dated and should not be construed to reflect the current status of publications.
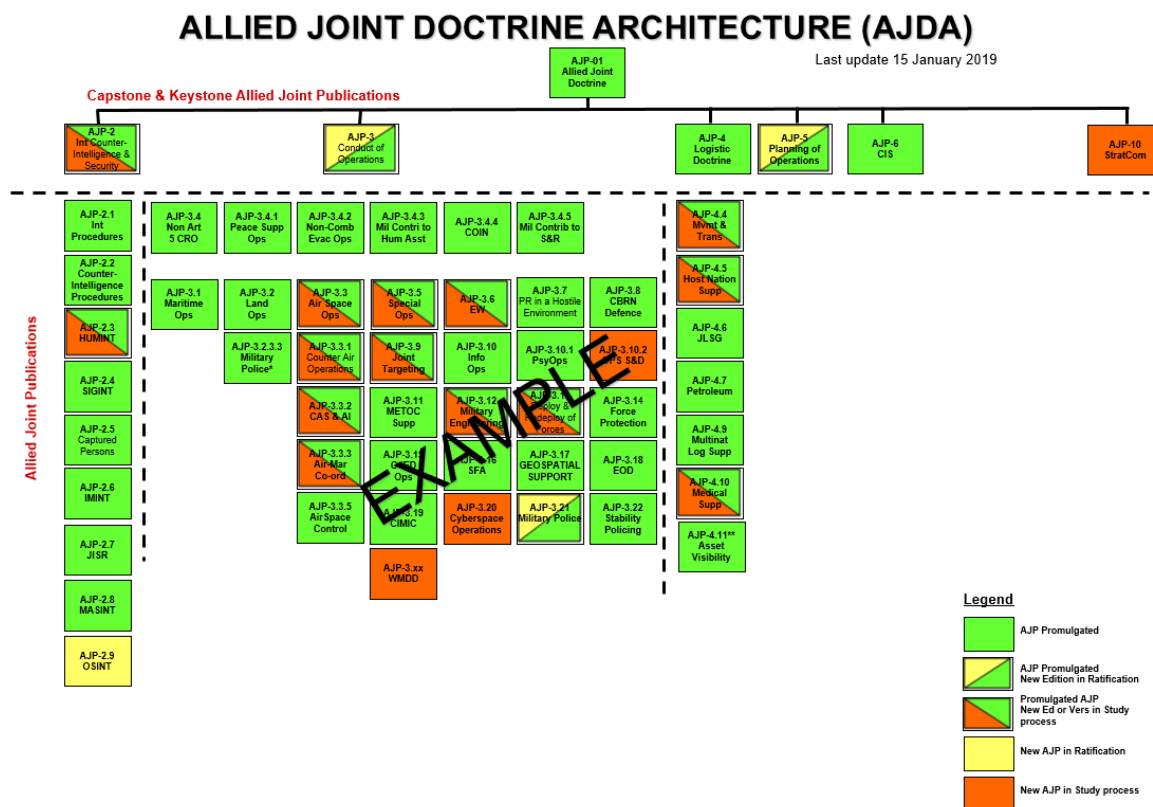

Figure A.1 – Allied Joint Doctrine Architecture

A.2   The current version of the Architecture is provided on the NSO-protected website.[22]

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[22] The website is available at https:/nso.nato.int

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Annex B – Detailed guidance for the review phase

B.1   Allied joint doctrine needs to be maintained as 'fit for purpose': relevant, complete, accurate, timely and coherent.   Since introducing new processes described in Allied Administrative Publication (AAP)-47, two factors have greatly increased the relevance of Allied joint doctrine publications and improved the overall efficiency of the doctrine development processes by:

- the recent introduction of a continuous review/revision cycle, and

- providing more detailed guidance to custodians.

B.2   Data fusion is the process used to shape the formal direction provided by the Military Committee Joint Standardization Board (MCJSB) in the doctrine task. It 'de-risks' the doctrine development by identifying key issues ahead of the custodian-led revision process, including areas where harmonization is needed with other related documents. Information describing shortfalls in the current publication (such as policy changes, errors, omissions, doctrine voids, newly implemented operational capabilities, harmonization issues, lessons from operations or exercises, etc.), is gathered and assessed to provide an authoritative basis for guidance to custodians. The data fusion products, including the doctrine task and additional enclosures containing detailed recommendations, assist the custodian to manage the revision task more efficiently and achieve a revised Allied joint publication (AJP) that is current, accurate and coherent with other related publications.

Section 1 – Data fusion process steps for an existing Allied joint publication

Data fusion

B.3   **Military Committee Joint Standardization Board approves Allied joint publication review schedule.** The MCJSB formally approves the schedule for AJP reviews at their fall meeting each year.

B.4   **Allied Command Transformation develops a data fusion plan.** Based on the Allied Joint Doctrine Campaign Plan (AJDCP) schedule, Allied Command Transformation (ACT) prepares a data fusion plan for the following year. This takes into account the available resources from nations (for example, national doctrine centres) that are able to provide resources for hosting data fusion workshops and support for the assessment and adjudication of the request for feedback (RFF) responses. The data fusion plan is endorsed by Allied Joint Operations Doctrine (AJOD) Working Group (WG) and included in the AJDCP.

Request for feedback

B.5   **Allied Command Transformation prepares a request for feedback.** ACT leads the collaborative development of a RFF questionnaire, based on the template at Appendix 4 to Annex D. Questions are specifically tailored to address all known issues related to the AJP being reviewed. The intent is to encourage nations and subject matter experts to report any concerns about the doctrine, for example, to identify doctrine voids, explain why the AJP

is not considered to be current or accurate, or identify any harmonization issues with other publications. As necessary, ACT will seek advice from custodians and other subject matter experts from NATO Command Structure and nations to prepare the questions.

B.6 **Allied Command Transformation promulgates a request for feedback.** ACT formally promulgates the RFF to nations and appropriate points of contact in the NATO Command Structure, allowing at least 90 days for responses. This step formally begins the 'review' phase of doctrine development (see Figure B.1). Through the NATO Standardization Office (NSO), ACT also posts the RFF questionnaire on the AJOD WG forum, for transparency.

B.7 **Stakeholders, custodians, nations and NATO Command Structure provides responses to a request for feedback.** During the review process, the RFF questionnaire is the primary means for subject matter experts and users of the doctrine to recommend updates and revisions to existing AJPs. Therefore, the value obtained from data fusion is linked to the quality of responses submitted to the RFF matrix. Detailed responses and rationale, with line-out/line-in changes to the existing text in the AJP when appropriate, support the aims of data fusion. The ACT cover letter attached to the RFF normally requires RFF responses to be sent to ACT as well as other authorities that volunteer to support the data fusion workshop preparations. In addition, RFF responses are posted on the AJOD WG forum, for transparency.

B.8 **Allied Command Transformation initial review of request for feedback responses.** Under ACT direction, an 'assessment agent' assembles the RFF responses and combines them into a 'consolidated RFF response matrix', which re-groups the responses from different sources together into related groups. The assessment agent may be from ACT but is often from another authority (for example, a national doctrine centre) that has offered to provide support for the data fusion workshop preparations. The 'assessment agent' role in managing the RFF response matrix is significant during the preparation and analysis stages of the data fusion workshop.

B.9 To the extent possible with the subject expertise available, responses in the matrix are 'pre-adjudicated', to be confirmed at the data fusion workshop. This review will also identify any key issues that need further research or will require discussion at the data fusion workshop. This is a key step in preparing for an effective data fusion workshop.

B.10 This initial review also confirms whether the RFF responses support the need for a data fusion workshop. For example, if the initial review indicates that only minor updates are needed that can be addressed by editorial changes, a data fusion might not be required, as work on a new version can be initiated immediately through a doctrine change proposal. ACT will then recommend the appropriate way forward to the AJOD WG.

B.11   This step provides a final opportunity to research any additional issues that will be addressed in the data fusion workshop or identify additional specialist knowledge or experience needed for the workshop. This process is shown in Figure B.1.
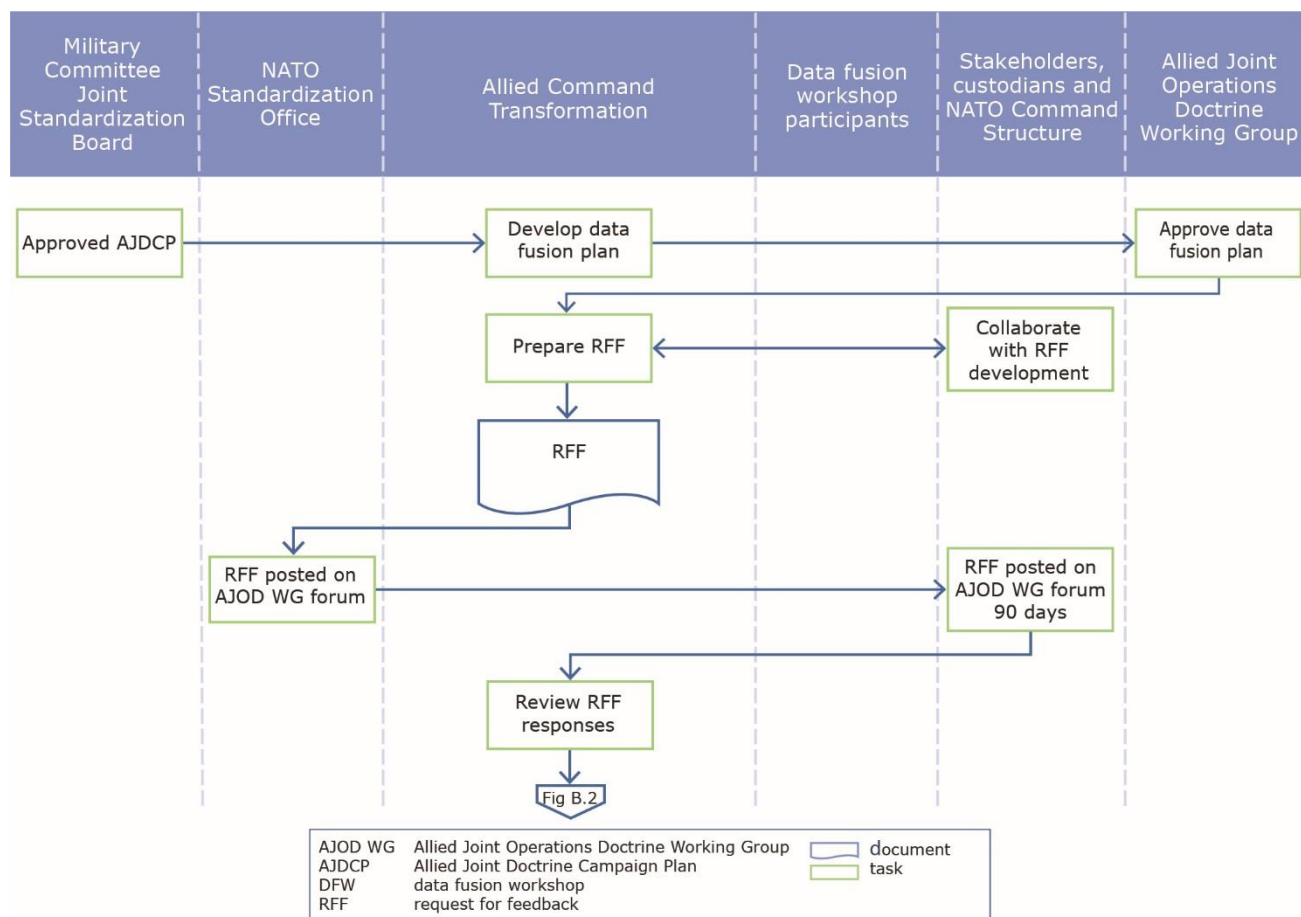
Figure B.1 – Review phase (part 1) – RFF for existing AJP

Data fusion workshop

B.12   ACT chairs a data fusion workshop, to which appropriate subject matter experts in the Allied joint doctrine community and the NATO Command Structure are invited. The custodian should attend, along with subject matter experts who can discuss issues raised in the RFF responses (but only one or two representatives are expected to attend from any nation or NATO Command Structure command). ACT may consider if the participation of IOs or NGOs (e.g. ICRC) is appropriate due to the content to be reviewed. IOs and NGOs can offer contributions to doctrine development. They should be viewed solely as advisors. An example is AJP-3.4.3 Military Contribution to Humanitarian Assistance.

