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NATO STANDARD

APP-13

COALITION OPERATIONS HANDBOOK

Edition A Version2

APRIL 2015



NORTH ATLANTIC TREATY ORGANIZATION

ALLIED PROCEDURAL PUBLICATION

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Edvardas MAŽEIKIS
Major General, LTUAF
Director, NATO Standardization Office

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Preface

NATO's fundamental and enduring purpose is to safeguard the freedom and security of all its members by political and military means. Today, the Alliance remains an essential force in an unpredictable world. However, at the present time in operations around the world, non-NATO nations contribute to NATO's operations and NATO nations serve in ad hoc coalitions to pursue common objectives. The *Coalition Operations Handbook* (COH) will help create successful coalitions. The COH is intended to assist any nation serving in any coalition and will prove especially useful to any non-NATO nations serving in a coalition. The publication was originally developed by the American, British, Canadian, Australian (ABCA) and New Zealand Armies Program and was graciously offered to NATO for its use and modification.

The COH provides the coalition commanders and staff with general information on important topics necessary for conducting coalition operations. It primarily provides questions and checklists to prompt coalition commanders and staff on considerations for improving the effectiveness and efficiency of the coalition and optimizing coalition interoperability. Every coalition differs. The purpose, character, capabilities, composition, and scope of a coalition are a function of changing missions, which are magnified by the complexities of two or more armies operating together. Each army brings its own view and methods of operations. **The COH is not a doctrinal publication, nor does it include tactics, techniques, or procedures.**

This handbook provides guidance to commanders and staff of organizations operating in a coalition environment. It is a handy reference of fundamental issues and interfaces that they must address for a successful coalition operation. When using this handbook, one key issue that crosses all functions, which commanders must identify, is distinguishing those areas within coalition control and those that remain under national control. Then coalition commanders and staff can focus on important coalition issues and develop procedures to function more effectively and efficiently.

NATO nations conduct coalition operations to prevent, contain, stabilize, or resolve conflicts that may pose threats to common national interests.

To facilitate operations, NATO has developed an extensive series of Allied Publications. It provides lists of NATO publications that are relevant to specific types of activities but does not reproduce these publications. This handbook does not repeat staff planning procedures and the military decision making process. This handbook assists the coalition commander to understand his coalition partners and to develop solutions to create an effective fighting force.

The masculine form used in this document also designates, when relevant, women as well as men. The masculine form is used to simplify reading of the text.

Introduction

Where commonality of interest exists, nations will enter political, economic, and military partnerships. These partnerships can occur in both regional and worldwide patterns as nations seek opportunities to promote their mutual national interests or seek mutual security against real or perceived threats. Cultural, psychological, economic, technological, and political factors all influence the formation and conduct of coalitions.

Coalitions, which are created for limited purposes and for a set time, do not afford military planners the same political resolve and commonality of aim as alliances. Thus, planners closely study the political goals of each participant as a precursor to detailed planning. Political considerations weigh more heavily with coalitions than with alliance operations. Coalition military operations are not new. NATO nations have participated together in numerous coalition operations. Since human nature has not changed, conflicts over territory, religion, politics, and economics, such as those that prompted previous military operations, will continue to be widespread. The precise role of armies in these operations will vary according to each political and military situation.

Another reason nations conduct coalition operations is that rarely can one nation go it alone either politically or militarily. Coalition operations will involve a comprehensive approach that includes other government agencies, nongovernmental organizations (NGOs), and international and regional organizations. This blending of capabilities and political legitimacy makes possible certain operations that a single nation could not or would not conduct unilaterally.

Almost all coalition operations, regardless of how they are formed, build from common fundamentals. All coalitions form in one of three ways. Coalition headquarters have similar components. In addition, all coalitions assess the area for operations. Many of the points will be further developed in the individual chapters.

UNDERSTANDING COALITIONS

A *coalition* is an ad hoc arrangement between two or more nations for common action. A *coalition action* is a multinational action outside the bounds of established alliances, usually for a single occasion, or for longer cooperation in a narrow sector of common interest. This handbook centers on those operations in which one or more of the NATO nations participate with other non-NATO nations in a coalition.

Sovereignty issues will be the most difficult issues for the commander of the coalition force to deal with, both in regard to forces contributed by nations and by host nations. Often, a coalition force commander is a “commander” in title only; a coalition force commander will accomplish the mission through coordination, communication, and consensus or leadership rather than by traditional command concepts. Such is the nature of coalition operations.

A *coalition operation* is an operation conducted by forces of two or more nations, which may not be allies, acting together for the accomplishment of a single mission. Coalition operations cross the spectrum of conflict from major combat operations to peacetime military engagement. Coalition operations are a subset of multinational operations. These operations can also include various nonmilitary organizations and

other services. Conducting military operations with foreign military partners, like operations with civilian partners, is uncommon to many soldiers, so a clear understanding of this different environment is necessary.

Coalition operations may be driven by common agreement among the participating coalition partners or through a mandate provided by the United Nations (UN). Either way, their multinational character merits particular attention because national interests and organizational influence may compete with doctrine and efficiency. Consensus is painstakingly difficult, and solutions are often national in character. Commanders can expect contributing nations to adhere to national policies and priorities, which at times complicates the coalition effort.

In UN-sponsored coalition operations, a force is employed under a single commander. The Secretary General appoints the force commander with the consent of the UN Security Council. The force commander reports either to a special representative of the Secretary General or directly to the Secretary General. While the force commander conducts day-to-day operations with wide discretionary powers, referring all policy matters to the special representative or Secretary General for resolution.

In coalition operations, consensus building to ensure compatibility at the political, military, and cultural levels between partners is the key element. A successful coalition establishes at least unity of effort, if not unity of command. The success of a coalition operation begins with the authority to direct operations of all assigned or attached military forces.

A coalition force commander has much to consider. In addition to military considerations, such as the strategic context within which the operation will be carried out; they may have to consider civil administration; the reestablishment of justice; civil policing; humanitarian assistance; post-conflict development and reconstruction; the possibility of election organization; financial management; and multicultural issues. Commanders harmonize these considerations to ensure that the operation has the best possible chance of success. Doing this well, early, and professionally with the optimum level of input and up front accountability from all likely participants will provide a firm base for a successful operation.

CONFIDENCE

Successful coalitions are built on the commander's focus, which includes the political objective, assigned mission, patience, sensitivity to the needs of other coalition members, a willingness to compromise or come to a consensus when necessary, and mutual confidence. After World War II, General Dwight D. Eisenhower said that "mutual confidence" is the "one basic thing that will make allied commands work." This mutual confidence stems from a combination of tangible actions and entities and intangible human factors. Although they do not guarantee the success, ignoring them can usually guarantee failure of the coalition in accomplishing its mission. Commanders should ensure equitable treatment and exposure of all units, regardless of national background. Failure to do so may be perceived as prejudice and result in political repercussions.

FORMING COALITIONS

Creating a coalition is a political act that sets the conditions for success or failure of a multinational operation. Commanders have an overriding interest in providing advice to assist their political leadership in forming practical military guidance. Further, all national military commanders in a coalition will require specific understandings and agreements with the coalition commander and their counterparts if they are to achieve and maintain unity of effort. Establishing these understandings and agreements are a commander's first responsibility. They provide not only the basis for unity of effort, but also the foundation for the command guidance needed by staffs when doing campaign planning (political-military-civil). These commander-to-commander understandings and agreements are central to setting the conditions for success. It is far better to negotiate them during coalition formation, or when a new member joins, than after operations commence. In establishing these understandings, commanders need to be acutely aware of the national interests of each coalition partner.

Strategic Scheme

Military advice to the national authorities is critical in the early planning to determine the strategic end state, objectives, and composition of the coalition force. Commanders should take every opportunity to ensure that political leaders fully understand the force's abilities and limitations and the time required to successfully plan and prepare for an operation. See appendix A for further details on coalition capabilities.

Strategic planning begins with the mandate of a legitimizing authority, such as the UN or other multinational political coalition. The mandate is usually expanded by terms of reference (TORs) that establish for the military the limits of the mission, operational parameters, and specified authorities to conduct operations—for example, the right to search civilians and seize property. Nations often supplement the TORs with national guidance for their own military forces.

Whether in TORs or another form, the guidance is to be secured since it is the starting point for the military appreciation, analysis, and estimate process. This process—which precedes or is the first step in campaign planning—establishes a common understanding of the mandate among coalition partners. Without a common understanding, agreement on such factors as the role of the military, required forces, acceptable risk, and rules of engagement cannot be formed.

PLAN EARLY

Coalition planning starts well before the actual operation and may use generic plans around which to build the specific plan. Depending on the type and nature of operations to be conducted, planning may include other government agencies, nongovernmental organizations, and international and regional organizations. The plans address predeployment, deployment, sustainment, and transition.

CAMPAIGN PREPARATION

Thorough campaign planning is a vital factor in achieving unity of effort among coalition partners and civilian agencies. Processes are simple enough for subordinate commands to agree to and understand. Habitual relationships in peacetime or sufficient training time before operations allow enough time for coalition planners to teach others the key points of the process. These relationships build consensus on the approach to the particular operation.

The mandate expresses political will. The TORs establish conditions for execution. The campaign plan translates these into military and political ends, ways, and means. Transition planning should be an integral part of campaign planning and done simultaneously with the other organizations. This not only assists in the timely creation of the follow-on force but it also promotes a smooth transition.

FORCE PROJECTION

Force projection, especially for a coalition, is critical to overall mission success. From the beginning, commanders know the coalition considerations to smoothly deploy forces and most effectively use lift assets. Coalition operations often have duplicated effort and unit capabilities. For example, before the United Nations Protection Force (UNPROFOR) deployed to the Former Republic of Yugoslavia, each participating nation performed its own engineer reconnaissance of the infrastructure resulting in duplications and omissions. The coalition force coordinates and anticipates requirements during this phase to maximize capabilities and minimize resources. Planners review national military contingents and host-nation assets and agree on a division of labor.

Limited lift calls for maximizing its efficiency during deployment. This requires coordination with the host nation so units do not deploy capabilities already available, such as port operations forces. In some cases, one coalition nation may transport another's forces to the area of operations. Liaison officers from national contingents coordinate one of two groups: directly with the nation that is moving its forces or with the coalition force headquarters if it is responsible for coordinating the movements with the nation providing lift. Chapter 19 provides additional information on logistics considerations.

NATIONAL INTERESTS AND CAPABILITIES

Political agendas of participating countries affect coalition operations. Many nations will not, or are reluctant to, relinquish full command of their forces to other countries. On a case-by-case basis, the national authorities may place national forces under the operational control of a coalition commander. In such cases, parallel chains of command may exist, with part being through the coalition force and part through the national authorities. The coalition's challenge is to arrange the best command relationships with its subordinate forces to ensure mission success.

The national interests of nations regarding the operation are usually described in the terms of reference between the contributing nations and other coalition partners or, if involved, the UN. Developing a written document is vital. Examples include an annex

to an operation plan, an operation order, or the military contribution to the comprehensive campaign plan that outlines command relationships.

Command jurisdiction is the legal position of command by one national commander over the soldiers of another nation. Each nation participating in a coalition has its own national authority for the conduct of operations. Each nation will view the conflict based on its own national interests. Where those interests coincide, coalition commanders will have their greatest latitude, and where those interests vary, they will have the least. They will be dealing not only with the national force commander, but also with the national authorities of that nation. Coalition commanders always operate within constraints of one sort or another. Therefore, commanders understand not only what has been agreed to, but also what national caveats have been made so they can account for them in plans. Commanders should be prepared to spend time working political and military issues rather than purely military matters.

The coalition force is to remember that many countries lack the staff or equipment to offer comprehensive support. They may not possess a full array of combat support or combat service support assets; maps of the projected area of operations; the ability to obtain or use intelligence and imagery data commonly used by other coalition forces; and chemical, biological, radiological, and nuclear (CBRN) hazard warning, reporting, and prediction systems. These military forces probably will look to other nations for equipment and staff. Commanders need to know what agreements exist between the UN and these militaries before they arrive in the projected area of operations.

COMPREHENSIVE CAMPAIGN PLAN

The coalition commander and staff will seek as much guidance and information as possible in planning and preparing to execute their mission. Of significant help to the commander would be a comprehensive campaign plan provided by either the mandating authority or the coalition governments. If none exists, the commander should use this process as a source for obtaining guidance and information for planning.

The comprehensive campaign plan provides a means by which all agencies can discover and coordinate their efforts. This plan results in a single document that captures every agency's intent. It fully informs civil government and military decisionmakers at the strategic level before committing coalition forces in response to a crisis. It provides nongovernmental organizations with the opportunity of providing input which can impact on the composition and operational approach of those forces prior to their arrival.

The comprehensive campaign plan—

- Takes a long-term view. It deals with both the underlying causes and symptoms of conflict and crisis.
- Considers the whole environment. It looks at the whole situation; it recognizes that it is complex, adaptive and, to a certain extent, unpredictable.
- Focuses on end states. It focuses on strategic outcomes and operational end states as well as the conditions required in realizing them.

- Facilitates collaboration. It allows all levels of command to take part in collaborative and iterative engagement.
- Orchestrates all instruments of national power. It plans for and executes using a comprehensive approach.
- Ensures continuous analysis and assessment. It plans for the conduct of continuously analyzing and assessing as an iterative process to deepen understanding of the changing environment and adjusts as execution and circumstances change.

PLANNING GROUP

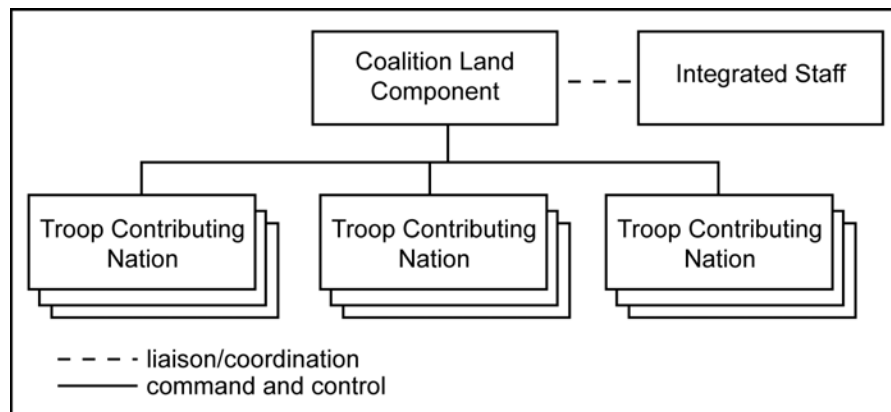
Forming a coalition planning group (CPG) will facilitate the coalition planning process. When the coalition is formed, the commander decides on the organization and functions of the CPG as well as how the CPG and staff sections will interact during planning and execution. The CPG should conduct crisis action planning, be the focal point for operation plan or operation order development, perform future planning, and accomplish other tasks as directed. The CPG comprises representatives from appropriate coalition staff sections, national formations, and others deemed necessary.

FORMING A COALITION HEADQUARTERS

A NATO led coalition headquarters can form as fully integrated, lead nation, or framework nation. A coalition with NATO nations can also form as a parallel command structure or as a combination of a lead or framework nation and a parallel command. For more information on command organizations refer to AJP-01, Allied Joint Doctrine.

LEAD NATION

Command and control for most non-NATO led coalition operations will use the lead nation concept. This model sees one nation assume responsibility for the planning and execution of an operation. The commander, staff, C2 capability, information and communications capacity, doctrine and logistic coordination of the force is provided by one nation (the lead nation). Other nations can assign contributions to this force, and fill staff positions within the Lead Nation headquarters. Figure 1-1 shows the generic structure of a lead nation headquarters in a coalition.



Introductory Figure 1-1. Force structure concept with a lead nation

In the lead nation concept, the lead nation determines the command and control procedures, working closely with the other national contingents. The lead nation should provide unique command and control equipment and software to the national component headquarters of other nations whenever feasible. Other nations participating in the operation provide appropriate liaison to the lead nation headquarters. Robust liaison is essential to developing and maintaining unity of effort in coalition operations.

Depending on the size, complexity, and duration of the operation, staff augmentation from other national contingents may be required to supplement the lead nation staff to ensure that the lead nation headquarters has representation from the entire coalition. Such augmentation may include designated deputies or assistant commanders, planners, and logisticians. This facilitates the planning process by providing the coalition commander with a source of expertise on coalition members. Augmentation will be required if a coalition partner possesses unique organizations or capabilities not found in the forces of the lead nation.

PARALLEL COMMAND STRUCTURE

An alternative to the lead nation concept is the parallel command structure. Under a parallel command structure, no single coalition commander is named. The coalition leadership develops a means for coordination among the participants to attain unity of effort. Because of the absence of a single coalition commander and lack of unity of command, the use of a parallel command structure should be avoided if possible.

COMBINATION: CONCEPT AND STRUCTURE

The lead nation concept and a parallel command structure can exist simultaneously within a coalition. This occurs when two or more nations serve as controlling elements for a mix of international forces, such as the Gulf War coalition. While more desirable than the parallel command structure, an effort to achieve a total lead nation concept for unity of command is preferred.

COORDINATION WITH NONMILITARY AGENCIES

When dealing with most nonmilitary agencies, the coalition commander focuses on cooperation and coordination rather than command and control. These agencies will have their own missions and goals. The coalition commander will have a limited ability to influence their actions. To ensure that the coalition commander can accomplish the mission and end state while allowing these agencies to do the same requires the commander to seek their cooperation and to coordinate their efforts to prevent interference in one another's missions. Additionally, these agencies may be in a position to help the commander in mission accomplishment. Developing a civil-military operations center or coalition coordination center for civil-military cooperation is one way of achieving cooperation and coordination with nonmilitary agencies. Chapter 12 discusses the civil-military operations center and coalition coordination center for civil-military cooperation. It also provides a single point of contact between these agencies and the commander.

DEVELOPING COALITION MISSIONS

Each operation is conducted in a unique setting with its own political, diplomatic, geographic, economic, cultural, and military characteristics. Key considerations involved in planning and conducting coalition operations vary with the international situation and the perspectives, motives, and values of the organization's members.

The mission of the coalition can be derived from several sources. These sources include mission statements or orders issued through national chains of command or through international treaties, accord, mandates, resolutions, or agreements. An important first step for the coalition force is to establish connectivity immediately with the higher authority. The coalition force can then be prepared to accept the responsibility for detailed planning and immediate execution.

Politicians and diplomats develop missions. These missions often consist of collections of compromises. Because of ambiguities—purposeful or otherwise—in a mission statement, the commander who receives the mission may find it difficult to put into operational terms. Naturally, changes to missions require the consensus of all participating countries, after approval by an implementing body, if there is one.

MISSION FOCUS

Political considerations and military capabilities of the coalition force are the most important factors in coalition operations. Commanders stay focused on the assigned mission and understand why each national contingent participates. This determines the structure of the coalition force. Failure to understand it may cause the force to split into components operating under differing political direction. While agreeing to the overall goal, national contingents may differ in how to execute the mission. Commanders recognize that political considerations may force them to choose an acceptable course of action rather than the optimum military solution. They are to remain flexible to adjust to unforeseen political influences, keep the coalition forces focused on the military objective, and avoid mission creep.

To overcome differences in doctrine, training, or equipment, leaders may assign selected functions to a smaller group of partners. For example, the coalition force could assign the mission of sustainment area security to home defense or police forces. Commanders may also entrust one member of the coalition force with air defense, coastal defense, or some special operations based on the threat force's special capabilities. They recognize the strengths and differences of the cultures from which these forces come. Their decisions on employment, made with the military leadership, consider the capabilities of each force. Subordinate commanders may request control of forces that provide capabilities not organic to that nation's forces. The guiding principle is to allocate assets, as needed, while maintaining concentrated critical capabilities.

COMMANDER'S INTENT

The glue that binds a coalition operation together is the commander's ability to understand and integrate each nation's capabilities into a cohesive force. The commander clearly articulates the commander's intent so each nation forms the same picture of the end state and the rules of engagement. Given the language difficulties found in many coalitions, the commander's intent needs to be clearly and simply stated.

TRANSFER OF AUTHORITY

One essential issue in command and control concerns the transfer of authority (TOA) of coalition forces to the coalition commander's control. Nations may not agree on when the transfer should occur. The earlier the coalition force gains control, the more flexibility it has in training for and conducting operations. Differences in national interests, objectives, and policies at the national level, as well as the availability of forces based on concurrent military commitments, may delay initiation of combined planning and agreement to subsequent decisions.

The timing of the TOA is a part of the initial negotiations that govern how the coalition forms. Planners determine where the TOA and the follow-on integration of units and headquarters occur.

The first option is to arrange the TOA to the coalition force before deploying from a unit's home station. Commanders can then control the sequence of unit arrival to best suit operational requirements and facilitate reception area base operations. This option also assumes clear political consensus, timely decisions on national participation, and a significant lead time for planning and setting up the coalition force headquarters.

A second option is to have a TOA at an intermediate staging base en route to the operational area. Forces resolve problems in a secure area and deploy only when fully ready and in the sequence required by the coalition force.

The third option is to have a TOA occur once forces arrive in the area of operations. This option leaves each nation responsible to deploy its contingent and prepare it for operations. It does not allow the coalition force positive control of deployment into the area of operations and is less than ideal if immediate combat is likely.

Whichever option is chosen, central coordination of deploying forces is preferred. Then reception operations are not done by repetitive crisis management. Centralized control of force flow best supports the coalition's requirements and coalition forces.

CONDUCT OF OPERATIONS

Each coalition nation has a slightly different process for the conduct of operations. If a lead nation commands the coalition, then their process for the conduct of operations will be used. At national contingent headquarters, nations will use their own process.

Operations conducted by a coalition force require continuous coordination among coalition formations throughout the process. Coordination occurs in all phases of the operation from planning and deployment to include analysis, execution, assessment and redeployment. Coalition force commanders and their staffs should involve their coalition partners in each phase to the greatest extent possible. Exchanging information among coalition formations is to occur as soon as possible.

ASSESSING THE AREA FOR OPERATIONS

A valuable tool for mission analysis is the early deployment of an assessment mechanism to evaluate requirements for operations in the area of operations. The team can validate the mission analysis, reduce duplication of effort, and provide for a rational division of labor. It can help clarify the mission by actually deciding what needs to be accomplished, what type of forces are required to accomplish it, the proper sequence for deployment, the availability of in-country assets, and what ongoing operations are conducted by civilian organizations in the area of operations. Team members should attempt to answer as many of the checklist questions as possible at the end of each chapter. Some of this information will be directed by the tasking; however, this should not deter the commander from emphasizing requirements.

Composition of the assessment team varies. The team should have members capable of identifying, determining, and assessing infrastructure, transportation limitations, and environmental concerns in the area of operations. The team should also include members of the coalition who will participate in the actual operation. Suggested team membership is—

- Commander or commander designate.
- Linguists or interpreters.
- Intelligence.
- Operations.
- Logistics, to include transportation, and contracting.
- Plans.
- Communications and Information Systems (CIS).
- Budget and finance.
- Joint Force Engineer,
- Fires coordination.

- Public affairs.
- Psychological operations (Military Information Support to Operations).
- Civil-Military Cooperation.
- Chemical, Biological, Radiological, and Nuclear with Operations and Logistics.
- Medical support.
- Provost Marshall.
- Legal advisor (LEGAD).
- Special operations forces.

Other liaison staff or staff from non-military organizations may be considered such as the following:

- Political advisor (POLAD).
- Embassy liaison officers.
- UN representation, when appropriate.
- NGOs.

SUCCESSFUL TERMINATION

Success is more likely if nations agree on a strategic end state with well-defined termination and exit conditions. These conditions help prompt the decision to end an operation. All participants should agree to these conditions. Exit conditions are critical to the transfer of responsibility from the coalition force to another authority—such as the UN or other regional political bodies—or the overall termination of the operation. UN Security Council resolutions may impose these conditions. The UN or political leadership sets the strategic end state conditions before committing forces.

Commanders establish and regularly review indicators of success related to the end state since progress and success or victory often are difficult to assess. They have to recognize when the mission is not achievable without restructuring or committing additional assets, or when further action may waste resources.

Transition planning should be an integral part of the campaign planning done simultaneously with the other elements. This will not only assist with the timely creation of the follow-on force or civil capability, but will also promote a smooth transition for any subsequent follow-on operations or transition to another authority. See Chapter 6.

STAFFING

The coalition staff organization will be based on what option is used to form the coalition headquarters. The commander may not have a choice if the establishing authority designates an organization. If the lead nation concept is used, the routine duties of the commander and staff will be those assigned by the doctrine of the lead nation, modified as necessary for the specific situation. If a composite headquarters is selected, the commander and staff will have to specify duties in more detail. It may be necessary to change the names of various coalition functions based on sensitivities when working with organizations such as the UN. This section highlights several responsibilities unique to coalition operations.

