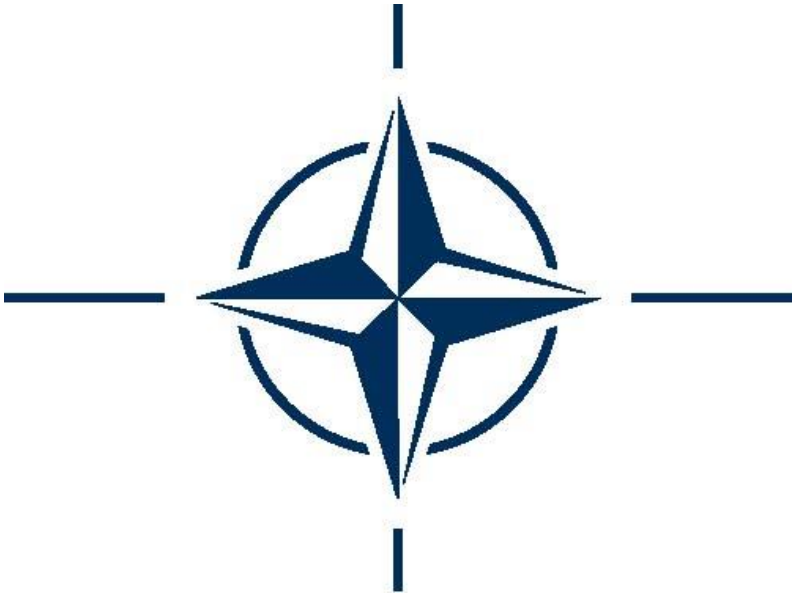
NATO STANDARD

AJP-4

ALLIED JOINT DOCTRINE FOR LOGISTICS

Edition B Version 1

DECEMBER 2018



NORTH ATLANTIC TREATY ORGANIZATION

ALLIED JOINT PUBLICATION

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NORTH ATLANTIC TREATY ORGANIZATION (NATO)

NATO STANDARDIZATION OFFICE (NSO)

NATO LETTER OF PROMULGATION

20 December 2018

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PO(2010)0169	*The Alliance's Strategic Concept, dated 19 November 2010*
PO(2015)0580	*Political Guidance, dated 16 October 2015*
AC/237- D(2010)0003	*Approval of the NATO Crisis Response System Manual, 2010*
PO(2010)0143	*Comprehensive Approach Report, 13 October 2010*
PO(2011)0141	*Political Military Framework for Partner Involvement in NATO-Led Operations*
PO(2011)0045	*Updated List of Tasks for the Implementation of the Comprehensive Approach Action Plan and the Lisbon Summit Decisions on the Comprehensive Approach, 7 March 2011*
PO(2000)30-Rev 2	*NATO Crisis Response System Manual (NCRSM) 2016*
SG(2006)0244 Rev 1	*Force Declarations and Designations*
SG(2008)0806(INV)	*NATO Lessons Learned Policy, 31 October 2008*
MCM-077-00	*Military Committee Guidance on the Relationship between NATO Policy and Military Doctrine*
MC 0055/4	*NATO Logistic Readiness and Sustainability Policy*
MC 0133/4	*NATO's Operations Planning*
MC 0319/3	*NATO Principles and Policies for Logistics*
MC 0326/3	*NATO Principles and Policies for Medical Support*
MC 0334/2	*NATO Principles and Policies for Host Nation Support*
MC 0336/3	*NATO Principles and Policies for Movement and Transportation*
MC 0411/2	*NATO Military Policy on Civil-Military Cooperation (CIMIC) and Civil-Military Interaction (CMI)*
MC 0400/3	*MC Guidance for the Military Implementation of NATO's Strategic Concept*
MC 0469/1	*NATO Military Principles and Policies for Environmental Protection (EP)*
MC 0473/1	*NATO Petroleum Supply Chain – Principles, Policies and Characteristics*
MC 0533	*NATO Principles and Policies for Maintenance of Equipment*
MC 0551	*Medical Support Concept for NATO Response Force (NRF) Operations*
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ALP-16	*Allied Logistics Publication for Explosives Safety and Munitions Risk Management (ESMRM) in NATO Planning, Training and Operations*
IMSM-0296-2017	*MC Assessment on ACO's Revised Role and Responsibilities of Logistic Stakeholders, dated 30 June 2017*
COPD	*Allied Command Operations, Comprehensive Operations Planning Directive COPD Interim V 2.0, dated 04 October 2013*

Preface

Scope

1. Allied Joint Publication (AJP)-4(B), *Allied Joint Doctrine for Logistics* is the keystone NATO doctrine for the conduct of joint operational logistics and medical[1] from preparation to termination. AJP-4 builds on the principles described in AJP-01(E), *Allied Joint Doctrine* and it is the foundation doctrine for the AJP-4 series.

Purpose

2. Although every operation is unique their conduct can be approached in the same manner. AJP-4(B) provides joint commanders and their staffs with a common framework to command, coordinate and synchronize all Alliance joint logistic and medical operations. It provides them with the principles and general guidance to plan and conduct joint logistic and medical support to campaigns and operations.

Application

3. AJP-4(B) is intended primarily as guidance for joint NATO commanders and staffs. However, the doctrine is instructive to, and provides a useful framework for, operations conducted by a coalition of NATO members, partners and non-NATO nations. It also provides a reference for NATO civilian and non-NATO civilian actors.

[1] MC 0400/3, *Guidance for the Military Implementation of NATO's Strategic Concept*.

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Chapter 1 – Context

Section 1 – Definition of Logistics[2]

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

- design and development, acquisition, storage, movement, distribution, maintenance, evacuation and disposition of materiel;
- transport of personnel;
- acquisition, construction, maintenance, operation and disposition of facilities;[3]
- acquisition or furnishing of services; and
- medical and health service support.[4]

Section 2 - Principles

1.2 **National and collective responsibility for logistics**. NATO and nations have a collective responsibility for logistic support of Alliance operations and missions (AOM). Nevertheless, NATO recognizes that the ultimate responsibility for support of national forces lies with the respective nations. Consequently, within NATO, collective responsibility for logistics is *The set of NATO's and nations' individual and largely complementary obligations to cooperatively organize and deliver the overall logistic support* of *NATO operations, taking into account one another's requirements and constraints*.[5] Collective responsibility for logistics reflects the fact that neither NATO nor a nation is capable of assuming complete responsibility for the logistic support of a NATO-led operation. Consequently, NATO and nations bear an obligation to cooperate in logistic support of operations in such a way that their common efforts meet the overall requirement. They must take into account each other's requirements and constraints and ensure that this approach is considered from the outset of the operations planning process (OPP).

1.3 **Authority**. There is an essential interdependence between responsibility and authority. The responsibility assigned to any NATO commander (COM) must be matched with the

[2] MC 0319/3, *NATO Principles and Policies for Logistics*.
[3] Infrastructure management is a MILENG area of expertise (development, maintenance, improvement), including contracted civil engineering.
[4] A number of NATO nations do not consider medical and health service support to be a logistic function.
[5] MC 0319/3, *NATO Principles and Policies for Logistics*.

delegation of authority by nations and NATO to allow the adequate discharge of responsibilities in order to receive, employ, sustain and redeploy capabilities assigned to NATO by nations in the most efficient manner.

1.4 **Primacy of operational requirements**. All logistic support efforts, from both the military and the civilian sector should be focused to satisfy the operational requirements necessary to guarantee the success of the AOM.

1.5 **Cooperation and coordination**. Cooperation and coordination across the full spectrum of logistics, including between the civilian and military sector within and between Allies, contributes to the best use of limited resources. Generic and pre-arranged agreements are the tools to facilitate logistic coordination and cooperation. The overall responsibility for coordination lies with NATO and should be conducted as a matter of routine under the authority of the North Atlantic Council. Cooperation and coordination with partner nations and relevant international organizations will be implemented by NATO bodies and staff.[6]

1.6 **Assured provision**. Nations and NATO must ensure the provision of logistic resources to support the forces and capabilities allocated to NATO during peace, crisis and conflict.

1.7 **Sufficiency**. Logistic support must be available in the necessary quantity and quality, when and where it is required throughout the full spectrum of AOM. It must be ensured for any NATO-led operation continuously for the duration required to accomplish the mission.

1.8 **Efficiency**. Logistic resources and capabilities should be used effectively and efficiently. Requirements must be identified and addressed in a timely manner to optimize the efficient provision and effective use of such resources and capabilities. Therefore, from the onset of the OPP, NATO and nations should consider multinational solutions and not default to national solutions.

1.9 **Simplicity**. Uncomplicated mission-orientated logistic organizations, structures and procedures minimize confusion and help to ensure that the support provided meets NATO COM's requirements. Additionally, clear orders, simple plans and reporting mechanisms ensure accurate and efficient dissemination of information and minimize misunderstandings.

1.10 **Flexibility**. Logistic support must be adaptive and flexible to be effective. Adequate planning allows NATO and nations to react in a timely manner to changes in the operational situation and/or requirements.

[6] MC 0586, *Policy for Allied Forces and their Use for Operations*.

1.11 **Visibility**. Visibility of logistic resources and capabilities is essential for effective and efficient logistic support and will be provided by NATO and nations' logistic information management services, as required. National and NATO logistic information services require a facilitation of the delivery of the right information, because NATO COM require timely, accurate and relevant information to make effective decisions and to plan and coordinate operations in the joint operations area (JOA). Visibility of nations' support arrangements (e.g. lines of communications (LOC) and transit areas) will assist NATO COMs in the planning for and execution of AOM. The key to this information is visibility on logistic requirements, resources, capabilities and processes. This visibility must extend across the multiple levels of management and command for NATO, nations and other actors and must provide the information required at each level.

Section 3 - Collective logistics

1.12 Collective logistics is *"The collective approach undertaken by NATO and nations to plan, generate, synchronize and prioritize national and NATO logistic capabilities, resources and activities to deliver logistic support to NATO missions, operations and exercises, by making use of common processes and organizational structures."*

1.13 "*Collective logistics encourages nations and NATO to cooperatively share the provision and use of logistic capabilities and resources to support the force effectively and efficiently. Standardization, cooperation, multinationality in logistics and robust logistic command and control (C2) build together the basis for flexible and efficient use of logistic support thereby contributing to the operation's success."*[7]

1.14 Nations are responsible for ensuring that units and formations assigned to NATO are properly supported by an effective and efficient tailored logistic structure for AOM, including a proportional contribution to operational-level support capabilities. Nations have the ultimate responsibility to equip their forces and to ensure either individually or through collective arrangements, the provision of required logistic resources and capabilities to support the forces assigned to NATO during peace, crisis and conflict. Consequently, it is vital that nations, at the earliest opportunity, highlight any logistic capability shortfalls that would impact on their ability to support their own forces. Nations, ideally through national support elements (NSE), are required to coordinate and cooperate with NATO COM and the host nation (HN). The NSE's mission is nation-specific support to units and common support that is retained by the nation. Effective support for deployed headquarters (HQ), NATO-owned equipment and JOA capabilities depends on a collective approach, through national contributions.

[7] MC 0319/3, *NATO Principles and Policies for Logistics*.

Section 4 - Multinational logistic support at the operational level

1.15 **General**. Operational-level logistic operations typically employ assigned national, HN or commercial support options to deliver multinational logistic support through optimal use of resources while leveraging economies of scale. The use of multinational logistics is a means by which, depending on operational requirements and the specific situation, the Alliance can enhance its efficiency and effectiveness. Although multinational logistic support should not be an end in itself, the benefits of reduced NSEs and efficient use of resources could be significant. All nations contributing to the force should consider whether multinational arrangements will provide benefit or whether they will conflict with their national interest. The benefits and limitations of a multinational approach to delivery of operational-level logistic support must therefore be clearly understood as follows:

a. **Benefits**:

(1) **Resource husbandry**. Sourcing support from other nations can reduce the strain on an individual nation's organic military support system, particularly in terms of manpower and equipment. This allows greater potential to meet additional or more challenging commitments.

(2) **Reduced deployment package**. Where deployment resources are at a premium, strategic lift space can be allocated to other assets, potentially accelerating the force's readiness in the JOA.

(3) **Using specific national niche expertise**. Where a niche capability or expertise is not readily available for an operation by any particular nation, provision from another nation with specialized capabilities may be utilized.

(4) **Optimizing the logistic footprint**. The use of multinational logistic options can optimize the overall deployment of logistic resources and reduce infrastructure requirements.

(5) **Increased interoperability**. The use of multinational logistics requires standardized materiel, assets, practices, procedures, techniques and a common language. This will enhance the ability of Alliance forces and, when appropriate, forces of partner and other nations to train, exercise and operate effectively together when executing assigned missions and tasks.

(6) **Reduced costs**. The use of multinational logistic options has potential to reduce the overall cost, will benefit all contributing nations and enable potential for contribution from a wider group of participants.

(7) **Reduced competition**. Consolidating the multinational requirements will reduce competition for resources ensuring that costs do not rise due to an increase in demand and that priority for the use of the resources is in line with the operation plan.

b. **Limitations:**

(1) **Availability and capability.** Support services from another nation may not be of an agreed standard or with sufficient guarantee of availability to meet the receiving nation's requirements. Compliance with NATO standards and appropriate collective training will mitigate this risk, aid interoperability and enhance responsiveness; joint task force (JTF) HQ must liaise closely with the providing nation to ensure the context of the operation is commonly understood.

(2) **Willingness of providing nations**. Adequate access to support by a receiving nation will depend on the willingness and priorities of the providing nation and reliable billing/invoicing mechanisms. Political pressure, legal constraints or the need to support own forces, may prevent access to key elements of support that had been previously agreed. Close liaison between the JTF HQ logistic staff, joint logistic support group (JLSG) HQ and national support elements is essential, as will be the capability to generate sufficient additional capacity to replace any shortfall.

The benefits of the use of multinational logistic support over time are shown in Fig 1.1.