B.13   Prior to the data fusion workshop, ACT sends the consolidated response matrix, issues for discussion and any other relevant information to participants to enable attendees to prepare for the workshop.

B.14   During the data fusion workshop, under the chair's guidance or facilitation by the assessment agent, the participants will discuss key issues raised in the RFF or elsewhere, attempt to resolve contentious issues and provide recommendations.

B.15   The data fusion workshop adjudicates all RFF responses in the matrix, particularly any that are indicated to be 'critical' or 'substantial', as well as reviewing other relevant information. It is important to accurately record all workshop decisions and provide rationale for the adjudications when required. Adjudication is achieved by consensus. If consensus is not possible, the chair makes the final decision.

B.16   One important decision made at the data fusion workshop is whether a full review is required. For existing AJPs, the data fusion workshop can result in one of four recommendations:

- a full revision (requiring a doctrine task to produce a new edition);
- an editorial amendment (requiring a doctrine change proposal to produce a new version);
- no change to the AJP; or
- cancel the AJP (requiring a doctrine change proposal).

B.17   **Allied Command Transformation prepares data fusion products.** Following the workshop, ACT (in coordination with the assessment agent) updates the RFF response matrix with all adjudications and rationale agreed at the workshop (the final adjudicated RFF response matrix) and drafts a report that summarizes the main issues from the workshop (the data fusion summary report). The data fusion workshop attendees review these products to confirm the findings are accurately presented.

Doctrine task

B.18   **Allied Command Transformation prepares a draft doctrine task.** Based on the findings from the data fusion workshop, ACT prepares a draft doctrine task, using the template at Appendix 2 to Annex D. ACT completes the following parts of the doctrine task:

- background;
- recommended responsibilities and audience;
- ACT assessment;
- recommended context;
- guidance on structure;
- recommended schedule, promulgation criteria and classification;
- list of related publications; and

- enclosure: data fusion summary report (including final adjudicated RFF response matrix).

ACT then forwards the draft doctrine task, including the data fusion summary report and final adjudicated RFF response matrix to the NSO.

B.19   **NATO Standardization Office posts doctrine task on Allied Joint Operations Doctrine Working Group forum.** The NSO posts the draft doctrine task, (including the data fusion summary report and final adjudicated RFF response matrix) on the AJOD WG forum for review (14 days). After addressing any comments received on the forum, the AJOD WG may endorse the doctrine task on the forum (by silence procedure) or during an AJOD WG meeting. If the AJOD WG does not endorse the draft doctrine task, it is returned to ACT with guidance to revise and re-submit it for future AJOD WG consideration.

B.20   **NATO Standardization Office finalizes the doctrine task.** If the draft doctrine task is endorsed by AJOD WG, the NSO, with support from ACT, will make any necessary adjustments to finalize the doctrine task, including any additional staffing required (for example, the NSO, International Military Staff (IMS) sponsor, etc.), and forward it to the MCJSB for final review and approval.

B.21   Upon receiving the draft doctrine task, the AJOD WG will consider and submit the draft doctrine task for MCJSB approval. The Chair will also post the recommended doctrine task to the AJOD WG forum for review and comment in accordance with the applicable AJOD WG convening order. As required, for new doctrine, the doctrine proposal originator, or for existing doctrine, the custodian, should also attend the meeting and be prepared to discuss key aspects of the doctrine task and answer any questions. ACT should also be prepared to present their assessment to the AJOD WG. All will discuss the proposed doctrine and the draft doctrine task. Following discussions, the national representatives will vote on whether or not to endorse the doctrine task. Doctrine proposals and doctrine tasks can be endorsed by the AJOD WG through a meeting or via the forum, which would normally be achieved within 60 days of the draft doctrine task being issued by ACT.

B.22   If the AJOD WG does not endorse the draft doctrine task, it is returned to ACT with guidance to revise and re-submit it for future AJOD WG consideration. If the AJOD WG endorses the draft doctrine task, the decision is annotated in the meeting's report and action list. The AJOD WG Secretary will work with ACT to finalize the doctrine task and forward it to MCJSB for approval within ten working days following the AJOD WG meeting.

B.23   If the doctrine task is not approved by the MCJSB, it will be returned to the AJOD WG with the rationale and/or guidance to revise (and amend the AJDCP accordingly). If approved by the MCJSB, a working group is formally tasked to develop the doctrine. Following the MCJSB approval of the doctrine task, NSO will post the data fusion summary report and doctrine task to the AJOD WG forum for the custodian to use. Figure B.2 summarizes the review phase.
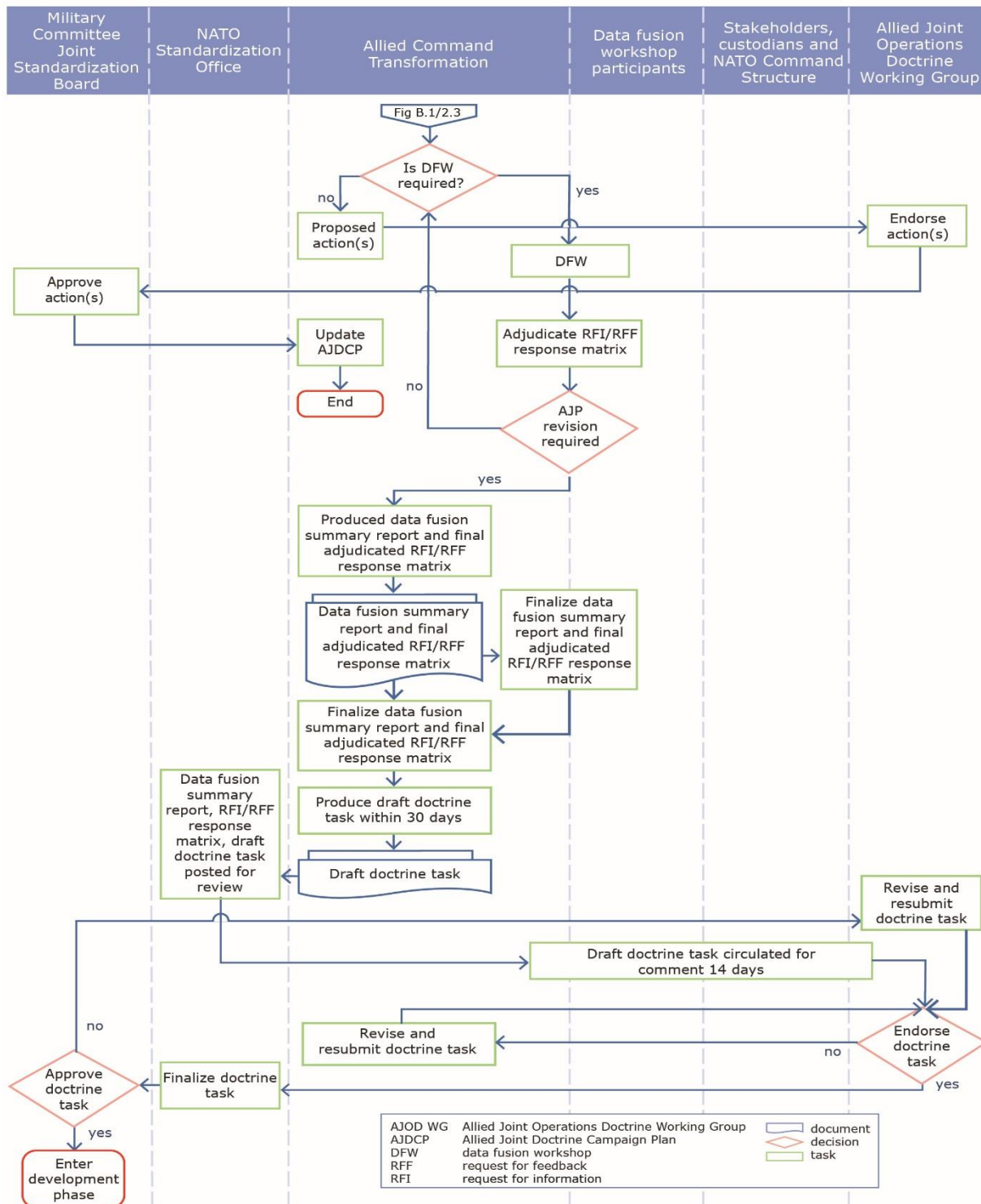
Figure B.2 – Review phase (part 2)

Section 2 – Data fusion process steps for a new Allied joint publication

Doctrine proposal

B.24 Any NATO or national entity may submit a doctrine proposal to the NSO, using the template at Appendix 1 to Annex D, to identify a doctrine void and recommend how this gap can be mitigated. When this doctrine proposal proposes development of a new doctrine publication, it must state the following:

- the rationale for developing a new doctrine publication;

- the authority or policy directing the doctrine development (top-down) or the doctrinal void or shortfall requiring a doctrinal solution (bottom-up);

- what (in outline) the doctrine will cover, including proposed AJP title, chapter and section headings;

- the AJP's scope, purpose and application in sufficient detail to convey what the originator expects to achieve by developing the doctrine;

- any related publications, particularly any that will require harmonization;

- when possible, identify who should be responsible for developing the doctrine (custodian, writing team, stakeholders, etc.); and

- when possible, identify links between the new doctrine and NATO defence planning process capability codes and capability statements (CC/CS).

Insufficient information in the doctrine proposal (for example, gaps, lack of clarity and depth, errors) will cause the doctrine proposal to be returned to the originator, requesting more information.