COALITION FORCE COMMANDER

A coalition force commander is responsible to the coalition nations to successfully accomplish the mission. Specific responsibilities include—

- Making recommendations to the establishing authorities on properly using assigned and attached forces and on accomplishing the mission, to include identifying requirements for additional forces needed.
- Notifying the establishing authorities when prepared to assume responsibility for the assigned area of operations.
- Determining the requirement for and providing guidance on the establishment of staff functions.

DEPUTY COALITION FORCE COMMANDER

Normally, the deputy commander comes from a country different from the commander. The deputy commander's selection may be based on the mission assigned or the number and type of forces in the coalition. The deputy usually is of equal or senior rank to the subordinate force commanders. The deputy should possess a comprehensive understanding of the operation to be conducted. The commander directs the deputy to perform special duties, such as chairing committees and coordinating liaison personnel, incoming and outgoing requirements, and interagency requirements.

CHIEF OF STAFF

In most cases, the chief of staff will come from the same country as the commander, probably from the same command. Because the staff may have officers from different nations, the chief of staff places special emphasis on training, coordinating, and directing the work of the staff. The chief of staff pays particular attention to establishing routine procedures that ensure necessary coordination takes place and in reviewing staff actions for completeness and clarity.

STAFF

Depending on the type of headquarters, the staff will derive its prefix—such as C for coalition, J for joint, G for general—for each element. Discussions of specific staff responsibilities are contained in appropriate chapters.

Personnel nominated to fill coalition augmentation billets should possess the following attributes: knowledge, confidence, forcefulness, preparedness to represent their nations and units, understanding that they are the de facto country experts, understanding coalition operations, and ability to work as part of a coalition team without country parochialism.

POLITICAL ADVISOR

Commanders will routinely work directly with political authorities in the region. The commander should establish a close and efficient relationship with the political advisor (POLAD). The responsibilities of the POLAD include—

- Working with the commander and assisting the national authorities in creating policies that meet coalition objectives and are executed realistically.
- Acting as the principal contact with ambassadors and informing the appropriate diplomatic personnel of coalition force plans in the area of operations.
- Supplying information regarding policy goals and objectives of the diplomatic agencies relevant to the operation.

TRANSLATORS AND INTERPRETERS

Translators and interpreters can be critical to mission success. Communications with the local populace and coalition forces can be greatly hindered without them. Language barriers may cause difficulties in interoperability with other armies and in dealing with the host nation. Language problems can make it difficult to sustain a rapid decision cycle. Even common tasks, such as sharing intelligence, are to await translation before data can pass through the command, slowing the development of plans and execution. Language capability speeds command, reduces confusion, and contributes to mutual respect. Forces need to be able to exchange commands and other information effectively to work successfully together. Few linguists have both the technical expertise and depth of understanding to be understood fully while crossing both language and doctrinal boundaries.

Historically, the timely acquisition of enough translators and interpreters has been a problem that significantly affected both personnel tempo and coalition operations. These assets often are in the Reserves and need to be requested early to ensure availability and timeliness for deployment. Contracted interpreters can also be used. While this is acceptable for many requirements, some sensitive positions will require military translators with appropriate security clearances. In cases of less common languages, coalition components may require parent country or other country augmentation. If contracted linguists or interpreters are used, they will require predeployment training and security clearances. Always assume the other party may understand what is being said even when using an interpreter. Therefore, do not say anything that you would not want the other party to hear. An interpreter may not always say exactly what has been said but will try to convey the same meaning using other words. If the speaker wants exact wording to be used, the speaker should ensure that the interpreter is aware of this.

Chapter 1 - Generic Questions

To understand the factors that will affect the functional areas, readers must answer the generic questions in this chapter as they apply to each functional area and the coalition as a whole. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas. The questions in this chapter are basic to all coalitions. Readers should go through these questions as well as the questions in the individual chapters.

General

1. What is the nature of the coalition operation?
2. Are all troop contributing nations (TCNs) signatories to the Geneva Conventions?
3. What mandate, if any, has been given by the United Nations (UN) or other relevant body?
4. Have any constraints or restraints been placed on the operation by the mandating authority?
5. What are the legal, acceptance of risk, financial, human factors (physical, moral, and cultural), and environmental constraints placed on their forces by TCN that impact coalition operations?
6. What are the legal, acceptance of risk, financial, human factors (physical, moral, and cultural), and environmental constraints on coalition operations?
7. What host nation perceptions and cultural issues will likely affect or constrain coalition operations?
8. What host-nation constraints (legal, political, cultural issues, and so on) will affect or constrain coalition operations?
9. What areas come under coalition control and what areas remain national issues?
10. What is the likely duration of the operation and on what is that estimate based?
11. What are the relevant differences between coalition partners in language, values, religious beliefs, infrastructure, and social outlooks that may affect coalition operations?
12. What is available in lessons learned?
13. Is there a coalition mechanism for capturing coalition lessons learned and informing nations?
14. What are the international agreements and standards that are applicable to the coalition mission?
15. What are the identified threats for this operation?

Organization

1. What capabilities and capacities do TCNs provide to the coalition?
2. Are these capabilities and capacities sufficient to accomplish the mission?
3. What nonmilitary resources and infrastructure are available to the coalition (host nation and contract)?
4. How will the lead nation headquarters change the personnel, organization, and procedures to convert it into a coalition headquarters?
5. Does the coalition headquarters require additional specialist staff functions?
6. Does the coalition headquarters have a capabilities brief, description, and organizational chart of its own force and coalition forces, including unique capabilities?
7. What coalition member capabilities can be shared or consolidated collectively?
8. How will the deployment be carried out (land, air, or sea)?
9. What is the deployment timeline?
10. What is the desired order of arrival of capabilities?
 - What is the desired organization for operations for early entry forces?
 - What are the phases and flow of units, capabilities, and materiel to the area of operations?
 - Does the coalition time-phased force and deployment list reflect this flow?
11. Have issues of rotation and sustainability of personnel and equipment been considered?
12. Is there a common coalition doctrine, including definitions and coordination procedures?
13. What is the availability of doctrinal publications?
14. Will there be an opportunity to exercise and test interoperability between systems and procedures?
 - Prior to deployment to the area of operations?
 - En route to the area of operations?
 - Upon arrival in the area of operations?
15. What coalition standardization agreements or other standards are available to facilitate interoperability among TCNs?
16. What is the impact of any lack of standardization for coalition operations?

17. Does the coalition has an assessment tool to allow a better understanding of national differences such as categorization of road status, personnel injuries, national legal caveats/restrictions, etc.?
18. Who will be designated as the lead nation for providing particular specialist functions? What will their responsibilities be with respect to providing this support?
19. Who is responsible to provide reachback capability?
20. Did coalition commanders specify the capabilities that they need provided by troop contributing nation forces?
21. Has the coalition commander requested that each troop contributing nation provide their staff planning data requirements?
22. Have troop contributing nation commanders briefed the coalition commander on the capabilities of their forces?

Command and Control

1. What is the commander's intent? Do TCN understand its application and implications?
2. Have sound and effective command and support relationships been arranged and clearly understood?
3. How will the common operational picture be distributed to TCNs?
4. What are the minimum essential elements of the common operational picture (COP)?
5. How are the civilian elements of the COP used and if required displayed?
6. Has an operational estimate been conducted overall and for each functional area?
7. What are the commander's critical information requirements? How are these requirements integrated into the collection plan and assigned?
8. What reports and returns will be used by the coalition?
9. How will information and intelligence products be accessed?
10. Does the coalition plan consider a comprehensive and synchronized approach to military, social, political, cultural, and economic issues?
11. What will the coalition use as command and control method for cross boundary movement coordination?
12. Has the coalition commander delegated coordinating and technical authority for the employment of specialist assets throughout the force?
13. What are the TCNs rules of engagement?

14. Are combat identification systems available to all coalition partners? If not, can they be made available and embodied to enhance allied freedom of action?
15. Are nations' combat identification systems interoperable? If not, what coalition joint anti-fratricide measures are in place?
16. How will digitized and non-digitized forces operate together?
17. What coalition communications and information systems (CIS) will be used and how does it interface with other components and contingents?
18. How will liaison, augmentee, exchange, and specialist elements, and personnel be embedded in the headquarters?
19. What liaison will be provided between components and between contingents?
20. What training will be provided to liaison officers to ensure standardization of processes and understanding of procedural applications?
21. Has the need for interpreters been established?
22. Are language-qualified personnel needed for coalition augmentation? What training is available?
23. How does the coalition intend to use money as a tool, reward, compensation method etc. during the operation? Is there an agreement between the TCN?
24. What are the differences among TCNs in abbreviations and acronyms, terminology and symbology and how do we overcome them?

Logistics

1. What support is required for coalition forces?
2. What support is required from TCNs?
3. What host-nation capabilities are there to provide services to the coalition if required?
4. Will logistics support be provided by the lead nation, host-nation, role specialist nations, or a combination?
5. What are the coalition funding arrangements for operations?
6. Are procedures in place to capture costing and expenditure information for the coalition?
7. Are coalition and national funding authorities clearly understood throughout the coalition?
8. What contractor support is required for operations?

SECURITY

Personnel

1. What is the personnel security clearance policy for the coalition?
2. How will the coalition share personnel security clearance status information internally?
3. How will contracted coalition employees, especially indigenous personnel, be security screened and cleared?
4. How will the coalition implement information access segregation, such as by zoning, badging, and access lists?
5. How will the coalition coordinate and process visitors?

Information

1. What information security handling policies does the coalition have?
2. How will the coalition store and destroy information?
3. What are the emergency destruction procedures?
4. Will the coalition conduct security audits?
5. How do the coalition information security plan, policies, and procedures coordinate with those of the coalition's other security dimensions, such as operational security and physical security?

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Chapter 2 - Command and Control

This chapter provides a list of key questions regarding command and control for the commander and his staff to consider during the campaign planning process.

Checklist

POLITICAL CONSIDERATIONS

1. What is the source (United Nations or North Atlantic Treaty Organization) of the mission tasking?
2. What relationship exists between the military force and the source of the mission tasking? If the source is not the political authority sponsoring the coalition operation, has clarification and support from national military chains of command been requested?
3. Does a government agency have the lead?
4. What does the mandate specify as the role of coalition forces in—
 - General war?
 - Peace enforcement and peacekeeping?
 - Security and civil law and order?
 - Civil administration?
 - Economic and infrastructure?
5. Humanitarian responsibilities?
6. What constraints are imposed on coalition forces by their national authorities? Do political leaders fully understand the capabilities and limitations of coalition forces and the time required to successfully plan and prepare for an operation?
7. Is there a clear means to resolve disputes over use of forces?
8. Do commanders clearly understand the latitude given the commanders by their respective nations?
9. To facilitate known force employment options of troop contributing nation (TCN) units is there a mapping of common coalition constraints and limitations?
10. What political motivations are responsible for each nation's participation in the operation? What potential conflicts may arise?
11. Have the national sensitivities as well as differing norms of behavior among national militaries and civilian agencies been considered?
12. Do coalition members understand their partners' national views and work to minimize friction within the coalition force?
13. Do commanders clearly understand the political objectives of all parties, to include third parties and neighboring states?

14. Are military planners receiving advice from their command authorities at the early stages of coalition planning when the political leadership is determining the strategic end state, objectives, and composition of the coalition?
15. Which planning process will be used between coalition headquarters and coalition forces?
16. Have status-of-forces agreements (SOFA) been agreed to? If not, who should conduct negotiations?
17. Do coalition members fully know what treaty and international agreements have been signed by which country?
18. Which civilian chief do the commanders report to and which civilian agencies provide resources?
19. What is the operational environment, to include the threat, consent of disputants, and disputants' view of multinational forces, and national and regional culture? What are their implications? Have the effects of these on contemplated coalition operations been assessed?
20. Do all levels of the chain of command understand the military-civilian relationship?
21. Do any coalition forces require direct communications capability from the operational area to their national leadership?
22. How is the military role coordinated with the roles of other government agencies, nongovernmental organizations, and international and regional organizations?
23. Have command and control (C2) arrangements been made to include the coalition ambassadors, military attaches, and nonmilitary government officials in coordinating functions?

TERMS OF REFERENCE

1. Does the coalition have a clear mandate and terms of reference (TOR) for the operation that specifies all conditions and parameters for the operation, to include limits of the mission, operational parameters, and specified authorities to conduct operations?
2. Is the TOR supplemented by command authorities with national guidance for the coalition's military force?
3. Do the troop contributing nations understand how the TOR and SOFAs affect their national policies and international obligations? This understanding helps to avoid possible conflicts of coalition laws of armed conflict and rules of engagement, thus avoiding unacceptable use of force and weapons not acceptable by all coalition partners.

END STATE

1. What is the end state? Does it clearly define mission success and the military role to attain it?
2. What are the national end state criteria of each coalition partner? Do they differ from the criteria of the coalition force itself?
3. Has the end state and exit strategy been articulated as part of the commander's intent? Does this intent support the desired political end state?
4. What courses of action are executed if the sponsoring organization orders withdrawal of coalition forces in advance of end state achievement?
5. Does the end state identify the conditions under which the coalition military operation can be terminated?
6. Are the conditions tangible in military terms?
7. What are the requirements for transition? Who is the transition force and controlling headquarters?

CAMPAIGN PREPARATION

1. Are the coalition force requirements identified and each nation's commitment confirmed?
2. Is the mission statement tailored for the coalition force and for the subordinate command when necessary?
3. Has an atmosphere of cooperation and trust been established at the highest levels of any coalition?
4. Is the perceived mission appropriate, achievable, and equitable in burden and risk sharing?
5. How does the coalition intend to synchronize the coalition boundaries with local administrative boundaries in order to ease the transition upon departure of coalition forces?
6. Does the coalition have contingency plans such as, environmental or humanitarian disasters?
7. What will be the impact on the local economy as local human resources are drawn to host nation support of the military?
8. Has a comprehensive campaign plan been developed?
9. Are commanders considering how their actions contribute to initiatives that are also diplomatic, economic, and informational?
10. What is the role of partners in developing and vetting the campaign (political-military) plan?
11. What and how much of the affected nation's infrastructure should be restored?

12. Will the coalition's projected actions solve the long-term problem of the mission area?
13. Is a weapons bounty program needed to disarm certain groups?
14. Is the campaign planning conducted with nonmilitary government agencies, to include proper coordination with international and private organizations operating in the joint operations area?

COALITION FORCE STRUCTURE

1. Are the coalition force requirements identified and the nations' commitment confirmed?
2. What forces are required and are they sufficient to accomplish the mandate?
3. During mission analysis for force structure, did commanders consider the impact of TCN rules of engagement?
4. Are forces; command, control, and communications capabilities; and logistic support robust enough to respond to increased levels of operational intensity?
5. Is there minimum capability standards established for participation? Does a certification process exist to cover specific areas of concern: training-level competence; logistics capabilities; and deployment, sustainment, and redeployment readiness?
6. Has the coalition force commander determined which nations can offer special capabilities—airlift, special operations, intelligence collection, communications, security, and logistics—to offset other nations' shortfalls and enhance overall operational competence?
7. Have coalition commanders sought assistance from other government agencies in assessing other nations' capabilities to participate in operations?
8. Have all agencies having a military, political, or social role in the planned operation been briefed for unity of effort between coalition partners and civilian agencies?
9. Have the relationships been built during peacetime, or has sufficient training been conducted before operations commence? These relationships must allow coalition military planners to familiarize others with the key points of the process and to build consensus on the approach to the particular operation.
10. What is the probable cost of the operation in lives, money, and resources? Is it acceptable to the political authorities directing the force's involvement?
11. What courses of action do coalition forces follow when a national military element withdraws from the force?

12. What courses of action are executed if the sponsoring organization orders withdrawal of coalition forces in advance of end state achievement?
13. Have the forces relying on strategic mobility for deployment and redeployment from other coalition members been included in the supporting nation's deployment sequence?
14. Has the deployment sequence been completed and validated?
15. Has the deployment plan deconflicted civilian agency and contractor transportation requirements to avoid competition for limited transportation infrastructure?
16. Does the coalition force lack any critical capabilities?
17. Has a reconnaissance of the operational area been conducted?
18. Does the coalition force have sufficient assets to protect itself? Do the assets balance with the potential political ramifications of failure to protect the force?
19. What courses of action do coalition forces follow when a TCN withdraws from the force?

TRANSFER OF AUTHORITY

1. When and where does transfer of command authority for each TCN to the lead nation take place?
2. What transfer of authority option did each coalition nation select?

MISSION

1. What is the commander's intent? Do TCN understand its application and implications?
2. What is the mission? Is it clearly defined, decisive, and attainable?
3. Has agreement been achieved on the mission?
4. What are the specific objectives of the force? How do the objectives help achieve the end state?
5. Have these objectives been translated into tasks for subordinate commanders?
6. Is the mission statement tailored for the coalition force and for the subordinate command when necessary?
7. Has the mission considered appropriate burden and risk sharing for each TCN?
8. What is the process to consider and approve changes to the mission statement?
9. Is the mission periodically reviewed to avoid both directed and self-imposed mission creep? How will the force control mission creep?

10. Are national honor and prestige considered when assigning the missions to coalition forces?
11. Do the tasks ensure that all elements make meaningful contributions to the mission?
12. Is there a specific time line for the operation?

COMMAND RELATIONSHIPS

1. To whom does the commander report?
2. What is the command structure? Is it a lead nation, parallel command, or a combination?
3. Has the command structure been designed to minimize the number of layers?
4. Have supported and supporting relationships been established or referred to higher authority to resolve inadequacies?
5. Does the coalition commander remain visible to members of the coalition where personal visits to all units provide the opportunity to assess capabilities, readiness, and morale as well as to build rapport?
6. Have command and staff visits been coordinated?
7. What coordination measures and or relationships are available to influence intergovernmental (international or regional) nongovernmental organizations?
8. Do coalition force commanders have the authority to remove particular forces or individuals from a coalition if required?

COMMON OPERATIONAL PICTURE

1. How will TCNs share situational awareness?
2. How will the coalition assemble the common operational picture (COP) through the sharing and resolution of higher, lateral and lower situational awareness feeds?
3. What level of granularity, access, and timeliness will the COP feature have and be refreshed?
4. To what extent will the COP account for friendly force, enemy force, civilian, weapon system, obstacle, terrain, going condition, boundary, control measure, facility, installation, significant location, planning, and coordinating information?

STANDING OPERATING PROCEDURES

1. Does the command have a standing operating procedure (SOP) that includes reporting requirements and procedures?
2. Are the developed SOPs easy to understand and address "coalition" procedures, not single nation procedures?

3. In the case of a lead nation, has a forum to deconflict and resolve SOP misunderstandings been developed?
4. Has a policy been established for the coalition force for maintaining a journal or diary within the sections of the various headquarters?
5. What is the policy on operational reports and the gathering of lessons learned?
6. Have the military forces and civilian agencies developed and distributed a common lexicon of mutually-agreed terms to avoid confusion?

LANGUAGE AND INTERPRETERS

1. Has the command established a common language and level at which it will be used?
2. Have the planners determined the requirements for language-trained personnel and interpreters for planning and execution early in the planning cycle because of the scarcity of these assets and the long-lead time required for deploying them?
3. How will the coalition select interpreters in terms of gender, age and race?
4. Have the language-qualified personnel received sufficient training to familiarize themselves with technical terms and procedures of the organization?
5. How does the coalition plan to rate interpreters' qualification in the coalition language and in the host nation language?
6. How will the coalition screen interpreters for security clearances?
7. How will the coalition manage translation services for documents and other media in both directions, such as 1) coalition language to host nation 2) Host nation to coalition language)?
8. What is the coalition plan to test periodically for accuracy, loyalty, and honesty?

FORMING A HEADQUARTERS

1. Has the commander requested the necessary personnel (to include staff augmentation), facilities, and equipment from either the commander's national chain of command or the coalition establishing authorities when mission requirements exceed staff capabilities?
2. How is the host nation integrated into the headquarters?
3. Is the coalition staff composed of appropriate members in key positions from each country having forces in the coalition so that country representation and influence generally reflect the composition of the force?

4. Is the location of the coalition force headquarters selected to protect itself against various threats, but in a position to easily work with both the political and military sides of the operation?
5. Is there a need to establish a cell of experts prepared to augment a coalition by providing assistance in the early planning and organizing?
6. What specific staff positions stem from the mission and force composition?
7. Has a coalition planning group been established?
8. Does the staff include experienced operators for the communications and information systems used to support the coalition?
9. Have all coalition legal constraints been considered in planning for C2?
10. Do the augmentation personnel possess the following attributes: knowledge, confidence, forcefulness, preparedness to represent their nations and units, required functional skills, training level, language skill and avoidance of historic animosities, an understanding that they are the de facto country "experts" and the ability to work as part of a coalition team without country parochialism?
11. Have a staff orientation program and a "buddy system" been implemented to familiarize all individuals joining the staff with their surroundings?
12. Are there any requirements for other service representatives on the staff?
13. Is the augmentation staff included in the coalition training and exercise program?

LIAISON OFFICERS

1. Have requirements for the provision of coalition liaison officers to coalition force headquarters and adjacent, supporting and supported units been identified?
2. What are the requirements for interagency and multinational coordination? Does the force have adequate liaison officers or liaison officer teams to meet required coordination?
3. Do liaison officers possess requisite authorities and fully understand both national interest and coalition objectives?
4. Do liaison officers have appropriate communications and information systems (CIS), linguistic, logistic, and office support capabilities in place?

References

ATP-3.2.2, *Command and Control of Allied Land Forces*

Chapter 3 - Command Authorities

To completely understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

3-1. Establishing clear command relationships is fundamental to organizing all operations. These relationships prescribe clear command responsibilities and authorities between the coalition commander and subordinate troop contributing nation (TCN) units. Some forces are given command relationships that limit the commander's authority to prescribe additional relationships. Knowing the inherent authorities of each command relationship allows commanders to establish clear responsibilities when organizing their forces.

Command Relationships

3-2. Normally the TCN national commands providing forces to the coalition assign national forces under operational control (OPCON) of the coalition force commander. Smaller nations may place their forces' OPCON to a larger force, and the larger force is placed under OPCON to the coalition force commander. The respective nations—in accordance with their national policies—may limit the assignment of these national forces under OPCON. Further assignment to Service component commanders in an OPCON status by the coalition force commander is approved by the respective national commands. Command less OPCON of the national forces is retained by the parent national commander and is exercised through the designated national commander of the respective nations within the coalition force. The coalition commander and national commanders discuss and clarify their mutual understandings of the command authorities that have been transferred to the coalition commander. This clarification ensures a common understanding of those authorities and precludes potential misunderstandings. NATO has specific definitions for OPCON and tactical control (TACON). The United Nations also has a definition for OPCON. Figure 1-2 compares the different command authorities using NATO terms.

Authority	Most Control				
	Least Control				
	FULL CMD	NATO OPCOM	NATO OPCON	NATO TACOM	NATO TACON
Direct authority to deal with nations, diplomatic missions, and agencies	X				
Granted to a command	X	X			
Delegated to a command			X	X	X
Set chain of command to forces	X				
Assign mission/designate objective	X	X			
Assign tasks	X	X		X	
Direct/employ forces	X	X	X		
Establish maneuver control measures	X	X	X	X	X
Reassign forces	X				
Retain OPCON	X	X			
Delegate OPCON	X	X	X with approval		
Assign TACOM	X				
Delegate TACON	X	X	X		
Retain TACON	X	X	X		
Deploy forces (information/within theater)	X	X	X		
Local direction/control designated forces	X				X
Assign separate employment of units components	X	X			
Directive authority for logistics	X				
Direct joint training	X				
Assign/Reassign subordinate commanders/officers	X				
Conduct internal discipline/training	X				
The national authority always retains FULL COMMAND by Allied doctrine					
<div></div> has this authority <div></div> denied authority or not specifically granted		CMD command NATO North Atlantic Treaty Organization OPCOM operational command OPCON operational control TACOM tactical command TACON tactical control			

Figure 3-1. Comparison of command and control authority levels authority

OPERATIONAL CONTROL

3-3. *Operational control* is the authority delegated to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks which are usually limited by function, time, or location; to deploy units concerned, and to retain or assign tactical control of those units. It does not include authority to assign separate employment of components of the units concerned. Neither does it, of itself, include administrative or logistic control (AAP-6, *NATO Glossary of Terms and Definitions*).

TACTICAL CONTROL

3-4. *Tactical control* is the detailed and, usually, local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned (AAP-6, *NATO Glossary of Terms and Definitions*).