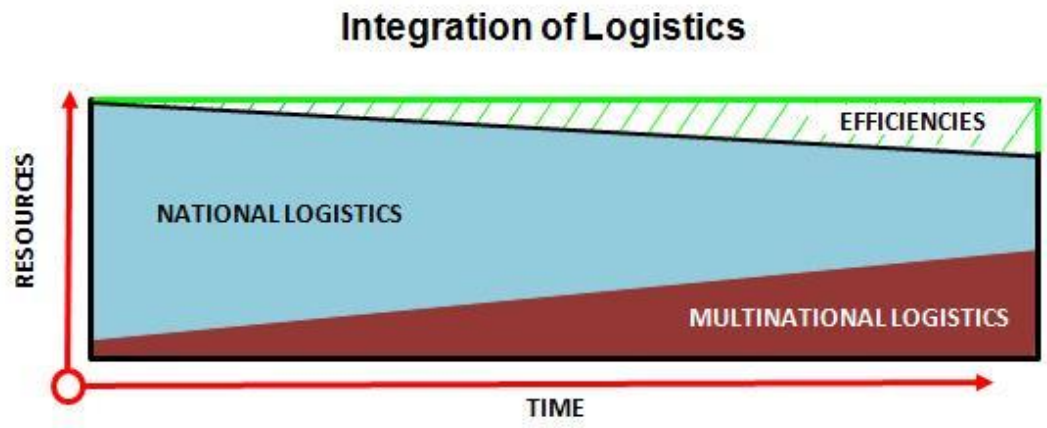

Figure 1.1 Optimization of logistic support

1.16 **Joint logistic support network**. Due to common functions, and in order to enhance multinational interoperability, coordination and C2, logistic assets will require to be linked across a joint logistic support network (JLSN), facilitating the support chain into the JOA,

and also the reverse supply chain.[8] The JLSN is an interconnected system of logistic nodes that forms a network of activities, infrastructure and the multimodal routes that link them; though it has physical elements, it is not, in itself, a geographic area of responsibility. In addition it is a network between stakeholder organizations (as reflected in Figure 1.2). Typically the JLSN will consist of, but is not limited to, entry and exit points into and out of a JOA, staging and transition points along established LOC and final destination locations where integration and sustainment will continue. This includes: ports of debarkation/embarkation; LOC; logistic bases (including holding, marshalling and staging areas); convoy support centres; and forward logistic sites when needed in regard to distance, storage areas and component logistic support sites.[9]

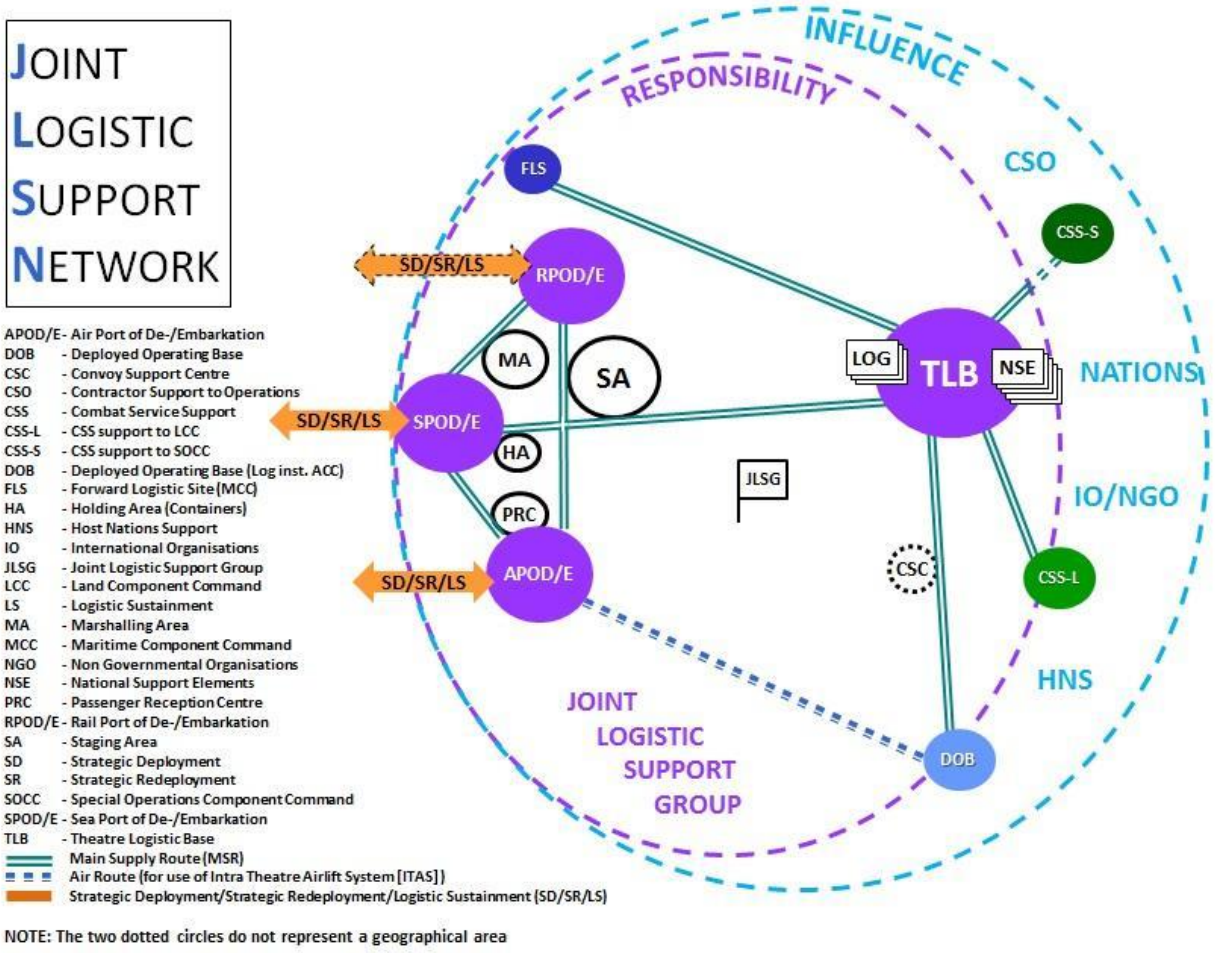

Figure 1.2 – Joint Logistic Support Network

1.17 **The joint logistic support network and operations planning process**. The JLSN is in majority already determined during the OPP. Factors to be taken into account in developing this network include: C2 and stakeholder relationships; available resources;

[8] The returning of unserviceable and surplus items from the joint operations area.
[9] Within a SJO-L these logistic support sites could also be division or brigade combat service support areas.

size; duration and tempo of the operation; terrain; and the threat capability matrix[10] developed from threat analysis. Force protection includes protection of static and mobile logistic nodes and/or assets. The output of the operational liaison and reconnaissance team/joint logistic reconnaissance team[11] reconnaissance may also influence the development of the JLSN.

1.18 **Operations Logistic Chain Management programme**. The Operations Logistic Chain Management programme is the means by which the NATO alliance is implementing collective responsibility for logistics.[12] NATO Operations Logistic Chain Management programme provides the ability to optimize the collaborative planning and coordination of logistic support to NATO operations, including the optimization, prioritization and coordination of logistic resources during the deployment and sustainment of the force. As such it is reliant upon nations' willingness to share national information, in line with the collective logistic principle. The JLSN and recognized logistic picture are key enablers to delivery of Operations Logistic Chain Management programme.

Section 5 - Logistic support

1.19 **General**. The aim is to provide coherent logistic support to COM JTF's operations, in accordance with Military Committee (MC) 0319/3, MC 0326/3, MC 0336/3 and the prevailing circumstances, using a range of logistic solutions. Logistic support solutions must strike a balance between expeditionary agility and adequate sustainment and take advantage of multinational, HN and commercial support solutions as early as possible. Those solutions will include an increasing reliance on the reverse supply chain to return unserviceable or surplus items from the JOA for repair and restocking of the strategic base inventory.

1.20 **Implementation**. Logistic support must be effective even in situations where NATO operations are conducted in JOAs without HN support and with a poor infrastructure. When establishing logistic nodes and conducting logistic support within a JOA, it is important that NATO takes the appropriate measures to protect the environment in accordance with international laws [and conventions] and applicable national laws and policy. In the modern battlespace the JOA is likely to be a non-linear battlespace and incorporate several non-contiguous areas of operations which may also be subject to change. Therefore, the logistic C2 structure must be robust, responsive and adaptive. Logistic resources must be able to sustain dispersed forces conducting dynamic missions, and operating in high threat environments, challenging terrain and weather conditions, at distance from permanent secure operating nodes. The innovative use of resources may be needed to provide effective logistic support. The coordinated and standardized use of materiel handling equipment, interoperability between logistic nodes

[10] Allied Command Operations Directive 80-25 Annex E
[11] The joint logistic reconnaissance team is described in Allied Joint Publication (AJP)-4.6, *Allied Joint Doctrine for the Joint Logistic Support Group*.
[12] Logistic Committee document EAPC(SNLC)D(2008)0002 dated 11 Feb 2008.

at all levels including extended use of common user items, common user services, asset visibility, transparency and open LOC will enhance the effectiveness of multinational logistic support.

1.21 **Lines of support**. There are four lines of support:

- **first line**. Support capabilities that are organic or allocated to a ship, unit or squadron;
- **second line**. Support capabilities that are organic or allocated to a formation;
- **third line**. Support capabilities provided to a military force at the operational level or at installations established along the strategic LOC; and
- **fourth line**. Support capabilities provided by strategic-level resources such as national depots and contractors and industry.

1.22 **Relationship between levels of operation and lines of support**. There is a close correlation between levels of operation and lines of support. While the former describes the level at which the support effort is managed, the latter indicates where support assets are grouped within the military command structure. Consequently, units conducting operational-level logistic tasks will also hold first line stocks for their own sustainment and possibly for their parent formation. This relationship is depicted at Figure 1.3 below.

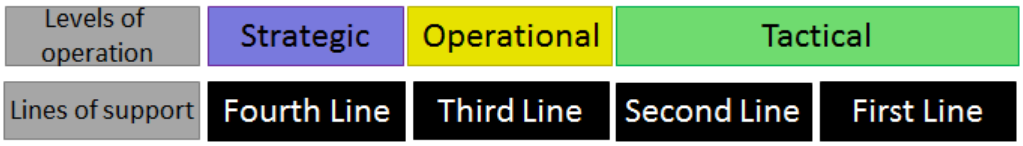

Figure 1.3 - Levels of operation and lines of support

1.23 **Medical support levels of operation**.[13] As one of the most critical factors for medical planning is time; medical support is not organized along the four lines of support described above. However, when developing the medical contribution to the concept for a specific operation, some of the more significant factors are the treatment timelines, health threats, proximity of advice to the commander and number of personnel at risk.

1.24 **Component support**. While NATO logistic doctrine embraces the multinational approach, each component, due to the nature of their missions, has a slightly different approach to implementing multinational logistic options. Whilst the specific methods of supporting deployed units vary, their support requirements are very similar. Support elements must be flexible, mobile and responsive to the requirements of the component

[13] See AJP-4.10, *Allied Joint Doctrine for Medical Support*.

COM. Where efficiencies can be gained, the joint approach should be maintained down to the lowest level practicable. An overview of component support is provided below.

1.25 **Maritime**. Support to a deployed multinational maritime force has two elements; shore support, and afloat support. Afloat support is the responsibility of the commander at sea who controls all assigned logistic assets in the force afloat. Shore support encompasses the land-based logistic activities in direct support of a multinational maritime force. The main principle of the maritime logistic shore support concept is to provide shore-centralized distribution and support sites to support the units at sea. To ensure the appropriate focus, the shore support organization must be responsive to the requirements of the COM. Full details of Maritime component logistic support are contained in ALP-4.1, *Multinational Maritime Force Logistics.*

1.26 **Land**. Support to a deployed multinational land force requires a clear understanding among contributing nations that national logistic organizations exist in a multinational framework in support of combined operations. Multinational logistic support to a multinational land force on the modern battlefield, across the entire spectrum of conflict, requires flexibility and mobility. The land component support concept is designed to provide the required level of support to both national and multinational forces. It takes into account different national support structures and the multinational composition of multinational logistic support. Logistic support will be based on national provision and elements of multinational support as agreed by contributing nations. Full details of land component logistic support are contained in ALP-4.2, *Land Forces Logistic Doctrine*.

1.27 **Air**. Air logistic support must be adequately tailored to satisfy operational requirements and must remain effective under all adverse conditions. The weapons systems used by air forces are technically complex, and place greater burdens on land based handling and service/repair facilities. Additionally, the nature of NATO operations is changing to include operations out of remote and often bare bases and facilities. Air logistics is underpinned by a number of principles, which aim to optimize logistic processes in order to maintain the tempo of air operations. Full details of air component logistics are contained in ALP-4.3, *Air Forces Logistic Doctrine and Procedures.*

1.28 **Special operations**. Due to the scale, tempo and nature of its requirements, the special operations component (SOC) is generally sustained through separate networks; however, SOC is increasingly dependent on logistic support from conventional forces. Consequently, the JTF HQ should plan to meet SOC's requirements and be prepared to facilitate SOC non-standard sustainment and provide operational-level support; SOC logistics are addressed in Allied Joint Publication (AJP)-3.5, *Allied Joint Doctrine for Special Operations*.

1.29 **Joint logistic support group**. Whilst the JLSG is not a component it operates at the component level and COM JLSG is responsible to COM JTF for the management and delivery of third line logistic support to the force. The JLSG also ensures that it is able to sustain itself at first line and second line either through organic assets or through

agreements with other components. In order to ensure that they are able to undertake their operational logistic task COM JLSG should not be assigned as an area COM.[14] The JLSG interacts with the components providing common services and support to meet their individual requirements. Component commanders, in accordance with transfer of authority, may grant COM JLSG command of component tactical assets.[15] Full details of the JLSG are contained in AJP-4.6(C), *Allied Joint Doctrine for Joint Logistic Support Group*.

[14] AJP-3(C), *Allied Joint Doctrine for the Conduct of* Operations.
[15] For example the maritime component commander may give command of the maritime ashore logistic support organization to COM JLSG to enable the maritime component commander to focus on sea-based operations.

Chapter 2 – Roles and responsibilities, command, control and coordination

2.1 **General**. Multinational logistic operations require harmonization and synchronization of responsibilities among NATO commands and NATO nations; non-NATO nations; Host Nations and other organizations and actors involved in the joint operations area (JOA). In order to develop a coherent logistic concept of operations, it is essential that guidelines be established to outline the responsibilities of each element as they relate to planning and conducting multinational logistic operations. Responsibilities may be tailored to the specific circumstances of each operation, as agreed by the participating nations and commands involved.

Section 1 - National roles and responsibilities

2.2 **Nations**:

a. **Support of contributed forces**. Nations have the ultimate responsibility for equipping their forces and for ensuring, individually or by cooperative arrangements, the provision of required logistic resources to support their forces assigned to NATO during peace, crisis and conflict. If nations elect to support forces through a national support system, it remains vital that they interface with the appropriate NATO logistic coordination body.

b. **Contribution of resources**. Participating nations provide all the personnel and equipment required to conduct an operation except when NATO agrees to provide such resources. These resources are dedicated, either through the planned allocation of forces through the force planning process, or through requirements identified in the contingency operations planning process (OPP). National contributions are made available to the Alliance under both the agreed mechanisms for transfer of authority (TOA) and by coordination and cooperation agreements and arrangements, supplemented by common assets for specific capabilities and scenarios. The type and scale of logistic forces contributed, including TOA imposed limitations, will decisively affect the actual logistic concept of operation for a NATO operation. This is especially applicable to non- Article 5 operations where nations greatly influence the logistic concept of operations through their contributions in the force generation process.

c. **Planning**. Alliance headquarters (HQ) conducts operations planning and nations are strongly encouraged to contribute to this process and coordinate their national plans as early as possible. They should provide details of existing bilateral/multilateral arrangements that may be used to enable multinational logistic support. Nations are also strongly encouraged to incorporate multinational logistic solutions into their planning.

d. **National movement coordination centre**. Each nation should establish a national movement coordination centre (or equivalent) to approve, coordinate and control movements within their territory in support of the NATO operation, in order to ensure execution in accordance with operational requirements. This also includes reception, staging and onward movement (RSOM)/ rearward movement, staging and dispatch (RMSD) operations. Furthermore, a national movement coordination centre is to coordinate movements of their own forces (troop-contributing nations (TCN)) from national locations to their area of operations and vice versa (through appropriate NATO authorities and host nations including transiting and receiving nations).

e. **National support elements**. National support elements (NSEs) are organized and located as dictated by their national authorities for the provision of national logistic support, coordinated with commander (COM) joint task force (JTF) through COM joint logistic support group (JLSG), if the JLSG is activated. However, nations are encouraged to take advantage of multinational logistic support solutions and NSEs may carry out the following functions:

- the provision or coordination of logistic support functions with other participating nations;
- coordination with, and reporting as required to, NATO logistic command and control organizations to ensure continuity of the total logistic effort; and
- execution of agreements and arrangements with non-participating nations for en-route overflight and transit access to sovereign territories.