B.25 As AJP titles are suggested in the doctrine proposal, it is important that originators follow the accepted convention for naming a new AJP. All AJPs must begin with, 'Allied Joint Doctrine…'. This title allows doctrine users to easily identify that the AJP covers level-1 and level-2 operational joint doctrine.[23] ACT will list all doctrine proposals in the AJDCP.

B.26 **NATO Standardization Office screens doctrine proposal.** Normally, the doctrine proposal is sent by the originator to the NSO. After confirming that the required elements of the doctrine proposal template (Appendix 1 to Annex D) have been completed correctly, the NSO forwards the doctrine proposal to ACT for review.

B.27 **Allied Command Transformation assesses doctrine proposal.** In consultation with subject matter experts in the NATO Command Structure and nations, ACT conducts an initial assessment of the doctrine proposal. ACT then presents the results of this assessment to the AJOD WG, recommending a way forward. In assessing the doctrine proposal, ACT will consider several criteria. These include whether:

- the subject meets the definition of joint doctrine;

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[23] Once validated, the formal AJP title and allocated number are included on the doctrine task.

- a doctrinal void exists (i.e., there is a need for the proposed doctrine);

- the proposed doctrine is based on extant capabilities;

- the doctrine subject is not already contained in approved doctrine; and

- the doctrine subject is not addressed by another doctrine proposal.

B.28   If the doctrine proposal does not meet these criteria, then:

- the proposal is not endorsed by the AJOD WG;

- no data fusion and analysis is conducted; and

- the proposal is returned to the originator detailing why the doctrine proposal was not validated.

B.29   If the doctrine proposal does meet these criteria, the ACT assessment will normally result in one of the following findings in Table B.1.

Finding	Recommendation	Action
Proposal not valid.	No further doctrine development.	ACT will notify the originator of their findings and rationale.
The proposal is valid and the subject is covered in existing joint doctrine.	Update existing doctrine through change proposals or revisions to existing AJPs.	ACT leads the development of any change proposals by the originator for custodial action. ACT reviews the timelines in the AJDCP for revising the appropriate AJPs. Change proposals are forwarded to NSO for future action.
The proposal is valid and there is no existing joint doctrine.	Develop a new AJP.	ACT initiates the development.
The proposal is valid with no existing doctrine. However, the subject is more appropriate for a level-3 publication.	Proposal is referred to the appropriate tasking authority or delegated tasking authority for action.	AJOD WG recommends action by MCJSB.

Table B.1. – Allied Command Transformation findings, recommendations and actions

B.30   **Allied Joint Operations Doctrine Working Group endorses doctrine proposal.**
If the AJOD WG approve the doctrine proposal and recommended way forward (either using silence procedure on the forum or by decision at an AJOD WG meeting), ACT adds the doctrine proposal to the AJDCP data fusion and analysis schedule. ACT then plans to release a request for information (RFI) questionnaire and hold a data fusion workshop. The RFI and data fusion workshop are included in the AJOD WG program of work and reflected in the AJDCP.

Request for information

B.31   **Allied Command Transformation prepares request for information.**   ACT coordinates the development of the RFI questionnaire, which has a similar function to the RFF (see D3-1). The RFI should include questions to explore issues related to the doctrine proposal and indicate nations' and NATO Command Structure interest in developing the proposed doctrine. The questionnaire will also request nations and NATO authorities to identify any existing policy or doctrine publications that could assist in developing the new Allied joint doctrine.

B.32   **Allied Command Transformation promulgates the request for information.** ACT formally promulgates the RFI to nations and appropriate points of contact in the NATO Command Structure, allowing at least 90 days for responses. This step starts the 'initiation/review' phase of doctrine development (see Figure B.1). Through the NSO, ACT also posts the RFI questionnaire on the AJOD WG forum, for transparency.

B.33   **Nations and NATO Command Structure provide responses to request for information.** Responses to the RFI are sent to ACT and national or NATO authorities offering to support the data fusion workshop preparations. In addition, RFI responses are posted on the AJOD WG forum, for transparency.

B.34   **Allied Command Transformation initial review of request for information responses.** Under ACT direction, an 'assessment agent' conducts an initial review of the RFI responses and combines them into a 'consolidated RFI response matrix'.

Data fusion workshop

B.35   **Allied Command Transformation conducts a data fusion workshop.** ACT chairs a data fusion workshop, to which appropriate subject matter experts in the Allied joint doctrine community and the NATO Command Structure are invited.

B.36   **Allied Command Transformation prepares data fusion products.** After the data fusion workshop ACT (in coordination with the assessment agent) updates the RFI response matrix with all adjudications and rationale agreed at the workshop (the final adjudicated RFI response matrix) and drafts a report that summarizes the main issues from the workshop (the data fusion summary report). The data fusion workshop attendees review these products to confirm the findings are accurately presented.

B.37   One important decision made at the workshop is whether new doctrine is required. The data fusion can result in one of three recommendations:

- a new AJP should be produced;
- incorporate in existing AJPs; or
- no need to produce a new AJP.

If new doctrine is to be developed, the process in Annex B, Section 1 is to be followed.

Annex C – Detailed guidance to Allied joint publications' custodians and authors

The role of custodians

C.1   Allied joint publications' (AJPs') custodians are appointed to manage the development of individual AJPs. Custodial responsibility is given to individuals from nations, strategic commands, NATO accredited centres of excellence (COEs) NATO education and training facilities (NETFs), NATO expanded task forces (NETFs) or other NATO military bodies. The role of the custodian forms a central part of the Allied Joint Doctrine Campaign Plan (AJDCP) and the Allied joint doctrine development process. Custodians are responsible to the Allied Joint Operations Doctrine (AJOD) Working Group (WG) for:

- establishing a writing team;

- liaising regularly with the AJP sponsor;

- assisting the data fusion;

- managing their AJP throughout the cycle to meet the timelines and milestones specified in the doctrine task;

- producing custodian reports and acting in validation role during the management phase; and

- ensuring they fully handover custodial responsibilities when required.

Establishing a custodian's writing team

C.2   Once appointed, custodians should find writing team members by invitation via the calling notice posted on the AJOD WG forum.[24] A writing team, comprising the custodian and sufficient volunteers to satisfy the doctrine task, can meet at any location.

Initial preparation stage

C.3   Once custodians have received the approved doctrine task, they may call a custodial meeting via the appropriate working group forum. This meeting should further refine the requirement (if necessary), add timelines and outline a plan that will meet the doctrine requirement. Custodians, or their appointed deputies, must assume the role of chair to ensure fairness. Custodians should produce a record of decisions (ROD) for all meetings. The ROD should be published with the working drafts. The output of a custodial meeting should be a working draft that forms the basis of the document's structure, its principles and overall content. The initial preparation stage is completed when the working draft has been agreed.

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[24] This can be found on the NATO Standardization Office (NSO) website in the respective working group forum. Custodians need to register with the NSO website.

C.4 **Drafting the preface.** The preface is an important part of a publication as it establishes the context, scope and purpose. Therefore, draft a preface early and use it as a guide to develop the AJP. A preface should be structured as follows and, as a minimum, must include, scope, purpose, application and linkages. If the preface does not meet this minimum requirement, the doctrine will not enter ratification. Context and structure, though optional, are useful.

a. **Context.** The context gives the background information explaining why the AJP is needed, (i.e., puts the AJP in context).

b. **Scope.** The scope tells the reader what subject areas the AJP will cover and, just as importantly, what it does not cover.

c. **Purpose.** The purpose should clearly state the aim of the AJP as concisely as possible. Refer back to the purpose throughout the Allied joint doctrine development process to ensure that the text meets that aim.

d. **Application.** Explain the intended audience – decide who should use the doctrine, and write it in a style and language to suit that audience.

e. **Structure.** Outline the structure of the AJP.

f. **Linkages.** To achieve maximum harmonization, state where, and in what detail, the subject is covered in other NATO publications. Where applicable, state any relationships between the publications.

Staffing study and harmonization drafts

C.5 Following agreement on the working draft, the custodian prepares a study draft in the AJP format (see Appendix 6 to Annex D) and posts it to the AJOD WG NSO forum for 90 days. The custodian may also cross post to other working group forums, but comments must be provided to the custodian only on the AJOD WG NSO forum. Before circulating a draft, custodians should:

- take into account leave periods and off-times when setting deadlines to ensure that nations have sufficient time to comment;

- direct nations to use the NATO standardization comment matrix (see Appendix 5 to Annex D) to record their responses as this will help standardize and collate the comments.

C.6 Study drafts should be formatted with continuous line numbers in portable document format (.pdf) to accurately capture comments on the comment matrix. Circulating study drafts for as wide an audience as possible to comment on is an important part of the AJP staffing and harmonization process. Detailed, informed and timely comments to each posted study draft should be included on the comment matrix and posted to the AJOD WG forum by the

deadline indicated by the custodian. Using the NATO standardization comment matrix[25] saves the custodian considerable time and effort, as only minor adjustments are needed before merging comments on the matrix. Comments are normally adjudicated in an adjudication meeting.

C.7   **Study draft responses.** Members of the Allied joint doctrine community within the AJOD WG submit their consolidated comments to the working group forum. Nations must submit a single coordinated response from their various internal national bodies and any representatives to avoid different views from the same nation in different working groups and boards.

a.   **C – critical.** Critical comments identify a significant inaccuracy or inconsistency which, if not corrected, can result in a nation not ratifying the AJP, or submitting a reservation. A critical comment may, for example, identify an inconsistency with promulgated doctrine, policies and/or concepts that must be corrected. Ideally these comments should be identified and resolved during study draft 1 review.

b.   **S – substantive.** Substantive comments offer major improvements that would significantly improve the publication's accuracy, credibility, reliability or consistency. Substantive comments should be identified and resolved no later than study draft 2 review.

c.   **E – editorial.** Editorial comments improve the layout or content and/or correct spelling or punctuation. They do not, however, impact on nations ratifying the AJP. Typically editorial comments are the only comments identified and resolved after study draft 2.

For all comments, respondents must provide alternative text for the comment to be considered. The custodian can decide to neglect comments for formal reasons in cases where no alternative has been proposed. Appendix 5 to Annex D gives further detail on how to correctly complete the comments matrix. As a general rule, if the comment process is followed as intended, the number of critical and substantive comments diminishes with each successive AJP draft. Respondents should not over categorize their comments and adhere to the guide above. Ideally nations should focus their critical comments on the earlier study drafts rather than leaving it until later. If critical comments cannot be resolved in custodian meetings, then the issue is taken to the AJOD WG for resolution.

C.8   **Collating comments.** Once the deadline for comments has passed, custodians will:

- merge all the comments into a master comments matrix for adjudication; and

- post the master comments matrix to the AJOD WG forum and circulate it to the writing team and all those who provided comments ideally two to four weeks

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[25] In word or excel – custodian's choice.

prior to the adjudication meeting to facilitate the attendees' individual preparation.