UNITED NATIONS DEFINITION OF OPERATIONAL CONTROL

3-5. The United Nations defines operational control as the authority granted to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks which are usually limited by function, time or location by troop-contributing countries in the Security Council Resolution/mandate, to deploy units and retain or assign tactical control of those units; it is a more restrictive level of authority than operational command: a commander cannot change the mission of those forces or deploy them outside the area of responsibility previously agreed to by the troop-contributing country without the prior consent of this country; further he cannot separate contingents by assigning tasks to components of the units concerned.

Support Relationships

3-6. Support relationships define the purpose, scope, and effect desired when one capability supports another. Support relationships establish specific responsibilities between supporting and supported units.

3-7. The supported commander is the commander having primary responsibility for all aspects of a task assigned by a higher military authority and who receives forces or other support from one or more supporting commanders. The supporting commander is the commander who provides a supported commander with forces or other support and/or who develops a supporting plan.

DISCUSSION POINTS FOR COMMANDERS FOR COMMAND AUTHORITY

3-8. The coalition commander and national commanders should discuss and clarify their mutual understandings of the command authorities. Listed below are a number of discussion points that will help in clarifying that understanding. This list is not comprehensive and should serve as a starting point in those discussions.

Checklist

1. Have the command relationships been defined and agreed for the following:
 - Feasibility of achieving unity of command or unity of effort?
 - Feasibility of achieving the mission under the command relationships established?
 - Clarity of relationships and understanding on the part of all coalition elements?
 - Has the coalition commander requested Assistance from national commands in negotiating unity of command or effort at the strategic level?
2. Does the coalition commander have the following authority:

- To relieve troop contributing nation commanders?
 - To task-organize or cross-attach within national or transnational contingents?
 - To employ assets outside agreed areas of operations?
 - To assign specific missions?
 - To modify the rules of engagement for TCN?
 - To impose more restrictive rules of engagement?
 - To modify Force Protection Posture, to include dress in the area of operation (Chapter 15 addresses force protection)?
 - To impose movement restrictions?
 - To limit TCN use of host-nation facilities and resources?
 - To limit indigenous fraternization?
 - To conduct training with TCN?
 - To influence or direct pre-deployment activities?
 - To direct civilian support for TCN, such as TCN government employees or civilian contractors?
3. Do TCNs have:
- Restrictions to command authority that are cultural or religious based for employment of forces?
 - Time and date related restrictions such as religious and national holidays or practices?
 - Restrictions on participation in certain types of operations, to include:
 - War crimes criminal's apprehension?
 - Mass graves investigation or control?
 - Cross boundary or forward line of own troops operations?
 - Crowd control?
 - Psychological operations?
 - Disinformation and propaganda?
 - Movement of displaced persons?
 - Restrictions on use of TCN military assets for support to:
 - Humanitarian assistance and civil-military operations?
 - Nongovernmental organizations or international and regional organizations?
 - Restrictions on use of military for civil law enforcement or civil administration?
 - Restrictions on working with other nations in the coalition?

References

AAP-6. *NATO Glossary of Terms and Definitions* (NATO).
ATP-3.2.2, *Command and Control of Allied Land Forces*

Chapter 4 - Rules of Engagement

To completely understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

4-1. Rules of engagement (ROE) are directives issued by competent military authority which specify the circumstances and limitations under which forces will initiate and/or continue combat engagement with other forces encountered. The essential objective of ROE is to help on-scene commanders decide when, where, against whom, how, and how much force to use. ROE can be considered to be predetermined modes of action-based on policy and legal principles to support coalition objectives. They are a statement of official national policy. Coalition members may have similar political mandates but they also have their own national agendas, including ROE. Therefore coalition members will tailor their ROE to their specific policies and adapt them to the capabilities of their national forces. Each nation likely comes with different national ROE reflecting that nation's reason for entering the coalition. Some national ROE will be relatively free of constraint while others may be severely constrained. In many cases, commanders of deployed forces may lack the authority to speak for their nation in the process to develop rules of engagement. Commanders seek complete consensus or standardization of ROE but may not achieve it. Commanders need to reconcile differences as much as possible to develop and implement simple ROE. Developing coalition ROE requires negotiation and consensus, not dictation. All coalition members must be represented. A commander must create an atmosphere in which coalition members will set aside sovereignty issues and make concessions to benefit the final ROE. Member forces can tailor these rules to their national policies. For the individual soldier to understand and implement ROE, they must be clear and simple. Trying to obtain concurrence for ROE from national authorities is a time-consuming process that commanders should address early in the planning process.

4-2. All nations in the coalition will receive ROE from their respective chains of command. The sources of ROE are domestic law, national security policy, operational concerns, and international law. They are affected by the law of armed conflict as contained in The Hague and Geneva Conventions and the right to self-defense under the U.N. Charter. The coalition headquarters develops coalition force ROE during the planning process. Subsequently, subordinate formations, from nations other than that of the force headquarters, develop supporting ROE. Often, some subordinate ROE will vary from the lead nation's ROE. They will differ in compliance with national legal requirements and the parameters of national ROE provided by national chains of command. Subordinate ROE for any given national contingent also clarify national guidance on other coalition nations' weapons usage that would be prohibited by law or restricted for that contingent. Commanders recognize potential risks. Using another nation's capability prohibited by the command's national ROE may place the command at risk of national prosecution.

Checklist

GENERAL

The coalition decides certain issues relating to rules of engagement before the start of any operations. Decisions depend on the type or types of operations being performed. Issues to be answered include the following:

1. Does the coalition have a common definition for self-defense?
2. Are levels of self-defense defined such as necessary, proportional, or imminent?
3. Have rules been established concerning permission to attack based on hostile intent and hostile act?
4. Have rules of engagement been established for air operations?
5. Have rules of engagement been established for air defense operations?
6. Have rules of engagement been established for maritime operations?
7. Does the coalition have a common amplifying guidance and definitions relative to the rules of engagement?
8. What is the impact of national rules of engagement and objectives on force composition and mission assignment?

SPECIFIC

1. Have rules of engagement been agreed upon by national authorities or by national military commanders?
2. Are there common coalition rules of engagement that all nations have agreed to and do they understand the terminology used?
3. What are the rules of engagement for different coalition countries? What are the key differences and is there a matrix to compare them?
4. Are there national "red cards" or points of contention concerning rules of engagement that the commander must know?
5. Have the host-nation rules of engagement for coalition forces been distributed to all troop contributing nations (TCNs)?
6. What mechanism will exist to update rules of engagement during the operation? What are the means and methods of implementing and disseminating rapid changes to the ROE?
7. Do ROE conflict with TCN force protection requirements?
8. Are there different coalition rules of engagement before hostilities and after hostilities?
9. Do the TCNs have the operational capabilities to support the ROE?
10. Who will define weapon control statuses such as weapons free, weapons tight, and weapons hold?

11. Do any of the troop contributing nations assert a right of preemptive self-defense or do they assert a right of anticipatory self-defense;
12. Have ROE educational sessions (training, exercises, wargames, and staff talks) been prescribed for all coalition members' forces and at what frequency?
13. Has transparency been pursued and maximized across the coalition force as it pertains to sharing information on each member nation's ROE?
14. Have each coalition members' forces been geographically stationed taking their national ROE limitations into consideration?
15. Have host nation laws and requirements been considered when developing ROE?
16. Does the coalition or national ROE address—
 - Escalation of force procedures?
 - Specific weapons prohibited or restricted in designated circumstances?
 - Electronic attack, jamming, and deception?
 - Electronic countermeasures?
 - Computer network operations?
 - Indirect fire?
 - Lethal force in self-defense, to protect property, and for mission accomplishment?
 - Pre-emptive air strikes?
 - Wiretaps, human intelligence activities, or reporting?
 - Tactical questioning?
 - Boarding, detention, search, or seizure of designated aircraft, vessels, vehicles, personnel, or property?
 - Intervention in nonmilitary activities?
 - Infrared or visual illuminants?
 - Target engagement criteria?
 - Demonstration of force by coalition forces?
 - Response to harassment?
 - Chemical, Biological, Radiological, or Nuclear
 - Riot control agents and defoliants?
 - Psychological operations?
 - Nonlethal weapons?
 - Mines?
 - Offensive action?

References

Guidelines for the Development of Rules of Engagement (ROE) for United Nations Peacekeeping Operations. Department of Peacekeeping Operations (Military Division). FGS/0220.0001, April 2002.

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Chapter 5 - Communications and Information Systems

To completely understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas

Introduction

5-1. Effective communications between members of the coalition and coalition headquarters is critical to mission accomplishment. Normally, the coalition headquarters determines the appropriate communications procedures for working closely with the other national contingents. The coalition headquarters and national contingent headquarters follow these procedures. Internal to national contingents, individual national procedures are used. If feasible, the coalition headquarters provides unique communications and information systems (CIS) equipment and software to national component headquarters of other nations to facilitate communications.

Coalition Communications Planning

5-2. Communications planning for deploying a single, national force into an operational environment is challenging enough. Continuous technical upgrades, demanding user requirements, technological limits, resource caps, hostile threats, and austere environments impose ever-present constraints on national planners. Coalition planners have an added set of factors to address when considering how communications impact coalition partners. They consider technological disparity, technical interoperability, procedural dissimilarities, language differences, security concerns, resourcing limitations, and command and control issues.

5-3. This chapter assumes the lead nation will deploy a headquarters to form the coalition headquarters and will provide its own national force and rear-link communications. Therefore, this chapter discusses adjustments and added considerations required to provide communications for the larger coalition. It focuses on the coalition planning factors. It assumes that a standard communications estimate process shapes most communications planning.

5-4. In the past, coalition forces achieved communications using a limited number of simple voice and data links. Those technologically limited or disparate coalition partners connect through equipment loans and liaison teams. Such connections will continue to occur for the immediate future. Still, user demands, sophisticated applications, and the goal of network-enabled operations push communications planners to integrate coalition partners into a seamless, richly connected, information sharing environment. Any hope to achieve this vision requires communications planners to liaise with their coalition counterparts as early as possible in the planning phase of the operation. Early liaison helps planners identify and solve the inevitable interoperability and security problems.

5-5. Communications and information systems comprise information delivery (including spectrum management), information management, and electronic warfare.

Checklist

COALITION CONTEXT

1. How will the size, terrain, climate, and operational environment of the coalition's area of operations impact the coalition communications and information systems?
2. What impact will changes in headquarters staff and liaison arrangements have on requirements and configuration of the coalition communications and information systems?
3. How will the coalition's mission, commander's vision, coalition make-up, and command and control (C2) relationships impact implementing the coalition communications and information systems?
4. In addition to the coalition, what indigenous government, civilian agency, and higher-level theater elements need to be connected by communications and information systems means?
5. What is the implementation schedule and priority for communications and information systems within the coalition?

INFORMATION DELIVERY

1. Will the principle of providing communications and information systems connectivity within the coalition be higher-to-lower, left-to-right, and supporting-to-supported; or will an alternative methodology or exceptions be followed?
2. Do planners continuously review, develop, and disseminate the electronic preparation of the battlefield throughout the coalition chain of command?
3. What combat net radio (CNR) nets will be used for the coalition?
 - Are the coalition CNRs interoperable?
 - Do adjustments need to be made to normal operating parameters, such as using fixed frequency mode instead of frequency hopping or using nonsecure mode instead of encrypted?
 - Is there a requirement to establish remote sites for combat net radio rebroadcast or trunk system repeater detachments? What arrangements have been made with the theater terrain control authorities to reserve these sites?
 - Has a pool of CNRs and mobile telephone equipment been established to provide service for mobile users and liaison officers?
4. What is the coalition frequency spectrum management plan?
 - What extant agreements exist for coalition use of the frequency spectrum?
 - What process exists to request and allocate frequencies?

- What are all the radio frequency emitting devices in the coalition?
 - What indigenous radio frequency emitting devices operate in theater?
 - What process exists for reporting and resolving frequency interference issues?
 - How do planners coordinate frequency issues with the theater frequency management authority?
 - What measures are in place to manage counter-improvised explosive devices (IEDs) electronic countermeasures in relation to the communications network?
5. What coalition electronic warfare plan exists?
- Does the electronic warfare plan include the targeting process or surveillance and target acquisition plan and battle damage assessment process?
 - What counter surveillance control measures are in force?
6. What plan exists for providing telephone services (secure/nonsecure) to the coalition?
- Do coalition telephones and terminal equipment interoperate with the host-nation telephone system?
7. If using an area system, will access nodes and switches be deployed to provide service to coalition elements or are coalition access nodes and switches used?
- Can the coalition trunk equipment and switches interoperate with the area system?
 - Will switching or lateral links between TCN systems be in-theatre or at the national level?
8. If using a satellite system, do coalition partners have appropriate satellite ground terminal systems?
- Will these systems need to be deployed or loaned to coalition partners?
9. What courier service will the coalition require?
10. Will a coalition wide area network (CWAN) be established and who will provide it?
- Will CWAN capability need to be loaned to TCNs?
 - What is the network security requirement?
 - Are coalition network switches, servers, and routers interoperable?
 - What is the coalition plan to interconnect the CWAN to the national wide area networks?
 - What services will be available (e-mail, C2, chat, and so on)?
 - What are the coalition information exchange requirements?
 - What plan exists to expand the capacity beyond the initial system implementation?

- What is the plan for handling continuity of operations, disaster recovery, and performance degradation of the CIS within the coalition?
11. What plan exists to transition the system or parts of the system to a civilian agency, civilian contractor, or follow-on coalition lead?
 12. What provisions will planners make within the coalition for welfare communications, such as reachback civilian telephone and Internet connectivity? What is the policy for usage?

INFORMATION MANAGEMENT

1. What messaging services will be used by the coalition?
2. What are the policies for authorization, authentication, non-repudiation, and archiving with respect to coalition messaging?
3. How will flash traffic be disseminated and which system will be used for early warning?
4. What services and formats will be used for status reporting within the coalition?
5. What collaboration services and tools will be used?
6. Will the coalition use video teleconferencing (VTC)? If so, do TCNs have the appropriate terminal equipment? Does the information system have the requisite capacity to support VTC?
7. What is the common operational picture distribution requirement?
8. Are coalition and TCN CIS interoperable?
9. Can the Battle Command Systems achieve interoperability through a gateway?
10. Will coalition compatible CIS terminals need to be loaned to TCNs?
11. What plan exists for archiving coalition information, both for official record and for disaster recovery?
12. What is the fallback for the loss of automated capability?
13. How will liaison officers interface with CIS at various headquarters?
14. What are the priorities for emergency frequencies?

INFORMATION SECURITY / DISCLOSURE

1. What security classifications and caveats will the coalition use?
2. What are the information access and disclosure policies for the coalition?
3. Are the information handling policies of the coalition partners equivalent or acceptable for these classifications and caveats?

4. Will the coalition operate in one security domain, or will it be compartmentalized into separate security domains for coalition and national information?
5. How will information be exchanged between security domains?
6. What cryptographic devices will the coalition use? Are the devices interoperable? Will coalition partners need to deploy with or borrow cryptographic equipment?
7. How will certification and accreditation (C&A) of the coalition CIS be conducted and by whom? How will the C&A of the TCN CIS be incorporated into the coalition's C&A process?
8. What is the coalition threat from hostile electronic warfare? What are the coalition policies for emission security?
9. How will the coalition report on, investigate, and recover from incidents involving security, information, or cryptographic compromise?
10. What is the physical security plan for coalition headquarters, mobile assets, information infrastructure, and remote combat net radio rebroadcast and repeater sites?
11. Is a vulnerability assessment of critical friendly nodes and systems conducted and are protection measures recommended and executed?

TECHNICAL CONTROL

1. How and to whom will orders, directives, instructions, and procedures relating to the coalition CIS be disseminated?
2. How will technical control of the CIS within the coalition be carried out?
3. To what extent can coalition CIS resources be reallocated or reconfigured?
4. How will the coalition report technical problems of the CIS within the coalition?
5. How will coalition partners initiate, authorize, coordinate, and review technical maintenance in the coalition?
6. Have the planners coordinated the coalition's CIS power requirements with the coalition's overall power requirements?
7. How will encryption keys be disseminated throughout the coalition?

References

AJP-6, *Allied Joint Doctrine for Communications and Information Systems*

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Chapter 6 - Transition Planning

To completely understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Use of Transition Planning

6-1. Most coalition operations end in a transition from coalition control to United Nations (UN), host-nation military, or host-nation civilian control. Transition planning is an integral part of operational planning. It extends throughout the planning process and into operations and redeployment. It must be as detailed as any other planning. It should be done in cooperation with the organization taking control. The coalition force will be most vulnerable during transition and redeployment; therefore, force protection will likely be the most important consideration.

6-2. Staff sections use the transition plan to highlight their organization and how they function. Checklists are developed to facilitate the transition. Staff sections recommend how to organize the incoming staff. Staff sections should develop turnover files.

6-3. Planning links the departure of the force with the anticipated arrival of the organization taking charge. Knowledge of the incoming force or organization is paramount. Funding can be a major obstacle, especially when working with the UN. Another concern in working with the UN is to ensure that enough UN staff and officers are deployed for the transition process. The incoming headquarters should co-locate with the coalition force headquarters. This will enhance the assimilation of the incoming staff with the outgoing staff.

Types of Transitions

6-4. Described below are the types and some of the key planning aspects of transition operations:

- **Coalition military relief in place** (with normal military operation emphasis on military mission and force protection). The relief would use doctrine from lead nation relief in place.
- **Coalition military to civilian or UN authorities** (with normal UN civilian support type mission with emphasis on military support to the civilian and UN missions). Both the military and authorities would need to—
 - Identify the conditions suitable for handover.
 - Identify and agree on responsibilities for command and control of the operation.
 - Identify the necessary steps within the transition phase of the operation along with the conditions for each step.
- **Escalation or de-escalation by UN chapter or the rules of engagement situation** (with the situation's military aspects of

escalation or de-escalation with emphasis on rules of engagement and force protection). The command must—

Confirm coalition members.

Identify national differences of rules of engagement.

Identify force protection issues.

- **Coalition military handover to a national government.** A withdrawal conducted in peaceful conditions having achieved the desired end state with emphasis on fully handing over responsibilities and allowing the government to assume power and authority. The command identifies those capabilities that need to remain behind to ensure that a seamless transfer of authority and support to the government occurs.

Checklist

1. Has the coalition agreed upon transition operations with the host nation or other relieving organization?
2. What host nation and/or civilian government capability building is required by the coalition forces' to accomplish the transition?
3. What residual responsibility(s) will coalition forces have after transition to host nation/civilian control?
4. Have the issues and key coalition force events (past, present, and future) that lead to the current situation been reviewed?
5. What work is required to accomplish the transition?
6. What force or agency will take control of the operation?
7. Has contact been made with counterpart planning staffs?
8. Who will determine when the transition begins or is complete?
9. Who will fund the transition?
10. What is the coalition force policy for transition and redeployment?
11. Have potential issues that will exist for the transition force once the transition is complete been provided to the incoming transition force?
12. Has the coalition force's end state been accomplished? If not, will this have a bearing on the incoming force?
13. If there is a new mission, can the coalition force assist the incoming force in preparing for it?
14. What coalition forces, equipment, or supplies will remain behind?
15. What is the disposal plan to facilitate disposal of commodities?
16. What will be the command relationship for coalition force during the transition and for those coalition forces remaining behind?
17. Who will support coalition force remaining behind?
18. What will be the communications requirement for the coalition force remaining behind?
19. Will the coalition provide communications capability to the incoming force?
20. Can information be shared with the incoming transition force or organization?
21. Will new rules of engagement be established for the transition?
22. Will ongoing operations be modified as part of the transition?
23. Will the incoming force use the same headquarters facility as the coalition force?

24. What agreements have been developed with civilian agencies that may impact the incoming force?
25. Have points of contact been developed for the incoming force?
26. What will be the requirement for liaison personnel?
27. Will sufficient security be available to provide force protection? Who will provide it?
28. How will the turnover be accomplished?
29. Who will handle public affairs for the transition?
30. What command and control arrangements have been established to facilitate transition departure?
31. What are the customs, immigration, and quarantine implications for the incoming and outgoing forces?
32. What are the incoming and outgoing coalition forces' obligations with respect to employed local labors and contractors?
33. Will there be a transfer of facilities and infrastructure to the incoming or host nation force or host government agency? How will it occur?
34. What functions and appointments does the outgoing force maintain during the transfer?
35. Is it the intention to proceed with the transition upon achieving military end state or not?
36. What ongoing obligations has the outgoing force left to the incoming force?
37. Is this an in-contact (hot) transition operation or an administrative (cold) peaceful transition operation?
38. Will the transition require that a force be maintained outside the area of operations as contingency to support the indigenous force?
39. Do plans exist to transition from a standing start to stability operations standing start to war, or war to stability operations? Who will determine when the transition begins or is complete?
40. What are the redeployment or withdrawal plans for coalition forces? Is there a plan for extraction, if necessary?
41. Is the departure of forces to be accomplished under tactical conditions?
42. What are the environmental standards to be met by withdrawal in humanitarian or other peaceful operations?
43. What is the contingency plan should the incoming force be rendered incapable of accomplishing the mission once the transition is complete?

References

- AJP-1. *Allied Joint Doctrine.*
- AJP-3. *Allied Doctrine for Joint Operations.*

Chapter 7 - Training for Coalition Operations

To completely understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

7-1. The success of any operation may well depend on the training the command does before and during the operation. Most components of the force will not likely have trained together, or if they have, it will be of limited frequency. Commanders stress the importance of training together to participating nations. Training best develops an effective coalition force formed from national units. It is a continuing process for both personnel and units. Commanders base the predeployment and in-theater training programs on assessments of the mission and area of operations. Often the command assembles national contingents from different cultural backgrounds at different states of training. The more that coalition forces and civilian agencies participate in training, the more the command will learn about how these organizations think and operate. This participation also enhances team building and staff member's perceptions of one another.

Strengths and Weaknesses

7-2. Training teaches participants about the strengths and weaknesses of coalition partners and how to integrate them into an effective force. Training occurs at all levels of command and includes all staffs. Before deployment, command post exercise simulations can be used for staff training and solving problems in the coalition force command structure.

7-3. Training continues once the command arrives in the area of operations, based on specific requirements and functions. Training includes exercises to rehearse operational tasks, the operation order, or new missions. The command also may use training to advertise its capabilities and serve as a deterrent.

7-4. Command and control, command post and field training exercises can be used with simulations. Distributed simulation can enhance training between remotely separated forces. A comprehensive training program helps commanders identify weaknesses and helps build troop cohesion. Whenever possible, commanders arrange seminars to develop or stress standing operating procedures and tactics, techniques, and procedures. Force protection requirements may impact on areas available for training. Some exercises and training such as live firing will require host-nation approval.

7-5. Some nations possess doctrine that fully addresses strategic, operational, and tactical issues. Other nations focus primarily on the tactical level. Some nations prepare for highly mobile, mechanized operations while others focus on counterinsurgency or light infantry operations. A few nations stress rapid, agile operations—emphasizing ingenuity, creativity, and improvisation within the commander's intent—while some nations regard this approach as too risky. Because

of these variations, commanders carefully consider which units are best suited for particular missions. When the situation permits, commanders provide training assistance and share resources such as radios, vehicles, or weapons. Such actions help improve the contributions of national forces. The value of training assistance and dedicated liaison teams cannot be overstated, particularly when working between a force with digital warfighting capability and a force that works with analog means. Coalition exercises are essential to training and doctrine refinement. Coalition exercises should include robust logistic play to exercise logistic support mechanisms and identify possible problems in providing logistic support with forces from other nations. Ultimately the coalition commander needs a clear appreciation of the capabilities and national caveats for each of the multinational element so that operational tasks reflect what each component can achieve.

7-6. All it takes is one soldier or small unit acting improperly to undo weeks of effort building goodwill in an area of operations. Inappropriate individual statements and actions may offend forces from other nations or civilians in the area of operations, creating negative perceptions. Individuals should not assume that others would not understand derogatory statements made in their own language, slang, or gestures. Training on proper personal conduct and continued emphasis may prevent this.

7-7. All personnel, especially junior and noncommissioned officers, require instruction on understanding the methods of operating in coalitions. Commanders should—

- Ensure all augmentees participate in their host formation training events.
- Provide training to all units or individuals that receive equipment from other nations.
- Evaluate training opportunities offered by each nation, such as training offered by the 7th U.S. Army Training Command in Germany, the German Combat Training Center or the German UN Training Center in Germany, the Operational Training and Advisory Group in the United Kingdom, and the Swedish Armed Forces International Center. These all have extensive experience in training units and individuals for operations.

Predeployment Focus

7-8. Predeployment training should focus on those areas needed to prepare units for coalition operations and for operations within proposed area of operations.

In-Country Training

7-9. The coalition commander may need to evaluate the level of training of each troop contributing nation (TCN) to determine if it is ready to commit to the area of operations or if additional training is needed before commitment. This training may be associated with cultural or other issues related to the host nation. Ideally, some form of induction training in-theater immediately before any tactical deployment is beneficial.