2.3 **Host-nation support**. When NATO nations are acting as host nation, they should adopt the principles of this publication and ensure a high degree of resilience to the support they provide. Host-nation support (HNS) will reduce the deployed logistic footprint, enhance support to the Allied force and improve operational effectiveness. Nations should provide full visibility to NATO of the HNS that they would offer in support of Alliance operations and missions (AOM). Nations are encouraged by NATO to produce and share HNS capability catalogues.[16]

2.4 **Logistic lead nation**:

a. **General**. A nation may offer to become a logistic lead nation (LLN) assuming responsibility for the procurement and provision of a broad spectrum of logistic support for all or part of a formation and/or HQ. In most cases a LLN will take responsibility for a full logistic function. At the operational level the LLN is normally responsible to COM JTF for coordinating the related logistic functions of the other participating nations within the functional and regional area of responsibility

[16] Detail contained in AJP-4.5, *Allied Joint Doctrine for Host Nation Support*.

assigned to it. LLN activities should be closely coordinated with the JLSG HQ if deployed.

b. **Responsibilities**. The responsibilities of a LLN in a NATO-led operation will change as the operation develops. However, its principal responsibilities are set out below:

(1) **Preparation and Planning Phase**:

- negotiates with Supreme Headquarters Allied Powers Europe (SHAPE), COM JTF and TCNs to determine the precise span of responsibilities to be assumed;
- reviews the statement of requirements (SOR) and proposing amendments as appropriate. The SOR must only identify the capability required; it is the task of the LLN to specify the organization and resources needed to deliver that capability;
- conducts, in conjunction with SHAPE, an 'asset generation' process to establish the organization required for providing the service and coordinating the resourcing of the organization through appropriate arrangements on a bi-lateral or multilateral basis;
- prepares technical arrangements and standard operating procedures as required. This includes command and control (C2), internal support and finance;
- Contributes to the development of those elements of the operation plan (OPLAN) and support plan related to the functions for which it has been designated as LLN; and
- Identifies, develops and consolidates all related infrastructure and contract requirements.

(2) **Sustainment Phase**. On arrival in the JOA, the LLN, on behalf of COM JTF;

- coordinates and de-conflicts the logistic effort of nations for those functions for which it has been allocated LLN responsibility;
- submits reports on its logistic support and coordination activity in accordance with COM JTF's recognized logistic picture (RLP) directive;[17]
- liaises as necessary with the NSEs of TCNs;

[17] The RLP is described in detail in Chapter 2, Section 6.

- staffs and directs of any specialist functional cells related to the tasks for which it has been allocated responsibility within the JTF HQ J4 staff or JLSG if established;

- arranges the provision of all necessary equipment and resources needed to support the task involved; and

- manages all facilities associated with the task(s) for which it has been given responsibility.[18]

2.5 **Logistic role specialist nation**:

a. **General**. A nation may have particular logistic strengths and capabilities that enable it to offer to provide a service or supply a particular commodity for the whole or part of a force within a defined geographical area for a defined period. Under the provisions of Military Committee (MC) 0319/3, *NATO Principles and Policies for Logistics*, a single nation may procure resources and provide specified support to the entire force, or a portion of the force, with supported nations compensating the logistic role specialist nation (LRSN) for the support provided. In most cases a LRSN will take responsibility for a specific part of a logistic function e.g. Class I limited to combat rations or bottled water, Class III limited to quality control or diesel.

b. **Responsibilities**. TCNs receiving, or seeking to receive, support from a LRSN are responsible to provide a forecast of their requirements covering a six month period. The requirements should be reviewed and updated every six months. A LRSN is responsible to COM JTF for providing a specific logistic capability or commodity within a logistic function to all or part of the force.

(1) **During the preparation and planning phase, the LRSN**:

- in close cooperation with the COM JTF, establishes the exact capability to be provided. This will usually be set out in a SOR in terms of capability rather than organizational requirements;

- reviews the SOR and deciding on the organization and resources needed to deliver the capability;

- contributes to the development of those elements of the OPLAN and support plan related to the functions for which it has been designated as LRSN;

- writes standard operating procedures and technical arrangements for mutual support as required to enable the supported nations/formations to receive the service or commodity provided by the LRSN;

[18] MILENG is responsible for the oversight and management of infrastructure on NATO operations.

- establishes the infrastructure requirements and participates in the design of facilities as necessary; and
- develops the procedures and methods for recovering costs from supported nations.

(2) **Sustainment phase**: On arrival in the JOA, the LRSN, on behalf of COM JTF:

- coordinates and provides for TCNs' requirements;
- reports on its coordinating activity in accordance with COM JTF's RLP directive;
- liaises as necessary with NSEs;
- staffs and directs any specialist functional cells in the HQ JTF J4 staff or JLSG if deployed, related to the task for which it has been allocated responsibility;
- ensures the provision of all necessary resources needed to support the task involved;
- manages and maintains all infrastructure and facilities associated with the task(s) for which it has been given responsibility;
- may, under national procurement authorities and in coordination with COM JTF, negotiate and award contracts as appropriate to deliver the service or commodity required; and
- in situations where multinational solutions are provided, including contracted solutions, coordinates all budget and resource accounting activity associated with the delivery of the function for which it has been given responsibility.

Section 2 – NATO roles and responsibilities

2.6 **NATO Headquarters**. NATO HQ is responsible for the following:

a. **Policy and guidance**. The North Atlantic Council (NAC) and the Defence Policy and Planning Committee (DPPC) provide, through the International Staff, broad strategic logistic policy and guidance. This may take the form of general policy guidance in Council Memoranda or specific planning guidance for the establishment of plans and orders. NATO policy and guidance can be further translated into NATO military logistic policy and guidance by the MC, through the International Military Staff, in the form of MC documents. Eligibility, affordability and outsourcing is

addressed through policy and guidance by the Resource Planning and Policy Board.

b. **Legal framework for support**. The NATO legal adviser coordinates and develops legal instruments that enable the deployment of NATO-led troops for operations. Following the approval by the Political and Partnership Committee, the Secretary General may sign agreements as Status of Forces Agreements and transit agreements with host nations, including in form of exchanges of letters, while SHAPE will conclude or delegate to a subordinate HQ the conclusion of HNS memoranda of understanding (MOU) and other multinational logistic support arrangements.

c. **Funding**. The Resource Policy and Planning Board establishes the eligibility criteria, general affordability and agrees to any outsourcing of military capabilities in a Funding Arrangement for the Operation and Mission. The Budget Committee and the Investment Committee, under guidance of the NAC, provide funding for NATO common funded projects and establish the funding policy to support operational requirements.

d. **Oversight and approval**. In addition to policy and guidance, the NAC and DPPC provide plan review and approval for all Strategic Command (SC) level NATO plans, including the logistic concept of operations.

e. **Logistics.** The Logistics Committee is NATO's senior logistic authority and is responsible for harmonizing and coordinating the development of policy recommendations and advice on civil and military logistic matters, Alliance logistic interoperability and cooperation in logistics.

f. **Explosives safety guidance**. Established under the Conference of National Armaments Directors (CNAD), the Ammunition Safety Group (AC/326) is to be responsible for ammunition life cycle in support of CNAD priorities. The group provides the forum for NATO-associated nations to develop common standards and procedural guidance on munitions and explosive safety in order to foster interoperability in NATO-led operations, the potential for exchangeability of ammunition and a basis for coordinated procurement of munitions and explosives.

g. **Medical**. The Committee of the Chiefs of Military Medical Services in NATO advises the MC on military medical matters affecting NATO. The Committee of the Chiefs of Military Medical Services in NATO also acts as the guiding and coordinating body for the MC with regard to all military medical policies, procedures and techniques within NATO and national caveats.

h. **Civil expert support to the military**. The Civil Emergency Planning Committee, on behalf of the NAC, provides policy direction and general coordination of civil emergency planning and preparedness at the NATO level. This includes maintaining a large pool of civil and commercial experts who, upon request, provide

support and advice to the NATO military authorities and NATO bodies, including during all phases of planning and execution of NATO operations and missions.

2.7 **Allied Command Operations**. The role of Allied Command Operations (ACO) and its HQ, SHAPE is to plan and execute AOM; its logistic responsibilities at the strategic level are:

a. Developing the strategic level plan, in concert with subordinate HQs. Their planning and conceptual development is done in cooperation with the nations. Their work is particularly relevant to crisis response planning and strategic planning in support of contingency operation plans.

b. Reviewing and approving subordinate HQ plans in accordance with MC 0133 *NATO's Operations Planning*.

c. In conjunction with the JTF HQ and TCNs, preparing and negotiating HNS arrangements, MOU or technical arrangements, contractor support to operations and joint implementation arrangements.

d. In conjunction with the TCNs, developing the training plan.

e. Requesting nations, through the combined joint SOR, to commit forces to support an operation. At the earliest opportunity, it will consider the potential use of multinational logistic solutions. Where shortfalls in JOA logistic support requirements remain, taking into account the logistic capabilities of NSEs, it will consider alternatives, such as contractor provided services. They will also identify the required JOA enabling capabilities and ensure that they are included in the Theatre Capabilities SOR.

f. In coordination with participating nations, directing and providing guidance to COM JTF for the development of logistic C2 arrangements.

g. Coordinating and deconflicting national deployment and redeployment plans. The result is a multinational detailed deployment plan and a multinational detailed redeployment plan. They also track the execution of the deployment and redeployment based on national inputs.

h. In coordination with participating nations, developing strategic medical support plans and identifying the minimum military medical requirements for the medical treatment facilities (MTF) and medical evacuation (MEDEVAC) capabilities/capacities.

i. JFC Medical Advisor responsibility is to plan theatre medical support, as well as contingency level medical planning and will advise on the distribution (location and allocation) of medical theatre assets through the components of the operation.

j. Providing military engineering (MILENG) support to logistics including: developing, maintaining, improving and managing infrastructure; environmental protection (EP); and enabling mobility.

2.8 **Standing Joint Logistic Support Group**. The Standing Joint Logistic Support Group is a permanent, joint entity to enable the responsive deployment and employment of NATO forces, through the conduct of enduring, continuous and proactive planning and enabling activities. When necessary, it executes Joint Logistics for Very High Readiness Joint Task Force, in order to enable rapid reinforcement for the provision of 360 degree logistic support, in particular across SACEUR's area of responsibility (AOR).

More detail on the related SHAPE staff branches and Standing Logistic Support Group can be seen at Annex A.

2.8 **Allied Command Transformation**. Allied Command Transformation (ACT) roles and responsibilities for logistics at the military strategic level are as follows:

a. **Doctrine and procedures**. ACT develops NATO joint logistic doctrine and procedures, including medical, in coordination with NATO HQ, ACO, nations and relevant centres of excellence.

b. **Stockpile planning**. ACT establishes, in consultation with ACO and nations, the requirements for logistic sustainment stocks through the stockpile planning process. Stockpile planning is a subset of the NATO defence planning process.

c. **Logistic capabilities**. ACT promotes and controls the development of logistic capabilities in order to fulfil the user operational requirements. Its key role is to develop interoperability and common standards across NATO.

2.9 **Reporting**. The Strategic Commands establish logistic reporting requirements through the Bi-Strategic Command Directive 80-3, Reporting Directive - Volume V - Logistic Reports. The logistic reporting system component of Logistic Functional Area Services software suite is the NATO preferred method for logistic reporting.

2.10 **NATO agencies**. Agencies such as the NATO Support and Procurement Agency (NSPA) and the NATO Communications and Information Agency may provide support, upon request, for operations within their area of competence. These agencies are "fee for service" or in NATO terms "customer funded" agencies, and as such the services procured from the agency and its contracted services with industry must be paid for by the users. Pre-arrangements made by NSPA on behalf of ACO, for example rapidly useable enabling contracts, can be made available for nations to use at their own cost. NSPA can also be used in the development of collective contracting solutions to facilitate support in the context of complex contracting across a JOA.

Section 3 – Joint task force roles and responsibilities

2.11 **Commander joint task force**. COM JTF is responsible for the following:

a. **Logistic support planning**. Developing the logistic support elements of the OPLAN in accordance with the ACO concept of operations/OPLAN.

b. **Identification of support requirements**. Identifying required logistic support in order to meet the operational requirements throughout all phases of the operation.

c. **Logistic command and control**. Establishing organizational C2 requirements during the planning, and subsequent force generation, processes. To plan, coordinate and execute operational-level logistic operations, COM JTF will make recommendations for generating a JLSG, prescribing its scale and structure.

2.12 **Joint task force J4 staff**. JTF J4: plans, prioritizes and coordinates logistic support; manages logistic risks to the success of the overall operation; and maintains the RLP. It advises COM JTF on the logistic support required to accomplish the mission, based upon the RLP. The role of J4 staff elements is to coordinate and direct logistic functional areas by preparing logistic plans (long/medium term), and by providing continuous assessments, advice, recommendations and detailed planning (short term) to support operations in the JOA. Logistic staff coordinating elements are to interact/liaise with functional logistic areas to implement their respective specialist expertise to ensure that the most effective logistic support is provided for COM JTF. Further to this, logistic functional areas (with the exception of medical), as described in Chapter 5, are included in the overall J4 structure:

a. **General tasks**. J4 staff elements:

- contribute to the OPP, developing the logistic concept and producing COM JTF's logistic plan;
- conduct logistic planning in support of operations;
- determine logistic requirements;
- advise COM JTF on the logistic risks of proposed operations or courses of action;
- recommend logistic priorities and tasks to meet COM JTF's direction;
- establish logistic reporting requirements and providing reporting guidance for subordinate forces to enable monitoring, evaluation and maintenance of the

RLP, in consultation with national logistic staffs;

- understand the range of logistic capabilities and their strengths and risks. This should include contractors, in close cooperation with the ACO Head of Contracts and HNS where applicable; and

- facilitate the development of multinational logistic solutions in coordination with participating nations.

b. **Specific tasks**. J4 interacts across the range of J-branches and specialist staffs to:

- establish logistic requirements (including contracting) between COM JTF and TCNs. Where requirements require contracted solutions, these will be staffed to the procurement authority within the HQ under the functional authority of the head of contracts of the JTF in accordance with the NATO financial rules and procedures;

- coordinate logistic requirements with operations planners in developing a prioritized movement plan for deploying, sustaining and redeploying forces and support;

- coordinate logistic requirements to support the development of medical and medical support plans, medical evacuation plans and preventive medicine plans;

- coordinate assessment and analysis of logistic infrastructure requirements and availability between component commanders and the joint force engineer;

- plan operational-level RSOM and RMSD, in close cooperation with COM JLSG, including coordination with host nations (HNs);

- coordinate for provision and sustainment of ammunition for NATO operations through national channels;

- coordinate and staff explosives safety and munitions risk management (ESMRM) assessments in support of COM JTF's risk decision;[19] and

- integrates ESMRM tenets and requirements into the operation plan.

2.13 **Medical staff**. JTF medical director has direct access to the COM JTF and the key staff elements. The JTF medical director with support from the medical staff: conducts medical planning; develops procedures and the medical C2; and establishes medical

[19] In accordance with ALP-16.

support structures. In addition, the medical staff, execute, control, support, evaluate and audit the full spectrum of medical support.

2.14 **Joint logistic support group**.[20] The JLSG is a logistic-centric, force generated, deployed, component-like joint organization, discharging operational-level responsibilities, through joint logistic operational and tactical-level activities; its COM acts at the same command and control level as a component commander. As such COM JLSG is responsible to COM JTF for coordination and execution of operational-level logistic support using assigned national, HN and/or commercial resources. The construct of the JLSG is determined by multiple factors during the OPP, including: scale; characteristics of the force; and geographical requirements of the operation. The JLSG HQ, when deployed:

a. Plans, coordinates and executes operational-level logistics by coordinating assigned and unassigned units, and work with NSEs. These relationships will always be based on the actual level of control or coordinating authority specified in the TOA.

b. Plans, establishes and integrates operational-level logistic support through the theatre logistic base, RSOM/RMSD units, medical facilities, MILENG units, maritime shore logistic elements, forward logistic site, military police (MP) units and airfield logistic elements assigned to it. This responsibility should be coordinated with the deployed operational HQ, Component Commands and TCNs as necessary.

c. Manages the sustainment and provision of operational support services, including assigned medical support.

d. Integrates ESMRM tenets and requirements into the joint logistic plan.

e. Manages property, real estate and infrastructure within the joint logistic support network (JLSN).