C.9 **Adjudication.** Custodians should plan to hold an adjudication meeting in person, or if not possible, via a video teleconferencing link or email voting. A pre-adjudication by the custodian could be helpful to ease the adjudication process itself, especially when a lot of comments are received. At the adjudication meeting, the custodian will determine the methodology to use to consider the comments. Normally, it is best to discuss upfront any major issues identified in the matrix, and then to adjudicate the critical comments first (comment by comment). The process is repeated for substantive comments. Finally, editorial comments can be handled on a call-out basis. Adjudication is conducted by consensus. If a comment is unanimously accepted, there is no need to discuss it further. Regardless of the methodology adopted, the custodian and participants must remain flexible and make adjustments based in the amount of time available during the meeting. At the adjudication meeting, the participants will discuss and adjudicate the comments,[26] recording their decisions in the matrix as:

- **A** – accepted;
- **AA** – accepted with amendment, inserting the amended text in the matrix;
- **W** – withdrawn (by the contributing nation/command);
- **NA** – not accepted (not accepted comments shall provide objective and clear rationale for why they were not accepted);
- **N** – noted; or
- **OBE** – overtaken by events (used when the adjudication on a similar comment elsewhere in the comments matrix has already appropriately addressed the topic – the serial number of the comment referred to should be included for transparency).

Before the end of the meeting all critical comments should be resolved. At the end of the meeting, the participants agree on a way ahead and the custodian posts the adjudicated matrix to the AJOD WG forum.

C.10 **Resolving critical comments.** All critical comments must be resolved. Every effort should be made to achieve this during the meeting. For those critical comments that are not accepted during the meeting, custodians must notify the submitting authority and attempt to resolve the issue(s) associated with the comment. If resolution with the submitting authority is not possible, the standardization board owning the AJP should make every effort to resolve the issue(s). If unresolved at that level, the critical issue(s) associated with an AJP will be forwarded to the Deputy Chair for Harmonization who must then make a recommendation to the Military Committee Joint Standardization Board (MCJSB) (through the AJOD WG Chair) for approval and dissemination of necessary guidance.

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[26] Guidance on how to conduct a custodial adjudication meeting is given in Annex C.

C.11 **Recording decisions.** Once the writing team has adjudicated all the comments, all decisions (including amendments and rationale when critical or substantive comments are not resolved or amended) are recorded in the matrix. The adjudicated matrix is to be published with the study draft and posted to the AJOD WG forum for audit purposes.

C.12 **No critical and substantive comments.** If there are no critical comments and a minimal number of substantive comments can be easily adjudicated, the custodian should prepare the harmonization draft. Custodians need to make sure that the harmonization draft is in the correct format and have incorporated any accepted editorial comments. Custodians have 30 days to make any editorial/format changes and post their harmonization draft onto the AJOD WG forum for formal harmonization.

C.13 **Preparing the next draft.** After the adjudication meeting, custodians will incorporate the accepted comments from the adjudicated comments matrix to produce either a subsequent study draft or a harmonization draft. For subsequent drafts, custodians then repeat the adjudication process.

C.14 **Harmonization draft.** Once custodians have collated and adjudicated the comments from the circulation of the second study draft, they should prepare the harmonization draft. Harmonization is discussed in Chapter 2.

Using NATO doctrine terminology

C.15 Custodians should only develop specific NATO Agreed terminology where terminology in NATO's source dictionaries (the *Concise Oxford English Dictionary* and *Le Petit Robert*) or, terminology developed by recognized international standards developing organizations, is inadequate for NATO purposes.

C.16 Under the NATO policy for standardization, custodians should:

- use current NATO Agreed terminology consistently and correctly in their documents by checking their document and its lexicon against NATOTerm;

- identify any requirements to add, modify or delete NATO Agreed terminology arising from their documents;

- submit the necessary terminology proposals to both the NATO Terminology Office (NTO) and the tasking authority terminology coordinator (TATC) when the draft document is sufficiently mature (not later that study draft 1 is recommended); and

- report any requirement for standardizing terminology that is not related to a document directly to both the NTO and the TATC.

Custodians can find further detail on the NATO terminology standardization process at Reference M, *NATO Terminology Directive*, Chapter 3.

C.17   To aid understanding and standardization, custodians must ensure that a two-part lexicon is included in both study and harmonization drafts. Part 1 lists acronyms and abbreviations and Part 2 lists terms and definitions. A lexicon is a list of the terminology used in any NATO document other than a NATO glossary, aimed at clarifying the meanings of the terms and abbreviations used.

C.18   For all terms and their definitions listed in Part 2, custodians must identify their source and authority. Lexicon entries must be annotated in parentheses with one of the following notes:

- (NATO Agreed);

- (this term is a new term and definition and has been processed for NATO Agreed status via terminology tracking file [number]);

- (this term and definition modifies an existing NATO Agreed term and/or definition and has been processed for NATO Agreed status via terminology tracking file [number]);

- (actual source (not NATO Agreed)); or

- (this term and definition only applies to this publication).

The AJP will not enter ratification if the source and authority are not identified or lexicon entries are not annotated correctly in accordance with AAP-47.

C.19   The annotations above will accompany AJP drafts until a NTO decision has been made or the AJP entered ratification. Once the AJP has been ratified or the NTO decision has been made, whichever occurs first, the custodian will annotate lexicon entries in parentheses with one of the following notes:

- (NATO Agreed);

- ([actual source] (not NATO Agreed)); or

- (this term and definition only applies to this publication).

Terminology process

C.20   **Step 1 – preparation and submission.** The first step is to prepare the document using correct terminology and submit any additions, modifications and cancellations to the NTO. The steps are below.

a.   Write the AJP using NATO Agreed terminology.

b.   Check the rest of the terminology in the document against the NATO Agreed terminology in database: are there terms/definitions to be added, modified or cancelled? On the basis of this, prepare proposals for addition, modification, cancellation or revalidation. The AJOD WG Terminology Syndicate supports AJP custodians in developing terminology proposals and terminology tracking forms

(TTF) IAW NTO standards for content, formatting, etc.

c. Submit to the NTO.[27] Preliminary involvement of AJOD WG Terminology Syndicate for AJOD WG endorsement is obligatory.

C.21 **Step 2 – quality and assurance.** The NTO checks the proposal and may propose changes.

C.22 **Step 3 – approval.** The third step is the approval stage.

a. When the subject matter experts are satisfied with the substance of the definition and the NTO is satisfied with the form, the NTO will submit the terminology to the MCJSB and request approval.

b. If approved by consensus, the terminology becomes 'NATO Agreed' terminology (compulsory throughout NATO).

C.23 **Step 4 – promulgation.** The final step in the process is the promulgation stage. The NTO updates NATOTerm and this constitutes the promulgation.

Quality assurance checklist

Formalities

- ✓ Terms and definitions should be developed in English and French.

- ✓ All terms and abbreviations must be listed alphabetically.

- ✓ Consistency with existing NATO Agreed terminology (for example, use of NATO Agreed terms within definitions).

- ✓ Definitions should ideally be one sentence long.

- ✓ No abbreviations should be used in definitions.

- ✓ Nouns should be defined as nouns and verbs as verbs, etc.

- ✓ No doctrine should be used in definitions.

Substance

- ✓ Definitions should be aligned, if necessary, so the English and French versions say the same thing.

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[27] Submit via terminology@nso.nato.int.

> ✓ No 'encyclopaedic' definitions.
>
> ✓ No ambiguities (for example, preference for 'that' over 'which').
>
> ✓ No attempts to duplicate (using another term).
>
> **If terminology is shared**
>
> ✓ Make sure there is coordination with other groups.

Using abbreviations in NATO doctrine

C.24   Custodians should consider carefully what acronyms and abbreviations they use in their publication. This is because acronyms and abbreviations can be confusing and distracting to readers which disrupts the flow and understanding of the text. When abbreviations must be used, then:

- use source dictionary and NATO Agreed abbreviations and acronyms;

- avoid creating new acronyms not already included in NATOTerm;

- introduce it first in each chapter – following its first appearance within each chapter, with the corresponding term spelled out, the abbreviation or acronym only should be used thereafter within the main text of that chapter;

- do not introduce or use abbreviations and acronyms in chapter titles, section headings, paragraph titles, titles or captions of figures or tables, or in tables of contents;

- if used in a quote, the meaning of the abbreviation should be placed in a footnote;

- if used in a figure, abbreviations and acronyms must be established in a legend within the figure;

- include all abbreviations and acronyms in the lexicon; and

- ensure that an abbreviation or acronym has only one meaning within the AJP.

Classification

C.25   Operational-level Allied joint doctrine should not contain classified information. As a default, custodians should aim for the AJP to be not classified and not display any classification markings. If the AJP contains any classified information, the custodian will ensure compliance with *Security Within the North Atlantic Treaty Organization* (Reference G). Direction on the document classification and the draft documents will be detailed in the doctrine task.

Appendix 1 to Annex C – Writing clear and effective doctrine

C1.1   This appendix offers custodians and author's guidance on how to write clear and effective doctrine. All authors should be aiming to write in such a way that readers of different nationalities can understand the meaning from a **single** reading. The section:

- offers tips on how to write effectively using a plain English approach;
- lists questions to ask to check that the Allied joint publication (AJP) has the right content; and
- gives a final checklist of characteristics for a successful doctrinal publication.

What is effective writing?

C1.2   The key to effective writing is to keep it simple by using everyday language that enables readers to understand the message from a single reading. Using plain English achieves this. The Plain English Campaign[28] defines plain English as: 'getting information across clearly and concisely to its intended audience. It must do this with the necessary impact and the most suitable tone.'

C1.3   Authors should, therefore, aim to write in a way that is easily understood by their intended audience. Use clear and straightforward language – avoid unnecessarily long words, overly technical language and jargon. Being able to put across complex issues in a simple way so that all readers can understand them from a single reading takes intelligence and skill.

Why use effective language?

C1.4   AJP text must deliver short, simple messages that can be read and understood quickly. This way readers are more likely to retain the information for longer especially as English is often a second language for many AJP readers.

Principles of writing effectively

C1.5   The principles of writing effectively are:

- plan the task;
- write the information clearly; and
- check the work thoroughly.

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[28] The Plain English Campaign is an internationally recognised corporate organization. Their website, www.plainenglish.co.uk offers good advice and tips.

Principles – plan the task

C1.6   Thorough planning of the writing task will help authors to structure their publication and keep them focussed on the subject. This will also avoid repeating the same message or adding too much padding. Before starting to write anything, ask the following questions.

- Why is it needed?

- What is it about (and not about)?

- What has already been written about it and what does the reader already know?

- Who is it for?

- When are my milestone dates?

- What more does the reader want, or need, to know?

The answers are likely to provide the publication's chapter headings, section headings, side headings and so on.