Checklist

1. Is there a coalition mandated standard for training and do TCNs meet it?
2. When will TCN training take place either at home, en route to the operation, or in concentration area?
3. Have existing coalition lessons learned been used to inform TCN training?
4. What pre-deployment training has been conducted by TCNs?
 - What specific agencies need to be involved in the mission rehearsal exercise?
 - What collective training and assessment of specialist elements will take place?
 - Have designated troops from a TCN trained previously with other troops from TCNs?
 - Does it include:
 - Individual military skills?
 - Individual and collective preventive medicine procedures and practice?
 - First aid, both individual and “buddy?”
 - Understanding of the threat?
 - Education lessons in the coalition structure, mandate, chain of command, and division of responsibilities to include nongovernmental organizations and international agency structures?
 - Unit training (rehearsals should be mandatory) based on projected operations?
 - Team building and staff training to include training with coalition forces and nonmilitary organizations?
 - Liaison officer training to ensure that personnel are knowledgeable representatives?
 - Customs, culture, religious practices, political situation, geography, economic, and historical background of the situation and population of the area of operations?
 - Adversary capabilities?
 - How to effectively communicate to the public through the news media?
 - Negotiation and mediation, and the use of interpreters. Language training, especially key phrases used in issuing orders?
 - Situational awareness to include mine, improvised explosive device, booby trap awareness, and weapons recognition?
 - Rules of engagement?

- Law of armed conflict?
 - Training drivers and vehicle commanders on in-theater driving conditions and skills?
 - Sensitive site exploitation or preservation?
 - Operational security issues?
 - Detainee handling?
 - Counter-improvised explosive device training?
 - Force protection?
5. What in-country training will be mandated by the coalition before the commitment or deployment of troops into the area of operations? Does it include—
- Acclimatization?
 - Test of weapons?
 - Latest situational update briefings?
 - Use of theatre specific equipment?
 - Exposure to new tactics, techniques, and procedures?
 - Collective training?
6. What training areas exist in theater and how will the coalition coordinate use of them?
7. Does the coalition need to build training areas in the theater?

References

- Selection Standards and Training Guidelines for United Nations Military Observers.* United Nations Department of Peacekeeping Operations.
- United Nations Peacekeeping Training Manual.* United Nations Department of Peacekeeping Operations.

Chapter 8 - Joint Fires

To completely understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

8-1. Across the spectrum of operations the coalition force commander orchestrates components to deliver overwhelming force to achieve a decisive outcome. The noncontiguous and expanded operational environment results in land forces having to operate over larger geographical areas and in more complex terrain. To address this gap, the land component commander increasingly depends on the unique and complementary attributes of other components to enhance land domination and reduce vulnerability. The seamless integration of fires capabilities from other components and a joint approach to the planning and execution of operations is required to achieve the end state.

8-2. In this chapter, joint fires means “Fires produced during the employment of forces from two or more components in coordinated action toward a common objective.”

Coalition Joint Fires

8-3. Joint fires support the actions of friendly forces by influencing the enemy through the application of lethal and nonlethal fires. The integration of joint fires is a complex process, even more so when operating within a coalition environment. Modern operations are required to maintain an operational tempo against an adaptive enemy in a disaggregated and complex operational environment. They are further constrained by rules of engagement and a low tolerance for fratricide, civilian casualties, and collateral damage while under the scrutiny of the media. Mission success requires the ability to plan and execute timely, safe, and appropriate joint fires. To achieve this, coalition nations require the ability to communicate and share resources and overcome the inherent frictions within a multicomponent and multinational force. The land component commander synchronizes the shared resources to include sensors; communications and information systems; and weapons systems from all components to create the desired effects to support achievement of the objectives. Applying joint fires allows the land component commander greater flexibility in selecting the most appropriate capability to attack targets.

8-4. Interoperability is essential to providing joint fires in that it overcomes potential friction points. Key elements of interoperability are inter-component liaison and battlespace management. Inter-component liaison depends on communication between established organizations, particularly given the disparity of levels of communications and information systems (CIS) within coalition nations. Battlespace management is the key enabling activity that relies on situational awareness provided by a common operational picture.

8-5. To deliver joint fires effectively, contributing nations and components need to develop mutual trust, fostered by a common understanding, training, exercises, or previous operational experience. Targeting is the recognized process through which joint fires will be coordinated and will take into account national constraints, rules of engagement, and legal issues.

Checklist

JOINT

1. What is the commander's intent for the application of joint fires?
2. What are the rules of engagement (contingent and coalition) that affect the application of joint fires?
3. What is the coalition process for targeting?
 - Has a targeting directive been issued?
 - What targeting tool is in use within the coalition?
4. What fire support and airspace coordination measures will be used?
5. What is the procedure to request joint fires and how will they be allocated to the land component?
6. What is the coalition policy on who is authorized to control coalition naval and air support?
7. What coalition procedures are in place to conduct a battle damage assessment?
8. What is the coalition's mensuration policy?

LAND COMPONENT

1. What troop contributing nation (TCN) fires assets can be tasked to support other coalition components?
2. What is the coalition policy for survey, meteorology, calibration, and registration?
3. What is the capability and interoperability of coalition munitions including proofing compatibility and ballistic data contained in fire control computers?
4. What procedures are in place for cross boundary fires? Are there any national caveats in place for cross boundary fires?

MARITIME COMPONENT

1. What are the characteristics, capabilities and limitations of coalition naval surface fire support assets, including range, and authorized munitions?
2. How will coalition naval surface fire support be coordinated for the land component?
3. Are land component observers authorized to call for and adjust coalition naval surface fire support? If not, are specialist naval surface fire support observers available to the land component?

AIR COMPONENT

1. Are the battlefield coordination element and air support operations center being deployed with coalition assets?
2. Are tactical air control parties, air liaison officers, joint terminal air controllers, and forward air controllers deployed to TCN that lack them?
3. Is there an agreed standard for controlling joint fires, including joint terminal air controllers and forward air controller qualifications?
4. Is there a process for de-conflicting time sensitive targeting and joint accelerated targeting with air component commander assets within the land component area of operations?

References

AJP-3, *Allied Joint Doctrine for the Conduct of Operations* (NATO).

AJP-3.9. *Targeting* (NATO).

ATP-3.2. *Land Operations* (NATO).

AJP 3.3, *Joint Air & Space Operations Doctrine* (NATO).

AJP-3.3.2, *Air Interdiction and Close Air Support* (NATO)

ATP-3.9.2. *Land Targeting* (NATO).

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Chapter 9 - Engineers

To completely understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training, civil military cooperation, force protection, logistics and countering – improvised explosive devices have questions that pertain to this functional area.

Introduction

9-1. Effective engineering support across the spectrum of conflict, throughout the area of operations, and from conception to end state is vital to the success of the mission. Using engineers in any coalition operation works most effectively when the commander and staff thoroughly understand the effects that engineers can generate and know of the relevant planning considerations. Engineering support requirements must be identified as early as possible in the planning process to ensure that needed capabilities, capacities and other related resources are available. This also includes support to non-military organizations in stabilization and reconstruction efforts. Commanders therefore must consider the required engineering effects from the outset of the planning process.

9-2. Engineers provide commanders with the means to use terrain in a manner that best meets campaign objectives by applying a range of skills such as combat and field, construction and environmental and geospatial engineering. In applying these skills, all joint functions at all levels of operations are supported.

9-3. There are always more tasks than engineering resources available. To ensure effectively and efficiently applying the engineering effort, centralized control and decentralized execution are important and requires a joint force engineer and staff.

9-4. Force protection is considered in more detail in Chapter 15. Detailed information for the engineer planner is to be found in the AJP 3-12, *Allied Doctrine for Military Engineer Support to Joint Operations*.

Principles of Employment

9-5. Commanders consider general principles when planning to employ engineers. These are set out below.

FORCE ENGINEER AND FORCE ENGINEER STAFF

9-6. The force engineer on the coalition headquarters staff is the principal engineer advisor to the joint force commander on all military engineer issues.

9-7. Within an area of operations, the joint force commander has responsibility to prioritize the engineer effort, normally on the advice of the force engineer. The force engineer will, on behalf of the joint force commander, have coordinating and technical authority over using engineer assets throughout the force.

9-8. The force engineer staff is the focal point for all engineer aspects of intelligence, operations, policy, plans, force protection engineering, environmental protection, and infrastructure.

CONSIDERATIONS FOR EMPLOYMENT

9-9. Commanders and staff should take account of the considerations set out below when planning to employ coalition engineers.

9-10. There are always more engineer tasks than engineer resources available. To ensure effectively and efficiently applying the military engineering effort, centralized control and decentralized execution are important. The requirement for a force engineer and staff should be considered.

9-11. The force engineer on the coalition headquarters staff is the principal engineer advisor to the joint force commander on all military engineer issues.

9-12. Within an area of operations, the joint force commander has responsibility to prioritize the engineer effort, normally on the advice of the force engineer. The force engineer will, on behalf of the joint force commander, have coordinating and technical authority over using engineer assets throughout the force.

9-13. The force engineer staff is the focal point for all engineer aspects of intelligence, operations, policy, plans, force protection engineering, environmental protection, and infrastructure.

9-14. To ensure informed planning, planners should include an engineer element at all levels of reconnaissance because every engineer task has a significant requirement for materiel and equipment. Engineering tasks usually involve a long lead-time (particularly where civil contracts are involved), significant logistic lift, and a great deal of physical space.

9-15. Usually there will be more engineer tasks than available resources. Seldom will commanders be able to execute them all or to implement all approved tasks simultaneously. Commanders therefore need to clearly prioritize work, with advice from the engineer staff.

9-16. Greater efficiency and earlier effects are obtained by concentrating engineer effort in turn on sequential tasks rather than by dispersing resources over several concurrent tasks. Wherever possible and the situation allows engineering tasks should be supported by civilian engineering capabilities or completely outsourced.

9-17. Handover of engineer tasks between units is complex, usually increases the time to complete a task, may adversely affect the quality of the result, and should be avoided. Problems arise from the differences in construction methods, statutory standards, specialized equipment, materials management, and other factors.

9-18. As engineers are trained and equipped to carry out technical tasks, it is inefficient to use them on tasks that other arms can perform. It may be possible to achieve additional engineer effects by employing qualified military engineers to supervise other arms in less technical tasks.

9-19. Tasks can be most efficiently accomplished if engineers can apply their effort to engineering requirements. Wherever possible, other arms should provide local security for the work site.

Checklist

1. What engineer resources are available to the force (host nation, contract, coalition and other organizations)?
2. What mission-specific engineer training requirements for the force or participating civilian organizations, such as Explosive Hazard Awareness Training, are required? Pre-deployment or in-theatre training?
3. Is the engineer command and control structure for the mission integrated at all levels of the force structure?
4. What international standards and agreements (military and/or civilian) apply to the mission? Has information on life time costs estimates been developed for the commander?
5. What are the technical authority and engineering technical standards for the mission?
6. What are the engineer coordination interfaces between TCN engineer contingents and with other engineer assets?
7. What are the critical vulnerabilities of coalition engineers?
8. What are the funding arrangements (NATO and/or non-military organization funds) for coalition engineer tasks?
9. What are the environmental considerations, with a view to eventual handover to the host nation upon extraction of the force?
10. What coalition engineer command and control structure has been established?
11. What is the engineer materiel management system, including the command critical engineer resources list?
12. What is the impact of the activities of nongovernmental organizations and civil-military cooperation in-theater on engineer requirements?
13. What are the coalition procedures for managing hazardous waste?
14. What is the coalition standard for route clearance procedures?
15. What is the coalition standard for marking route status, including symbols on coalition information systems?
16. What is the coalition C-IED approach and its impact on other engineer operations? Can it be supported by the engineers?
17. What agreements or legal constraints are in place concerning the emplacement and clearing of minefields? What is the impact on the employment of coalition engineers?
18. Is there an infrastructure development plan, including a critical infrastructure list?

19. What engineering elements have been or are involved in the planning of the respective functional areas?
20. What is the force protection level for infrastructure?
21. What are the caveats placed on engineering resources?

References

AAP-19. *NATO Combat Engineer Glossary* (NATO).

AJP 3-12, *Allied Doctrine for Military Engineer Support to Joint Operations*

Chapter 10 - Geospatial Support to Operations

To completely understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

10-1. Geospatial support is the collection, processing, management, exploitation, analysis, production, presentation, and dissemination of geospatially referenced information to enable the commander and staffs during the planning, decisionmaking, and conduct of operations.

Geospatial Support

10-2. Successful land operations rely on commanders having timely and accurate situational awareness of their operating environment. Geospatial support provides the geospatial foundation data and the reference framework for the presentation of situational awareness.

10-3. Geospatial support provides focused operational and tactical support that provides the force commander and all other functional areas with decision support aids including support to intelligence preparation of the battlefield. These tools assist the visualization and conduct of activities within the operational environment.

10-4. Geospatial support provides other functional areas with a spatial presentational and analytical ability through the following functions: map supply/distribution, map reproduction, terrain analysis/visualization, data management, geodetic/field survey, and the provision of geospatial advice. These can be used to generate fused, geospatial intelligence products.

10-5. So the common operational picture remains current and accurate, geospatial information (observations, changes to natural and man-made features) needs to be fed back through the relevant geospatial support provider.

10-6. The responsibility for providing geospatial support to national component forces resides with the respective nations. However, efficiencies and synergies can be gained from coordinating this support, such as the sharing of geospatial data sets across the coalition, which supports a shared situational awareness. In a coalition the synchronization of geospatial support responsibility is coordinated at the highest possible level and depends on the interoperability of national geospatial information and services data and data exchange capabilities. Dividing these responsibilities is a high priority. Commanders address them early in the planning process.

Summary

10-7. To maximize the effectiveness of employing geospatial support, the coalition integrates joint and multinational systems and procedures to determine priorities. The staff judges whether resources and requirements are balanced over the course of a coalition campaign or operation, ensuring the appropriate mix of forces and

capabilities exist. Effective joint geospatial support contributes substantially to coalition success.

Checklist

GEOSPATIAL SUPPORT PLANNING

1. Do coalition operations involve littoral, land and air activities that require specific geospatial products?
2. Which geospatial capabilities need to be held at coalition headquarters and which will be provided to other echelons of command?
3. What is the desired geospatial support organization for early entry forces?
4. What is the standard datum, reference system and theater control to be used within the coalition area of operations?
5. How will coalition intelligence, surveillance, target acquisition, and reconnaissance products contribute to and enhance geospatial support?
6. Will in-theater geospatial information/data be available to support pre-deployment training?

COMMAND AND CONTROL

1. Who will be designated as the lead nation to provide geospatial support? Which supporting nations will be designated?
2. What will be their responsibilities with respect to the provision of geospatial support?
3. Who is the mapping authority?
4. What are the mapping standards for the mission, including the authority for maintaining the common map database?
5. Where will the responsibility for coordinating geospatial reside?
6. Who will be responsible for managing, to include updating and maintaining, the theater geospatial database?
7. What type, scale, and coverage of map products will be considered as standard designated products for use in the coalition area of operations?
8. What is the coalition policy on collection, analysis, fusion, and dissemination of geospatial information?
9. Are there any coalition releasability or licensing issues with respect to geospatial data, imagery, and/or derived products?
10. What are the procedures for reporting and dealing with errors on geospatial products?
11. Is there a cohesive geospatial information and services production plan to coordinate all coalition products?

12. What coalition nation is responsible to provide geospatial related equipment and software?
13. Have the geospatial communications and information systems requirements been made known to the coalition?

References

MC 296/1. *NATO Geospatial Policy* (NATO).

NATO Geospatial Support Planning Guide (NATO).

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Chapter 11 - Land Forces Aviation

To completely understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

11-1. Land forces aviation will have an important role in coalition operations. Liaison in early predeployment is imperative as nations group and command and support their land forces aviation differently. The emphasis could even change within a single nation depending on the type or phase of an operation. The combination and coordination of Army, Marine Corps, Naval, and Air Force aviation will impact on the control and use of the airspace in the area of operations.

Checklist

FORCE STRUCTURE

1. What availability and readiness levels are coalition aviation forces and supporting elements to maintain? How long can they sustain this readiness?
2. What are current and projected requirements for an air line of communications?
3. What is the intended base of operations?
4. Are any of the rotary wing assets only designated for medical evacuation?

COMMAND AND CONTROL

1. What is the coalition command and control structure for aviation?
2. What airspace control procedures will be used to de-conflict air, aviation, indirect fire, and unmanned aircraft system use?
3. What are each nation's navigational equipment requirements (input requirements, accuracy, and susceptibility to attack)?
4. Will relative performance affect control and use of the operational environment or control, direction, and coordination of fires and rules of engagement?
5. Are nations' target designators interoperable? If not, what impact will this have and what can be done to avoid or mitigate these designators?
6. Where are the aviation coordination interfaces?
7. Is there a requirement for a coalition airspace management cell for the land component commander?
8. What is the coalition plan for recovery of critical aviation equipment, facilities, and resources?

CONSTRAINTS AND FREEDOM OF ACTION

1. Do nongovernmental organizations and civil-military cooperation activities affect the aviation plan?
2. What are the environmental and area of operations characteristics likely to impact on aviation equipment and coalition interoperability such as terrain, altitude, and climate?
3. What are national aircrew duty time specifications? How will this affect planned coalition aviation surge and continuous operational output?
4. Are there national fleet management issues that will reduce expected coalition operational output?

PROTECTION

1. What are the coalition aviation protection requirements? Including medical evacuation?
2. Have limitations been placed on using white illumination to facilitate aviation night vision goggle operations?
3. What are the troop contributing nation's individual aircraft electronic warfare and defensive aid capabilities compared to threat and aircrew individual protective equipment against laser and nuclear, biological, and chemical hazards?
4. Is the coalition command and control structure capable of delivering threat information and essential codes and preflight messages?
5. Are fills and threat library information for identification, friend or foe systems; missile approach warning equipment; and infrared or radar jammers available? Are means and media to move and load codes and fills interoperable?
6. Are nations' combat identification systems interoperable? If not, what coalition joint anti-fratricide measures are in place?
7. Are coalition plans, procedures, and training (scale, radius of action, quality, quantity, and timely) suitable for likely combat search and rescue as well as recovery of encircled forces?
8. What effect will chemical, biological, radiological, and nuclear (CBRN) threats have on aviation operations?

LOGISTICS

1. What national technical regulatory requirements, such as fuel quality and fuel system icing inhibitor, affect coalition aviation operations?
2. Has a coalition, host-nation, or theater facilities survey been conducted and coordinated at the coalition headquarters aviation level?
3. How will the commander's concept of operations affect logistic support to aviation operations such as a requirement for forward arming and refueling points and forward operating bases? Are the required logistic capabilities in-theater?
4. What arrangements exist for coalition resupply of common user items and are appropriate procedures in place? If fuel and munitions are included, is the system appropriate for the planned operational activity level?
5. What is the in-theater repair policy? What mutual support is planned for common user equipment? Are aircraft cross-servicing agreements in place?
6. What support capabilities and levels of service—to include national environmental restrictions—can nations' aviation forces offer each other?

7. Are there coalition support issues that will affect the nations' efficient aircraft fleet management resulting in reduced operational output?
8. What is the coalition plan for recovery of critical aviation equipment, facilities, and resources?

TRAINING AND COLLECTIVE PERFORMANCE

1. What scope is there for coalition aviation mission rehearsal and war gaming, particularly environmental?
2. Is appropriate simulation equipment available; can it be made available; can an appropriate environmental database be developed?
3. What scope exists for coalition forces using coalition, national, or host-nation training facilities, particularly simulation and live firing training space?

References

ATP-49 Volume I. *Use of Helicopters in Land Operations - Doctrine* (NATO).

ATP-49 Volume II. *Use of Helicopters in Land Operations - Tactics, Techniques and Procedures* (NATO).

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Chapter 12 - Civil-Military Cooperation

To completely understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

12-1. The purpose of civil-military cooperation (CIMIC) is to establish and maintain full cooperation between the military and civilian populations and institutions within the area of operations (area of operations) in order to support the accomplishment of the commander's mission. This is generally accomplished through activities in the areas of civil-military liaison, coordination of support to the military force from the civil environment, and support to the civil environment by the military force. The concept of CIMIC was developed to allow the commander to interface effectively with all parts of the civilian environment within the area of operations. CIMIC is the relationship of interaction, cooperation and coordination, mutual support, joint planning, and constant exchange of information at all levels between military forces and civilian organizations, agencies and in-theater civil influences needed to achieve objectives at the tactical, operational, and strategic levels in pursuit of the desired end state.

CIMIC Considerations

12-2. The NATO definition of CIMIC is: "The co-ordination and co-operation, in support of the mission, between the NATO Commander and civil actors, including the national population and local authorities, as well as international, national and non-governmental organizations and agencies."

12-3. As with many areas discussed in the *Coalition Operations Handbook*, civil-military cooperation does not have a single doctrinal core that all the nations share. For example, some nations see CIMIC or civil affairs solely supporting the commander's mission within a very limited framework. Others believe that CIMIC is wider than that; that CIMIC not only helps to realize the commander's mission and end state through the interplay of military forces and other agencies, but it also contributes directly to the achievement of the strategic end state. For the latter nations, CIMIC funding may come from government departments other than their defense establishment. Therefore, CIMIC for these nations does not necessarily support the military mission alone, but could contribute to broader national objectives.

12-4. CIMIC is a function of operations conducted by staff that is fully integrated into headquarters at every level. CIMIC activity begins at the highest political levels, becomes integrated into the campaign plan, and should remain coherent throughout the operational to tactical levels. CIMIC, therefore, contributes to achieving the overall strategic mission as well as the commander's specific mission.

12-5. The comprehensive campaign plan guides the commander on the legal obligations to the civilian sector, prioritizes the major tasks, provides the necessary funding, ensures consistency across zones of national responsibility in the joint operations area, and outlines the relationships with the strategic decision makers.

Commanders consider the CIMIC dimension of the operation early in the planning process; adequate CIMIC capabilities and other resources should be made available.

Checklist

PLANNING

1. Do troop contributing nations (TCNs) have a common understanding of CIMIC?
2. Has CIMIC been integrated in the planning process and how is it understood and resourced by TCNs?
3. Are CIMIC personnel included in the targeting and synchronization process?
4. What are the civil end states directed by the campaign plan?
5. What are the civil centers of gravity that need to be addressed? What are the associated decisive points?
6. Are there adequate CIMIC personnel available to assist planners?

COMMAND AND CONTROL

1. Have measures been established to synchronize the CIMIC activities with the campaign plan's lines of operation?
2. Have national civil-military plans been coordinated with coalition force headquarters?
3. What legal authority does the commander have to take a more prescriptive approach to CIMIC operations if this should be necessary?
4. Have CIMIC centers been established at appropriate levels to coordinate civil-military operations?

THE COMPREHENSIVE APPROACH

1. What key civil, international, and nongovernmental organizations and international and national donor agencies will be operating in the area of operations?
 - Has an analysis been conducted on their respective end states, culture, objectives, and methods?
 - How will they affect military operations?
2. Is the national civil-military plan coordinated with the other government departments?
3. Has the coalition headquarters established a relationship with coalition ambassadors and, if a United Nations operation, the Special Representative of the Secretary-General?
4. Is the civil administration adequate or how will its development be supported by the coalition?
5. What are the requirements for restoring or rebuilding the local infrastructure?

6. What are the requirements for restoring or providing essential services in the short, medium, and long term?
7. What coalition support is required to assist or establish the host-nation civilian law and order?
8. Is there a lead agency or lead agencies for humanitarian assistance such as the United Nations or International Committee of the Red Cross?
9. What international organizations, nongovernmental organizations, and international and national donor agencies will be operating in the joint operations area?
10. Do all nongovernmental organizations subscribe to the code of conduct for the International Red Cross, Red Crescent Movement, and nongovernmental organizations (NGOs) in disaster relief?
11. What responsibilities does the coalition have toward the security of NGOs?

Considering that all aspects concerning the medical or health situation, civil and military are the responsibility of senior medical officer, has a plan for coordination been developed and executed?

References

- AJP-3.4.9. *Allied Joint Doctrine for Civil-Military Cooperation* (NATO).
- AM 86-1-1. *Allied Command Operations (ACO) CIMIC Tactics, Techniques and Procedures* (NATO).

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Chapter 13 - Information Operations

To completely understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

13-1. Information operations is a military function to provide advice and coordination of military information activities in order to create desired effects on the will, understanding and capability of adversaries, potential adversaries and other approved parties in support of Alliance mission objectives (AJP-3.10). Information activities are actions designed to affect information and or information systems. They can be performed by any actor and include protective measures (AJP-3.10).