2.15 **Component commanders**. Component logistics is conducted at the tactical level and consequently detailed in environment specific doctrine: Allied Logistic Publication (ALP) 4.1, *Maritime*; ALP 4.2, *Land*; ALP 4.3, *Air*; and Allied Joint Publication (AJP)-3.5, *SOC*.

Section 4 – Command and control

2.16 **Definitions**.[21] The terms command and control are not synonymous, although they share a close relationship and they are commonly used together:

[20] AJP 4.6 provides doctrine for the JLSG.
[21] As defined in AJP-01(E).

- **command**. Command is defined as: *the authority vested in an individual of the armed forces to direct, coordinate and control military forces*; and

- **control**. Control is defined as: *the authority exercised by a commander over part of the activities of subordinate organizations, or other organizations not normally under their command, and encompasses the responsibility for implementing orders or directives*.

2.17 **Operational considerations**. The type of operation (combat operation or crisis response operation) will impact significantly on the logistic concept of operations and the specific C2 structure that is implemented. Each logistic concept of operations will need to be able to adjust to the nature of each operation and each JOA, as a 'one size fits all' approach is highly unlikely to be sufficiently flexible to deliver success in all circumstances and scales.

2.18 Irrespective of type or scale of operation, in all cases COM JTF, in liaison with the HN, will command and control the logistic operation. The early activation and deployment of the JLSG will be an effective force multiplier, by facilitating the early adoption of multinational approaches to logistic support. In a crisis response operation, there may be a need for increased coordination because of the absence of a geographic command structure, adequate in-place infrastructure and HNS.

2.19 **Commander joint task force**. COM JTF requires clearly defined authority to establish a support organization to meet the operational requirement. The intent is to coordinate, prioritize and deconflict logistic operations. Logistic command structures must provide the commander, at the appropriate level, with the ability to support the force by using logistic resources within the JOA, with the prior agreement of nations. As such COM JTF:

a. Will exercise the level of control over allocated logistic units, including those assigned through the force generation process as identified in each nation's TOA. Nations will retain control over their resources until such time as they are released, under TOA arrangements, to COM JTF.

b. Has the authority to redistribute the logistic capabilities of nations for the overall support of the forces in accordance with pre-agreed terms and conditions, in order for nations to maintain control of the way that logistic resources and capabilities will be shared.

c. Is authorized to require reports on specified logistic capabilities designated to support the force under their command. For non-NATO nations, this will include the certification of logistic units prior to the deployment and inspection, as required, of specified logistic assets.

d. Has the authority to establish requirements for HNS, to prioritize the provision of

HNS and local resources. In addition, whilst HNS planning is initiated at SHAPE, COM JTF will support HNS planning and has the authority to conclude HNS arrangements for NATO headquarters and other common-funded organizations.

e. Has the authority to establish movement and transportation requirements and to initiate, prioritize, coordinate and deconflict movements in support of NATO missions, in line with HN arrangements, within the JOA.

These authorities will enable COM JTF to provide coherent, effective and efficient operational-level logistics. The above also applies to a non-NATO commander of a multinational force participating in a NATO-led operation.

2.20 **Commander joint logistic support group**. COM JLSG will exercise command and control of assigned operational-level logistic units as directed in the OPLAN. It is recommended that the directed C2 arrangements should be effective throughout the planning, deployment, sustainment and redeployment phases of an operation. COM JLSG is usually assigned the role of RSOM/RMSD COM. The following logistic C2 arrangements, illustrated in Figure 2.1, are fundamental to the role and mission of a JLSG:

a. **Operational control**. Where COM JLSG has been delegated authority to direct forces assigned so that they may accomplish specific missions or tasks. Typically these forces will include: multinational integrated logistic unit; multinational logistic unit;[22] operational-level logistic enablers (MILENG, supply, transport, medical, RSOM); MP units; and JLSG life/communication and information systems support units.

b. **Tactical control.** COM JLSG is granted tactical control (TACON) of units passing through JLSN nodes. All units, including JLSG units will be under TACON of the battlespace owner when outside the JLSG nodes.

c. **Supporting/supported**. The execution of NATO military operations will often be guided by the supported/supporting relationship when one force should aid, protect, complement or sustain another force.[23] It is likely that COM JTF will direct that COM JLSG is to be the supported commander during the RSOM and RMSD when these activities are the main effort. COM JLSG will provide a supporting role to the supported commander during other phases of the operation as directed by COM JTF.

d. **Coordination.** COM JLSG's tasks will be received from COM JTF. In order to enhance efficiency across the JOA, logistic resources and networks, irrespective of the level of control, COM JLSG has the coordinating authority to work with all logistic stakeholders to de-conflict logistic activities; there is no authority to impose

[22] Descriptions of a multinational integrated logistic unit and multinational logistic unit are at Annex B.
[23] AJP-3(C).

solutions. Typically this relationship would be expected with component logistic assets (noting that components retain authority at the tactical level). Beyond simple coordination, the logistic control (LOGCON) relationship, as described in Section 5, may apply between COM JLSG and NSEs subject to limitations identified in TOA arrangements.

f. **Other coordination arrangements**. As identified by the OPP, additional C2 relationships may include those with the commanders of battlespace containing the logistic infrastructure allocated to the JLSN. In this context, COM JLSG may also be assigned non-logistic force elements to support the mission

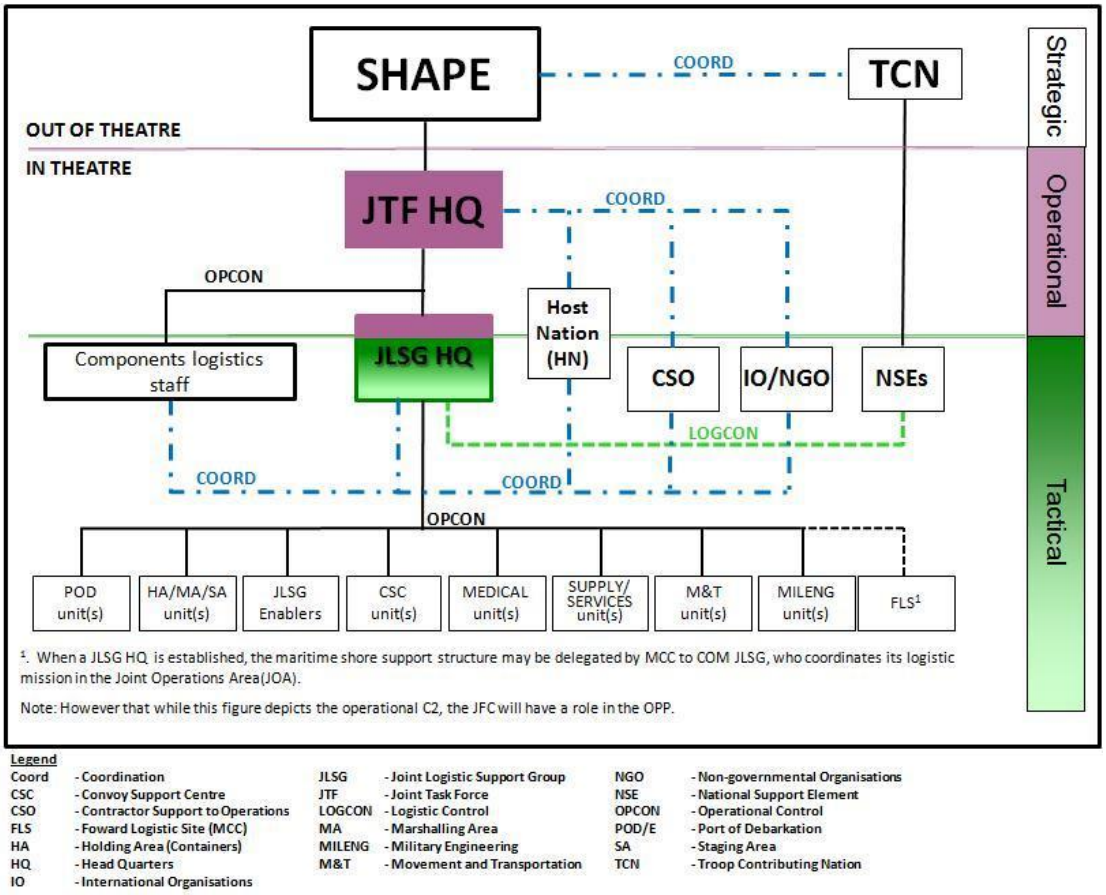

Figure 2.1 – JLSG related logistic command, control and coordination arrangements

2.21 **Logistic lead nation**. COM JTF will delegate appropriate areas of their authority to the LLN as agreed in the MOU or similar agreement. The LLN will be responsible for tasking units assigned to the LLN activities; however, nations retain national C2 of the units provided to the LLN.

2.22 **Logistic role specialist nation**. COM JTF will delegate appropriate areas of their authority to the LRSN as agreed in the MOU or similar agreement. Where a nation has

accepted LRSN responsibilities, the units undertaking this activity should be placed under TACON of COM JTF.

Section 5 – Logistic Control

2.23 LOGCON[24] is defined as: 'That authority granted to a NATO Commander over assigned logistics units and organisations in the joint operations area, including national support elements, that empowers them to synchronize, prioritize, and integrate their logistics functions and activities to accomplish the joint theatre mission'.

Notes:
It does not confer authority over nationally-owned resources held by a national support element, except as agreed in the transfer of authority or in accordance with NATO principles and policies for logistics.

2.24 LOGCON enhances COM JTF's situational awareness, reduces operational risk and enables the ability to conduct the full spectrum of operations through visibility and a comprehensive RLP.

Section 6 – Logistic information

Logistic information management

2.25 Logistic information management couples available information technology with logistic processes and practices to meet the COM's and nations' logistic information requirements. To be effective, logistic information systems must facilitate the delivery of the right information to the right people at the right time with the right information security protection. COM JTF is authorised to require reports on and inspect the quality and quantity of specified logistic assets designated to support forces which will be under command.[25] This information, collected and systemized from all components and units (incl NSEs), is known as the RLP. NATO's preferred logistic information system to deliver the RLP is the Logistic Functional Area Services which can be accessed through national systems. The use of LOGFAS, and in the future the Logistic Functional Services, ensures that the COM receives the key logistic information in a standardized format which enables quicker and more accurate extrapolation of the data enhancing the planning process and conduct of operations. The recognised medical picture will be provided by the medical specialist supported by LOGFS MEDICS when deployed.

[24] MC 0319/3, *NATO Principles and Policies for Logistics*.
[25] MC 0319/3, *NATO Principles and Policies for Logistics*.

Recognized logistic picture

2.26 **General**. The RLP is the compilation of validated operational-level logistic data that is disseminated to enhance situational awareness and decision making at all levels. The medical contribution to the common operational picture (COP) should be in accordance with COM JTF's guidance. The RLP will mature and deepen as the operation develops.

2.27 **Recognized logistic picture ownership**. JTF HQ J4 is responsible to COM JTF for development and maintenance of the RLP, excluding medical, using overall operational logistic visibility, coordinating measures and reports and returns. COM JLSG, along with the troop contributing nations, component COMs and HN, contributes to the RLP.

2.28 **Recognized logistic picture management**. In the operations planning phase, COM JTF, supported by JTF J4, will define what is to be included in the RLP. The subsequent management of logistic information will be undertaken by the JTF HQ J4 staff, supported when required, by the JLSG HQ. The operation plan should cover what is to be monitored, reported and when, and the mechanisms for reporting to maintain the RLP. Complete visibility across the constituent parts of the RLP is essential, supported by the coordination enabled through LOGCON.

2.29 **Recognized logistic picture composition**. The elements comprising the RLP should include, but not be limited to, the following: stock levels, including standard days of supply, by classes of supply in the joint logistic support group, component commands, national support elements and HNS (on which visibility has been granted); transportation capabilities; mission essential equipment; and status of the JLSN.

2.30 **Risk**. The establishment of a comprehensive and up to date RLP, subject to continuous reassessment, enabled through complete visibility, is essential to understanding the logistic risk to the operation and how it affects the COP. Risk management is fundamental to successful provision of logistics in an operating environment, and directly affects the ability to conduct operations, the resource, manpower and overall size of the logistic footprint.

2.31 **Visibility**. An accurate and comprehensive RLP is essential to the delivery of effective multinational logistics and support to AOM. This is highly dependent upon the degree of visibility granted by nations. Degradation of the RLP will have adverse effects that would impact: effectiveness; efficiency; freedom of movement; and the quality of the COP.

Asset visibility[26]

2.32 **General**. Asset visibility enables the RLP, it provides the COM with a clear understanding of the identity, location, quantity and status of units, personnel and

[26] AJP-4.11, *Allied Joint Doctrine for NATO Asset Visibility*.

materiel when committed to a NATO operation. [27] In order to deliver effective asset visibility complete and accurate information[28] on assets must be available to assign, maintain, store and distribute assets and to ensure operational readiness. This information is also required for operational efficiency and improved transparency. Asset visibility has the potential to improve decision making regarding planning assumptions, storage and maintenance and to enable improved risk management.

2.33 **Benefits**:

a. **Nations**. The overall logistic footprint can be optimized through more efficient coordinated use of personnel and enabling support chain functions. Asset disposition can also be optimized by only locating assets to support required capabilities and asset movement can be tailored to the urgency of the requirement. Increasing asset visibility optimizes unnecessary demands and, where nations agree on asset sharing (e.g. through memoranda of understanding), asset visibility provides the opportunity for efficient and responsive asset utilization within the operation.

b. **NATO commanders**. Asset visibility provides clear benefit to the NATO COM. It enables support to operations to be focused towards the operational requirement. Significantly greater visibility of both operational assets and the mechanisms that comprise the logistic chain can be provided to the NATO logistics command and control and the COP through the RLP. Asset visibility enables support chain activity to be more responsive to the requirements of NATO operations and can inform and shape the operation plan. In addition, it provides COM JLSG with a clear picture of the logistic situation enabling them to more effectively deliver operational-level logistics.

Section 7 – Coordination with non-NATO entities

2.34 **General**. The conduct of AOM may involve non-NATO nations, regional governments and a wide variety of organizations, consistent with NATO's comprehensive approach to AOM. NATO must interact with these organizations, particularly over the use of local resources, and may also be required to provide some support to their operations. Additionally, such non-military interaction should endeavour to be open thereby avoiding issues relating to transparency, accountability and corruption whilst also protecting the security and sensitivities of the organizations.

2.35 In order to support the comprehensive approach[29] it is important to limit the negative effects of competition, which may range from price inflation to exhaustion of scarce local resources, and there may be a requirement to deconflict lines of communications. Every

[27] In accordance with AAP-51, STANAG 2291, Edition 1, *NATO Consignment Tracking*.
[28] In accordance with AAP-51, STANAG 2291, Edition 1, *NATO Consignment Tracking*.
[29] AJP-01, *Allied Joint Doctrine*.

effort must be made to avoid adverse impact on: local populations; economies; environment; infrastructure; the work of the development; and humanitarian organizations. Therefore, it is essential that the J4 staff establish the appropriate coordination of civil-military interaction[30] through civil-military cooperation staff.