Principles – write the information clearly

C1.7   **Decide what must be said.** Following on from the initial planning stage, work out what topics need to be covered and what must be said about them.   A mind-map, or series of notes on a wall, are useful ways of doing this. Doctrine is authoritative, not directive. The tone for doctrine writing should be formal and descriptive. Search the draft for directive terms such as 'must', 'shall' and 'will'. Verify that the context does not improperly restrict a commander's discretion, or is not a direct quote. If directive, rewrite as a descriptive statement. For example, 'Commanders must submit reports daily...' could be rewritten as 'Commanders submit daily reports...'.   Another alternative is to qualify the meaning, by replacing 'must,' shall' and 'will' with terms such as 'normally', 'may' or 'should'.

C1.8   **Use short sentences.**   Try to keep sentences short.   As a guide, aim for 15-20 words in a sentence. Vary sentence length for variety but avoid long sentences. When trying to shorten sentences, look for conjunctions – words such as, 'and, but, although, if, so, because and however'. Finally, you should only have one idea or point in each sentence and use two spaces between sentences.

C1.9   **Presenting information.** How information is presented is also important. Ask, 'what is the best way to communicate this idea?' Consider using diagrams, flow charts or images. Well-chosen images and simple diagrams can often convey the information more effectively than words. Also, break up writing to create 'white space' and use bullets for lists.[29]

C1.10 **Diagrams.** 'A picture paints a thousand words' – some things are better drawn. Think about what colours you use so they will still be effective if printed in colour or black and white. Consideration should be given to some readers with, for example, red-green visual impairments who may not understand colour codes. Therefore, some additional text like "red"

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[29] See paragraph C1.12 for further detail.

and "green" may improve readability for people with visual impairment. Using colours in Allied publications is also an environmental and economical issue which should be considered. Black and white printing should still guarantee full comprehension of the information provided in colour. Avoid using acronyms in diagrams. However, if this is not possible, use a legend.

C1.11 **Break up text.** Try to break up text as this gives more white space and makes it more 'digestible'. The example below shows the difference this can make.

It is too easy to write long passages of text which come across to the reader as difficult and boring. This is because the writer has failed to break up the text. Use manageable chunks that are easy on the eye and can be read as small packets. Instead of writing one continuous block of text, use paragraphs and sub-paragraphs. They do not need headings, as long as their subject is clear. Think from the readers' point of view. They may have only three to four minutes, with little else to go on but your words, to make important decisions.	It is too easy to write long passages of text which come across to the reader as difficult and boring. This is because the writer has failed to break up the text. Use manageable chunks that are easy on the eye and can be read as small packets. Instead of writing one continuous block of text, use paragraphs and sub-paragraphs. They don't need headings, as long as their subject is clear. Think from the readers' point of view. They may have only three to four minutes, with little else to go on but your words, to make important decisions.

C1.12 **Use bullets.** Using a bullet-point list is one of the best ways of breaking down complex information into manageable chunks. Bullets should be used only for lists, not multiple-sentence sections. The latter are sub-paragraphs. Do not use et cetera (etc.) in a list as it means unspecified additional items or odds and ends. Finally, avoid using auto-bulleted formats as they can make editing the document more difficult.

Lists – note the semi-colon and lower case first letter. An example is below.
 	
If you are the last person to leave this workshop, please make sure you:
 	
    ▪ turn out the lights;
 	
    ▪ lock the outside door; and
 	
    ▪ hand in the key at the security desk**.**
	Sub-paragraphs
	
	There are two broad groups responsible for health within the Naval Service.
	
	    a. The individual who has considerable responsibility for their own health; including following preventive health advice. All personnel should acknowledge these responsibilities and take them seriously.
	
	    b. The chain of command which has control over a number of the

determinants of health through its ability to influence occupational issues. Measures to promote and maintain health should be enshrined in policy.

But not:

1.1   The consequences of failing to deliver comprehensive and integrated healthcare may be:

  a.   Failure of moral and legal duty of care.

  b.   Diminished force levels, leading to erosion of fighting capability both quantitatively and qualitatively.

  c.   Low morale in serving personnel and their families, extending to the ex-service communities.

Use everyday language

C1.13   Try to use words that are familiar – they can be surprisingly good at describing complicated systems and procedures. Also:

  • use third person style/tense;

  • use simple expression with short words and phrases; and

  • avoid using legalistic and pompous words.

C1.14   **Everyday language is enduring.** It makes information easy to read, understand and retain. Using everyday language is not about 'dumbing down' the intellectual content. Rather, it is making sure that such well-regarded doctrine is quickly and easily understood.

Use the active voice

C1.15   Traditionally, doctrine has been written using passive, rather than active, verbs. Active verbs keep sentences short and make writing more personal, lively and direct. Using too many passive verbs makes writing cold, impersonal, bureaucratic, long-winded and potentially confusing.

Example of passive verb		
The conference	will be attended	by the Commander.
	Verb	The agent, if there is one, comes after the verb and is introduced by the word, 'by'.

Turning the passive verb into an active verb		
The commander	will attend	the conference.
The agent, or 'doer' comes before the verb	Verb	

C1.16   Wherever possible, say **who** is going to do something. Avoid saying, 'this [subject] must be considered'. An example is below.

Instead of:

> Casualty numbers must be considered.
> (passive)

Write:

> Medical planning staff must consider casualty numbers.
> (active)

C1.17   Quite often authors turn verbs into nouns, or impressive-sounding noun phases. In linguistics jargon these hidden verbs are called 'nominalisations'. Too many nominalisations will produce heavy, stodgy and dull writing. This is because they tend to conceal an action or stop it from moving, whereas verbs reveal the action and let it flow. Nominalisations also tend to go with passive verbs, which is another good reason to avoid them. Note from the examples below that revealing the verbs also reduce padding and, therefore, the number of words.

Revealing the action – turning nouns back into verbs examples		
to bring about the introduction of	=	introduce
to perform the evaluation of	=	evaluate

Avoid, or minimize, using acronyms and abbreviations

C1.18   Acronyms and abbreviations are easily misunderstood. Using them excessively disrupts the flow as readers have to consciously 'decode' them. This makes reading harder than it needs to be which could be frustrating or irritating. Do not use acronyms and abbreviations unless it is essential. If they must be used, introduce them first in each chapter.

Avoid, or minimize, using jargon

C1.19   Jargon consists of the technical terms used by specialized groups. Sometimes it is necessary to use jargon, but if you need to use it, explain the terms so the wider audience will understand it.

Jargon example

'Defined and minimalist levels of commonality will facilitate maximum intra-operability and interoperability, leading to enhanced contextualisation and fusion of best practice'

Translated into everyday language

'We need to agree the best ways to work. This will help people work well on their own, or with other departments and nations.'

Use gender-neutral language

C1.20 It is not acceptable to say, for example, 'the joint force commander and **his** staff'. Also avoid using 'his/her'. Instead, use the plural version which is gender-neutral, 'joint force commanders and their staffs'. Doctrine writers will find useful guidance on gender-neutral language in the 'Gender-inclusive language guidelines – Promoting gender equality through the use of language' pamphlet provided by UN Women.[30]

Be disciplined

C1.21 Given the volume of operational doctrine, authors should aim to keep the publication as short as possible. Doctrine users no longer have the time to wade through pages of text where the message is hidden under unnecessary padding, repetition or poorly structured sentences. Be disciplined – continually ask these questions.

- Is the text broken up as much as possible?
- Is the message hidden under too much padding?
- Is unnecessary history of policy stated?
- Does this sentence provide useful information for a commander to plan and conduct operations?
- Does this sentence add to the message?
- Do the sentences in this paragraph work together to add to that message?
- Do these paragraphs work together to give the overall message in that section?
- Do the sections work together to give the right sequence of messages?
- If the text has not added anything, or it's padded out too much, take it out.

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[30] For more information see: http://www.un.org/en/gender-inclusive-language/guidelines.shtml

Principles – check the text thoroughly

C1.22 Thorough proofreading of documents is essential before they are circulated for comment. It is helpful to get someone who has no knowledge of the subject to proofread as they often identify areas that are unclear. If they do not understand it, the chances are that some of the intended readers may also experience difficulties.

C1.23 A document with authors assigned to different sections is prone to repetition. A thorough proofread by a single reviewer can edit out repetitive text.

C1.24 **Overusing capital letters.** Too often NATO documents show a habit of overusing and abusing capital letters. CAPITAL LETTERS can seem threatening and they are more difficult to read than lower case text. Only use capitals when it is grammatically correct to do so.

Capitals

Capital letters shout out, are threatening and more difficult to read – do not use them inappropriately.

Only use capitals for the AJP title. Use sentence case for all chapter, section and paragraph headings (as used in this Allied administrative publication (AAP)).

Use **bold** type rather than capital letters for emphasis. *Italics* are used for publication titles. Do not <u>underline</u> text as it makes it harder to read.

We use initial capitals for proper nouns, including:

- names of organizations – 280 Squadron (but 'a squadron');
- ranks and titles; and
- people's names, place names, months and days of the week.

Questions to assist the doctrine developer

C1.25 The following questions will assist doctrine developers to get the right information for the content of the AJP. The questions should not be considered all-inclusive. No particular significance should be assigned to the relative order of the questions – and not all questions are pertinent in every case.

- Has the research been wide enough to capture all pertinent sources of information?
- Does the document take into account advances in technology that may temper or influence the historical lessons?
- Have the following been considered as potentially relevant sources of information?
  o NATO policy and international law.
  o Regulations, orders and directives.

      o   Approved NATO doctrine – joint, NATO or single service.

      o   Strategic assessments of current and future threats.

      o   NATO doctrine under development or revision.

      o   NATO lessons learned[31] and operations and exercise after-action or post-deployment reports.

- What joint, single service, defence research, national, NATO or Allied subject matter experts (military or civilian) are available for consultation?

- Would conducting interviews with experienced commanders and subject matter experts enhance the doctrine development? If so, have steps been taken to develop a questionnaire and interview process that elicits objective opinions and avoids leading questions that would elicit answers that only support presumptions?

- Are there any single service, national joint, NATO or international exercises that could be observed to provide a better understanding of current activities and doctrine related to the subject area?

- What national, international or single-service military periodicals could be consulted to offer relevant information on the subject area?

- Are there any relevant and validated concepts that are undergoing experimentation at the NATO concept development and experimentation or single-service equivalents that could be used?

- What underlying assumptions are pertinent?

- What terminology is pertinent, and does NATO Agreed terminology already exist?

- What are the essential components that should be included in this publication?

- Who is the target audience for this publication?

- What are the duties and responsibilities of the commanders and staffs involved?

C1.26 When completing the first draft of the publication or a particular chapter, ask the following questions before distributing the document for review.

- Have all of the relevant command and control arrangements been considered?

- Have the type and level of training requirements necessary to implement and employ this doctrine effectively been considered?

- Have all of the necessary legal considerations relating to this doctrine been considered?

- What are the implications of using this doctrine within the Alliance?