13-2. Members of a coalition will contain various information operations capabilities, understanding, doctrine, and policies. The coalition force commander must resolve potential conflicts so information operations are complementary and harmonized, horizontally and vertically, throughout the coalition to support objectives and avoid conflicts. Higher headquarters may have to augment the information operations capabilities of lower echelons to support operational and tactical objectives.

13-3. Information operations incorporate three core activities:

- **Countercommand activity.** Counter command activity seeks to physically alter an adversary's command and control capability. It affects the flow of information to and from a decisionmaker, thereby affecting understanding or influencing will. Countercommand activity seeks, within the rules of engagement, to disrupt, degrade, usurp, deny, deceive, or destroy an adversary's information, command, propaganda, and associated systems, processes, and networks and command, control, communications, computers, and intelligence, surveillance, target acquisition and reconnaissance structure.
- **Information protection activity.** Information protection activity comprises any activity that prevents an adversary from gaining information relating to friendly operations and protects a coalition's freedom of maneuver. Information protection activity includes operations security; counterintelligence; information security; and counterintelligence, surveillance, target acquisition, and reconnaissance. (See communications and information systems chapter for questions under Information Security/Disclosure.)
- **Information activity.** Information activity comprises any activity, physical or cognitive, whose primary purpose is to influence will of a target individual, group or system. Information activity seeks to predispose, persuade, convince, deter, disrupt, compel, or coerce approved audiences to adopt or reinforce a particular behavior, or to assist, encourage, and reassure others.

13-4. Information operations are not a capability, but they incorporate a variety of capabilities. These capabilities may include:

- Operations security.
- Information security.
- Electronic warfare.
- Physical attack.
- Computer network operations.
- Psychological operations.
- Presence, posture and profile.
- Deception.
- Civil-military cooperation and civil affairs.
- Public information (only related to information operations in United States terms).

13-5. Commanders get intimately involved in planning and applying information operations. Information operations planning must be integrated and coordinated so as to be complementary to, and harmonized with, all other planning, targeting and assessment.

Checklists

INFORMATION OPERATIONS: GENERAL

1. Is there a coalition agreed approach for information operations and is it being used?
2. What tasks and direction ensure a harmonized information operations approach across the coalition?
3. How does each troop contributing nation (TCN) view the information environment and its elements? Through what filters and perceptions does it view the environment?
4. How does each TCN define information operations and what doctrine does it have for information operations?
5. How is each TCN organized to conduct information operations? How interoperable are information operations between TCNs?
6. What are the information operations vulnerabilities common to all TCNs and what common solutions can be applied?
7. What information operations vulnerabilities are specific to individual TCNs?
8. What training requirement exists across the coalition or within certain members to establish a common understanding of information operations, its aim, and constituent activities?
9. What host nation capabilities can support or compliment the coalition information operations plan?
10. What measures have been implemented in the information operations plan to aid transitioning to host-nation control?

COUNTERCOMMAND ACTIVITY

1. What means does each TCN have to conduct countercommand activity?
2. Are countercommand activities coordinated and approved at the coalition level to ensure complementary and reinforcing targeting and effects?
3. Is one of the TCNs better suited to conduct specific countercommand activities across the coalition?
4. Are countercommand activity objectives and planned activities in line with specific rules of engagement of TCNs?

INFORMATION PROTECTION ACTIVITIES

1. How does each of the coalition members manage and safeguard information?

2. What are operations security and information security standards and procedures?
 - What operations security procedures need to and can be modified to effectively conduct information operations?
 - Are operations security procedures effective?
3. Is a threat assessment conducted to determine adversary information operations capabilities?
4. Is a vulnerability assessment of critical friendly nodes and systems conducted and are protection measures recommended and executed? What are the vulnerabilities to adversary psychological operations and propaganda for each coalition member?
5. What are the counter intelligence, surveillance, target acquisition, and reconnaissance capabilities and intentions of each coalition member?
6. Is the command and control structure analyzed to identify critical friendly nodes and systems?

INFORMATION ACTIVITIES

1. What are the linguistic, cultural, religious, and social links between troop contributing nations (TCNs) and a local populace that will assist or hinder information activities?
2. What are the cultural perceptions through which each member will view the local populace?
3. What national policy restrictions exist on the targeting and use of information activities by each coalition member?
4. How will the information activities and capabilities of each TCN be coordinated to ensure complementary effects in support of objectives? Is there harmony between TCN key messages?
5. Does each TCN have the staff and process to consider the second-order information effects that will result from other activities?
6. How will the coalition coordinate the exploitation of local radio stations to communicate with the population (mine awareness, major movement, evacuation, alert, and so on)?
7. What are the vulnerabilities to adversary psychological operations and propaganda (socio-cultural vulnerabilities) for each TCN?

PLANNING, TARGETING, AND EXECUTION

1. In a coalition headquarters, have the information operations analysis, planning, execution, and assessment responsibilities been allocated and articulated?
2. Is there information operations representation at any targeting working group and board?

3. What is each TCN's capacity to plan information operations activities both in support of other activities and as independent activities?
4. Have the synchronization measures been applied to or harmonized with superior, subordinate and flanking formations and units? Have they been issued to subordinates?
5. Does the higher headquarters intend to synchronize and coordinate the implementation of information operations support within the force?
 - Has the coalition formed an integrating cell or board for information operations?
6. What is the coalition targeting and approval process for the engagement of adversary and public C2 networks?
7. Who is the approval authority within coalition operations for potential targets, objectives and parties?
8. Have measures of performance and measures of effectiveness been created to support the defined end state?
9. Has the coalition formed an integrating cell or board for information activities?

References

AJP-3.10, *Allied Joint Doctrine for Information Operations*.

Chapter 14 - Public Information in a Coalition

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

14-1. The coalition force establishes a coalition information bureau staffed by public information officers with the necessary logistic support. This bureau facilitates media coverage in the area of operations by sustaining the efforts of those media representatives accompanying units and by communicating with media agencies outside the area of operations. In taking advantage of the concepts of modularity and flexibility, the coalition information bureau expands its capability with that of the deploying force and evident media interest. It prepares to deal with the potential for a large number of media deployed throughout the area of operations.

14-2. To establish a coalition public information organization, the public information (PI) staff develops a plan. This plan not only supports the commander's concept of operations, but also takes into account the PI requirements of the coalition partners. The PI planning process will include comprehensive research and understanding of target publics, history, culture, economics and governance of the country or area of operations where the combined force will be operating.

14-3. Coalition members are familiar with their respective national media organizations, their biases, and their methods; these may differ among countries. Commanders and PI staff consider these differences when developing working relationships that allow for open and accurate reporting with a minimum of ground rules to ensure operations security. Equally important, they factor other nations' public affairs capabilities into the overall public affairs plan.

14-4. Each coalition member force normally has its own PI plan and sanctioned media lines. The coalition commander and PI staff develop a coalition PI policy, plan, and related media lines, ideally acceptable to all coalition partners.

14-5. Commanders and staff prepare to deal with the language requirements of the various target audiences.

14-6. National media outlets from those nations providing forces will no doubt approach their own forces and national authorities for access to both the coalition forces and to the forces of their respective nations. The coalition policy and guidelines clearly stipulate the lines of communications and coordination to be followed so that visits can be coordinated centrally if deemed necessary. As a minimum, coalition PI cells should be made aware of national media visits.

Checklist

1. What are the overarching coalition public information objectives and what is the key message?
2. What is the overall coalition PI plan? Furthermore:
 - Does it identify the official coalition spokesmen and who makes the initial public release?
 - Does it state coalition procedures for the release of information concerning the coalition force and its troop contributing nations (TCNs)?
 - Does it satisfy specific requirements for combat camera support, including communicating to subordinate units the need for operational documentation?
 - Does it provide specific guidance on media and public affairs coverage of special operations forces of the coalition?
 - Does it arrange for handling publicity, news correspondents, and journalists pertaining to individual coalition nations
3. Has coordination been established with other national public information officers or equivalents
4. Has the coalition information bureau (CIB) been established?
 - Has the CIB the necessary staff to plan, coordinate and implement the expected level of media activities and media visits
 - Has the CIB the necessary equipment capability and resources to capture and disseminate imagery in support of the PI plan for internal consumption as well as external consumption by the media?
 - Does the CIB reflect TCNs make up?
5. Has a media briefing facility been established?
6. Has a coordinated media policy, including a system to provide credentials for media, been established? This will allow control over who attends coalition force briefings.
7. Has the senior public information officer identified points of contact with other agencies operating in the area of operations to arrange referrals of media queries regarding their operations?
8. Is there a crisis management plan to handle controversial issues with potential negative impact on the coalition?
9. Does the PI plan reflect the cultural differences of all TCNs and the host nation?
10. What coalition information is releasable to the media to include such things as the biographical backgrounds of coalition senior leaders, technical details of unique equipment, force levels, and so on?
11. What are the official coalition responses to media questions and is there a schedule to review and update them?

12. Will media representatives be imbedded in the coalition force?
13. Is there a community relations program (in the CIB)?
14. Does the CIB closely coordinate with IO, in order to ensure synchronization of coalition PI and information operations campaigns?
15. Are specific baseline CIB positions identified, such as director, deputy director, media relations, community relations, and combat camera?
16. Are there overarching PI goals in the PI plan?
17. How are PI plan results measured?

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Chapter 15 - Force Protection

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

15-1. Security is one of the principles of operations, and protection is a key component of security. A fundamental military principle is that all military units must be able to protect themselves. A coalition force remains vulnerable to various threats and hazards, including those inherent in the physical environment and those derived from the coalition's own force activities. Commanders at all levels must understand the importance of force protection to preserve force capability in the face of such threats and hazards.

15-2. Force protection covers an exceptionally diverse spectrum of measures and capabilities. It may extend beyond the military personnel of the coalition force to include nonmilitary personnel, civilians, or nongovernmental organizations. Force protection applies to all phases of operations, including planning, preparation, deployment, employment, and redeployment. Troop contributing nations provide their own force protection, as well as contribute to and integrate into the wider force protection plans of the coalition force.

15-3. In a coalition environment, the doctrine and practice of force protection may vary between nations. The troop contributing nations coordinate as early as possible to synchronize and integrate force protection plans. The coalition commander ensures that force protection guidelines are developed for the coalition as a whole. Effective force protection preserves combat power, maintains the credibility of the force, and contributes to mission success.

15-4. The definition of force protection is: "All measures and means to minimize the vulnerability of personnel, material, facilities, information and activities conducted, from threats and occupational and environmental hazards, in order to preserve operational effectiveness and enhance freedom of action."

15-5. The nonlinear nature of the operational environment renders obsolete the concept of "safe rear-areas." As a result, force protection becomes an increasingly complex requirement and becomes a more important planning factor for staff, as well as a key tactical consideration for all force elements.

15-6. Force protection measures aim to preserve a force's operational effectiveness while maximizing its freedom of action. Military operations are invariably conducted in hazardous environments. Commanders always accept a degree of risk to maintain freedom of action. A coalition commander will seek to balance the risks to the force with the operational imperative of the mission.

Coalition Constraints and Fratricide

15-7. It is likely that various troop-contributing nations will differ in their perception of risk and their threshold of risk acceptance, despite the common threat and

environment. As a result, national constraints (caveats) can be expected to impose limitations upon coalition force protection measures.

15-8. In any coalition operation, the prevention of fratricide can pose a significant challenge. Differences in operational procedures, language, and equipment are likely to increase the risk of fratricide. Should an incident of fratricide occur, its potential impact on the mission may be far more significant than the mere operational cost of loss. Commanders must therefore be able to identify the conditions that increase the risk of fratricide, and make every effort to reduce the risk of it occurring. Appropriate preventative measures from the outset of operational planning may include the following:

- **Recognition.** Commanders are responsible for ensuring that their forces are trained to recognize friendly personnel and equipment.
- **Drills, procedures and combat identification.** Counter-fratricide measures should be included in the command's SOPs and other directives, should be coordinated at the highest applicable level, and should be promulgated throughout the force as early as possible in the campaign planning cycle in order to allow effective training and implementation prior to and during the campaign.
- **Close coordination.** During combined operations, close coordination between formations will be essential to maintain enhanced situational awareness. The use of liaison officers with adequate communications between contingent components will be of considerable importance, both during planning and conduct of a combined operation.

Nonmilitary Agencies

15-9. Nonmilitary agencies such other government agencies or nongovernmental organizations may request or require some form of protection. The protection afforded to these agencies may enhance military credibility and thereby provide the coalition with an opportunity to advance a cooperative environment. However, the protection provided must be in proportion to mission requirements. Commanders weigh the risk of providing protection to nonmilitary agencies with increasing the risk of targeting of those agencies. Other nonmilitary agencies may find military protection to be detrimental to their missions. Coordination with these agencies is critical to determining their desires and requirements as well as permitting integration with force protection assets they have employed.

Checklist

1. What is the coalition responsibility for providing force protection to nonmilitary agencies such as interagency, nongovernmental organizations and contractors?
2. Does the force have sufficient assets to protect itself? Do they balance with the potential political ramifications of failure to protect the force?
3. Who in the coalition is responsible for assessing threats and directing force protection measures across the force are clearly articulated and promulgated?
4. What is the coalition procedure to exchange threat and hazard warnings?
5. What are the variations in national rules of engagement and force protection capabilities and resulting interoperability implications for force protection?
6. What are the legal, cultural or political requirements of the host nation that may impose force protection constraints?
7. What are the coalition force protection standards? Does the coalition have the authority to impose them on troop contributing nations (TCNs)? Do they include:
 - Occupational safety measures?
 - Traffic control and traffic discipline measures?
 - Measures to deal with environmental hazards?
 - Emergency response and damage control measures?
 - Medical prophylaxis?
 - Dealing with explosive hazards?
 - Entry control measures for coalition bases?
8. What are the force protection capabilities and vulnerabilities of the host-nation security forces?
9. What are the TCN force protection gaps and how will the coalition force mitigate them?
10. What is the host nation's capacity and intent for coalition force protection, and will this change during the campaign?
11. Has an overall coalition risk assessment been conducted?
12. What are the national caveats regarding force protection for host-nation and coalition forces? Do national caveats impose limitations on force protection measures?
13. Have TCNs conducted the required training to recognize friendly personnel and equipment?
14. What are the specific coalition requirements for pre-deployment force protection training?

15. What are the national approaches to risk management and do they affect coalition operations?
16. Is there a security issue with sharing combat identification technologies with TCNs?
17. Are there host-nation or coalition reporting requirements for force protection?
18. Which host-nation, national, or coalition force protection and counter-improvised explosive device agencies available to support force protection requirements or training?
19. What is the threat to coalition forces?
20. Are non-coalition force protection assets (such as local national police) trained and available to assist? Do they require training, assistance, or augmentation?
21. Does the coalition have the ability to assess the intent of individuals potentially imposing a threat?
22. What civil security companies are operating in the AOO?

References

AJP-3.14. *Allied Joint Doctrine for Force Protection* (NATO).

Chapter 16 - Military Police

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

16-1. The fundamental requirements for using military police assets consist of centralized planning, decentralized control, economy of effort, and cooperation. To optimize the military police's overall contribution to operations, often the deployed force provost marshal plans their activities. This will enable rapid application of support tasks responding to a commander's evolving campaign plan. To carry out assigned tasks in response to centralized planning, the decentralized control of military police resources will enable a timely response to a supported commander's needs at the appropriate operational or tactical level.

16-2. Regardless of the nature of the military campaign undertaken, commanders quickly and prudently include the deployed force provost marshal in the operational planning process. This inclusion ensures early recognition of military and civilian police issues and enables the development of specialist responses aimed at achieving the end state.

16-3. Limited resources require military police be allocated to the highest priority task and that, when possible, tasks be combined. Commanders avoid duplication of effort. Individual military police units likely will not maintain an uncommitted reserve. Therefore, commanders coordinate support from other force military police elements through the respective national provost marshal. Success requires unified action at all levels of command as well as cooperation with coalition partners, governmental agencies, nongovernmental organizations, and civilians. Military police units and subunits form an integral part of formations and units and provide each other mutual support.

16-4. In environments where the security of the population and the restoration of essential services are required to enable a nation to develop, specially trained military forces may be required. Military police are a vital aspect of these specialty forces, in particular in the management of detention/prison facilities. Genocide, crimes against humanity, torture and war crimes can have a direct, immediate and lasting effect on public opinion and the ability of the deployed force to achieve its end state objectives. Crimes of this nature require the special investigative skills, techniques, and equipment provided by the military police.

Checklist

MILITARY POLICE SUPPORT (NATURE OF OPERATION)

1. What are the military police coalition tasks and the division of responsibility for achieving those tasks?
2. Has a coalition provost marshal been appointed?
3. What are the coalition powers of arrest, search, and seizure and use of force?
4. Will coalition military police be granted special provision within the status-of-forces agreement such as performing criminal investigations, managing coalition enemy prisoners of war, and running criminal detention facilities?
5. What MP and coalition assets will be required for the management of prisoner of war, detention and/or prisoner facilities? For example, engineer, medical and logistic support.
6. Are there national caveats with regard to exchange/transfer of prisoners/detainees, or regarding the use of forces to guard prisoners/detainees in coordination with forces from other nations? Operation of detention facilities?
7. Are there national caveats with regard to questioning or exchange of information with regard to prisoners/detainees?
8. Is there a requirement for military police support of resettlement operations? If so, what guidance and caveats have been issued?

COMMAND AND CONTROL

1. What liaison network has been established? Has liaison been established with host-nation, civilian police, emergency services, nongovernmental organizations, and coalition police?
2. What coalition reporting procedures have been implemented for matters affecting national discipline, criminal activity, and arrest and detention?
3. Is there a requirement for a dedicated communications network for the military police? Are police communications networks of troop contributing nations interoperable?

LOGISTICS

1. What contracts with the host nation will affect coalition policing tasks?
2. What system of resupply is being employed for coalition and national military police elements? Are there opportunities to achieve economies of scale for specialist equipment and resources, such as forensic?

TRAINING

1. Is specialist training required for managing detention facilities, understanding host-nation policing requirements and understanding interoperability issues?

References

AJP-3.2.3.3. *Allied Joint Doctrine for Military Police* (NATO).

APP-12. *NATO Military Police Doctrine and Procedures* (NATO).

Chapter 17 - Intelligence, Surveillance, and Reconnaissance

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas. For a more extensive look at intelligence support refer to the AJP 2 series of NATO publications.

Introduction

17-1. Intelligence, surveillance, and reconnaissance (ISR) creates a synergistic effect when synchronized in mission planning and execution. Outcomes are most fully optimized when resulting information is shared through a flattened coalition network.

17-2. Intelligence enables planning, execution, targeting, force protection, and mission support. It feeds the coalition commanders' need to know more than their enemy or adversary. The commander's critical information requirements drive information collection, analysis, production, and dissemination of intelligence products. The requisite knowledge enables the commander's decision cycle and supports the commander in achieving dominance of the operational environment.

17-3. Coalition intelligence products result from a cyclical process. The intelligence cycle is continuous and interdependent with other joint functions and capabilities. It enables the coalition commander to succinctly consider intelligence and intelligence-related operations as a single entity or in their entirety across the spectrum of conflict.

17-4. The term ISR refers to the planning architecture, operational process, and force elements involved in the intelligence cycle. ISR involves the following:

- **Intelligence.** Intelligence operations principally include activities related, but not limited to, human intelligence, imagery intelligence, and signals intelligence. More sensitive intelligence operations require the commander's approval.
- **Surveillance.** Surveillance operations, involving active or passive methods, continuously collect information over a set period and are conducted by specialist surveillance units or tasked to other maneuver units as required.
- **Reconnaissance.** Reconnaissance operations execute missions that are deliberately planned to obtain specified information about the activities and resources of an enemy or potential enemy, or about specific environmental data sets.

Checklist

GENERAL CONSIDERATIONS

1. What existing intelligence support products are currently available to the coalition?
2. What is the deployment time frame for specialist covert or overt ISR operations? What redundancy exists in coalition ISR collection assets?
3. How will coalition ISR assets be coordinated and tasked (development of synchronization matrix evolves as the operation progresses)?
4. Will there be a coalition fusion center to manage, exploit, and disseminate data and imagery of the operational environment?
5. Are there troop contributing nation (TCN) constraints on using intelligence specific systems in a coalition environment?
6. Has coalition write-for-release guidance been provided to intelligence staffs?

COMMAND AND CONTROL

1. How will TCNs intelligence cells exchange intelligence?
2. What information and intelligence releaseability and handling issues exist to include handover of intelligence to host nation or the UN or other agencies?
3. Have sufficient intelligence collection resources been placed under the control of the coalition or are the resources immediately responsive to the coalition?
4. What links should be established with civilian agencies (including media)?
5. What are the procedures for reporting and dealing with de-confliction of intelligence analysis?
6. Has the use of a coalition human intelligence coordinator been considered?
7. Have coalition human intelligence and coalition counterintelligence operations been de-conflicted?
8. What is the coalition policy for the conduct of human intelligence?

COMMUNICATIONS AND INFORMATION SYSTEMS

1. Has the coalition agreed to common intelligence application software and who provides and manages it?
2. Will any national deployable intelligence support systems be networked or standalone?

3. What are the levels of interoperability between different intelligence information systems, to include database compatibility?
4. Can coalition communications and information systems (CIS) rapidly disseminate to all participants the time-sensitive information for targeting or rapid reaction?

Training

1. Will there be an opportunity to exercise and test interoperability between contributing nations intelligence cells?
2. Are training programs in place with a focus creating a common view of the enemy, enemy dispositions, order of battle, doctrine, capabilities, and intelligence systems?
3. Has all familiarization training been completed on those intelligence systems deploying?

ISR-SPECIFIC OPERATIONAL PLANNING CONSIDERATIONS**Predeployment**

1. Is a coalition intelligence support package planned for with capabilities, limitations, and tasks, and explained to supporting units? Consider the following as applicable to the scope of the operation:
 - Intelligence analysis and product dissemination (including imagery and geospatial).
 - Field intelligence.
 - Counterintelligence.
 - Psychological operations (see Chapter 13 for further details).
 - Exploitation (material, technical, and personnel).
 - Field security capabilities.
2. What is the required operational structure of the coalition intelligence fusion cell, all source cell, and tactical fusion cell?
3. What considerations are required for fusion of TCN national intelligence estimates into a coalition intelligence estimate?
4. How are separate TCN intelligence estimates aligned?
5. What are the differences in availability and capability of TCN collection sources?
6. How does coalition ISR identify and respond to the chemical, biological, radiological, and nuclear threat?
7. Are there specialized ISR assets able to assess and respond to any threat?

Deployment

1. What are the coalition or force security procedures?

2. Are security procedures for the redeployment of personnel, equipment, and documentation adequate and properly supervised?
3. What are the procedures for sharing intelligence and information or releasing information policies?
4. Are all coalition partners treated equally, considering compartmented and national sensitivities?
5. What information—such as intelligence, operations, and targeting—is being obtained and who needs to see it in single-source form?

References

AJP-2. *Allied Joint Intelligence, Counterintelligence, and Security Doctrine* (NATO).

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Chapter 18 - Prisoners of War, Internees, and Detainees

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

18-1. The capture, internment, or detention of persons can be a key part of many types of operations. In time of conflict, it may include the capture of prisoners of war (POWs) or the internment of civilians. During armed conflict, the taking of POWs brings many practical advantages: it reduces the enemy's numerical strength and fighting capacity, lowers the enemy's morale, and may constrain the tactics of enemy commanders. POWs also are an important potential source of intelligence. Peace support or counterinsurgency operations may include the arrest and detention of criminal suspects or internment of those who pose an imperative threat to security. The internment or arrest of criminal suspects contributes to stabilizing the situation on the ground and enhancing force protection.

18-2. Conversely, the abuse or ill-treatment of captured individuals can benefit an enemy or adversary in many ways. Even allegations of abuse may form the basis of powerful propaganda and undermine the credibility of coalition forces. Actual abuse, when made known publicly, leads to deterioration of domestic support and invites international condemnation. Deterioration in domestic support is equally likely. The abuse of POWs, internees, and detainees is unlawful. It is a misdirection of military effort that may indicate a breakdown in the internal discipline of a unit or formation.

18-3. All persons detained by coalition forces during the course of military operations shall be treated humanely from the moment they fall into the hands of coalition forces until release. This is the fundamental principle of the Geneva Conventions. Coalition forces are responsible for the safety and protection of all persons captured or detained by them until their release.

18-4. The management of captured persons, being of international concern, is monitored not only by coalition forces but also by the International Committee of the Red Cross (ICRC) as custodian of the Geneva Conventions. The coalition headquarters should identify differences in the adoption, application, or adherence to all aspects of the Geneva Conventions and additional protocols by troop contributing nations (TCNs) and take measures to ensure consistency within the coalition.