2.36 **United Nations**. There are fundamental differences between NATO and the United Nations (UN) concerning logistic support of missions. First, the UN reimburses TCNs for the employment of national military contingents and national equipment on UN peacekeeping operations. Secondly, the UN reimburses nations for strategic deployment. TCNs negotiate bilateral contingent owned equipment MOUs with the UN that constitute a legally-binding agreement detailing all aspects of the financial and logistic sustainment of national contingents. NATO logistic planners should refer to the UN contingent owned equipment manual and various UN references describing the Global Field Support System for the necessary details to facilitate coordination between these two international organizations that possess very different logistic systems.

2.37 **Organization for Security and Cooperation in Europe**. The Organization for Security and Cooperation in Europe does not have military forces to bring to the contingency area and does not have a logistic capability. Therefore, Organization for Security and Cooperation in Europe missions may require some logistic support from deployed NATO forces. In such cases, NATO logistic planners should establish appropriate liaison with the Organization for Security and Cooperation in Europe.

2.38 **European Union**. In accordance with the 'Berlin Plus'[31] arrangements, the European Union (EU) will have access to NATO common assets and capabilities in the planning and conducting of EU-led military operations. This encompasses EU access to NATO planning capabilities, use of NATO's European command options for EU-led military operations and the EU use of pre-identified NATO common assets and capabilities.[32] In case of recourse to NATO common assets and capabilities for EU-led military operations, the NSPA might be considered as a contracting agency. The EU will draw upon existing NATO doctrine, whenever possible, to ensure a comprehensive and acceptable approach to multinational formations and units thus ensuring harmonized logistic support across all TCNs. NATO may also be called upon to provide specialist logistic advice and support to the coordination of logistic activity within an operation.

[30] See MC 4011/2, *Military Policy on Civil-Military Cooperation and Civil-Military Interaction*.
[31] NATO SG letter to SG/HR Ref SG (2003) 0350 dated 17 Mar 03; SG/HR letter to NATO SG Ref SGS3/2528 dated 17/03/2003 (BERLIN + Arrangements).
[32] Detailed in the list of pre-identified NATO capabilities and common assets that would be presumptively available for use in EU-led military CMOs (SG (2003)0192, dated 18 Feb 03, (NATO Restricted releasable to the EU).

Chapter 3 – NATO logistic planning

Section 1 - Introduction

3.1 Logistic planning as described in Military Committee (MC) 319/3, *NATO Principles and Policies for Logistics* is integral to all NATO planning at whatever level. Logistic planning considers pre-arranged support for deployed military forces and civilian capabilities. From a NATO perspective, multinational logistic theatre-level capabilities and collective logistic command and control are important parts of these arrangements.

3.2 NATO planning is considered in two categories as follows:

a. **Defence**. NATO conducts medium and long-term capability planning through the NATO Defence Planning Process (NDPP). The Partnership for Peace (PfP) uses an equivalent method, the PfP Planning and Review Process.

b. **Operations**. Operations planning is aimed at preparing NATO to execute Alliance operations and missions (AOM).

3.3 **Logistic planning**. Logistic standards and doctrine are the fundamental elements of logistic planning. They provide the common basis for both the defence planning and operations planning activities of NATO and national logistic planners. They are the means to ensure that national plans support NATO objectives and AOM. These logistic standards supplement and further define political guidance and other planning documents. Nations and NATO must ensure, individually and collectively, the provision of logistic resources to support forces allocated to NATO during peace, crisis and conflict. Logistic sustainability planning focuses on ensuring that personnel and materiel are available in sufficient quantity, quality and in a timely manner.

Section 2 - NATO Defence Planning Process

3.4 **General**. The NDPP and the PfP Planning and Review Process identify the requirement which is matched against national and NATO capabilities. Nations offer specific force elements that can be called upon by Supreme Headquarters Allied Powers Europe and commander (COM) joint task force (JTF) as part of the operations planning process (OPP) to be used in a specific NATO-led operation. Defence planning aims to ensure that NATO-led operations are supported by appropriate force structures and capabilities.

3.5 **Logistics**. Logistic planning is one planning domain in the NDPP and PfP Planning and Review Process. It identifies the civil and military logistic resources and capabilities required to deploy, sustain and redeploy Alliance forces to match NATO's Level of Ambition and is carried out by the Strategic Commands (SCs) in consultation with nations and other relevant actors. The resulting logistic support concepts, structure and procedures must be tailored to the respective forces and their related employment and

support options. Within the NDPP, medical support is a distinct planning area; consequently, separate processes for medical capabilities apply.[33]

3.6 **Minimum capability requirements**. The SC must ensure timely and proper inclusion of minimum capability requirements for logistic forces and capabilities in the NDPP provided by the capability requirements review. This can be used to encourage nations, including PfP nations, to acquire and then to provide them, individually or through multinational cooperative arrangements, to NATO for its use during NATO-led or NATO-supported AOM. The authority, responsibility and funding for multinational logistic arrangements are to be established prior to and/or during the OPP.

3.7 **Strategic mobility planning**. Strategic mobility planning identifies the requirements for maritime, land and air assets necessary to deploy, sustain and redeploy forces to support operations envisioned in the political guidance. Planners must also determine the reception assets that are needed. The requirements for strategic mobility are identified to nations; shortfalls in capability between the overall requirement and what nations commit must be made up by other means, such as through contracting or arrangements with commercial transport interests.

3.8 **Stockpile planning**. In order to support nations' generic and long term stockpile planning within the overall NDPP, the SCs are responsible for developing stockpile requirements and, in accordance with MC 0055/4, *NATO Logistic Readiness and Sustainability Policy,* the requirements for the provision of logistic resources and publish them to nations as part of the NDPP. In this respect both SCs provide planning guidance[34] which applies to land, air and maritime forces and which covers all classes of supply as well as pharmaceuticals and medical materiel. However, the NATO requirement should be considered along with other national commitments to homeland defence, training and participation in other international operations. Where no such guidance has been developed by NATO, national planning factors should apply in accordance with MC 0055/4.

Section 3 - Operations planning

3.9 **General**. To prepare for its roles and mission NATO has two main operations planning categories; advance planning and crisis response planning. Advance planning is conducted to deal with possible future security risks or in anticipation of potential crises. It encompasses the preparation of plans that occur in non-crisis situations. Advance planning is used to develop plans for a broad range of activities based on requirements identified by the North Atlantic Council. Crisis response planning is based on circumstances that exist at the time planning occurs rather than on a potential crisis. The planning activities are similar to advance planning activities, but since based on dynamic, real-world conditions, crisis activities may be performed sequentially or in

[33] AJP-4.10, *Allied Joint Doctrine for Medical Support*.
[34] Contained within the Bi-SC Stockpile Planning Handbook 2.1.

parallel, with supporting and subordinate plans being developed concurrently.[35] Irrespective of the planning category, NATO planning will follow the OPP.

3.10 **Comprehensive Operations Planning Directive**. The Allied Command Operations, Comprehensive Operations Planning Directive (COPD) articulates the OPP for the NATO strategic and operational planning levels within the NATO command structures to facilitate a collaborative approach to planning in support of the NATO Crisis Response Process (NCRP). The COPD details both strategic and operational-level planning processes described as follows:

a. **Strategic-level operations planning**. The execution of the strategic-level OPP[36] is specifically designed to develop: strategic assessments; planning products; directives; and orders in support of the NCRP, required by the political-military and operational levels within the framework of the comprehensive approach.

b. **Operational-level planning**. The operational-level OPP is conducted by the JTF headquarters (HQ), with the COM as the central figure. It is designed to develop the operational-level input to planning products; directives and orders required by the strategic and component levels.

The OPP can be adapted to the component/tactical level, so, logistic organizations should ensure that they are configured to deliver against the OPP. COM joint logistic support group (JLSG) and the JLSG HQ will support JTF HQ J4 and be part of joint operations planning groups as directed by JTF J4. Moreover, COM JLSG will adopt the operational-level OPP when planning JLSG operations.

3.11 **Sequence of planning**. The OPP consists of a set of sequential activities to be carried out by a COM and the staff for the development of a plan.[37] The OPP is initiated by issuing a North Atlantic Council Initiating Directive. Supreme Allied Commander Europe or the operational-level COM then provides initial planning guidance which will lead to mission analysis followed by: course of action (COA) development; COA analysis; COA validation and comparison; COM's COA decision; concept of operations and plan development. During each planning activity, logistic opportunities and limitations will be clear drivers when developing the COAs. It is vital that the impact of logistic support on the proposed conduct of operations is clearly understood from the initiation of the OPP.

3.12 **Logistic operations planning considerations**. In order to support planning staff the following logistic considerations must be taken into account at each stage of the OPP:

a. **Destination**. In order to understand the impact of the destination on logistic operations, the following factors must be taken into consideration: threat

[35] AJP-5, *Allied Joint Doctrine for the Planning of Operations.*
[36] Described in COPD Chapter 3.
[37] The detailed sequence of planning activities is contained within AJP-5(A) Chapter 4.

environment; identified available logistic nodes; available infrastructure and its suitability for logistic operations; host-nation support capabilities and capacity; military interoperability and cooperation agreements; environmental protection; climate; and terrain.

b. **Demand**. Demand identifies the forecasted quantity and pattern of consumption or usage of materiel and services. Demand will be driven by the following factors: nature and size of the force; operational-level distribution policy; sustainment order;[38] tempo and intensity of operations; resupply rates; reverse supply chain requirement; estimated casualty rates; and estimated captured person rates.

c. **Duration**. The expected duration of the operation will impact the logistic plan. The duration of the logistic plan should be coherent with the operation plan chronology. Shorter operations will be able to make maximum use of temporary and deployable infrastructure and rely on small stock holdings. Moreover, there may be a greater reliance on more costly forms of transportation including air. Longer operations may require more substantial infrastructure in order to meet the environmental conditions and possible requirement to hold greater stocks in the joint operations area (JOA). Cheaper forms of transportation may be used; however, there is also likely to be a greater use of the resupply chain.

d. **Distance**. Distances both to and within the JOA will impact the volume of materiel and types of services required to support the JTF. It will affect the tempo of logistic operations and other factors such as: transportation requirements to support distribution; materiel stockpile locations; medical treatment facility locations; demand rate due to transit and demand cycle times. Moreover, the logistic planners must consider the possible requirement to extend the lines of communications to support the operations plan.

e. **Risk**. The operational logistic organization must be established with the resilience to cope with operational uncertainty. The logistic risk must be continually assessed through the planning process so that appropriate mitigation can be designed into the plan to reduce the impact of logistic risk on operations. Planners should consider hostile activities: environment factors; hazardous materiel; health hazard; host nation laws and standards; and criminal activities.

[38] The sustainment order provides COM's direction and guidance to staff planners and defines the level of resources necessary for an operation. It gives the baseline parameters to enable troop contributing nations to plan logistic support for their national contingent.

Chapter 4 – Operational-level logistic activity

Section 1 – Introduction

4.1 NATO operations are categorized with reference to essential characteristics that differentiate one from the other. These operations fall into two main categories:[39]

a. **Combat**. Combat operations may be required in direct defence of NATO against an aggressor. This may involve conventional force-on-force combat of varying scale, frequency and intensity between opposing states' armed forces.

b. **Crisis response**. Crisis response operations include multifunctional operations which contribute to conflict prevention and resolution, humanitarian purposes or crisis management in the pursuit of declared Alliance objectives.

However, irrespective of the type of operation, they normally consist of a logical order of events. Successive steps may overlap and can occur in parallel and on different levels of operation depending on the situation and mission. This chapter will focus on logistic sustainment aspects which encapsulates the core responsibilities within logistics and supporting operational logistic activities.

4.2 Sustaining operations underpins the freedom of action for the commander joint task force (COM JTF) to shape, engage, exploit, protect and sustain.[40] From COM JTF's perspective, logistic activity has an important role in enabling the following stages/phases of the campaign:

a. **Deployment**.[41] Relocates forces from a national location or another operation to an assigned area of operations within a joint operations area (JOA);

b. **Sustainment**. Sustainment provides for personnel, logistics and other support required to maintain operations until successful mission accomplishment. It includes the sustenance and moral well-being of troops, the maintenance of materiel, the provision of expendable commodities and the treatment of casualties and replacement of personnel. Sustainment influences the tempo, duration and intensity of all operations; and

c. **Redeployment**.[42] Relocates forces from an area of operations to national locations.

[39] Described more fully in AJP-3(C), *Conduct of Operations*.
[40] AJP-5(A), *Allied doctrine for the Planning of Operations*.
[41] For Deployment doctrine see AJP-3.13, *Allied Joint Doctrine for the Deployment and Redeployment of forces.*
[42] For Redeployment doctrine see AJP-3.13, *Allied Joint Doctrine for the Deployment and Redeployment of forces.*

These stages/phases are supported through the establishment of an effective and efficient logistic support network and realization of an accurate and comprehensive recognized logistic picture. Moreover, it is incumbent on logistic staffs to ensure that COMs are aware of any logistic risks and opportunities that could affect the operation.

Section 2 – Logistic activities during deployment

4.3 **General**. Deployment is a J3-led, multi-discipline process closely supported by J4. Separate national and/or multinational forces may conduct elements of deployment concurrently. Real estate, resource and facility use therefore needs to be prioritized, coordinated and deconflicted.

4.4 **Strategic movement**. Supreme Headquarters (HQ) Allied Powers Europe (SHAPE) will optimize the capabilities of the LOC by establishing transit and access (e.g. diplomatic clearances; access, basing and overflight) and coordinate strategic lift to meet the deployment requirements.

4.5 **Reception, staging, onward movement and integration**. Reception, staging, onward movement and integration (RSOM&I) is the process of receiving units into the JOA and transitioning them into a force that is ready to meet COM JTF's operational requirements. It consists of: Reception, staging, onward movement which are logistic activities and integration which is a J3 task.[43] The tempo of RSOM&I can vary throughout the operation for a number of reasons but could be constrained by insufficient support capabilities in the JOA.

4.6 **Joint operations area enabling**. Early deployment of logistic enablers to ports of debarkation is essential to mission success. During this phase the joint logistic support network (JLSN) will gradually be activated to support RSOM&I and to sustain the force. After opening the JOA, strategic movement will use multinational and national processes to deploy national contingents into the JOA. Should a joint logistic support group (JLSG) not be deployed or prior to its deployment, this activity could be coordinated by the HQ JTF J4 staff, host nation (HN) or an enabling nation on behalf of COM JTF.

Section 3 – Logistic activities during sustainment

4.7 **General**. Logistic sustainment is the process and mechanism by which sustainment is achieved and which consists of supplying a force with consumables and replacing combat losses and non-combat attrition of equipment in order to maintain the force's combat power for the duration required to meet its objectives. In order to deliver logistic sustainment in a multinational context, COM JTF is required to ensure delivery of:

- a support plan that comprises all activities required to maintain the combat power

[43] AJP-3.13, *Allied Joint Doctrine for the Deployment and Redeployment of Forces*.

of the force and recognizes redeployment;

- the resources required to execute the support plan;
- management of the JLSN; and
- the recognized logistic and medical pictures, including continuous assessment of the logistic situation in relation to COM JTF's intent.

4.8 **Military Committee 0055, *NATO Logistic Readiness and Sustainability Policy***. Military Committee (MC) 0055, *NATO Logistic Readiness and Sustainability Polic*y provides the conceptual framework for logistic sustainment of operations. To provide effective and efficient support to COM JTF, logistic forces must be cohesive, flexible, scalable and as agile as needed by the force itself. Logistic support will therefore be task-organized for each operation and should be built from a logistic sustainment concept that reflects the logistic principles in Chapter 1, notably unity of effort, visibility and efficiency.[44]

Section 4 – Logistic activities during redeployment

4.9 **General**. Redeployment, like deployment, is a J3-led, multi-discipline process closely supported by HQ JTF J4 and JLSG.