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[31] For more information see the NATO Lessons Learned Portal Library.

- What are the implications involved in using this doctrine in support of other government departments?

- What unique planning considerations arise from this doctrine?

- What support considerations arise from this doctrine?

C1.27   As the scope and table of contents of the publication are developed, authors may wish to consider the following areas (as applicable).

- How do the joint functions of command and control, intelligence, manoeuvre, fires, force protection, information, sustainment and civil-military cooperation need to be addressed in the document?

- How does the subject affect, or use, the maritime, space, air, land, cyberspace domains, and the information environment?

- How does this doctrine affect other doctrine?

- How do plans or actions developed in this publication transition between joint force commanders, component commanders, and functional commanders? What themes are there that need to be considered?

- How are organizational elements of a staff (command group, intelligence, assessment, future operations, current operations and plans) affected by the doctrine? What should they be doing to put the AJP into action?

- How are the core processes of a staff (plan, target, execute, assess and support) affected?

- What are the interoperability considerations for this doctrine? How does it affect other operations centres, units, joint forces, multi-service elements, multinational partners and interagency partners?

Characteristics of a successful doctrinal publication

C1.28   Table C1.1 provides some common-sense characteristics of effective doctrine.

Characteristics	Question
Accurate	Is the content accurate? Has it been verified as far as practically possible? Are all sources referenced?
Clear	Is the message and language clear? Will the intended audience easily understand the subject? Use simple words that can be easily and accurately translated into another language.
Relevant	Are all the elements relevant? Avoid unnecessary duplication, jargon, padding or contradictions (for example, 'battlespace owners').
Depth	Have the elements been discussed in sufficient depth? Use topic sentences – the main point of paragraphs and sub-paragraphs should be captured in the first sentence, with supporting material in the sentences that follow.
Breadth	Does the publication address all of the necessary elements?
Logical	Does the structure provide a logical progression through all elements?
Coherent	Does the substance, structure and language flow and provide consistent meaning and coherence with other related doctrine?
Plain language	Has simple language been used so that all nations (not just native English speaking nations) are able to understand the content from a single reading? Use the active voice.
Evolutionary	Is the material timely enough to prepare and train forces or organizations which may have to operate under new conditions?
Concise	Is the text as concise as possible, avoiding redundancy? Does it make full use of references to extant doctrine?
Architecture	Does the publication respect established hierarchical structures while maintaining flexibility for lower-level publications to expand on required tactics, techniques and procedures?
Presentation	Would ideas be better presented in a diagram, flowchart or image rather than pages of lengthy prose?

Table C1.1 – Characteristics of effective doctrine

Annex D – Formats for supporting documents

D.1   This annex consists of a series of appendices giving templates for various administrative documents used in the Allied joint doctrine development process. These appendices include the following.

- Appendix 1 – Doctrine proposal template.

- Appendix 2 – Doctrine task template.

- Appendix 3 – Request for information questionnaire.

- Appendix 4 – Request for feedback questionnaire.

- Appendix 5 – NATO standardization comment matrix.

- Appendix 6 – Formatting guidance for Allied joint publications.

- Appendix 7 – Change proposal template.

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Appendix 1 to Annex D – Doctrine proposal template

NATO CLASSIFICATION

Originator: [Nation or NATO body]   [Originator reference / date]

To: DTA

DOCTRINE PROPOSAL

Reference: [Doctrine proposal reference]

Subject: Doctrine proposal subject

TITLE

Background

1. **Project rationale.** Provide:

   - the rationale or need for the proposed doctrine by highlighting and explaining briefly the doctrinal void or policy directing doctrine development;

   - a broad outline of what the new doctrine product will offer; and

   - any additional information that usefully sets the scene for this project.

2. **Originator.** Explain who is proposing the proposal and to whom it is being submitted. The proposer should indicate whether they will be the sponsor for the Allied joint publication (AJP), how they will support its development or if they are willing to be its custodian or a member of the writing team.

3. **References.** List any key references that will provide a foundation upon which to base the project, including process advice from Allied Administrative Publication (AAP)-47. Make maximum use of footnotes.

Project directive

4. **Scope.** Provide a brief summary of what the proposed doctrine product will offer and outline any limitations, including how it will avoid duplication with other doctrine products.

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5.   **Way ahead.**

a.   **Audience.** Explain who will be the key beneficiaries of the proposed doctrine.

b.   **Purpose.** Summarise (ideally in a single sentence) purpose of the proposed doctrine product. Explain how the proposed doctrine will improve Allied operations.

c.   **Relationship with other Allied joint doctrine.** Describe how this document will fit into the existing Allied Joint Doctrine Architecture and the relationship it will have with other doctrine products.

d.   **Authority.** Explain the authority under which the project will proceed (Allied Joint Doctrine Campaign Plan (AJDCP), Allied Joint Operations Doctrine (AJOD) Working Group (WG) and Military Committee Joint Standardization Board (MCJSB)) plus the proposed sponsorship and custodial arrangements for consideration by the AJOD WG and MCJSB.

e.   **Liaison with other tasking authorities.** Confirm the most appropriate working group to conduct this project and state where there is a need to coordinate with other tasking authorities and/or NATO bodies.

f.   **Style.** Explain that the proposed doctrine product will conform to the arrangements set out in AAP-47.

6.   **Proposed governance and responsibilities.**[32]

a.   **Project sponsor.**

b.   **Custodian.**

c.   **Writing team.** List any known key individuals that should be part of the writing team.

d.   **Key stakeholders.** List key stakeholders from academia, governments, military organizations and non-governmental organizations that could provide valuable inputs to developing the doctrine.

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[32] The proposer should try to complete as much information as possible in the proposal. If it is not known who should be the sponsor or custodian, contact the NATO Standardization Office for guidance.

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7.   **Structure.** Annex A provides a foundation structure for the proposed doctrine.

8.   **Project timeline.** Provide a diagrammatic format of the proposed project timeline. Explain any risks that may be involved and the rationale for any deviations from standard staffing timelines. Highlight, where necessary, the need for swift staffing by addressees.

Signature block

Annexes:

A.   Proposed structure of AJP-X, *Title*.
B.   Proposed staffing timeline for AJP-X, *Title*.

Distribution:

NATO CLASSIFICATION

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Appendix 2 to Annex D – Doctrine task template

NATO UNCLASSIFIED

Originator: MCJSB [MCJSB reference]

To: Tasking authority / working group

Cc: AJOD WG / ACT

DOCTRINE TASK

Title

Reference(s):

A. Doctrine proposal.

Enclosure(s):

1. All available supplementary background information should accompany the task such as copies of extracts from existing agreements, studies, standing operating procedures, etc.

2. Allied Command Transformation (ACT) assessment report (insert reference number).

Background

3. Describe the overall rationale behind new doctrine or a revision of existing doctrine. [This void/revision was identified (state the source of the void, for example, lessons identified or exercises). ACT have conducted an assessment and confirm the need for new/updated doctrine. (State the area in which a void exists or where existing doctrine needs updating). ACT recommended (state outcome of ACT assessment -- void confirmed need for new publication, revision of extant doctrine, integration into existing publication(s).]

4. Link with existing capabilities or force goals. Discuss interoperability issues.

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Responsibilities[33]

5.   State Allied joint publication (AJP) sponsor.

6.   State Headquarters Supreme Allied Commander Transformation (HQ SACT) project officer (if known).

7.   International Military Staff doctrine sponsor point of contact.

8.   Custodian.

9.   Participating nations.

Audience

10.   Confirm recommended target audience.

ACT assessment

11.   Provide a summary of HQ SACT's assessment and recommendation.

Context

- Field of standardization: Operational.
- Operational type: Joint.
- Services/formations: for example: Naval/submarine; Army/mechanized; Air Force, Air Defence Fighters.
- External forum where the task also has application: i.e., partnership, peacekeeping and/or civilian spheres.
- Doctrine already in existence or being prepared which could be appropriate for the Alliance.
- How many nations may be affected by the application of this proposal?

Structure

12.   Provide a detailed chapter outline – include a short synopsis of the general content and all chapters and subordinate headers. Also include a detailed discussion of the content of the publication.

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[33] Provide names, phone number, address and email address for the named individuals.

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Schedule

13.   Confirm the proposed timeline given in the doctrine proposal. If it has changed, provide an updated diagrammatic format of the proposed project timeline. Confirm any risks that may be involved and highlight, where necessary, the need for swift staffing by addressees.

Promulgation criteria

14.   State clearly the promulgation criteria that must be met to approve the doctrine.

Other relevant information

15.   Any additional points of contact should be listed here.

16.   Intended classification of doctrine. AJPs should be without any classification. If it has to be classified, then a justification as to why must be given.

17.   State any related publications of NATO standardization agreements (STANAGs).

18.   NATO effective date.

19.   Specific terminology issues.

Signature block

Annexes:

A.   Doctrine proposal (reference).
B.   …

Enclosure(s):

1.   ACT Assessment (reference).

Distribution:

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Appendix 3 to Annex D – Request for information questionnaire

Administrative instruction for request for information letter

D3.1   A request for information (RFI) is issued in preparation of data fusion. Each RFI will be unique, tailored to suit the requirement and will use a basic question set as a starting point; the full question set is on the RFI form.[34] Allied Command Transformation (ACT) will prepare the question set for the RFI in consultation with the custodian, subject matter experts and other areas of the NATO Command Structure. ACT will ensure that the RFI is consistent with contemporary activities, planning and most importantly the Allied Joint Doctrine Campaign Plan (ADJCP). ACT will issue the RFI according to the timelines as set out in the approved ADJCP.

D3.2   Figure D3.1 shows an example of a RFI form. The first line shows an example of how to complete the matrix. The text is for illustrative purposes only.

Guidance for completing the request for information

The request for information (RFI) must be prepared in consultation with ACT.

Column 1 – Item. This column is used by custodian only, to order comments received.

Column 2 – Originator. This column is self-explanatory and should show the nation or organization's detail.

Column 3 – Type. This column must be annotated with c – critical, if there is a contentious issue that may cause a nation not to approve the development of this piece of doctrine.

Column 4 – Page. A specific reference to a publication that supports the response/comments column.

Column 5 – Paragraph. A specific reference to a publication that supports the response/comments column.

Column 6 – Comments. Comments should be clearly articulated and underpinned by the rationale.

Column 7 – Rationale. Provide concise, objective explanation of the rationale for the comment (not required for editorial comments).

Column 8 – Adjudication (custodian use only).

- A – accepted.

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[34] The full electronic version of the request for information must be downloaded from the NATO Standardization Office (NSO) website (nso.nato.int).

- AA – accepted with amendment (rationale for the amendment given).

- W – withdrawn.

- NA – not accepted (rationale provided in the matrix).

- N – noted.

- OBE – overtaken by events.

AJP-X, *Allied Joint Doctrine for . . . .* **– request for information**

The full electronic version of the request for information must be downloaded from the NATO Standardization Office (NSO) website (nso.nato.int).