18-5. Coalition members must promptly report all alleged violations of the law committed by coalition personnel through the coalition chain of command. All alleged violations must be thoroughly investigated. Where appropriate, disciplinary action should be taken and corrective action should follow in order to prevent future occurrences.

Checklist

PLANNING

1. Is there a TCN designated as the lead for the provision of POW and civilian detainee facilities?
2. Have status-of-forces agreements (SOFA) been negotiated with the host nation regarding the capture, internment, or detention of persons by the coalition force, and are there any significant differences between SOFAs across the coalition?
3. Are TCNs managing their own captured personnel?
4. What legal provisions does the mandate provide for the capture, internment, or detention of persons by the coalition force?
5. How does the coalition intend to handle the transfer of captured personnel to the host nation if host nation laws are in some cases contrary to fundamental human rights principles (such as the application of certain punishments)?
6. What is the legal position of each coalition nation regarding whether the conflict has crossed the threshold into international armed conflict?
7. What is the status of all coalition nations in relation to adoption of the Geneva Conventions and Geneva Protocols?
8. What are the coalition's mechanisms for inspecting coalition POW and internee or detainee facilities?
9. When are the coalition partners expected to report detainees to the United Nations?
10. What is the coalition system to categorize and track the movements of captured persons to include those who are injured?
11. What are the liaison arrangements between those force elements responsible for interrogation and those responsible for internment and detention?
12. If an international police force has been deployed, can captured persons be transferred into the custody of that force?
13. What procedures are in place to protect the rights of captured persons, including inspections of internment and detention facilities by the coalition force commander, the ICRC, or other humanitarian organizations?
14. What is the logistic support plan for the POW, internee, or detainee facility?

POLICY AND PROCEDURES

1. Have orders been produced and promulgated concerning procedures to be followed regarding captured persons, and do all coalition troops understand them?
2. What is the coalition policy or procedure on:
 - Determination of the status of captured persons?
 - Common treatment standards?
 - Repatriation or release of internees and detainees?
 - Transfer of internees or detainees from one coalition nation to another or to the host nation, and have written agreements been concluded between the relevant parties?
 - Handling suspected war criminals?
 - Mandatory qualifications for interrogation of personnel?
 - Questioning of captured personnel by other nations?
 - Moving captured persons to POW, internee, or detainee facilities?
 - Interrogation techniques and procedures authorized?
 - Transfer of POWs (including personal equipment) to intelligence personnel for interrogation?
 - Training of coalition forces responsible for the treatment and management of captured persons?

References

The Geneva Conventions and Additional Protocols of 12 Aug 1949
<http://www.icrc.org/ihl.nsf/CONVPRES?OpenView>.

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Chapter 19 - Logistics

To understand the factors that will affect this functional area, readers must answer the generic questions in Chapter 1 as they apply to this functional area. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

19-1. Unity of effort is essential to coalition logistics operations. All nations must work together to identify requirements, prioritize them, and share capacity to provide the most effective and efficient support possible. This requires coordination not only between contributing nations, but also with civilian agencies in the area of operations. When possible, mutual logistic support should be developed for economy of effort. Coalition logistics should be flexible, responsive, predictive, and provide timely sustainment throughout the entire coalition force. Coalition planning must recognize varying logistic requirement by specific phase at the predeployment planning phase. Planning continues through reception, staging, onward movement, and integration; steady state; and redeployment operations.

19-2. Where appropriate, commanders control logistics on a coalition basis, with as much centralized control over logistics as interoperability permits. Creating a single coalition logistics command and coordination center provides visibility, economy of assets, and system efficiency. The G-4 should establish a planning group to define the extent of interoperability that may exist between coalition forces.

19-3. Coalition operations can complicate logistics support and reduce the degree of flexibility inherent in a national logistics system. Although responsible for logistics support of its national forces, not all nations have deployable logistics capabilities. Such nations then depend on other nations for all or part of their support.

Planning

19-4. Early involvement of the logistics staff is critical to mission success and ensures that sustainment requirements balance with capabilities. The logistics staff includes liaison officers and representatives from the host nation, nongovernmental organizations, and contractor support to operations. Logistics planning has three aims: to create and sustain tempo, to extend the potential to take greater operational risk, and to increase the endurance of the force. To facilitate planning, personnel must be identified and made available as early as possible. Concurrent logistics and operations planning is critical. Plans should be developed with all participating nations to achieve logistics efficiencies.

19-5. At the earliest opportunity, the coalition should establish a planning group to define the extent of interoperability and cooperation among coalition forces while designing the organization for the coalition, the command and support relationships, and the support relationships.

Responsibility

19-6. The responsibility for providing logistics support to national forces ultimately resides with their nations; some nations may not relinquish authority over their logistics assets. However, requiring each nation to perform all logistics functions separately is inefficient and would hinder the coalition force's ability to influence operations logistically. Varying degrees of mutual logistics support among coalition partners should be planned to complement partners' capabilities and minimize weaknesses.

19-7. The coalition commander should be given the responsibility to coordinate the overall logistics effort in all phases. In some cases, the coalition force may exercise control over the national logistics units, in other cases it will act only as the coordinating authority. The degree of authority will depend on existing agreements and arrangements negotiated with contributing nations.

Logistics Support Options

19-8. There are four methods of executing cooperative logistics in a coalition. All may be used individually or concurrently. These methods are national responsibility, lead nation, role specialization, and multinational integrated logistics support.

Host-Nation Support

19-9. Support from the host nation will be extremely valuable to the coalition. Therefore, the coalition command must analyze the physical infrastructure in the host nation. This analysis reveals what facilities and services are available to support the command and how they can reduce the logistics footprint. The coalition may establish a coalition contracting center to facilitate coalition procurement of scarce resources.

Mutual Support Agreements

19-10. Participating nations have the option of developing support agreements, bilaterally and multilaterally, with other nations for providing logistics support to their forces. The coalition headquarters must be given an overview of these arrangements to understand their implications on the coordination of the overall support plan. These agreements are done at national government level.

Contractor Logistics Support to Operations

19-11. Contractor logistics support is the use of preplanned and opportunistic civilian contracting to perform selected logistics support services. In a coalition, this support is a national responsibility to implement. However, nations should share vendor information, lessons learned, and contacts with the coalition command and other nations. The coalition headquarters must understand the role of this enabler, just as any other logistics capability.

Checklists

GENERAL

1. Are national, role specialization, lead nation, and host-nation responsibilities defined for the various logistics tasks?
2. Do plans specify the coalition logistics objectives? Are they achievable with respect to the plans?
3. Do plans state the size, expected duration, and dates of the multinational operation?
4. Have standards regarding operational or logistics capabilities been established for certifying units to participate in the operation?
5. How will the support functions supply, maintenance, transportation, facilities, field service, personnel, engineering be provided?
6. Have troop contributing nations (TCNs) identified logistics constraints and limitations and have TCN indicated a method of resolution? Are coalition planners aware of TCN logistics strengths and weaknesses?

PLANNING

1. What logistics preparation of the area of operations products and information are available and how can they be shared with other nations?
2. What are the logistics information requirements and who will provide the information? Are there information requirements for logistics that the commander might consider for commander's critical information requirements?
3. Has liaison been established with other coalition nations and civilian agencies to obtain up-to-date logistics information on the area of operations?
4. What is the logistics requirement for the coalition and its troop contributing nations?
5. What are the common supplies and services that one nation or a coalition organization might provide?
6. What logistics support options best suit each combat service support function for coalition operations?
7. Have lead nations been designated where appropriate?
8. Which nations are responsible for what support to other nations?
9. What coalition assistance is required for TCNs to deploy and operate?
10. What is the division of responsibilities among coalition, national, and host nation logistics support?
11. What is the logistics support structure? How will it identify capabilities and responsibilities of TCNs?

12. Has the coalition coordinated diplomatic efforts to arrange for country and diplomatic clearances, overflight rights, and basing for forces transiting from one locality to another in the area of operations?
13. How will the coalition prioritize, allocate, and use common infrastructure capabilities (ports, airfields, roads) to support military and civil operations?
14. What are the in-theater capabilities and resources of civilian agencies in the area of operations? What is the coalition reception, staging, onward movement, and integration process?
15. How will TCNs interface with the coalition movement control center?
16. Are provisions made for logistics support of civilians, prisoners of war, or nongovernmental organizations?

LOGISTICS COMMAND AND CONTROL

1. Is there a coalition logistics functional commander and, if so, has a coalition logistics command been established?
2. If not, has a multinational logistics staff been established as part of the coalition headquarters?
3. Is there a need to establish coalition logistics formations or units and, if so, have their organizations been determined? Can they be manned, equipped, and validated prior to employment?
4. Have coordinating centers been established for movements, medical, contracting, infrastructure engineering, and logistics operations?
5. Have the relationships between the coalition and TCN logistics organizations been clearly defined? Are the command and support relationships clear?
6. Will there be, and if so when and how, a transfer of authority over TCN logistics assets to the coalition?
7. What is the coalition's authority to redistribute or cross-level logistics assets and services under routine and emergency conditions?
8. What legal restrictions do national laws impose on logistics support?
9. Do national legal authorities permit the provision of logistics support among coalition nations?
10. Are coalition legal representatives available to provide counsel on international law and legal agreements?
11. How does the coalition assess logistics requests, requirements, and actions to ensure that they are valid with respect to the operation and authority given to the command?
12. How will the command ensure compatibility and interoperability of communications and information systems, to include automated data

processing interface, between the coalition and national logistics support systems?

13. Have logistics reporting procedures been established throughout the force?
14. Do coalition forces have the means to communicate requirements to the coalition logistics management center?
15. What procedures ensure total asset visibility of all transportation nodes?
16. What kind of mortuary capabilities do coalition TCN's provide?

INTEROPERABILITY

1. Has the coalition established methods for computing requirements and stock levels, while taking into account organizations, and do logistics communications and information systems differ among TCN?
2. How do language, values, religious beliefs, economic infrastructure, nutritional standards, and social outlooks, which may impact logistics support to coalition forces, differ among coalition partners?

MUTUAL LOGISTICS SUPPORT

1. Are TCN mutual logistics support agreements in place and in accordance with existing legal authorities?
2. What are the mutual logistics support agreement procedures to account for and reimburse nations for services and supplies exchanged between nations?
3. Does the coalition have acquisition and cross-serving agreements among coalition partners and do all coalition partners have pertinent copies and a complete and mutual understanding the acquisition and cross-serving agreements?
4. What current agreements exist with other participating nations that provide logistics support? Does this include agreements governing logistics support with representatives of other nations?

FUNDING

1. Has funding been identified to support operations or to reimburse expenditure? What are the limits on funding authority?
2. What is the availability of and procedures for using, common funding for contracting, establishing coalition headquarters, and general or common support?
3. Does the coalition have funding codes from all TCNs? What methods and documentation are required to record all expenditures?
4. How will the coalition capture costs associated with providing support to TCNs?

HOST-NATION SUPPORT

1. What coalition policies and agreements are required to facilitate the best use of local resources, including host-nation support and local contracting, to prioritize requirements, reduce competition and thus inflation, and reduce negative impacts on the local economy?
2. Has host-nation support been evaluated to determine the logistics support available to include law enforcement, sanitation, medical services, facilities, storage, and materiel?
3. What are the capabilities of existing infrastructure, to include water treatment plants, power stations, reservoirs, and bulk and retail fuel storage? HNS engineers or facility managers can help provide critical information on the availability of existing facilities.
4. Have negotiations to secure support either been established or completed?
5. What are the possible environmental impacts on the host nation providing support?
6. What policies, procedures and specific technical agreements—such as environmental clean-up; customs duties and taxes; and hazardous material and waste storage, transit, and disposal—must be developed to augment agreements that may have been concluded with host-nation support?
7. Has an assessment of current environmental conditions—such as water and soil contamination—epidemiological surveys, and disease risk been completed? Has that data been recorded for future remediation?
8. What facilities and land are required and do they exist in the area of operations? Priorities for property acquisition should be established taking into account when the property is needed.
9. Does the coalition have the authority to conclude host-nation support arrangements on behalf of TCN, or is prior national approval required?

MAINTENANCE

1. Is there a requirement for a coalition maintenance plan?
2. What will be the in-theater repair policy? What mutual support is planned for common equipment?
3. Do TCN have the means to order and receive repair parts?
4. Do coalition forces have recovery vehicle assets, platform trailers, or heavy equipment transporters?
5. Do coalition forces have communications repair facilities?
6. Do all coalition forces know and comply with the infrastructure repair plan?

TRANSPORTATION

1. What is the coalition movement control process at airfields and sea ports?
2. What are the available coalition air and sea lines of communication?
3. What are the movement priorities for coalition operations?
4. What are assigned airlift and sealift capabilities and allocations?
5. Will a logistics over-the-shore operation be required?
6. Has the coalition identified the requirements for sea ports, airfields, and inland transportation systems (to include roads, rivers and rail) in the area of operations? What are the priorities for their use?
7. What resources are required for new construction or necessary improvements to existing facilities?
8. Can sea ports support roll-on, roll-off vessels and increased berth depth?
9. What is the capability of coalition and host-nation transportation systems to move forces once they arrive in theater?
10. Do coalition forces have tactical rotary and fixed wing assets for intra-theater supply?
11. Do coalition forces have transportation assets for moving troops?
12. How will the command control movement into and out of airfields and seaports?
13. How will transportation facilities be shared with civilian agencies and contractors?
14. What fixed ports are available to support military marine terminal operations and what are the priorities for use?
15. What are the characteristics and capabilities of the road routes available to support military operations, such as road carrying capacity, road surface conditions, tunnels, bridges, cargo restrictions, and route redundancy?
16. Will the coalition or host nation perform highway repair work?
17. Are rail lines available to support military operations? What are the priorities for use?
18. Is a movement system for personnel and cargo specified (intra-theater, inter-theater, in-country)?
19. Has use of foreign (non-coalition) flag, sea, and airlift been addressed?
20. What transport support will be provided by or to coalition partners, host-nation forces, or other organizations? When will it be provided?

SUPPLY

1. What major equipment will coalition partners bring to theater?
2. How will each class of supply be handled?
3. Is the coalition supply system described for all echelons and is procedural guidance provided?
4. Are the stock levels by class of supply specified?
5. Have coalition critical and common items been identified?
6. Are supply support responsibilities identified for various coalition activities in theater and for the national support organizations?
7. What are the coalition forces' capabilities to receive, store, and issue dry cargo, fuel, and water, to include producing and purifying water?
8. What is the method for providing potable water?
9. What quality controls have been established for all coalition-provided services and supplies such as water, food, and petroleum, oils, and lubricants? How will they be monitored?
10. Will land forces provide fuel support to other services or receive support from other services? If so, how much and when?
11. What material handling equipment is available within the coalition?
12. Do coalition forces have a basic load of ammunition and what are their ammunition procedures?
13. What arrangements will be in place for coalition requisition, resupply, and support of common ammunition?
14. Have requirements been developed for support of common munitions to coalition partners or other services?
15. Are ammunition requisitioning and issue procedures included for support to coalition customers and other services?
16. Are critical munitions requirements addressed? Does this include training stocks?
17. Have arrangements been made or procedures developed for storing ammunition?
18. How will the command maintain national asset accountability from the national sustaining base to the front line units?
19. What is the system for property accountability of TCN equipment issued to other coalition forces?

CONTRACTING

1. Is there a coalition contract coordination center?
2. Is there a policy to prevent competition among coalition partners for scarce contracting resources?

3. Are there procedures and policies for contracting support in the area of operations, assuring full use of host-nation support and contracting resources?
4. Is there a contracting support plan? Does it cover the following requirements:
 - Ensures contracting receives consideration during logistics planning and becomes part of the operation order or operation plan.
 - Identifies subordinate command's requirements for host-nation or contracting support.
 - Develops an area database containing all available data concerning local resources from area studies, Foreign Service personnel, civilian agencies, and locally developed logistics support data. It should also contain a list of contracting and host-nation support agreements in the area of operations.
 - Addresses security performance measures and quality control aspects of contracting to include inspection of goods received to ensure against sabotage, poisoning, or other terrorist-style actions.

MORTUARY

1. Are coalition mortuary responsibilities defined?
2. Is local mortuary support available?
3. Is lift to evacuate remains available?

FIELD SERVICES

1. Have waste disposal considerations been addressed?
2. Have catering, water, and hygiene requirements been addressed?
3. Is postal support adequately planned for?

ENGINEER SUPPORT

1. What are the engineer support requirements for coalition facilities?
2. Can any of the facility requirements be satisfied by host-nation facilities?
3. Are firefighting capabilities addressed?
4. Is explosive ordnance disposal covered?
5. What security engineering enhancements are required?
6. What are the electrical power generation and distribution requirements?

DETAINEES

1. Have logistics and medical requirements been addressed for handling prisoners of war, civilian internees, retained personnel, and other detainees?

References

AJP-4, *Allied Joint Logistic Doctrine*

Chapter 20 - Financial Services

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

20-1. In general, financial services are a national responsibility and will be arranged through memorandums of understanding or agreements between the relevant nations. The coalition force headquarters should play a coordination role and establish policies aimed at curbing black market activities and reducing how inflation factors affect local economies.

Financial Resources

20-2. Financial services provide commanders with the financial resources necessary to contribute to a successful mission outcome. In-theater financial services support the commander by providing financial advice, supporting local procurement efforts, and funding and tracking operations costs. The latter includes capturing and recovering costs for goods and services provided to or received from other entities and military pay support.

20-3. In-theater finance groups perform tasks that help the host nation and other supporting forces by paying for contracts and providing cash to agents. The agents make local purchases and hire local labor, equipment, and infrastructure facilities. The finance groups also provide military pay support, currency exchange for individuals, and limited support to other services such as audits and financial management reviews.

Resource Management

20-4. Resource managers focus on obtaining obligation and expenditure authority and on tracking operation costs. Finance agencies provide essential input into the accounting systems to support cost capturing. Accurate, detailed costs are needed for reporting dealings with coalition partners to determine how costs have been or should be apportioned. These costs help in determining the net additional cost of an operation to a government.

Planning

20-5. To provide the necessary finance support to operations, inclusion in planning activities is paramount. Doing so enables ongoing advice to commanders and their staff on all financial and resource matters, allows costing to occur, and, where necessary, positioning of sufficient funds in the correct currencies, amounts, and denominations for future use.

Comptroller

20-6. The coalition must develop a policy for funding the operation. Finance management support to the coalition includes financial and resource management functions. Responsibilities of the coalition comptroller may include—

- Serving as coalition force principal financial management advisor.
- Representing the commander in identifying coalition resources and the needs of the financing country to the national authorities and others as required.
- Establishing financial management responsibilities, to include designating lead agents for specific financial management functions or special support requirements.
- Providing estimates of resource requirements to the national authorities and others as required.
- Establishing positive controls over funding authority received.
- Coordinating with the G-4 for a system to prevent fraud, waste, and abuse.
- Coordinating with the staff judge advocate on funding authority issues.
- Handling reimbursement for nations providing services to coalition forces and others.
- Preparing finance and disbursing section for the personnel annex of either the operation plan or operation order.

Checklist

1. Are there multinational logistic support agreements, memorandum of understanding, or other agreements or arrangements in place among coalition nations and what is their impact? Do all coalition members have copies as well as a complete and mutual understanding of the references?
2. Who are the coalition delegated financial authorities in theater?
3. Are there coalition limitations on the amounts of cash payments that soldiers may receive in the area of operations? Who imposes the limitations?
4. How will coalition finance support provide currency exchange?
5. What are the arrangements for cash resupply?
6. What are the arrangements to provide or receive coalition support to the local procurement process?
7. Have procedures been established to allow coalition participation in contracts let by troop contributing nations and used by the coalition?
8. What systems are in place for budget execution of assigned funding authorities?
9. Is there a requirement to establish an Internal Management Control Program?
10. Is there a fiscal law capability within the Staff Judge Advocate?
11. What are the legal limitations of assigned funds?
12. What are the reporting requirements and due dates for each funding source?
13. Does the coalition commander have funding authority for assigned funds?
14. Is there proper separation of duty between the contracting, disbursing, and comptroller functions?
15. Are there coalition policies aimed at curbing identified black market activities?
16. Are there policies for reducing how inflation factors affect the local economies?
17. Has funding been identified to support operations or to reimburse expenditure? What are the limits on funding authority?
18. What is the availability of and procedures for using, common funding for contracting, establishing coalition headquarters, and general or common support?

19. What are the procedures to account for and reimburse nations for services and supplies exchanged between nations, to include replacement-in-kind procedures?
20. Does the coalition have funding codes from all coalition nations? What methods and documentation are required to record all expenditures?
21. How will subordinate commands capture costs associated with providing support to coalition forces?
22. Has a plan been developed to monitor the impact of contracting and employing local agencies/employees to preclude corruption been considered?

References

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Chapter 21 - Medical Support

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

21-1. Coalition medical support plays a key role in developing and maintaining combat power and can be a major factor in achieving strategic goals. The medicals mission is promoting health, preventing casualties, and providing capable medical units. These assets are tailored to meet all operational medical requirements within coalition operations.

21-2. The coalition force commander should ensure that forces deliver health care rapidly, effectively, and efficiently to contribute to the coalition force mission. It is an abiding principle of coalition operations that one nation's forces may be treated by another nation's medical personnel or in another nation's treatment facilities. This requires coordinating all medical support assets, a detailed health plan, and effective liaison among the senior medical officers of each nation.

Planning Medical Support

21-3. The ability of coalition forces to conduct land operations successfully is predicated on thorough preparation and planning. MEDICAL SUPPORT is essential to maintain the health and well-being of the forces to preserve capability and enhance operational effectiveness. Knowledge of the capabilities of contributing forces, including those of the host nation, helps to reduce duplication and ensures efficiency. Knowledge of limitations allows risk management and helps to identify gaps to be covered. Together they ensure the medical resources are structured efficiently to meet the needs of the deployed force and support the coalition commander's intent.

21-4. A comprehensive medical support plan is complex. It should be developed and coordinated at every command level.. Such an approach helps the early development of critical policies and the management of common issues. These issues can include evacuation, standards of care, information management, medical waste disposal, care of detainees, care of civilians, sustainment, policy concerning posttraumatic stress disorder, and provision of specialist medical capabilities such as mental health. TCN have to make clear which kind (quality and quantity) of medical support they can provide. Long-term resourcing and structural requirements need to be addressed early in the planning process. In addition to planning, the force command medical advisor must provide professional direction, operational execution of the medical support plan and timely and accurate health advice to the force commander.

Coalition Medical Advisor

21-5. The coalition medical advisor is responsible to the commander for medical support in the area of operations. The medical advisor requires direct access to the commander. The medical advisor's staff should have representatives from all nations.

21-6. The medical advisor prepares the medical support plan and medical annex to the operation plan or operation order.

Checklists

PLANNING

1. Does the coalition force commander/staff have a complete force casualty estimate? Do the medical support facilities and evacuation assets support this estimate?
2. What troop contributing nations (TCNs) have organic medical support? For those that do not have this support, what level will other coalition forces provide?
3. Is there medicals representation on the reconnaissance and assessment team?
4. What resources or facilities are available from the host-nation organizations, and nongovernmental organizations, or civilian agencies in the area of operations?
5. Has a thorough health threat assessment been conducted? Are the results included in supporting medical support plans? If so, have specific health threats been mitigated through training, vaccination, or other preparatory means?
6. What is the desired medical support organization for early entry forces?
7. What medical support capabilities are to be located in the coalition area of operations?
8. What is the coalition casualty evacuation plan?
9. Are health facilities prepared to deal with chemical, biological, radiological, and nuclear casualties?
10. What provisions exist for managing the in theater mental health needs of the forces? Does the coalition have a comprehensive mental health strategy? Have chaplains been included in the plan?
11. What provisions exist for veterinary services?
12. What provisions exist for caring for detainees and civilians?

COMMAND AND CONTROL

1. Who will be designated as the lead nation for providing medical support?
2. Have national elements appointed senior health officers?
3. Has a coalition command medical advisor been appointed?
4. Have TCNs provided staff or liaison to the command medical advisor?
5. Are there coalition health assets available for surge situations such as mass casualty situations?
6. What is the coalition policy regarding the display of distinctive markings under Geneva Convention regulations?

7. Are there adequate arrangements for communications, coordination, and liaison among medical organizations?
8. Is there a coordinated coalition medical evacuation system?
9. Is medical support in reasonably proximity to all forces?
10. Are the medical support assets sufficiently mobile to provide support to the coalition forces?
11. Have provisions been made to coordinate medical support with host-nation forces, nongovernmental organizations, and international and regional organizations?
12. Has a process been established to track and report casualties of one nation using the health facilities of another and coordination requirements for return-to-duty transportation?