4.10 **Disengagement and rearward movement staging dispatch**. Disengagement and rearward movement staging dispatch (D&RMSD) is the process of disengaging units from operational activities and transitioning them ready for dispatch from the JOA. It consists of: disengagement (which is a J3 task) and: rearward movement; staging and dispatch which are logistic activities. The tempo of D&RMSD can vary throughout the operation for a number of reasons but could be constrained by insufficient support capabilities in the JOA.

4.12 **Synchronized manoeuvre**. Withdrawing capabilities from the JOA needs to be synchronized with the departure of: personnel; materiel and deployed contractors. As part of a multinational redeployment, national redeployment databases or plans need to be accessible to all partners and authorized multinational headquarters. Nations may be required to deconflict and reprioritize elements of their redeployment plans to work collaboratively and effectively with multinational partners. By doing so, pressure on the reverse supply chain and costs may be reduced.

4.13 **Strategic movement**. Following D&RMSD, strategic movement will return the force from the JOA to national locations. COM JLSG will facilitate embarkation onto strategic lift in accordance with the muli-national detailed redeployment plan and SHAPE will

[44] AJP-3(C), *Conduct of operations.*

optimize the capabilities of the LOC by establishing transit and egress (e.g. customs, diplomatic clearances and overflight) and coordinate strategic movement to meet the redeployment requirement.

Section 5 – Logistic footprint

4.14 **General**. The sum of the functions of logistics supporting an operation is referred to as the logistic footprint. The logistic footprint describes the physical presence including range, scale, geographic area, manpower, and total sum of logistic activity to support the required operational effect in the JOA and crucially too, the impact on the HN. It identifies the utilization of real estate and the consumption of resources, including: manpower; materiel; infrastructure; environmental protection; HNS and contractor support to operations that logistic activity in support of an operation will require. It also includes those resources that are deployed along LOC, where they are required for logistic activity, and any liability for additional force protection assets.

4.15 **Command responsibility**. It is the responsibility of COM JTF to manage the footprint to sustain the force and enhance operational effect, while minimizing the impact on battlespace management, by dynamically adapting the JLSN and encouraging multinational solutions. The component COMs and COM JLSG should make COM JTF aware of any risks and opportunities presented by the force structures. Available logistic capability, planned activities and lead times will affect the size and composition of the logistic footprint.

4.16 **Impact of logistic activities**. The size of the logistic supporting force will vary depending on the logistic activities. During the deployment and redeployment phases, there will be a requirement for a relatively large logistic force to enable and undertake the associated activities described above. However, during the sustainment phase, the logistic footprint may reduce dependent on the operating environment and through careful application of the principles outlined in Chapter 1, enable a commander to optimize logistic resources. The impact of the logistic phases on the logistic footprint is represented in Figure 4.1.

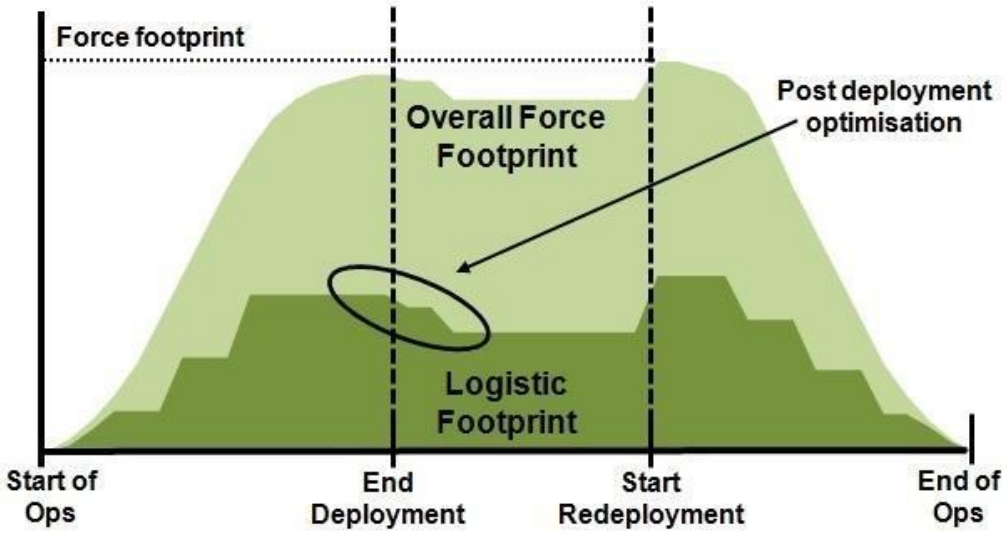

Figure 4.1 - Logistic footprint in relation to the footprint of the overall force

4.17 **Other factors**. Whilst the size of the logistic supporting force is directly affected by the deliverables described above, there are other factors that will affect the extent of the logistic supporting force. Consequently, the size of the logistic force is not directly proportional to the size of the supported force and will depend upon the phase and context of the operation.[45] Other factors that will affect the size of the logistic footprint that COMs will need to consider are as follows:

- change in the nature of the operation from contingency-based to enduring;
- threat and force protection requirements;
- change in tempo of operations;
- change from deployment to sustainment, or sustainment to redeployment, phases (noting degree of overlap);
- environmental issues;
- level of dispersal of forces across the JOA; and
- irreducible spare capacity, where the size of the logistic support required remains constant despite reducing numbers of personnel and materiel.

[45] For example, doubling the numbers of deployed combat aircraft may not necessitate a doubling of logistic support, whereas geographical increases in the JOA may require a significant increase in the logistic footprint, notably transport assets and storage facilities in relation to combat arms.

Section 6 - Logistic Risk and Opportunities

4.31 **General**. Logistic support to an operation comprises multiple deliverables to the Force, is highly dependent upon the application of logistic principles[46] and requires effective and dynamic risk management to meet the challenges of each operation.

4.32 **Opportunities and risks**. In each operation there will be a need to ensure that the COM JTF understands the opportunities and risks related to any course of action and task. Therefore, the JTF HQ J4 will require an active and dynamic risk management process throughout the operational logistic organization. In particular, logistic staffs are to ensure:

- planning for future requirements based on the needs of COM JTF and reflecting logistic opportunities, risks and mitigation;
- capture and assessment of logistic sustainability opportunities and risks accurately and reporting of their impact on operations;
- presentation of viable courses of action to the COM JTF to exploit opportunities and mitigate logistic risks to the conduct of operations;
- reporting of JOA stock levels (primarily through logistic functional area services) and support chain capacity to identify logistic sustainment risk;
- knowledge of nations' delivery assurance levels, where risks may exist and what options there are to mitigate them; and
- explosive safety and risk management assessments are conducted and that all munitions-related risks are identified to COM JTF.

[46] Chapter 1, Section 2.

Chapter 5 - Logistic functional areas

5.1 Each of the logistic functional areas described below requires the application of the logistic principles outlined in Chapter 1 to provide efficient and effective support to the commander (COM). Interoperability should be exploited but some functions will remain as single national or bilateral responsibility.

Section 1 - Supply

General

5.2 The supply function of logistics encompasses timely provision of all classes of supply (see Annex C) necessary to ensure the sustainability of forces. Interoperability and visibility are crucial for an efficient supply function in a multinational environment and must be supported by all troop-contributing nations (TCNs). COM joint task force (JTF) must have sufficient logistic information management and visibility of stock levels for all classes of supply of assigned forces. This information is initially provided by Nations through the NATO Defence Planning Process and operations planning process (OPP) and subsequently through the recognized logistic picture. In operations, the nations are responsible for a steady flow of materiel and personnel along the established lines of communications and, in the joint operations area, along main supply routes coordinated through the joint logistic support group (JLSG). When agreed with nations, prior to and during the OPP, the JLSG can supply common user items (i.e. fuel, bulk water etc.) on a reimbursable basis. Whilst all elements of supply present their own challenges, petroleum, oils and lubricants (POL) and ammunition and explosives (A&E) place significant risk on the COM; consequently, they are covered in more detail in the following paragraphs.

Petroleum, oils and lubricants and ammunition and explosives

5.3 **General**. POL and A&E management will normally be accomplished by means of purpose-built storage areas and the employment specialist POL and A&E staff. Within the JTF headquarters (HQ) and/or JLSG HQ, the staff will ensure that correct supply procedures are followed including; accounting of stocks; visibility of available assets to support operations; maintenance of safety; and quality of product.

5.4 **Risk**. The dangerous nature of POL and A&E[47] pose inherent risk to personnel, infrastructure, equipment and the environment. For this reason, it is essential that risk-management requirements related to POL and A&E, as advised by specialists, are integrated into logistic sustainment planning. The risks highlighted above will influence the identification of: suitable locations for POL and ammunition storage areas; force

[47] ALP-16, *Allied Logistics Publication for Explosives Safety and Munitions Risk Management (ESMRM) in NATO Planning, Training and Operations*.

protection measures against possible accidents; and the nature of bilateral or multilateral arrangements and agreements regarding the supply and storage of POL and A&E.

5.5 **Storage area command and control**. POL storage areas may come within COM JLSG's chain of command. However, whilst ammunition storage facility could be under COM JLSG's control, the management of munitions is more likely to be undertaken on a national or multinational basis.

Section 2 - Materiel - life cycle support

5.6 The materiel function of logistics covers the full life cycle of materiel and will generally remain under national responsibility.[48] However, multinational cooperation can enhance the efficiency and effectiveness of the support provided. All phases of the life cycle of materiel should be focused on optimized supportability and maximum interoperability. From an early stage all participants in the materiel management process must be made aware of, and take into account, the materiel support requirements, logistic capabilities and constraints within Alliance operations and missions (AOM).

5.7 A NATO Life Cycle Support strategy should be used to provide materiel support that meets NATO and nations' operational requirements in the most efficient manner. Such a strategy integrates acquisition and consumer logistic processes into one seamless process. It must start early in the requirement phase to ensure the greatest impact on design and development to maximize weapon system availability at the most economical total cost.

Section 3 - Equipment maintenance

5.8 Maintenance is essential to retain the force's technical capability so it can carry out its AOM, it covers all means, including supply support, preventive or corrective actions, and recovery to retain and/or restore equipment to a serviceable condition. Maintenance is executed under the responsibility of the equipment owner.[49]

5.9 Nations that are operating or plan to operate similar equipment can benefit from the opportunities provided by multinational logistics. As benefits are available at any stage in the equipment life cycle, they can be optimized if multinational logistics in support of equipment maintenance is considered early in the acquisition phase of the equipment. However, multinational and contractor maintenance solutions can also enhance efficiency and effectiveness in AOM and should be considered from the outset of the logistic OPP. Furthermore, groups of nations, which make multinational acquisition of the same equipment, should consider multinational basing in static and deployed AOM.

[48] For NATO material, NATO acts as the nation.
[49] MC 0533, *NATO Principles and Policies for the Maintenance of Equipment*.

5.10 The transfer of authority of national forces to the NATO COM does not transfer ownership of equipment; however, multinational logistics can support the proper maintenance of equipment. In order to enable multinational logistics, formal agreements must be made prior to the exchange of services between participating nations. This ensures that the appropriate reimbursement is authorized by the respective governments engaging in the activity.

5.11 Collocation of maintenance capabilities can be used to facilitate technical assistance, enhance cooperation in performing maintenance tasks and reduce the equipment maintenance footprint.

Section 4 – Movement and transportation

5.12 Movement is the relocation of units, personnel and materiel. The concept of movements includes the three following main elements: the movement organization, military and civilian transport agencies and the stakeholders. Moreover, military units, their personnel and materiel may also be involved in the movement process and civilian organizations may also take part. Transportation is the means for conveyance of personnel and materiel. This process is planned, routed, scheduled and controlled by the movement organization. The movement process is likely to require significant external resources.

5.13 The movement process consists of: national movement; strategic movement; and operational movement as described in Allied Joint Publication (AJP)-4.4, *Allied Joint Movement and Transportation Doctrine*. The characteristics and responsibilities associated with each phase of movement are as follows:

a. **National movement.** National movement is the movement from:

- home base or other operation to the ports of embarkation (POEs); and
- the ports of debarkation (PODs) to home base.

Responsibility for national movement lies with the nations and will require coordination at the national level to ensure a regulated flow into and out of the POEs/PODs.

b. **Strategic movement**. Strategic movement is the movement of units from POEs to PODs during either strategic deployment or redeployment. Responsibilities for strategic movement are as follows:

- Supreme Allied Commander Europe (through the Allied Movement Coordination Centre), in close coordination with the COM JTF and TCNs, plans, prioritizes, coordinates and deconflicts the strategic movement;

- nations plan and provide transportation for the movement of their forces; and
- movement across national borders, air space and territorial waters should be supported by harmonized host-nation support arrangements.

c. **Operational movement**. Operational movement is the movement of units from the PODs to the assigned area of operations during deployment and from assigned areas to POEs for redeployment. Responsibilities for operational movement are as follows:

(1) The COM JTF plans and executes reception staging onward movement (RSOM) and integration/ disengagement and rearward movement staging dispatch (RMSD) operations in coordination with the Nations and the host nation (HN) if applicable. The RSOM/RMSD tasks are usually conducted through the JLSG.

(2) The JLSG may be tasked, in close coordination with the Nations, to provide operational-level transportation.

(3) Other entities may either be in place or initiated to facilitate the rapid deployment of the NATO forces in order to enhance the Alliance responsiveness.

(4) Nations are responsible for their national planning and for the provision of movements data in accordance with COM JTF's plan. If there is no JLSG available, the provision of transportation and the execution of the movement of forces are also a national responsibility.

(5) When deployed, JLSG executes movement control of units during the RSOM and RMSD operations which will enable it to coordinate the movement of personnel and materiel within the joint logistic support network with the battlespace owners. Conflicts between operational requirements and tactical concerns are deconflicted at JTF HQ.

Section 5 - Services

5.14 **General**. Other logistic services will be required to support NATO forces. These may include manpower and skills provisioning, housing/accommodation, laundry and bath, canteen and other services such as map distribution, postal and courier services and equipment recovery. Multinational and contractor support solutions can enhance efficiency and effectiveness and should be considered from the outset of the OPP, in particular for smaller nations who cannot provide the full range of theatre support.[50]

[50] The Contract Integrator capability, provided to Allied Command Operations by NSPA, will act as the interface between NATO and contractors during operations.

Where agreed with TCNs prior to and during the OPP, the JLSG can coordinate common user services on a reimbursable basis.

Section 6 – Medical

5.15 **Medical support**. Medical support encompasses planning and provision of preventive and rehabilitative healthcare, and all level of care on operations and rehabilitative healthcare for military personnel from enlistment to retirement through the full spectrum of military duties in garrison and during deployment. The operational health care support system consists of the following 5 main pillars:

- medical command, control, coordination and communication, information and reporting including medical advice;
- force health protection (including preventive medicine and veterinary support);
- medical evacuation;
- health care in medical treatment facilities; and
- medical logistics.

The Healthcare Cycle includes the full spectrum of medical capabilities and is an end to end process, from the point of wounding till the final rehabilitation at the home countries of the TCN.

5.16 **Veterinary support**. Veterinary support encompasses planning and provision of food and water safety and defense, animal health care and prevention of zoonotic (transmitted from animals to humans) and vector borne diseases through the full spectrum of military duties in garrison and during deployment. It covers all aspects of deployment of military working animals, including pre-deployment screening, vaccination, transportation, housing, preventive and routine veterinary care in the deployed environment and prophylactic procedures for return from deployment and outlines the equipment requirements for the deployed veterinary team as well as advice on the management of stray animals and humanitarian support for agricultural animals.