The request for information must be completed in line with the guidance provided.

The table below shows an example of the format to be used when issuing general and specific questions for the questionnaire.

Rows can be added or deleted.

Item	Type	Originator	Page	Para	Comments	Rationale	Adjudication (A/NA/AA)
General questions							
GQ1	Is (AJP-X subject) required?						
1	*If rqd.*	*USA*	*If rqd.*	*If rqd.*	*Response or comment related to this question*	*A full rationale needs to be included for each response/comment made*	*ACT adjudication of all comments (normally as a result from a data fusion workshop)*
Specific questions							
SQx	*A series of specific questions will be included, tailored to meet the specific requirements of the proposed AJP, as required.*						

Figure D3.1 – an example of a request for information form

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Appendix 4 to Annex D – Request for feedback questionnaire

Administrative instruction for request for feedback letter

D4.1   A request for feedback (RFF) is issued when a review of an existing Allied Joint doctrine publication starts, and in preparation of data fusion. Each RFF will be unique, tailored to suit the requirement and will use a basic question set as a starting point; the full question set is on the RFF form.[35] Allied Command Transformation will prepare the question set for the RFF in consultation with the custodian, subject matter experts and other areas of the NATO Command Structure. ACT will ensure that the RFF is consistent with contemporary activities, planning and most importantly the Allied Joint Doctrine Campaign Plan (ADJCP). ACT will issue the RFF according to the timelines as set out in the approved ADJCP.

D4.2   Figure D4.1 gives an example of a RFF form. The first line shows an example of how to complete the matrix. The text is for illustrative purposes only.

Guidance for completing the request for information

The request for feedback (RFF) must be prepared in consultation with ACT.

Column 1 – Item. This column is used by custodian only, to order comments received.

Column 2 – Originator. This column is self-explanatory and should show the nation or organization's detail.

Column 3 – Type. Comments will be categorized in the following manner:

- **C – critical.** Critical comments identify a significant inaccuracy or inconsistency which, if not corrected, can result in a member state not ratifying the AJP, or submitting a reservation. A critical comment may, for example, identify an inconsistency with promulgated doctrine, policies and/or concepts that must be corrected.

- **S – substantive.** Substantive comments offer major improvement that would significantly improve the publication's accuracy, credibility, reliability or consistency. Substantive comments should be identified and resolved no later than study draft2 review.

- **E – editorial.** Editorial comments improve the layout or content and/or correct spelling or punctuation. They do not, however, impact on member states ratifying the AJP.

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[35] The full electronic version of the request for feedback must be downloaded from the NATO Standardization Office (NSO) website (nso.nato.int).

Column 4 – Page. This column is self-explanatory and should show the page number that the response/comment is referring to.

Column 5 – Paragraph. This column is self-explanatory and should show the paragraph number that the response/comment is referring to.

Column 6 – Comments. Comments recommending changes to publication text will be in line-in (inserted text) and line out (deleted text) format and clearly identify the desired change.

Column 7 – Rationale. Provide concise, objective explanation of the rationale for the comment (not required for editorial comments).

Column 8 – Adjudication. Custodian use only.

- A – accepted.
- NA – not accepted (rationale given for rejection).
- AA – accepted with amendment (rationale for the amendment given).
- W – withdrawn.
- N - Noted
- OBE – overtaken by events

AJP-X, *Allied Joint Doctrine for . . . .* **– request for feedback**

The full electronic version of the Request for Feedback must be downloaded from the NATO Standardization Office (NSO) website (nso.nato.int).

The request for feedback must be completed in line with the guidance provided.

The table below shows an example of the format to be used when issuing general and specific questions for the questionnaire.

Rows can be added or deleted.

Item	Type	Originator	Page	Para	Comments	Rationale	Adjudication (A/NA/AA)
					GENERAL QUESTIONS		
GQ1	Is (AJP-X subject) required?						
1	*S*	*USA*	*2.2*	*23*	Delete '…nations may use USB sticks or CD to transfer data….' Insert 'nations should transfer data using CDs.'	*Rationale needs to be included for each response*	*ACT adjudication of all comments (normally as a result of a Data Fusion Workshop)*
GQx	*A series of general questions will be included, tailored to meet the specific requirements of the proposed AJP, as required.*						
					SPECIFIC QUESTIONS		
SQx	*A series of specific questions will be included, tailored to meet the specific requirements of the proposed AJP, as required.*						

Figure D4.1 – an example of a request for feedback form

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Appendix 5 to Annex D – NATO standardization comment matrix

Benefits of using the NATO standardization comment matrix

D5.1   All comments on any publication draft must be inserted into the NATO standardization comment matrix (shown below).[36]   The custodian can decide to neglect comments for formal reasons in cases where comments have been provided differently. The custodian can also choose whether they want returns in Word or Excel, but nations must return their comments in the format requested. In cases where comments have not been provided in in the requested format the custodian can decide to neglect these comments for formal reasons. Using this matrix not only saves custodians considerable time and effort, as only minor adjustments are needed to merge comments into the master matrix, it also provides an auditable record of the comments provided and the action taken in response. Custodians should ensure that an electronic copy of the blank matrix is sent as an attachment to their staffing request. When completing the NATO standardization comment matrix, follow the guidelines on the template.   The matrix becomes the record of decisions for the publication review.

D5.2   Figure D5.1 gives an example of a NATO standardization comments matrix. The first line shows an example of how to complete the matrix. The text is for illustrative purposes only.

D5.3   Guidelines for providing comments for harmonization and ratification drafts for the first time. NATO member states should provide critical or substantive comments at the earliest stage in the development process so they can be addressed. Editorial comments can be provided anytime, which should always be considered by the custodian.

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[36] An electronic version of the NATO standardization comment matrix is available on the NATO Standardization Office (NSO) website (nso.nato.int). Note: comments provided in any other format will be taken into account at the discretion of the custodian/author.

NATO standardized comment matrix

This matrix is used to record comments during the staffing of AJPs as per Allied Administrative Publication (AAP)-47.

Comment guidelines for the originator

- Comments will use the format in the example row below filling in each appropriate column.

- Comments will be numerically numbered and arranged in chronological order.

- Comments recommending changes to the draft publication text will be in <u>line-in</u> (inserted text) and ~~line out~~ (removed text) format (unless the text is to be just deleted without replacement) and clearly identify the desired change supported by sound rationale.

- The originator, paragraph, sub-paragraph and line is self-explanatory.

- Do not submit general observations without proposed solutions.

- Always give the rationale for the comments, except those that are editorial

- Comments will be categorized in the following manner:

  C – critical. Critical comments identify a significant inaccuracy or inconsistency which, if not corrected, can result in a member state not ratifying the AJP, or submitting a reservation. A critical comment may, for example, identify an inconsistency with promulgated doctrine, policies and/or concepts that must be corrected. Ideally these comments should be identified and resolved during study draft 1 review.

  S – substantive. Substantive comments offer major improvements that would significantly improve the publication's accuracy, credibility, reliability or consistency. Substantive comments should be identified and resolved no later than study draft 2 review.

  E – editorial. Editorial comments improve the layout or content and/or correct spelling or punctuation. They do not, however, impact on member states ratifying the AJP. Typically editorial comments are the only comments identified and resolved after study draft 2.

Adjudication guidelines for the custodian

Record the adjudication of every comment with the following response.
- **A** – accepted.
- **AA** – accepted with amendment (amended text provided in the matrix).
- **W** – withdrawn.
- **NA** – not accepted (rational provided in the matrix).
- **N** – noted.
- **OBE** – overtaken by events.

Comments to AJP-x.x (B) xxxx draft

Serial	C/S/E	Originator	Para	Sub-Para	Line	Comment	Rationale	Adjudication (custodian input)
Guide		Nation, NATO body, Allied joint doctrine community representative delegate	from draft	from draft	from draft	Comments should be line-in/out format and propose a recommended way forward. General observations without proposed solutions should not be submitted.	Rationale will be submitted for all comments.	Adjudicate every comment. Provide rational for NA. Provide amended text for AA.
1.	C	USA	2.2	a	23	Delete '~~nations may use USB sticks or CD to transfer data.~~' Insert 'nations should transfer data using CDs.'	USA IT security policy prohibits using USB sticks to transfer data.	AA when transferring data nations will follow the security policies associated with the CIS being used.
1.								
2.								
3.								
4.								

Figure D5.1 – an example of a NATO standardization comments matrix

Appendix 6 to Annex D – Formatting guidance for Allied joint publications

Structure of an Allied joint publication

D6.1   All those involved in developing AJPs should use the format, rules and conventions described in this publication. Allied Administrative Publication (AAP)-47 is written in AJP format. The Allied joint publication template is available on the NATO Standardization Office (NSO) website.[37]

D6.2   An AJP should comprise the following components:

- binder and cover (mandatory);[,38]
- title page (under the binder or cover) (mandatory);
- NATO letter of promulgation (mandatory);
- national promulgation letter (if required);
- record of national reservations (mandatory);
- record of specific reservations (mandatory);
- summary of changes (mandatory);
- related documents (if required);
- table of contents (mandatory);
- preface (mandatory);[39]
- body (mandatory);
- protection of propriety rights (if required);
- annexes and appendices (if required);
- lexicon (mandatory);
  - o   Part 1 – Acronyms and abbreviations;
  - o   Part 2 – Terms and definitions;
- alphabetical index (if required); and
- list of effective pages (if required).

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[37] A copy of the macro-enabled AJP template can be found on the NATO Standardization Office (NSO) website.

[38] Templates for the mandatory items are available on the NSO website (www.nso.nato.int).

[39] As a minimum, scope, purpose, application and linkages must be included. Context and structure are optional.

Page formatting for an Allied joint publication

D6.3   To ensure conformity of style, custodians should make sure that the text of their AJPs follow the format and layout described in this appendix and used throughout the publication. The AJP structure should ideally allow text to be printed without further modification on A4-sized paper. The page setup below should be used with margins set to the following.

Portrait page setup

- Top 3.0cm.
- Bottom 4.75cm.
- Inside 1.3cm.
- Outside 1.5cm.
- Gutter 1.0cm.
- Header 1.0cm.
- Footer 2.75cm.
- Multiple pages mirror margins.

Landscape pages

- Top 2.0cm.
- Bottom 2.0cm.
- Left 2.5cm.
- Right 2.5cm.
- Gutter 0cm.
- Header 2.0cm.
- Footer 2.0cm.
- Multiple pages normal.

Allied joint doctrine layout

D6.4 **Layout and paragraph numbering.** The layout and paragraph numbering should be as follows.

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Chapter 1 – Title (16 pt)[40]

Section 1 – Title (14 pt)

Side heading (12 pt)

1.1 **Paragraph heading.** The main point of paragraphs and sub-paragraphs should be captured in the first sentence, with supporting material in the sentences that follow. The first number indicates the chapter (in this case Chapter 1) the second number is the paragraph in sequential order. So next paragraph would be 1.2, then 1.3 and so on. Chapter 2 would start with 2.1, then 2.2, 2.3 etc.[41]

    a. **Sub-paragraph heading.** Sub-paragraphs must contain complete sentences. Use bullet points for lists. (See paragraph C1.12 for further guidance.)