MEDICAL INFORMATION AND INTELLIGENCE

1. What are the medical threat assessment and health surveillance requirements?
2. Does the medical surveillance include pre and post surveillance programs; evaluation of infectious diseases, risks; determination of the requirements for an entomologist for vector control, and the health of the local population?
3. What is the plan for collecting, analyzing, and disseminating medical information about the coalition force and the local population?

LOGISTICS

1. Which items of medical supply are common and which are nation-specific? Have provisions been made for national supply chains when required?
2. What is the blood supply and distribution system?
3. Who will inspect food stuffs and water from a health and military medical perspective?
4. What provisions exist for repairing medical and dental equipment?
5. Does the coalition logistic plan account for graves registration and mortuary procedures to service coalition fatalities? Does the plan include recognizing cultural differences in dealing with human remains and procedures and policies for local civilians? Is this plan coordinated with national authorities? Does the plan include deceased enemy prisoners of war and handling enemy remains on the battlefield? Is this plan coordinated with national authorities?
6. What provisions exist for handling and disposing of hazardous and medical waste?

POLICY

1. Has the coalition established eligibility for health care including noncombatants, civilian coalition members, contractors, displaced persons, refugees, and host-nation civilians including arrangements for reimbursement?
2. Have procedures been established to prioritize and de-conflict health care requirements of enemy combatants on the battlefield and in enemy prisoner of war camps with that of coalition personnel but at the same time ensuring compliance with the Geneva Conventions?

References

AJP-4.10, *Allied Joint Medical Support Doctrine*

AMedP-15, *Military Medical Support in Disaster Relief*

Chapter 22 - Personnel

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Personnel Support

22-1. Personnel support functions are a national responsibility. However, if opportunities for interoperability exist, they should be pursued where multinational cooperation is a more efficient option. Personnel support includes replacements; strength management; personnel accounting; casualty management; personnel database and information management; postal services; personnel evaluations; promotions, transfers and discharges; morale, welfare and recreation; and awards.

22-2. Finance, religious ministry, public affairs, and legal support to the command are discussed in separate chapters.

G-1 (Personnel)

22-3. The coalition G-1 is the principal staff assistant to the commander on personnel management. The G-1 provides guidance, oversight, and coordination of overall personnel issues.

22-4. In consultation with the troop contributing nations, the coalition G-1 may recommend a rotation policy based on the coalition's mission, length of operation, operational environment, and requirement for appropriately trained and skilled personnel. The rotation policies of participating nations will affect tour length. However, the coalition commander will require visibility of national contingent rotations to remain aware of the status of national forces and to account for all the forces in the area of operations.

Reception Center

22-5. The coalition G-1 runs the coalition personnel reception center. The coalition personnel reception center familiarizes coalition personnel with the coalition, its mission, and the situation for which the coalition was formed. It also assists personnel in acclimating themselves to the host nation, its culture, and its history. Each coalition nation should be represented in the coalition personnel reception center. The center may also serve as the central location of national personnel service support operations.

Visitor's Bureau

22-6. The number of visitors to an area of operations may warrant establishing a coalition visitor's bureau. This bureau can help to handle all visitors, especially distinguished visitors. This is usually a full-time responsibility. A senior officer should be the director of the coalition visitor's bureau. It should consist of representatives from all coalition nations. It must possess sufficient communications and transportation capabilities.

Checklist

PERSONNEL

1. What is the coalition management scheme for personnel replacement in coalition headquarters?
2. Have coalition personnel services support assets been co-located for ease of coordination between the national organizations of the coalition force?
3. Have instructions for special coalition requirements—such as passports, visas, immunizations, uniforms, equipment, and travel restrictions—been addressed?
4. What coalition morale, welfare and recreation policy exists?
5. What coalition leave policy exists?
6. Is there coalition recognition of service policy for awards or honors?
7. Is postal support for the all troop contributing nations (TCNs) adequately planned for?
8. What coalition mortuary affairs capabilities do the TCNs have?
9. Is there a coalition visitor's bureau?

ROTATION AND STRENGTH MANAGEMENT

1. Is there a coalition rotation plan or policy?
2. Does the coalition commander have visibility of national contingent rotations and rotation policies?
3. Does the strength management system accurately account for all personnel in the area of operations?
4. Does a coalition information management plan account for the summation of personnel status reports including authorized, assigned, and deployed strengths; critical personnel shortages; casualty accounting; and personnel requisitions?
5. Have coalition member nations been asked to stagger personnel replacement to maintain skills set and expertise in the area of operations?
6. Has a coalition personnel reception center been established to handle personnel flow into and out of the area of operations? Have manning requirements for the coalition personnel reception center been identified and agreed to by the coalition members?
7. Have procedures been established to identify personnel information on all in-bound personnel upon arrival and out-bound personnel upon departure?

References

Chapter 23 - Religious Support

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

23-1. Religion plays a pivotal role in the self-understanding of many people. It has a significant effect on the goals, objectives, and structure of society. This may impact coalition policy, strategy, or tactics. Religious differences among personnel of both participating nations and populations in the area of operations need to be identified and addressed during the planning stages. Religious occasions or holidays may affect the conduct of operations, and it is essential that they are approached with sensitivity.

23-2. Coalition religious support plays a key role in promoting, developing, and maintaining the spiritual health and morale of the soldier, as well as advising the command and staff on the spiritual and moral well-being of the command. Coalition force commanders must maintain the religious needs of the command. This requires coordinating religious support assets, a detailed religious support plan, and effective liaison with the senior chaplains of each nation. The idea of one nation's chaplains providing worship services or pastoral care for the soldiers of another nation should be possible.

Team Ministry

23-3. Chaplains should communicate with one another to provide needed information and mutual support. Some chaplains may be limited by the laws or regulations of their nations with regard to the ministry they may perform. These limitations must be understood and respected.

23-4. Chaplains and those enlisted personnel assigned to assist chaplains may assist in identifying the sign of posttraumatic stress disorder, and make recommendations to medical support specialists. As part of a comprehensive mental health strategy, they can advise soldiers seeking or requiring support and the commander on force effectiveness.

Checklist

1. What are the religious differences among personnel from troop contributing nations (TCNs) and populations in the area of operations and how might this impact coalition operations?
2. When are the religious occasions of the host nation and TCNs and what are their significance? How are religious occasions celebrated and what are the implications?
3. How are religious support assets coordinated and has a plan been prepared?
4. Is there a process by which one nation's chaplains can provide worship services or pastoral care for the soldiers of another nation?
5. How do the chaplain's roles in mental health coordinate with the overall mental health plan for medical support?
6. Is there a plan for religious support to detainees?

References

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Chapter 24 - Legal

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

24-1. The legal framework that influences the conduct of coalition operations needs to be understood by troop contributing nations (TCNs), coalition commanders, and their staff. Even coalition forces conducting operations under Chapter VII of United Nations (UN) peace enforcement mandates are subject to the law.

Legal Basis for Operations

24-2. A fundamental principle of the UN Charter is noninterference in the internal affairs of a sovereign state. Therefore, any military action by a coalition of states on the territory of another state cannot be undertaken unless legally justified. It also must act consistently with the principles of the UN Charter, such as Chapter VII UN Security Council Authority, Article 51 individual or collective self-defense.

24-3. The success of any coalition operation therefore does not only depend on the accurate and timely application of combat power, but also on the degree of domestic and international support for the operation. The legal (and moral) basis for the coalition's presence in the host nation, its mandate, and the privileges and immunities of any civilians must be established early in the planning process.

24-4. The law of armed conflict is legally binding on the coalition partners in any operation where a state of armed conflict exists to which the coalition members are a party. Some aspects of the law of armed conflict, such as prohibitions on the use of certain weapons, may legally bind coalition partners even though no state of armed conflict exists. Even when not applicable as a matter of law, the humanitarian principles of the law of armed conflict may be applied as a matter of national policy. International human rights law is also relevant. In particular, treaty and customary international law prohibitions—such as those in respect of torture, cruel, inhuman and degrading treatment or punishment, and deprivation of other fundamental human rights. These obligations shape the way in which operations can be lawfully conducted.

24-5. Status-of-forces agreements (SOFAs) and arrangements are powerful instruments for modifying how international and host-nation domestic law affects a coalition operation. They set out the privileges and immunities of coalition personnel in the host nation to which they have been deployed.

24-6. Coalition forces also need to understand environmental constraints during operations. These could arise because of treaty obligations (such as the Basel Convention), host-nation requirements, or a TCN's own environmental legislation. Military materiel restrictions by one or more TCN or the host nation may also limit the method (such as the use of depleted uranium rounds) by which forces conduct operations. Additionally, host-nation cultural and historical sensitivities must be considered as a factor in the operational planning sequence.

Legal Support

24-7. Given the complexities associated with the management and maintenance of a coalition legal framework, a coalition legal officer should have overarching responsibility for the management of legal issues from the outset. Long-term legal issues also need to be addressed early in the planning process. With appropriately qualified and experienced legal staff, the coalition legal officer can provide timely, accurate, and relevant legal advice to the commander and assist in the decisionmaking process.

24-8. All units and individuals remain subject to national rules of engagement and the laws of their country even when embedded in another coalition headquarters.

Checklists

PLANNING

1. Is there a cross reference matrix of coalition members' legal restrictions or limitations?
2. Is the host-nation military and/or civilian judicial infrastructure intact and what is its impact on coalition operations?
3. What are the coalition force's powers of search, detention, and arrest of civilian suspects?
4. What are the coalition force's obligations to war crimes' investigations and indictment?
5. Has any SOFA been established with the receiving nation? What are the key differences in SOFAs, if any, across the coalition?

COMMAND AND CONTROL

1. Has a senior coalition legal officer been appointed?
2. Has the coalition established a military discipline system?

LOGISTICS

1. How do coalition forces gain land clearances for operating bases?
2. Is there a system to pay for claims arising from inadvertently injuring people or damaging property, incidental to operations?
3. What are the legal and fiscal restraints involving logistic assistance to nonmilitary organizations and other nations' forces?

PERSONNEL

1. Is there a coalition policy on:
 - Arming civilians that accompany TCNs forces?
 - Equipping civilians such as interpreters, war correspondents, and contractors with military uniforms and identification cards?
 - Jurisdiction over civilian contractors for discipline and command and control deployed in support?
 - Limitations on hiring locally employed civilians?
 - Instructing nonmilitary personnel accompanying TCNs as to their rights, duties, and obligations under the law of armed conflict?
2. Has the National Red Cross Societies or other voluntary aid societies been assigned exclusively to medical and medical support duties?
 - Are they subject to the TCN's military laws and regulations?
 - Has their intended assistance been notified to the enemy?
 - Have they been instructed as to their rights, duties, and obligations under law of armed conflict?

- Have they been furnished with the identity cards required by article 40 of the Geneva Convention?
- 3. Have TCNs provided the names and descriptions of all hospital ships to the conflicting parties at least ten days before their employment? If hospital ships of the TCNs use the National Red Cross Societies and hire private citizens of neutral countries, have they placed themselves under the control of one of the parties to the conflict?
- 4. Are personnel from one TCN permitted to use the weapons and personal protective equipment from another TCN?
- 5. Is the coalition capable of dealing with proscribed organizations or personnel (outlawed organizations or personnel)?
- 6. Does a TCN permit its troops to be transported in the vehicles of other TCNs?

LEGAL AND INVESTIGATIONS

1. Will TCNs fully cooperate in coalition criminal and administrative investigations?
2. Will TCNs share findings and evidence during investigations?
3. Do TCNs have any specific evidentiary requirements for criminal and/or administrative investigations?
4. Will TCNs permit other nations to conduct customs and quarantine inspections of military aircraft and vessels?
5. What are the procedures for reporting alleged war crimes and related misconduct committed by the enemy and alleged misconduct by TCNs and allied prisoners of war?
6. Do TCNs have the capability to conduct war crime investigations? If not, have TCNs assigned responsibility for collecting and preserving evidence of all such matters?
7. What is the victim identification capability?
8. What is the deployable pathology capability?
9. What is the deployable forensic capability?

References

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Chapter 25 - International Law, Treaties, and Arrangements

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

25-1. As stated in Chapter 24, international law will apply to all coalition operations. International law is primarily concerned with the principles and rules of conduct, which nations observe in their relationships with each other. Important aspects of international law, including the law of armed conflict, also govern the actions of individuals. Under international law, the term; 'states' refers to nations that have been accepted as part of the international community and enjoy sovereignty.

25-2. Article 38 of the Statute of the International Court of Justice recognizes four sources of international law:

- International conventions, whether general or particular, establishing rules expressly recognized by contesting statutes.
- International custom as evidence of a general practice accepted as law.
- General principles of law recognized by civilized nations.
- Judicial decisions and teachings of the most qualified publicists of the various nations, as subsidiary means for determination of the rules of law.

25-3. Some provisions of international law, such as prohibitions on the use of certain weapons, may bind a coalition member who is a party even though no state of armed conflict exists. Other provisions of international law, such as those that are customary law, may bind a coalition member even if that state has not signed a treaty.

25-4. Not all coalition nations will be party to the same treaties and arrangements. Even those coalition members who are party to the same treaties and arrangements may have made reservations or declarations of understanding, which affect their individual obligations. Not all coalition members will have the same understanding of customary international law. Differing national perspectives can create marked disparities between what troop contributing nations (TCNs) can or cannot do. The question of what law is applicable in a given operation often depends on several factual considerations. Each coalition member nation must seek its own expert legal advice.

25-5. A list of relevant international treaties to the planning and conduct of coalition operations can be found on the International Committee of the Red Cross' treaty database at www.icrc.org. The database contains about 100 international treaties, commentaries on the four Geneva Conventions and their additional protocols, and an up-to-date list of signatures and ratifications together with full text of reservations. Considering that not all NATO members have ratified every treaties and additional protocols, it is recommended to contact country's national committee and/or consult the list of states that have ratified the treaty.

Checklist

1. Have the Geneva Conventions and their additional protocols been ratified by all TCNs? (www.icrc.org)
2. What other conventions or declarations have been ratified by TCNs?
3. Does the lead nation have a status-of-forces agreement or arrangement with foreign countries through which TCN forces will pass or be deployed into? If yes, does it cover all TCNs?
4. Do TCNs have their own bilateral agreements or arrangements?

References

A list of international conventions and protocols is available at www.icrc.org.

Chapter 26 - Special Operations Forces

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

26-1. Special operations forces (SOF) can be a valuable asset for a coalition since they possess unique capabilities that complement conventional capabilities. Coalition SOF will share similar doctrinal tasks; however, capabilities will vary. When commanders consider using SOF, they must understand the capabilities of the forces and properly apply those capabilities. SOF staff and liaison officers will be the best to advise whether they have the required skill sets, support assets and the command and control infrastructure to operate successfully. National release of SOF will vary and may come with national caveats.

26-2. SOF work well across the spectrum of conflict and at all stages—pre-conflict, conflict and post-conflict—in support of political and military objectives. They are not bound by any set of environmental conditions. SOF are area oriented. Usually they have personnel experienced and conversant in the languages and cultures found in the area of operations.

Employing SOF

26-3. SOF are a capable but limited resource. Their missions should take advantage of their unique capabilities. Command and control arrangements are a key attribute to their success. SOF should be commanded at the highest appropriate level to ensure they are used to best effect. A SOF liaison to the headquarters and units (when necessary) with appropriate communications will ensure that there is effective coordination for the de-confliction and coordination of operations. This should include the use of control measures for the operational environment.

26-4. A SOF commander will be appointed to accomplish a specific mission or to control SOF in the area of operations. Normally this commander will be the commander with the preponderance of SOF and the requisite command and control. This commander would exercise day-to-day command and control of assigned or attached SOF. A SOF commander will also allocate forces against tasks in support of the campaign plan. The command may define a joint special operations area for exclusive use by SOF. Establishing such a joint special operations area may delineate and facilitate simultaneous conventional and special operations in the same general operational area.

Checklist

1. What is the command and control (C2) relationship?
2. Has communication information (frequencies, call signs, challenge and passwords, emergency signals and codes) been provided to the conventional forces?
3. What control measures are being used?
4. What are the battle handover criteria?
5. Have liaisons been exchanged?
6. Is there a requirement for the conventional force element to provide logistical support to SOF?
7. Are there contingency plans for mutual support in place?
8. How do conventional commanders request direct support of SOF?

COMMAND AND CONTROL

1. What communications and information systems (CIS) arrangements will be required to ensure rapid passage of information, decisionmaking, and deployment?
2. How is SOF information incorporated into the common operational picture?
3. To whom will the SOF liaison officers report in the conventional headquarters or chain of command? Who will issue orders to the SOF? What command relationship exists with the SOF unit if any?
4. How will the coalition force commander ensure that SOF are briefed on conventional operations and intention?
5. When required, what arrangements are in place to ensure that the appropriate commanders and staff throughout the conventional chain of command are briefed to the necessary detail?
6. Who is the supported and supporting force? Are SOF supported or supporting? Have the differing capabilities been considered to ensure seamless compatibility?
7. What will be the command arrangements and recognition arrangements if a conventional quick reaction force is tasked in support of a SOF operation, or vice versa?
8. Will SOF provide their quick response force or will coalition provide?
9. Will SOF perform their infiltration and exfiltration? Will coalition need to assist?
10. Who is supplying supporting fires? Are proper controls in place to prevent fratricide?

11. Will the unit remain in the area of operations continually or deploy into the area of operations for specific missions?

References

AJP-3.5. *Allied Joint Doctrine for Special Operations* (NATO).

Chapter 27 - Support from the Maritime Component

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

On occasions the land component will be supported or supporting the maritime component. Coalition operations may initially involve amphibious operations, thereafter a land component might be deployed either across a beach or more likely through a port. During operations, the land component would expect to be supported by maritime fires and intelligence, surveillance, target acquisition, and reconnaissance (ISTAR) as well as sustained in certain circumstances. For example, a medical hospital ship can provide a base for advanced treatment and logistics may be in part sea based.

Checklist

MARITIME OPERATIONS

1. What is the land component's relationship with the maritime component (supported/supporting)?
2. Are maritime forces operating in the littoral environment to project forces ashore as part of joint operations?
3. What is the scope of support from the maritime component in terms of time and space?
4. Are maritime forces contributing to operations ashore by conducting operations in direct or indirect support of land operations?
5. What is the coalition structure of the maritime component and what capabilities do they possess?
6. What is the potential for sea basing?
7. What in-place medical treatment facilities exist at sea, such as US hospital ships or sea-based role 2 or 3 medical treatment facilities from other nationalities?

COMMAND AND CONTROL

1. What control procedures will be used to de-conflict air, aviation, indirect fire, unmanned aircraft systems, and afloat assets including small boats?
2. What spectrum management requirements exist in relation to electronic warfare and emission control?
3. Who has access to the recognized maritime picture and intelligence products?
4. How will maritime, land, and air units' ISTAR link into a common operational picture?
5. How will the maritime component interface with land component communications and information systems (CIS)?
6. If there is a maritime interdiction operations concept of operations, does it support achieving specified objectives?
7. The integrated application of naval capabilities for a diverse range of missions requires a flexible approach to task organization and command arrangements. Is the command and control structure sufficiently decentralized in order to generate the tempo of operations to best cope with uncertainty, disorder, and fluidity of combat?
8. Is the type of command relationship chosen based on mission, nature and duration of the operation, force capabilities, command and control capabilities, operational environment, and recommendations from subordinate commanders?

9. Are land and maritime component commanders co-equal in planning matters and decisions? All decisions must be reached on a basis of common understanding of the mission, objectives, and procedures and on a free exchange of information. Any differences between commanders that cannot be resolved are referred to higher authority.

COMMUNICATIONS AND INFORMATION SYSTEMS

1. How will coalition intercomponent communications and information systems be integrated?
2. Is there a need for a single intercomponent bearer communications system? If so what coalition intercomponent bearer communications systems will be used?
3. If automatic interfaces are unworkable, what will be the liaison officer requirements?

INTELLIGENCE, SURVEILLANCE, TARGET ACQUISITION, AND RECONNAISSANCE

1. How will ISTAR assets be coordinated and tasked?

LOGISTICS

1. Are there any commercial or national constraints on using contracted vessels?
2. What is the potential for sea basing?
3. Can all coalition partners be supported by the maritime component?

MEDICAL

1. What in-place medical facilities exist at sea?
2. Is a primary casualty reception vessel available?
3. Are adequate assets for medical evacuation available?
4. What is the policy for reception and treating of coalition casualties from the land component?
5. What are the coalition policies on maritime support to the indigenous population?

References

- AJP-3.1. *Allied Joint Maritime Operations* (NATO).
- ATP-1. *Allied Maritime Tactical Instructions and Procedures* (NATO).
- ATP-8. *Doctrine for Amphibious Operations* (NATO).

Chapter 28 - Support from the Air Component

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

On most occasions the land component will be supported or supporting the air component. Coalition operations may initially involve an air operation. Following these operations, the land component might be deployed through an airhead. During coalition operations the land component would expect to be supported by air fires and intelligence, surveillance, target acquisition and reconnaissance but may also be sustained by air in certain circumstances.

Checklist

AIR OPERATIONS

1. What is the land component's relationship with the air component (supported/supporting)?
2. Has the coalition force commander appointed an airspace control authority?
3. Has the combined joint forces air component command appointed an air defense commander?
4. Have coalition air defense weapons control procedures been established and promulgated for all air defense weapons systems and forces?
5. Has the airspace control authority, in coordination with subordinate commanders, selected those airspace coordinating measures and procedures that are most suitable to accomplish the mission?
6. Does the coalition or a single nation provide the coalition air operations center functions?
7. Who has access to the recognized air picture and intelligence products?
8. How will intelligence, surveillance, target acquisition and reconnaissance for maritime, land, and air units contribute to the common operational picture?
9. Have procedures been established for the dissemination of orders, taskings, and requests for air support?
10. What aviation assets are available to the combined joint air component commander and what aviation assets are organic to the component commanders and will be retained by the component?

References

- AJP-01. *Allied Joint Operations* (NATO).
- AJP-3.3. *Joint Air and Space Operations Doctrine* (NATO).
- AJP-3.3.2. *Air Interdiction and Close Air Support* (NATO).
- AJP-3.3.5. *Doctrine for Joint Airspace Control* (NATO).

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Chapter 29 - Private Military and Security Companies

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

29-1. The increasing complexity of the operational environment has led to more commercial companies providing military and security services to support the campaign. Such companies are significant actors in the operational environment. The industry may be broadly divided into those offering armed, and those offering unarmed, capabilities. Private military and security companies (PMSCs) compete for government, non-governmental and, commercial contracts. The contracts provide services ranging from security advice and risk analysis to armed close protection and convoy security. Therefore, PMSCs are likely to be present in the operational environment and may affect coalition operations at all levels. Coalition commanders should consider PMSCs throughout the planning process.

29-2. The term PMSC does not refer to nonstate armed groups or militias, many of which might be considered as organizations that provide security, defense, or military services such as logistics, construction, and combat service support activities. PMSCs mainly differ in that they are motivated by commercial interests. Such motivations allow both positive and negative inferences. For example, PMSCs are driven by commercial success; poor performance and failure to adhere to contractual stipulations may deter future customers from employing the PMSCs.

29-3. There is no broadly accepted definition of a PMSC. PMSCs mostly avoid the term, preferring to refer to themselves as risk or security consultants, or similar. The term PMSC applies to the full range of companies involved in the supply of all types of security, defense, and military services. These services include providing support and training to commercial, nongovernmental organizations, or public sector interests. PMSCs does not refer to those companies providing contractor logistic support under existing national arrangements, nor to those defense industry companies covered under existing capability procurement policy and procedures.

Checklist

COMMAND

1. How do PMSCs affect the campaign plan and campaign authority?
2. Where is the PMSC registered? Which national laws and regulatory framework apply to its conduct?
3. What are the legal and regulatory issues when dealing with PMSCs?
4. What is the legal status of PMSCs within the host nation?
5. What are the self-regulation mechanisms across the PMSC industry?
6. What are the freedoms and constraints in dealing with the PMSC industry?
7. What is the operational risk relating to the failure of PMSCs fulfilling their contractual obligations (coalition-contracted and third party-contracted)? How can the coalition mitigate that risk?
8. Who is the PMSCs client organization? Does the coalition exercise influence or command over their activities?

CONTROL

1. What are the operational considerations when dealing with PMSCs?
2. What are the risks to operations security when dealing with PMSCs?
3. How can PMSCs be integrated into the coalition and in the operational environment?
4. How can situational awareness and liaison with PMSCs be implemented—
 - When dealing with coalition-contracted PMSC?
 - When dealing with third-party contracted PMSC?
5. What are the PMSC's rules for the use of force?
6. What are the PMSC's command and control arrangements? Which PMSCs have communications and liaison capabilities established with the coalition force?
7. What procedures exist for communications with the PMSC management?
8. What considerations must be made, and what procedures are necessary, regarding the disclosure or release of information to PMSCs?