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Chapter 6 - Logistics-related areas

Section 1 – Budget and Finance

6.1 **General**.[51] NATO policy allocates funding responsibility in accordance with specific decisions of the North Atlantic Council (NAC), which must be respected while planning and executing operations, missions, and exercises. While the longstanding NATO general principle of 'costs lie where they fall' continues to apply. The NAC has established special parameters for common funding of deployed joint headquarters (HQ) and specific theatre-wide support capabilities under command and control of the commander (COM) joint task force (JTF) which support all forces in the joint operations area (JOA). Costs which are not a common funding responsibility are to be borne by the nation or nations incurring such costs. Wherever appropriate, nations are encouraged to establish bilateral arrangements and multinational solutions to achieve efficiency and synergy in support of deployed forces.

6.2 **Funding definitions**. The Defence Capability Initiative defines four funding mechanisms that are commonly used for supporting NATO operations and initiatives as follows:

a. **Common costs**. Common costs are those eligible to common funding, which means that they are borne by all NATO members through the appropriate budget. They are under NATO financial control.

b. **Joint costs**. Joint costs occur when several nations decide to share costs using a NATO body such as NATO Support and Procurement Agency or NCIA. This mechanism can be useful for multinational contracting or multinational property management due to the legal status of some NATO bodies.

c. **Multinational costs**. Multinational costs are costs affirmed in advance to be the responsibility of more than one nation, and are to be borne in accordance with a pre-agreed cost sharing formula. Multinational agreements for sharing costs may take the form of: memoranda of understanding; memoranda of agreements; technical agreements; joint implementation plans; or similar documents.

d. **National costs**. National costs are borne by individual nations. Spending related to the direct support of personnel (pay and allowances, housing and catering) is normally part of national costs.

6.3 **Categories of expenditures**. Costs, whether NATO, national, or multinational, are attributed to two major categories of expenditures:

[51] Budget and Finance is a J8 responsibility.

a. **Operation and maintenance**. Operation and maintenance are recurring expenditures related to the running of the organization and/or facility, or costs incurred in the functioning or maintenance of systems and equipment.

b. **Investments**. These are typically one-time provision, major upgrade, or cyclical replacement of new capabilities, facilities, systems, or equipment. Major renovations, upgrades and modifications of existing capabilities and facilities are also considered investment expenditure.

Section 2 – Military engineering

6.4 **General**. The assured availability of mission-related logistic infrastructure is likely to be vital to movement, manoeuvre and sustainment of an operation. The aim of Military Engineering (MILENG) support to logistics[52] is to monitor, maintain, restore and, if necessary, provide this infrastructure, mostly associated with RSOM/RMSD and sustaining the joint force. Particular areas of expertise are infrastructure development, mobility support and Environmental Protection (EP). The impact of operations, including logistics, on the environment must be anticipated and assessed prior to operations. Environmental considerations must then be integrated into operation plans.[53]

6.5 **Planning and execution**. The MILENG advisors[54] and staff are the focal point for the planning and execution of all aspects of MILENG support to logistics within the assigned JOA. Chief Engineers of the subordinated commands are responsible for the prioritization and coordination of the MILENG support within their AOR. The MILENG advisor staff will be engaged closely with the appropriate HN authorities, other organizations and civilian contractors as these can be considered as an additional source for capabilities to support the joint force. At any given stage of an operation COM JTF may shift the main effort of MILENG support to logistics, and may allocate capabilities normally seen supporting manoeuvre to infrastructure development and sustainment, enhancement of freedom of movement or the provision of real life support.

Section 3 - Mortuary affairs

6.6 Mortuary affairs constitutes a broad area of activities aimed at providing the necessary care and disposition of missing and deceased personnel deployed on operations. It includes: search; recovery; identification; care; evacuation of deceased personnel from the area of operations; next of kin notification; final disposition of remains; and public release of information. Such activities may include non-contracted civilians; especially in the case of mass fatalities, and enemy personnel. NATO policy directs that the overall

[52] AJP-3.12, *Allied Joint Doctrine for Military Engineering*.
[53] Detail provided in the Allied Joint Environmental Protection Publication series, adhering to MC 0469/1, *NATO Military Principles and Policies for Environmental Protection*.
[54] In the JTF HQ this is the Joint Force Engineer.

responsibility for mortuary affairs lies with J1 and that it is normally a national responsibility. However, COM JTF and logistic authorities may assume a coordinating role in the area of logistic supporting operations in order to maximize effectiveness and efficiency in the use of assets and resources available within the JOA. Nations and NATO authorities are also encouraged to seek bilateral and/or multinational solutions in order to ensure mortuary affairs support.

Section 4 - Contractor support to operations

6.7 Contractor Support to Operations (CSO) is the use of pre-planned and/or ad hoc contracted commercial support to operations to perform selected logistic support services. It enables industry to provide certain aspects of logistic support, which is either based on the supply of goods but also services which are not available through force generation. This enables NATO commanders and the Troop Contributing Nations to optimize the use of military resources and capabilities in situations where commercial solutions can be deployed based on the level of threat and available security. CSO can therefore be a force multiplier that can be particularly valuable during the sustainment phase of Alliance operations and missions (AOM) once conditions on the ground are more favourable and safe for industry to operate with limited risk of the impact kinetic warfare. It permits nations to reduce military manpower and to establish less austere facilities for the duration of AOM. This is equally important during the redeployment phase in a peaceful environment, when economy is often a higher priority than speed. However, with CSO comes risks to reliability, quality, security and escalating costs, and these must be actively managed.[55] This must be done through systematic risk assessments and management programmes and the application of the NATO Lessons Learned Policy. Allied Command Operations should therefore factor in CSO for the provision of logistic support to NATO deployed HQs early in the course of actions development as part of the proposed Concepts of Operations (COO) proposed to the Nations for approval. Where possible elements, for which delivery by military means are not essential should be considered in accordance with the associated eligibility and affordability processes established by Nations. Additionally, the Strategic Commands and nations should seek to develop contractual arrangements with contractors in peacetime for use during AOM.

6.8 CSO is provided under national and/or NATO arrangements and may include rapidly usable contracts. However, in all cases, the nation(s) using such contracted support will pay for goods and/or services consumed in accordance with the NATO principles of "Costs Lie Where They Fall" unless specifically authorized by the appropriate Committees and Boards. As outsourcing may have operational consequences and the COM must maintain an understanding of all participants. Nations must provide visibility

[55] Support can be sought from a logistic contract integrator, either commercial or a NATO agency in the consideration of what options exist in industry to meet the proposed requirements. This is an integral part of acquisition planning which is under the functional authority of the Head of Contracts of the NATO body in accordance with the NATO financial rules and procedures.

concerning the contracted support provided and identities of contractors on the ground and/or impacting on the lines of communications.

6.9 In accordance with the NATO Financial Rules and Procedures[56], the Head of Contracts of the NATO body is responsible for:

a. Developing, coordinating and promulgating procurement policy, procedure and best practice for a NATO body.

b. Ensuring that procurement staff are suitably qualified and trained.

c. Promoting “best practice” procurement solutions to meet the needs of a dynamic operationing environment.

d. Promoting economies of scale, whenever practicable and feasible, through centralized procurement sourcing.

e. The functional oversight of the procurement function within the respective NATO body.

f. Providing advice to higher authorities on matters of contracts and procurement.

In addition, purchasing and contracting officer(s), have exclusive legal authority for the procurement of goods and services on behalf of the NATO body. Purchasing and contracting officers should be issued with clear warrants covering their responsibilities, which shall state any limitations on the scope of authority to be exercised[57]. This applies whether the contracting is done though in-house contracting staff or through an agency. Accordingly, any procurement of goods and services must go through a contracting officer appointed by the COM.

Section 5 - Civil-military interaction

6.10 **Civil-military cooperation**. Civil-military cooperation (CIMIC) is a joint function comprising a set of capabilities integral to supporting the achievement of mission objectives and enabling NATO commands to participate effectively in a broad spectrum of civil-military interaction (CMI) with diverse non-military actors. Therefore, it seeks to create a meaningful relationship between the military, civilian agencies and the local population. CIMIC facilitates coordination and cooperation, activities between a military force and all parts of the civilian environment within the JOA by:

[56] FRP Article 3 1
[57] FRP Article 3 1

- Facilitating liaison, cooperation and coordination with non-military actors, e.g. international organizations (IOs), non-governmental organizations (NGOs) and national/local actors.

- Providing assessments and knowledge on political, economic, environmental and humanitarian factors when planning and conducting military operations.

- Building an effective relationship between the military and civilian authorities, organizations, agencies and populations within the JOA.

6.11 In addition to civil-military liaison, CIMIC staff may also coordinate the military involvement in humanitarian-assistance operations. They will establish relationships with a variety of civilian authorities and agencies and thereby establish a valuable source of information to assist logistic planning and wider military operations. This includes marking and policing of routes for military or civilian use, host nation support and civil-military resource management. However, due care must be taken to avoid CIMIC activities being perceived as military intelligence gathering by partner agencies such as IOs or NGOs.

6.12 **International organizations, non-governmental organizations**. Experience has shown that the context of missions can vary markedly. A common feature, however, is the complex assortment of actors engaged in the JOA and beyond. In addition to local actors and authorities, and the parties to the conflict, military forces have to operate in complete consideration of the presence of other non-military actors in the area such as media, diplomats, IOs, and NGOs. Each non-military actor will usually follow a set of principles, governing their work and conduct. They differ considerably resulting in different agendas, structures and procedures.

6.13 Due to this great diversity, interaction with one type of non-military actor will often be very different from that with another. Some non-military actors may be reluctant to work closely with military. Understanding the motivation of non-military actors enables all military functions and disciplines to minimize friction when conducting CMI, facilitated by CIMIC, with these actors.

Section 6 - Military police

6.14 Military police will support COM joint logistic support group in managing the joint logistic support network across the full spectrum of conflict through the conduct of mobility support, security, detention, police and stability policing functions. However, MP support to logistic activity will be most pronounced in mobility support, where its focused on the planning, facilitation and regulating of movement during a number of operational and tactical actions as well as more generally along lines of communications. This contributes to the freedom of movement throughout the area of operations (AOO). MP mobility support is achieved through a contribution to movement planning, movement

control and movement security. Those contributions includes i.e. route and area reconnaissance (together with engineers and logisticians), traffic control and liaison with local authorities, route signing and manning traffic posts, critical points and other staging areas, dislocated civilian and straggler control operations and area damage control operations.

ANNEX A – Allied Command Operations logistic command, control and coordination framework at strategic level.

A.1 **Comprehensive Crisis Operations and Management Centre**. The Comprehensive Crisis Operations Management Centre (CCOMC) and the associated COMC-processes are the Supreme Headquarters Allied Powers Europe (SHAPE) approach to crisis and operations management. The following essential tasks will guide the work conducted within the CCOMC:

- crisis scanning to identify potential crises;
- production of initial strategic insights and prudent planning;
- provision of military advice on a wide range of crises;
- evaluation of the strategic risk to on-going operations;
- provision of strategic command and control;
- conduct of strategic-level assessments of on-going operations; and
- conduct of post-crisis reviews.

Cross-functional participation in terms of information and expertise will be required from the entire SHAPE staff, either as core members, ‘enablers’ or ‘facilitators’.

A.2 **Logistics**. The Logistics Division (J4) in SHAPE, under Assistant Chief of Staff (ACOS) J4, is responsible for developing strategic logistic plans in support of operations and exercises, coordinating and controlling the execution of these plans and proposing guidance and directions for issuance to subordinate commands. The Division consists of 2 branches as follows:

a. **Logistic Operations and Plans Branch**. This branch is responsible to the ACOS J4 for:

- producing strategic logistic assessments and analysis in support of operations and exercises;
- strategic logistic contingency planning, and logistic operations planning for operations and exercises in coordination with NATO and non-NATO military and civilian headquarters and organizations;
- coordination, monitoring and controlling the execution of logistic plans;

- management of strategic logistic resources, capabilities, donated equipment and Trust Funds for operations and exercises;
- management of strategic logistic commodities (i.e. fuel);
- identifying logistic requirements and implementing solutions, including the staffing of Crisis Operations Urgent Requirements;
- coordinating multinational logistic support for operations and exercises in collaboration with National authorities;
- providing functional support for the SHAPE Operations Planning Group, including development of joint statement of requirements/theatre capability statements of requirement;
- conduct of host-nation support planning and coordination in support of operations and exercises;
- providing functional advice and guidance to NATO and national organizations, and subordinate commands;
- acting as the operational sponsor for development and efficient use and management of NATO logistic information systems;
- providing logistic advice and support for the SHAPE operations planning process;
- providing logistic advice and support to all aspects of planning and coordination associated with: force generation, training and exercises, evaluation, validation and certification of forces;
- providing logistic advice and support to SHAPE and relevant NATO staff in support of the NATO Defence Planning Process;
- supporting the development and implementation of logistic policy, plans, concepts, doctrine, and capabilities; and
- representing Allied Command Operations logistic interests at the relevant NATO boards, Working Groups and meetings, including the NATO Logistic Committee and Logistic Committee Executive Group.

b. **Allied Movement Coordination Centre**. The Allied Movement Coordination Centre/Movement and transportation Branch is responsible to the ACOS J4 for:

- providing NATO's principal capability to plan, review, prioritise de-conflict and coordinate strategic movements supporting deployment (including receipt staging and onward movement (RSOM)), redeployment and transportation of sustainment supplies to NATO and non-NATO troop-contributing nations during exercises and operations;

- monitoring, evaluating and adjusting movements once an operation has commenced;

- providing operational movement support to current operations;

- acting as the operational sponsor for all movements information systems;

- management of all NATO motor transport assets across the NATO Command Structure and within operations;

- providing NATO's movements and transportation subject matter expertise to NATO boards, working groups and nations; including assisting in the development of bilateral and multinational agreements.;

- providing movements and transportation subject matter expertise to statement of requirements, concepts of operation, crisis response operations urgent requirements and all routine staffing processes.

- providing NATO's principal capability to interact with non-NATO nations and organisations, European Union, United Nations, international organizations, and civilian agencies to coordinate movements in support of humanitarian operations; and

- formulating, developing and implementing NATO movements and transportation doctrine, policy and procedures.

A.3 **Medical Division**. ACOS Joint Medical (JMED), in SHAPE, is the Senior Medical Advisor to Supreme Allied Commander Europe (SACEUR) and staff on all medical matters. JMED, has overall responsibility for:

- provision of medical advice on all staffing matters within the strategic headquarters;

- coordination of all policy, doctrine and strategy within the subordinate medical command and control of NATO;

- involvement and interaction with every SHAPE divisional structure on issues of medical interest;

- implementing the guidance and direction of the Allied Command Operations (ACO) Medical Director/Medical Advisor for NATO;

- maintaining an effective Bi-Strategic Command relationship with Allied Command Transformation Medical Directorate on matters of common interest; and

- training requirement authority for medical support.[58]

A.4 **Joint Engineering Division.** Assistant Chief of Joint Engineering, in SHAPE, provides and sustains strategic level coordination and control capabilities on all aspects of military engineering to support SACEUR exercising his command functions. It provides general staff support, coordination and specialist advice on all aspects of military engineering for operations to the Commander, the Command Group and SHAPE staff, including infrastructure, environmental protection, explosive ordinance destruction, military search and support to counter-improvised explosive devises and force protection.