        (1) **Sub-sub-paragraph heading.**

            (a) **Sub-sub-sub-paragraph heading.**[42] However, avoid going down this far as it tends to show a weakness in the structure and ends up with very few words in the area. Look again at the structure.

    • **Bullet points.** Follow the rules in paragraph C1.12.

        o **Sub-bullets.** This style is used for when it is a second subset of bullet points or sub-paragraphs.

A.1. Example of numbering to use for annexes.

A1.1 Example of numbering to use for appendixes to annexes.

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[40] Pt is used as an abbreviation of point.

[41] Main text is in 12 pt.

[42] Footnotes should be in 10 pt and follow any punctuation.

D6.5　**Fonts.**　Arial font is used throughout.　Blank pages are marked '**Intentionally blank**' in 14 point (pt) bold.

D6.6　**Page numbers.**　The main text (starting with Chapter 1) is numbered consecutively (for example, 1-50) until the end of the publication.　This includes the chapter annexes. Exceptions are listed below.

　　　a.　**Pages prior to the main text.**　Use roman numerals for all pages prior to the main text (table of contents, preface etc.), except for the 'national letter of promulgation page', which should be left without a number.

　　　b.　**Annexes to the main text** – these are numbered, for example, A-1, A-2 meaning page 1 to Annex A, page 2 to Annex A and so on.

　　　c.　**Appendices** – these are numbered, for example, A1-1 referring to page 1, Appendix 1 to Annex A.

D6.7　**Headers and footers.**　For other markings and their positions, follow the conventions used in this publication.　Font size for all headers and footers should be 12 pt.　Draft status information should be left-aligned in the footer.

D6.8　**References.**　Footnotes should be used rather than endnotes.　References to other AJPs should be cited as follows: Allied Joint Doctrine (AJP)-X-XX, *Allied Joint Doctrine for XXX*.　Unless the information is edition specific, it is best to omit the edition suffix when referencing other AJPs. Other non-NATO publications should be cited using the Harvard style.　Sources for NATO Agreed terms do not need to be referenced, but if the definition is taken from another source, the source should be footnoted.

D6.9　**Graphics.**　Electronic images should be produced at a resolution of no less than 300 dots per inch (dpi).　Ensure that text in diagrams is readable and think about colours used.

D6.10　**Printing.**　The .pdf version must be saved in a format suitable for both electronic media and commercial printing, with all fonts embedded.

D6.11　**Reports, returns and messages.**　The AJP subject may identify a reporting requirement.　If the requirement is not specified in a level-3 publication, it must be specified in the AJP.

Other considerations

D6.12　**Annexes.**　Annexes can be placed either after the end of the relevant chapter or at the end of the publication.

D6.13　**List of effective pages.**　A list of effective pages is useful for large complicated publications, especially when changes to the current edition are required.

Intentionally blank

Appendix 7 to Annex D – Change proposal template

Please insert NATO Classification

This template is to be used to submit proposals for changes to existing Allied joint doctrine publications including updates, deletions or corrections. These changes may apply to single or multiple documents.

Once completed, the form should be submitted to the NATO Standardization Office, which will bring it to the attention of the doctrine development authorities to initiate appropriate actions.

Originator: [Nation or NATO body]   [Date]

To: NSO   [Originator reference]

DOCTRINE CHANGE PROPOSAL

Subject: Doctrine proposal subject

1. **AJPs to be changed.** Please provide a list of the Allied joint doctrine publications that are expected to be impacted by the changes proposed.

2. **References:** List key references that support the need for the changes to Allied joint doctrine.

3. **Summary of requirement:** Provide an overview to explain why changes are necessary *(e.g. there have been recent changes to policy or operational capabilities; there are factual or editorial errors in publication; changes would improve ease of use or understanding, etc).*

4. **Scope of changes:** Provide a list of proposed changes which must each be provided with sufficient rationale to explain the need for the change. When it is possible to provide proposals for specific line in/line out changes, additional information is also required: publication reference, page and paragraph numbers.

5. **Impact:** Describe the impact of not including these changes in doctrine publications.

6. **Timeline and urgency:** Please identify any issues that would influence decisions about the timeline or urgency for these changes to be included in Allied joint publications.

7. **Other information**: Please include any other information you consider to be relevant.

8. **Originator:** Provide details and point of contact information for the individual or organization making the proposal.

9. **Originator name and signature block:**

Distribution:

- *National:*
- *NATO: NSO, ACT*

.Lexicon

Part 1 – Acronyms and abbreviations

AAP	Allied administrative publication
ACO	Allied Command Operations
ACT	Allied Command Transformation
AJDA	Allied Joint Doctrine Architecture
AJDCP	Allied Joint Doctrine Campaign Plan
AJOD WG	Allied Joint Operations Doctrine Working Group
AJP	Allied joint publication
Bi-SC	of the two Strategic Commands
COE	centre of excellence
DTA	delegated tasking authority
HQ SACT	Headquarters Supreme Allied Commander Transformation
IMS	International Military Staff
JALLC	Joint Analysis and Lessons Learned Centre
JOG	joint operational guideline
JFTC	Joint Force Training Centre
JWC	Joint Warfare Centre
MC	Military Committee
MCJSB	Military Committee Joint Standardization Board
NATO	North Atlantic Treaty Organization
NDPP	NATO defence planning process
NSDD	NATO Standardization Document Database
NSO	NATO Standardization Office
NTO	NATO Terminology Office
RFF	request for feedback
RFI	request for information
ROD	record of decisions
STANAG	NATO standardization agreement
TATC	Tasking Authority Terminology Coordinator

Part 2 – Terms and definitions

Allied publication
The name given to both standards and standards-related documents published by NATO. Note: Formats of Allied publications are specified in AAP-32. (NATO Agreed)

Allied joint publication
An Allied publication containing doctrine applicable to NATO and NATO-led operations involving more than one service. (NATO Agreed)

amendment
In NATO standardization, a minor change that has no significant impact on the use made by the interested parties of a standardization document. Note: An amendment results in a new version of a standard and its standards-related documents, but not of its NATO covering document. (NATO Agreed)

annex
A supplementary document attached to a parent document to amplify or explain its content, developed when the inclusion of all the detail in the body of a document would make it cumbersome. (NATO Agreed)

appendix
A supplementary document attached to an annex to amplify or explain its content, developed when the inclusion of all the detail in the annex would make it cumbersome. (NATO Agreed)

concept
An agreed notion or idea, normally set out in a document, that provides guidance for different working domains and which may lead to the development of a policy. (NATO Agreed)

custodian
A volunteer nation or NATO body mandated by a tasking authority to manage and carry out a standardization task. (NATO Agreed)

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

harmonization draft
In NATO standardization, a draft of a NATO standard or standards-related document that is ready for submission for ratification. (This is a new term and definition and has been processed for NATO Agreed status via terminology tracking file [number]).

implementation
In NATO standardization, the performance of an obligation laid down in a NATO standardization agreement. (NATO Agreed)

joint operational guideline
A publication to supplement approved joint doctrine in order to meet the immediate operational needs of forces in the field. (NATO Agreed)

keystone publication
An Allied joint publication establishing the doctrinal foundation for publications at lower levels of the Allied joint doctrine hierarchy.
Note: Keystone publications are approved by unanimous agreement of the NATO member nations. (NATO Agreed)

lexicon
In NATO, a list included in or annexed to a document, of the terms with their definitions or of the abbreviations with their full forms used therein, for the purpose of facilitating comprehension.
Note: A term, definition or abbreviation that is not NATO Agreed does not acquire NATO Agreed status by being included in the lexicon of an approved document. (NATO Agreed)

NATO effective date
The date, and time if appropriate, determined in particular by operational requirements, when a NATO standardization agreement comes into force for all participants whenever it is imperative to implement a new or revised Allied standard simultaneously.
Note: NATO standardization recommendations do not have a NATO effective date. (NATO Agreed)

NATO glossary
An Allied publication consisting solely of NATO Agreed terminological entries covering concepts related to one or more subject fields, prepared and approved in accordance with the rules of the NATO Terminology Programme. (NATO Agreed)

NATO standardization agreement
A NATO standardization document that specifies the agreement of member nations to implement a standard, in whole or in part, with or without reservation, in order to meet an interoperability requirement.
Note: A NATO standardization agreement is distinct from the standard(s) it covers. (NATO Agreed)

policy
Agreed principles, approach and general objectives, set out in a document, to guide the achievement of specific outcomes.
Notes:
1. In NATO, a policy is normally developed on the basis of a given concept.

2. A policy implementation plan may also be developed. (NATO Agreed)

promulgation
In NATO standardization, a formal act by which the Director of the NATO Standardization Agency publishes a NATO standardization document, following a recommendation by the tasking authority or delegated tasking authority.
Note: The document comes into force on the date of publication, unless a NATO effective date is specified. (NATO Agreed)

ratification draft
A draft of a NATO standardization agreement submitted to NATO member nations for ratification. (NATO Agreed)

ratification process
In NATO standardization, the process by which a NATO member nations determines its position regarding the implementation of a NATO standardization agreement. (NATO Agreed)

reservation
In NATO standardization, a formal statement by which a NATO member nation describes the part of the document or documents covered by a NATO standardization agreement that it will not implement or will not implement in full. (This term and definition modifies an existing NATO Agreed term and/or definition and has been processed for NATO Agreed status via terminology tracking file [2008-0505].)

review
The activity of checking a normative document to determine whether it is to be reaffirmed, changed or withdrawn.
Notes: The outcome of the review may be as follows: (1) to be retained unchanged; (2) to be cancelled; (3) to be replaced by suitable non-NATO standards; (4) to be considered for transfer to a civil standards developing organization; (5) to be incorporated into another NATO standardization document; (6) to be updated to accommodate shortfalls or allow for new developments; (7) to be allocated to another working group or transferred to another tasking authority or delegated tasking authority. (NATO Agreed)

standardization
The activity of establishing, with regard to actual or potential problems, provisions for common and repeated use, aimed at the achievement of the optimum degree of order in a given context. (NATO Agreed)

study draft
In NATO standardization, a draft NATO standardization document, during its development at the working group level. (NATO Agreed)

Terminology tracking file
In the NATO Terminology Programme, an electronic file that contains all terminology proposals relating to a single concept, thus documenting the development and the decisions taken in respect of this terminology. (NATO Agreed)

validation
The confirmation of the capabilities and performance of organizations, individuals, materiel or systems to meet defined standards or criteria, though the provision of objective evidence. Note: In the context of military forces, the hierarchical relationship in logical sequence is: assessment, analysis, evaluation, validation and certification. (NATO Agreed)

AAP-47(C)(1)