A.5 **Standing Joint Logistic Support Group**. The Standing Joint Logistic Support Group (SJLSG)'s roles and tasks are as follows:

a. **Roles**:

(1) **Logistic function component**. The first role of the SJLSG HQ is to provide the cross-cutting functional coherence between commands and nations, to conduct enduring preparatory and enabling activity in order to facilitate rapid reinforcement and sustainment. This role is continuous in peacetime and during periods of operation to ensure that SACEUR's area of responsibility (AOR) remains supported and enabled for further operations. In order to meet NATO's level of ambition, the SJLSG HQ must be capable of engaging multiple HQs and stakeholders, potentially across more than one joint area of operations.

(2) **Time critical enablement**. The second role for the SJLSG HQ, as a standing entity, is to be prepared to provide a time critical response with a scalable deployable element for the command and control of logistical support to enable the rapid deployment and initial sustainment of NATO forces. This second role is in direct support of a deploying or deployed force, most likely starting with the deployment of the Very High Readiness Joint Task Force (VJTF). In a time-critical operational situation, there may be a time period when a joint logistic support group (JLSG) HQ is not deployed, activated, fully-functioning, or is in the process of deploying. During this period, the role and initial responsibilities of a JLSG HQ may be executed by the SJLSG HQ, to execute RSOM command

[58] Bi-SC 75-3, Medical Support Strategic Training Plan dated 14 Apr 15.

and tactical-level C2 of assigned units in direct support of the VJTF until the responsibility is transferred to an activated JLSG HQ or another command.

b. **Tasks**:

- provide logistics functional command, control and coordination authority at the operational level in order to continuously logistically prepare and enable SACEUR's AOR during both peacetime and periods of operations;

- support operational level planning and operations conducted by commander joint force command/joint task force and ACO HQs;

- exercise logistic functional command, control and coordination authority at the operational-level in order to maintain functional coherence, effectiveness and optimization across NATO forces and national logistic support capabilities;

- as a supported commander, be prepared to direct the command, control coordination and execution of the deployment and sustainment of the VJTF until the role is assumed by a JLSG HQ;

- be prepared to assign C2 deployable capability operational control (OPCON) to a COM JTF to enable the responsive deployment, employment and sustainment of the VJTF until the role is assumed by a JLSG;

- be prepared to assume OPCON of NATO and national logistic capabilities assigned to NATO in order to enable the rapid deployment and sustainment of the VJTF until the role is assumed by a JLSG HQ;

- be prepared to assume tactical control of VJTF force elements moving through the RSOM process; and

- where granted, exercise logistic control over national logistic capabilities that contribute to the logistic support to NATO forces in accordance with national transfer of authority.

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ANNEX B – Multinational logistic organizations

Section 1 – Multinational logistic units and multinational integrated logistic units

B.1 **Definitions**. Multinational logistic units (MLU) and multinational integrated logistic units (MILU) are formed when two or more nations agree, at operational or tactical level, to provide logistic support to a multinational force, formalized in a technical agreement between the troop contributing nations. The main differences between a MILU and a MLU are:

a. **Command and control**. A MLU normally remains under national command and control (C2) as opposed to a MILU which is under operational control (OPCON) of commander joint task force (COM JTF); however, coordination of the MLU's activity may be delegated to COM joint logistic support group (JLSG).

b. **Level of operation**. A MLU may be formed at lower operational or tactical level as opposed to a MILU which is only formed at operational or higher tactical level.

B.2 **Role**. MILUs and MLUs can fulfil the need of a flexible mode of multinational logistic support. These units might be particularly attractive when a single nation is capable of providing the nucleus of the unit and/or the command structure around which the whole unit can be formed by augmentation and/or complementary units from other nations. MLUs/MILUs should be utilized to reduce the logistic footprint and, where possible, capitalize on economies of scale. They are an important mechanism or enabler by which some countries may contribute more effectively to the overall operational effort. The MLUs/MILUs are useful as force regeneration tools, particularly in low intensity operations or operations with a prolonged duration where logistic force contributions would be difficult to generate without cooperation. Most commonly, and for practical reasons, the minimum size of a MLU should be at company level.

B.3 **Command and control**. A lead nation should be designated to establish the unit by providing the C2 structure, communication and information systems and combat service support framework. Specific C2 and operational arrangements will be negotiated between participating nations. The MLU/MILU commander should have clear authority over sub-units, normally OPCON. The units are designed to provide specific logistic support where national forces cannot be provided, or could be better utilized to support the commander's overall logistic support plan.

B.4 **Roles and responsibilities**. The planning and provision of services and support to a MLU/MILU will not differ substantially from that of national support units; however, the C2 function required will be more complicated. Therefore, the organization and structure of MLUs/MILUs is likely to include requirements for additional liaison officers and more

diverse communication equipment, depending on the service provided and customer diversity.

Section 2 – Modular combined petroleum unit

B.5 **General**. Modular combined petroleum units (MCPUs) provide a solution for rapid deployment of petroleum specialists across a wide range of environments, capable of operating on a small scale and able to rapidly build to a larger scale when required. These units run military capabilities supplemented by outsourced capabilities as appropriate and will provide the rapid operational petroleum distribution system. The MCPU will consist of multinational specialist modules from across NATO partners and relevant stakeholders.

B.6 **Command and control**. The MCPU will be OPCON to the COM JLSG and to COM JTF when the JLSG is not deployed.

Section 3 – Multinational medical unit

B.7 Multinational medical units (MMU) are formed when two or more nations agree, at operational or tactical level, to provide medical support to a multinational force. The size and composition of a MMU will depend on the requirement identified in the medical plan and formalized in a technical agreement between the troop contributing nations.[59]

[59] AMedP-1.3, *Guidelines for Multinational Medical Units*.

ANNEX C – NATO classes of supply

NATO classes of supply are established in the five-class system of identification as follows:[60]

- **Class I**. Those items which are consumed by personnel or animals at the approximately uniform rate, irrespective of local changes in combat or terrain conditions. Examples: rations and forages;

- **Class II**. Supplies for which allowances are established by tables of organization and equipment. Examples: clothing, weapons, mechanics' tools, spare parts, vehicles, etc;

- **Class III**. Fuels and lubricants for all purposes, except for operating aircraft or for use in weapons such as flame throwers. Examples: petroleum products such as gasoline, kerosene, diesel oil, fuel oil, lubricating oil and greases and solid fuels such as coal, coke and wood. For Air Force (III A): Aviation fuels and lubricants;

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

- **Class V**. Ammunition, explosives and chemical agents of all types.

[60] Comparative tables with national classes of supply are at AAP-19(A), *Classes of Supply NATO Forces*.

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Lexicon

Part I – Acronyms and abbreviations

The lexicon contains acronyms/abbreviations and terms/definitions relevant to Allied Joint Publication-4(B) and is not meant to be exhaustive. Definitive and more comprehensive list of abbreviations is in NATOTerm.

A&E	ammunition and explosives
ACO	Allied Command Operations
ACOS	assistant chief of staff
ACT	Allied Command Transformation
ALP	Allied logistic publication
AJP	Allied joint publication
AOM	Alliance operations and missions
AOR	area of responsibility
Bi-SC	(of the two) Strategic Commands
C2	command and control
CIMIC	civil-military cooperation
CMI	civil-military interface
CNAD	Conference of National Armaments Directors
COA	course of action
COM	commander
COM JLSG	commander joint logistic support group
COM JTF	commander joint task force
COP	common operating picture
COPD	Comprehensive Operations Planning Directive
CSO	contractor support to operations
D&RMSD	disengagement and rearward movement, staging and dispatch
ESMRM	explosives safety and munitions risk management
EU	European Union
HN	host nation
HNS	host-nation support
HQ	headquarters
IO	international organization
JLSG	joint logistic support group
JLSN	joint logistic support network
JOA	joint operations area
JTF	joint task force
LLN	logistic lead nation
LOC	lines of communications
LOGCON	logistic control
LRSN	logistic role specialist nation
MC	Military Committee
MCPU	multinational combined petroleum unit
MILENG	military engineering
MILU	multinational integrated logistic unit
MLU	multinational logistic unit

MP	military police
MOU	memorandum of understanding
NAC	North Atlantic Council
NATO	North Atlantic Treaty Organization
NDPP	NATO defence planning process
NGO	non-governmental organization
NSE	national support element
NSPA	NATO Support and Procurement Agency
OPCON	operational control
OPLAN	operation plan
OPP	operations planning process
PfP	Partnership for Peace
POD	port of debarkation
POE	port of embarkation
POL	petroleum, oils and lubricants
RLP	recognized logistic picture
RMSD	rearward movement, staging and dispatch
RSOM	reception, staging and onward movement
RSOM&I	reception, staging, onward movement and integration
SC	strategic command
SHAPE	Supreme Headquarters Allied Powers Europe
SJLSG	Standing Joint Logistic Support Group
SOC	special operations command
SOR	statement of requirements
TACON	tactical control
TCN	troop-contributing nation
TOA	transfer of authority
UN	United Nations
VJTF	Very High Readiness Joint Task Force

Part II – Terms and definitions

civil-military cooperation (CIMIC)
A joint function comprising a set of capabilities integral to supporting the achievement of mission objectives and enabling NATO commands to participate effectively in a broad spectrum of civil-military interaction with diverse non-military actors.
(NATO agreed)

collective logistics
The collective approach undertaken by NATO and nations to plan, generate, synchronize and prioritize national and NATO logistic capabilities, resources and activities to deliver logistics support to NATO missions, operations and exercises, by making use of common processes and organizational structures. (MC 0319/3, *NATO Principles and Policies for Logistics*)

command

- The authority vested in an individual of the armed forces for the direction, coordination, and control of military forces.
- An order given by a commander; that is, the will of the commander expressed for the purpose of bringing about a particular action.
- A unit, group of units, organization or area under the authority of a single individual.
- To dominate an area or situation.
- To exercise a command.

(NATO agreed)

coordinating authority
The authority granted to a commander, or other individual with assigned responsibility, to coordinate specific functions or activities involving two or more forces, commands, services or organizations.

Notes: The commander or individual has the authority to require consultation between the organizations involved or their representatives, but does not have the authority to compel agreement. (NATO agreed)

deployment
Relocates forces from a national location or another operation to an assigned area of operation within a joint operations area. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

disengagement
During Redeployment, ceases units' operations, and prepares its infrastructure for handover or remediation and its personnel and materiel for Rearward Movement. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

dispatch
Moves personnel and materiel from staging areas to ports of embarkation, marshals, assigns and loads them to strategic lift assets for strategic movement; and records personnel and materiel's exit from the joint operations area. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

explosives safety and munitions risk management (ESMRM)
A systematic approach that integrates risk assessment into operations planning, military training exercises, and contingency operations with the goal of identifying potential consequences associated with munitions operations. (ALP-16, *Allied Logistics Publication for Explosives Safety and Munitions Risk Management (ESMRM) in NATO Planning, Training and Operations*)

host nation (HN)
A nation which, by agreement:

a. receives forces and materiel of NATO or other nations operating on/from or transiting through its territory;

b. allows materiel and/or NATO organizations to be located on its territory; and/or

c. provides support for these purposes.
(NATO agreed)

host-nation support
Civil and military assistance rendered in peace, crisis or war by a host nation to NATO and/or other forces and NATO organizations which that are located on, operating on/from, or in transit through the host nation's territory. (NATO agreed)

integration
During the deployment of forces, integration is the process of conducting the synchronized transfer of combat ready units to a multinational joint force**.** (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

joint logistic support network (JLSN)
A system of interconnecting logistic nodes, organizations, activities and sites, and their multimodal links in a joint operations area. (NATO agreed)

joint operations area (JOA)
A temporary area within a theatre of operations defined by the Supreme Allied Commander Europe, in which a designated joint force commander plans and executes a specific mission at the operational level. (NATO agreed)

logistic control (LOGCON)
That authority granted to a NATO Commander over assigned logistics units and organisations in the joint operations area, including national support elements, that empowers them to synchronize, prioritize, and integrate their logistics functions and activities to accomplish the joint theatre mission.
Notes:
It does not confer authority over nationally-owned resources held by a national support element, except as agreed in the transfer of authority or in accordance with NATO principles and policies for logistics.
(NATO agreed)

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

a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposal of materiel.

b. transport of personnel.

c. acquisition or construction, maintenance, operation, and disposition of facilities.

d. acquisition or furnishing of services.

e. medical and health service support.[61]

(NATO agreed)

logistic sustainment
The process and mechanism by which sustainability is achieved and which consists of supplying a force with consumables and replacing combat losses and non-combat attrition of equipment in order to maintain the force's combat power for the duration required to meet its objectives. (NATO agreed)

maintenance
1. All actions taken to retain equipment in or to restore it to specified conditions until the end of its use, including inspection, testing, servicing, modification(s), classification as to serviceability, repair, recovery, rebuilding, reclamation, salvage and cannibalization.

2. All supply and repair action taken to keep a force in condition to carry out its mission.

3. The routine recurring work required to keep a facility (plant, building, structure, ground facility, utility system, or other real property) in such condition that it may be continuously utilized, at its original or designed capacity and efficiency, for its intended purpose.

[61] Belgium, Czech Republic, Germany, Hungary, Slovakia and the United States do not consider medical support to be a logistic function.

(NATO agreed)

materiel
A generic term covering equipment, stores, and spares for military use. (NATO agreed)

movement
The activity involved in the change in location of forces, equipment, personnel and stocks as part of a military operation. Movement requires the supporting capabilities of mobility, transportation, infrastructure, movement control and support functions. (TTF 1976-0037 dated 08-13-2014 (not NATO agreed))

national movement
Moves units from a national location to a port of embarkation during strategic deployment, and from a port of debarkation to a national location during strategic redeployment. (this is a new definition and will be processed for NATO-agreed status)

onward movement
As an element of operational movement, moves units, personnel and associated materiel from staging areas and, if needed through convoy support centres, to assigned areas of operation. (this is a new definition and modifies an existing NATO-agreed definition and will be processed for NATO-agreed status)

operational movement
Moves units from port of debarkation to assigned area of operations during reception, staging, onward movement and integration, and from assigned areas of operation to port of embarkation during disengagement and rearward movement, staging and dispatch. (this is a new definition and will be processed for NATO-agreed status)

rearward movement
After disengagement, as an element of operational movement, moves units, personnel and associated materiel from assigned locations to staging areas. (this is a new definition and will be processed for NATO-agreed status)

reception
Receives, offloads, marshals and transports personnel and materiel from strategic or operational lift through sea, air or land transportation ports of debarkation through handling areas to staging areas. (this is a new definition and modifies an existing NATO-agreed definition and will be processed for NATO-agreed status)

redeployment
Relocates forces from an area of operations to national locations. (this is a new definition and modifies an existing NATO-agreed definition and will be processed for NATO-agreed status)

staging
1. During deployment, assembles, temporarily holds and organizes arriving personnel and materiel into formed units, to prepare for onward movement and further activities.

2. During redeployment, disassembles, temporarily holds and organizes departing units into administrative movement components of personnel and materiel, to prepare for dispatch from the joint operations area.
(this is a new definition and modifies an existing NATO-agreed definition and will be processed for NATO-agreed status)

strategic deployment
Relocates national, or NATO, forces from national locations to a joint operations area, and consists of national and strategic movement. (this is a new definition and will be processed for NATO-agreed status)

strategic movement
Moves units from port of embarkation to port of debarkation during either strategic deployment or strategic redeployment. (this is a new definition and modifies an existing NATO-agreed definition and will be processed for NATO-agreed status)

strategic redeployment
Returns national, or NATO, forces from a joint operations area to national locations and consists of strategic and national movement. (this is a new definition and will be processed for NATO-agreed status)

sustainability
The ability of a force to maintain the necessary level of combat power for the duration required to achieve its objectives. (NATO agreed)

transportation
The physical movement of people, goods, equipment and materiel from one place to another.
Note: Equipment transported may include the requisite materiel handling equipment. (NATO agreed)

AJP-4(B)(1)