PLANNING

1. What are the reputation, language, culture, history, ethos, and background of the PMSC?
2. What is the nationality and ethnicity of the employees of the PMSC? What is their professional background and training?
3. What vehicles, equipment, and weapons do the PMSCs use?

4. What considerations must be made regarding the PMSC's use of weapons, including armory and ammunition management?
5. Does the PMSC leadership possess security clearances? To what level? Who is the issuing authority?
6. What is the PMSC's primary mission in theater? What is the mission of their client?

CONTRACTUAL (ADDITIONAL CONSIDERATIONS SEE CHAPTER 19)

1. What is the contractual process? How does this affect operational and tactical commanders?
2. What are the capabilities and services provided under the PMSC contract?
 - Unarmed or armed capabilities?
 - Defensive or offensive operations?
3. With who is the PMSC contracted?
4. What services (tasks) are in the PMSC contract?
5. Where is the contract to be executed? For how long ?

SUPPORT

1. What considerations must be made regarding the provision of security support to PMSCs?
2. What considerations must be made regarding the provision of medical support to PMSCs?
3. Where is the PMSC's operating base and who provides its force protection?
4. What are the PMSC's logistic support arrangements?

References

ACADEMIC

- Chesterman, Simon and Chia Lehnardt, Eds. *From Mercenaries to Market: The Rise and Regulation of Private Military Companies* (Oxford: Oxford University Press, 2007).
- Mathieu, Fabien and Nick Dearden. "Corporate Mercenaries: The Threat of Private Military and Security Companies." November 2006.
www.waronwant.org.
- Percy, Sarah. "Regulating the Private Security Industry." *Adelphi Paper 384*, December 2006.

COALITION (IRAQ)

- Coalition Provisional Authority Order 3.
<http://www.cpa-iraq.org/regulations/#Orders>.
- Coalition Provisional Authority Order 17.
<http://www.cpa-iraq.org/regulations/#Orders>.

WEB SITES

- British Association of Private Security Companies. www.bapsc.org.uk.
- International Peace Operations Association. www.ipoaonline.org.

Chapter 30 - Chemical, Biological, Radiological, and Nuclear Defence

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

30-1. Chemical, biological, radiological, and nuclear (CBRN) threats exist in much of the world, either from deliberate attack or from accidental release. This danger necessitates protection in either conventional or asymmetrical threat situations. As a result, the coalition must consider how it will support other organizations incapable of self-protection from the threat of CBRN. These might include international organizations, nongovernmental organizations, other government agencies, contractors (both international and local), and local civilians.

30-2. CBRN defense is based on the following five enabling components:

- Detection, identification, and monitoring.
- Communications and information systems, warning, and reporting.
- Physical protection.
- Hazard management.
- Medical countermeasures and support.

30-3. Detection, identification, and monitoring discover and characterize CBRN incidents, identify the agents and hazards, delineate areas of contamination, and monitor the changes. This includes CBRN defense surveillance, survey, reconnaissance, and sampling.

30-4. CBRN information management is a comprehensive and integrated process to enable the force commander to consider all CBRN related information in all subsequent stages of an operation. The result of this process can lead to the deployment or redeployment of CBRN defence capabilities. It is therefore a major component of CBRN defence. CBRN information management has the CBRN warning and reporting process as a central element but also includes the processes and communications across a wide range of CBRN related area.

30-5. Physical protection is concerned with more than personnel. Individual and collective protection is required so that personnel can survive CBRN hazards and continue to operate in a CBRN hazard environment. Measures to protect facilities and equipment are also included.

30-6. Hazard management includes measures to limit the operational impact of CBRN incidents. Hazard management is based on the principles of pre-hazard precautions and hazard control through avoidance, control of spread, exposure control and decontamination.

30-7. Medical countermeasures and pre-treatments are designed to diminish the susceptibility of personnel to CBRN hazards.

30-8. The principles of employment are a national responsibility. While they provide individual protection equipment and training, the coalition still must prioritize the allocation of limited specialist assets at national and coalition levels. The senior CBRN defense advisor to the coalition commander will advise on the deployment of the limited theater specialist assets allocated through the force generation process.

Senior CBRN Advisor and Force CBRN Staff

30-9. The senior CBRN defense advisor on the coalition headquarters staff is the principal CBRN advisor to the coalition commander on all CBRN issues. This requirement may be coordinated by the lead nation; however, one coalition member could well provide the bulk or even all the CBRN specialist elements to the coalition.

30-10. In an area of operations, the commander remains responsible to prioritize the CBRN defense effort, with advice from the senior CBRN defense advisor. With the assistance of the CBRN staff, this advisor, on behalf of the commander, provides coordinating and technical advice concerning the use of CBRN defense assets throughout the area of operations.

Checklist

CONTROL

1. Has a senior CBRN defense advisor been identified?
2. What is the CBRN warning and reporting organization in the area of operations?
3. How are the high-value assets, such as biological detectors, allocated among coalition partners and deployed in the area of operations?

COMMUNICATIONS

1. Have frequencies and communications networks been identified for the passage of CBRN information management such as warning and reporting?

POLICY AND PROCEDURES

1. Are troop contributing nations (TCNs) willing and capable of operating in a CBRN environment if a possible threat exists?
2. What national caveats exist for deploying biological detection assets?
3. What are the TCNs policies and positions for using CBRN? For example, can coalition forces use incapacitating agents or lachrymatory agent? Have coalition forces adopted standard guidance for interpreting hazards identified by chemical detectors?
4. Are sampling standard and identification protocols in place to verify first use of weapons of mass destruction?
5. Which national laboratories will be used to analyze collected samples for first use and treaty violations?
6. Has the coalition established an operation exposure guide to manage radiation exposures?
7. Have TCNs adopted a standardized individual CBRN protective dress state?

MEDICAL

1. What medical pretreatment or prophylaxis do coalition partners have for CBRN protection such as vaccinations, auto-injectors, and anti-emetics (or special medical assets such as the German Task Force Medical CBRN Defense)? What are national policies for their use?
2. What capabilities do coalition partners have to treat CBRN casualties?
3. How will the psychological impact of potential enemy CBRN use be countered?

CBRN DEFENCE

1. What infrastructure exists for assisting coalition forces to deal with low-level radiation or toxic industrial chemical hazards like medical treatment facilities or detection equipment supply houses?
2. Are the necessary CBRN protection, detection, and reconnaissance equipment available to troops to counter a threat?
3. Are adequate stocks of chemical over garments available? What is the resupply capability?
4. What plans exist to protect international organizations, nongovernmental organizations, other government agencies, contractors (both international and local), and local civilians against CBRN threats?
5. Can TCNs conduct decontamination and cleanup of CBRN contamination?

References

- AAP-21. *NATO Glossary of NBC Terms and Definitions* (NATO).
- AJP-3.4. *Allied Joint Doctrine for Non-Article 5 Crisis Response Operations* (NATO).
- AJP-3.8. *Allied Joint Doctrine for NBC Defence* (NATO).
- ATP-3.8.1 V 1. *Allied Joint Tactical Doctrine for Conduct of CBRN Defence in Operations* (NATO).
- ATP-45. *Reporting Nuclear Detonations, Biological and Chemical Attacks, and Predicting and Warning of Associated Hazards and Hazard Areas* (Operators Manual) (NATO).

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Chapter 31 - Counter-Improvised Explosive Device Operations

To understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, the chapters on training and logistics have questions that pertain to each of the other functional areas.

Introduction

31-1. This chapter describes a framework for counter-improvised explosive device (IED) operations, planning, and targeting in a coalition operating environment. The proliferation of improvised explosive devices is a feature of the contemporary operating environment. IEDs are tactical weapons that may have a strategic effect; they can cause high levels of casualties and restrict friendly forces' ability to maneuver. IEDs can also be combined with an information campaign and have a significant effect on the conduct of operations at the operational and strategic levels. The use of IEDs continues to evolve as does their complexity and sophistication.

31-2. Counter-IED can be described as the collective efforts at all levels to defeat the IED system in order to reduce or eliminate the effects of all forms of IEDs used against friendly forces and non-combatants. Successful counter-IED operations prevent the adversary from using one of his most potent weapon systems, thus allowing freedom of action and maneuver for coalition forces and facilitates as well as the achievement of operational or campaign objectives.

31-3. As the employment of IEDs has proliferated, NATO nations have developed comparable but often unique approaches for attacking the IED life cycle. This has resulted in national variances to defeating the IED system, defeating the device, and training and education. When working in coalition, differences in approach must be understood and possibly mitigated. A clear and unifying coalition counter-IED strategy should be developed.

31-4. Counter-IED operations are not a stand-alone activity and must not be planned or executed in isolation. Counter-IED activities are cross-functional and must be an integrated part of overall coalition operational plan as the counter-IED effort will be complementary to, or synonymous with, other operational activities. It provides a supporting effect which, in synergy with other effects, supports achievement of objectives and the operational end state.

Checklist

COUNTER-IMPROVISED EXPLOSIVE DEVICE PLANNING (NATURE OF OPERATIONS)

1. What is the coalition responsibility for providing counter-IED support to the overall operation?
2. Does the force have sufficient assets to conduct counter-IED operations? What is the mechanism for requesting additional coalition specialties in support of counter-IED operations?
3. Are specialized assets from coalition nations trained in counter-IED operations? If so, is the training and lexicon standardized?
4. Are there classification restrictions which will inhibit the flow of information from exploitation operations?
5. Are teams equipped with standardized equipment?
6. What are the electronic warfare considerations in the operational environment?
7. What is the coalition counter-IED approach and how is it integrated into the lines of operation? Is there a requirement to synchronize national counter-IED approaches?
8. What joint operational activities will be required to underpin the counter-IED strategy?

COMMAND AND CONTROL

1. Is there an overall counter-IED organization? Do the command relationships enable effective control?
2. What command and control relationships exist or need to be established to integrate host-nation counter-IED assets and those of ad hoc organizations in the coalition counter-IED strategy? How will they be integrated in the coalition counter-IED effort?
3. What are the in-theater counter-IED training requirements?
4. How are changes in adversary IED tactics, techniques and procedures documented and reported and implemented as new techniques from lessons learned?
5. Does the coalition information sharing environment support the rapid exchange of information to support current counter-IED operations and capture lessons learned? What information sharing arrangements need to be established with host-nation and ad hoc organizations?
6. What metrics are to be used to inform higher headquarters of success or shortfalls in counter-IED operations?

HOST-NATION SUPPORT

1. What specialized counter-IED assets can the host-nation provide?

2. Are the host-nation counter-IED assets interoperable with coalition forces?
3. What policies and agreements are required to facilitate the best use of local resources, including host-nation support?
4. Are there host-nation legal constraints that could impair coalition counter-IED operations?

References

- AJP-3-15. *Countering Improvised Explosive Device (C-IED)* (NATO).
STANAG 2294. *Counter Improvised Explosive Device (C-IED) Training Standards* (NATO).

Chapter 32 - Electronic Warfare

To completely understand the factors that will affect this functional area, readers must answer the applicable generic questions in Chapter 1. Additionally, other chapters have questions that pertain to electronic warfare. These chapters discuss rules of engagement; communications and information systems; training; joint fires; land forces aviation; information operations; force protection; intelligence, surveillance, and reconnaissance; logistics; support from other components, and counter-improvised explosive device operations.

Introduction

33-1. Electronic warfare (EW) is a critical component of electromagnetic operations, a key enabler of maneuver, a principal contributor to situational awareness, and a provider of force and platform protection. It supports all warfighting functions. Within a generation, the use of electromagnetic devices has dramatically increased for social, commercial, and military purposes. The latter purpose results in a significant quantitative and qualitative increase in potential target sets for EW.

CRITICALITY OF THE ELECTROMAGNETIC ENVIRONMENT

33-2. Increasingly the electromagnetic environment is recognized as a physical operational maneuver space (along with land, maritime, air, space, and information). Electromagnetic-dependent capabilities include communications, sensors (imagery, surveillance, reconnaissance, and radar), and most forms of intelligence collection, navigation and navigation warfare, guidance targeting, and weaponry. The electromagnetic environment has become increasingly congested and fiercely contested by a range of state and nonstate actors. Success in coalition operations depends on coalition forces most effectively using the electromagnetic environment while exploiting, preventing, or reducing an opponent's use of it. EW capabilities enable coalition forces to accomplish that.

UNDERSTANDING ELECTRONIC WARFARE

33-3. EW is military action that exploits electromagnetic energy to provide situational awareness and achieve offensive and defensive effects to enable maneuver in the electromagnetic environment. Such maneuver includes offensive and defensive activities and actions to shape, manage, and exploit the environment.

ELECTRONIC WARFARE PLANNING AND EXECUTION

33-4. Members of a coalition bring different capabilities to bear, some of which may be combined with appropriate planning and others which remain separate. However, use of all EW capabilities requires command and control, coordination,

and deconfliction because of the pervasive nature of electromagnetic energy that does not recognize organization, national, or military boundaries. This chapter assumes the lead nation will deploy a headquarters to form the coalition headquarters, and an organizational framework for EW operations planning and execution. Other coalition members provide their personnel in support, including communications and information systems; information superiority; electromagnetic spectrum operations; intelligence, surveillance, and reconnaissance; and EW staff.

CHECKLIST**PLANNING**

1. How will EW support the commander's scheme of maneuver?
1. What is the coalition's EW planning and execution coordinating body and who will be the liaisons?
2. What EW collaboration do non NATO troop contributing nations (TCNs) and the host nation require?
3. What national-level agencies conduct EW in the coalition area of operations?
4. What EW capabilities do joint or TCN partners provide?
5. What EW assets are in theater or may be pushed down or tasked?
6. What is the deployment time frame for EW assets?
7. What are the EW predeployment considerations, including EW training requirements?
8. What effect will EW operations have on the host-nation and other TCN partners?

COMMAND AND CONTROL

1. What command and control relationships exist for coalition EW assets?
2. What is the commander's guidance and rules of engagement for EW?
3. What are the national caveats with regard to EW?
4. What tasking process will coalition assets use to support EW operations?
5. What procedure will coalition forces use to request nonorganic capabilities in support of EW?
6. How can coalition forces best task organize EW capabilities?

COORDINATION

1. What are the coalition, host-nation, and adversary electronic order of battles?
2. How will coalition forces conduct spectrum management coordination and deconfliction to facilitate EW?
3. What is the information flow requirement for disseminating EW information to tactical commanders?
4. What are the information flow requirements between TCN EW capabilities?
5. How will forces achieve EW information flow requirements?
6. How can EW support the commander's intelligence requirements?
7. Where in TCN or joint units do EW liaison officers belong?

SECURITY CONSIDERATIONS

1. What EW classification and releasability issues exist with TCN units?
2. What constraints exist on the use of EW systems in a coalition environment?
3. What restrictions have coalition national agencies placed on the conduct of EW?

REFERENCES

AJP-3.6. *Allied Joint Electronic Warfare Doctrine* (NATO).

ATP- 51. *Electronic Warfare in the Land Battle* (NATO).

MC 0064. *NATO EW Policy* (NATO).

MCM-0142. *23 Nov 2007 Military Committee Transformation Concept for the Future of NATO Electronic Warfare* (NATO).

Annex A – Capabilities

A-1. Each NATO nation provides its own distinct forces and capabilities to a coalition. These capabilities differ based on national interests, objectives; arms control limitations, doctrine, organization, training, leader development, equipment, history, defense budget, and domestic politics. Orchestrating these capabilities into coalition operations depends on differences in organization, capabilities, and doctrine. If other nations are also involved, these differences will be much greater.

A-2. Understanding these differences can determine if coalition operations are a success or failure. Units of the same type in one nation's army may not perform the same task as units in another army. An engineer unit in one army may have capabilities to build roads or buildings, while another may be limited to laying out minefields or building defensive positions. Unit designations in one army may differ in size from another army (see APP-6, Annex B Comparative Formation/Unit Designations).

A-3. The coalition force commander must be able to integrate these capabilities to achieve the desired end state. Selecting the right mix is a challenge. The coalition staff must be proactive in understanding the capabilities and limitations of the nations in the coalition force.

A-4. Representatives of each nation must be present during planning. If a unit is given a mission it cannot accomplish, the plan will not work. National representatives can ensure that taskings are appropriate to their force. If possible, national representatives should be available in each staff element. They must thoroughly understand their nation's capabilities and limitations.

A-5. The coalition headquarters should provide a format for listing details of each nation's forces to guide planning decisions. Listed equipment is restricted to that which materially affects the organization's combat power and equipment unique to the organization.

A-6. Doctrine is another important issue. If a nation is given a mission for which it does not train or understand, it will probably fail. National forces will normally operate using their own doctrine internally, while externally their actions should conform to the overall direction of the coalition force. To make this work, however, coalition commanders must know the differences in the other nations' doctrine. NATO forces operating as part of a coalition military command should follow imbedded doctrine and procedures previously ratified in NATO standardization agreements.

A-7. Conventional coalition force capabilities include the following assets and operations:

- Air defence.
- Armor.
- Artillery.
- Aviation.
- Engineer.
- Infantry.
- Intelligence.

- Medical.
- Military police.
- Chemical, biological, radiological, and nuclear defense.
- Ordnance.
- Personnel.
- Quartermaster.
- Signal.
- Transportation.

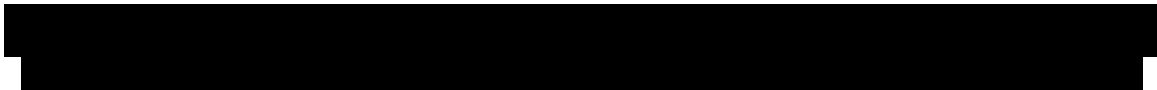
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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

AAP	allied administrative publication
ABCA	American, British, Canadian, Australian, and New Zealand
AJP	allied joint publication
APP	allied procedures publication
ATP	allied tactical publication
C2	command and control
CBRN	chemical, biological, radiological, and nuclear
CIB	coalition information bureau
CIMIC	civil-military cooperation
CIS	communications and information systems
CNR	combat net radio
COH	<i>Coalition Operations Handbook</i>
COP	common operational picture
CPG	coalition planning group
CWAN	coalition wide area network
G-1	assistant chief of staff, personnel
G-2	assistant chief of staff, intelligence
G-3	assistant chief of staff, operations
G-4	assistant chief of staff, logistics
G-5	assistant chief of staff, policy and plans
G-6	assistant chief of staff, communications
G-9	assistant chief of staff, civil affairs
ICRC	International Committee of the Red Cross
ISR	intelligence, surveillance, and reconnaissance
ISTAR	intelligence, surveillance, target acquisition, and reconnaissance

LEGAD	legal advisor
MC	military committee
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, and chemical
NGO	nongovernmental organization
OPCON	operational control
PI	public information
PMSC	private military and security company
POLAD	political advisor
POW	prisoner of war
ROE	rules of engagement
SOF	special operations forces
SOFA	status-of-forces agreement
SOP	standing operating procedures
TACON	tactical control
TCN	troop contributing nation
TOA	transfer of authority
TOR	terms of reference
UN	United Nations
VTC	video teleconferencing



SECTION II – TERMS**airspace control authority**

The commander designated to assume overall responsibility for the operation of the airspace control system in his or her assigned area. (AAP-6)

alliance

The result of formal agreements such as treaties between two or more nations for broad, long-term objectives that furthers the common interests of the members.

area of operations

An area defined by the joint force commander within a joint operations area for the conduct of specific military activities. (AAP-6)

area of responsibility

The geographical area assigned to the Supreme Allied Commander Europe. (AAP-6)

battle damage assessment

The assessment of effects resulting from the application of military action, either lethal or non-lethal, against a military objective. (AAP-6)

civil-military cooperation

The coordination and cooperation, in support of the mission, between the NATO Commander and civil actors, including the national population and local authorities, as well as international, national and non-governmental organizations and agencies. (AAP-6)

civil-military operations

Group of planned activities in support of military operations that enhance the relationship among the military forces, the civilian authorities, and the population. These operations should promote the development of favorable emotions, attitudes, or behavior in neutral, friendly, or hostile groups.

coalition

An ad hoc arrangement between two or more nations for common action.

coalition action

Multinational action outside the bounds of established alliances, usually for a single occasion, or for longer cooperation in a narrow sector of common interest.

coalition force

Force composed of military elements of nations that have formed a temporary alliance for some specific purpose.

coalition operation

Operation conducted by forces of two or more nations, which may not be allies, acting together for the accomplishment of a single mission.

combat search and rescue

The detection, location, identification and rescue of downed aircrew in hostile territory in time of crisis or war and, when appropriate, isolated military personnel in distress, who are trained and equipped to receive combat search and rescue support. (AAP-6)

combat service support

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

commander's critical information requirements

A comprehensive list of information requirements identified by the commander as being critical in facilitating timely information management and the decision-making process that affect successful mission accomplishment. The two key subcomponents are critical friendly force information and priority intelligence requirements.

compatibility

The suitability of products, processes or services for use together under specific conditions to fulfil relevant requirements without causing unacceptable interactions. (AAP-6)

coordinating authority

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

counter-intelligence

Those activities which are concerned with identifying and counteracting the threat to security posed by hostile intelligence services or organizations or by individuals engaged in espionage, sabotage, subversion or terrorism. (AAP-6)

electronic warfare

Military action to exploit the electromagnetic spectrum encompassing: the search for, interception and identification of electromagnetic emissions, the employment of electromagnetic energy, including directed energy, to reduce or prevent hostile use of the electromagnetic spectrum, and actions to ensure its effective use by friendly forces. (AAP-6)

fratricide

Unintentional deadly force used against friendly forces.

geospatial information and services

The collection, information extraction, storage, dissemination, and exploitation of geodetic, geomagnetic, imagery (both commercial and national source), gravimetric, aeronautical, topographic, hydrographic, littoral, cultural, and toponymic data accurately referenced to a precise location on the Earth's surface. Geospatial services include tools that enable users to access and manipulate data, and instruction, training, laboratory support, and guidance for the use of geospatial data.

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 are located on, operating on/from, or in transit through the host nation's territory. (AAP-6)

human intelligence

A category of intelligence derived from information collected and provided by human sources. (AAP-6)

identification, friend or foe

A system using electromagnetic transmissions to which equipment carried by friendly forces automatically responds, for example, by emitting pulses, thereby distinguishing themselves from enemy forces. (AAP-6)

information operations

Actions taken to affect adversary information and information systems while defending one's own information and information systems.

intermediate staging base

A tailorable, temporary location used for staging forces, sustainment, and/or extraction into and out of an operational area.

interoperability

The ability to act together coherently, effectively and efficiently to achieve Allied tactical, operational and strategic objectives. (AAP-6)

in-transit visibility

The ability to track the identity, status, and location of units and non-unit cargo (excluding bulk petroleum, oils, and lubricants) and passengers; medical patients; and personal property from origin to consignee or destination across the range of military operations.

law of armed conflict

That part of international law that regulates the conduct of armed hostilities

lines of communications

All the land, water, and air routes that connect an operating military force with one or more bases of operations, and along which supplies and reinforcements move. (AAP-6)

mission

A clear, concise statement of the task of the command and its purpose. (AAP-6)

mission creep

Tangential efforts to assist in areas of concern, unrelated to assigned duties, that cripple efficient mission accomplishment.

multinational operations

Military actions conducted by forces of two or more nations, typically organized within the structure of a coalition or alliance.

national command

A command that is organized by, and functions under the authority of a specific nation. It may or may not be placed under a NATO commander. (AAP-6)

nonmilitary agencies

All civilian agencies, whether governmental, nongovernmental, intergovernmental, or international.

operational command

The authority granted to a commander to assign missions or tasks to subordinate commanders, to deploy units, to reassign forces, and to retain or delegate operational and/or tactical control as the commander deems necessary.

Note: It does not include responsibility for administration. (AAP-6)

operational control

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

operation order

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

operation plan

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

operations security

The process which gives a military operation or exercise appropriate security, using passive or active means, to deny the enemy knowledge of the dispositions, capabilities and intentions of friendly forces.

petroleum, oils, and lubricants

A broad term which includes all petroleum and associated products used by the Armed Forces.

psychological operation

Planned psychological activities designed to influence attitudes and behaviour affecting the achievement of political and military objectives. (AAP-6)

rules of engagement

Directives issued by competent military authority which specify the circumstances and limitations under which forces will initiate and/or continue combat engagement with other forces encountered. (AAP-6)

signals intelligence

The generic term used to describe communications intelligence and electronic intelligence when there is no requirement to differentiate between these two types of intelligence, or to represent fusion of the two. (AAP-6)

standardization

The development and implementation of concepts, doctrines, procedures and designs in order to achieve and maintain the compatibility, interchangeability or commonality which are necessary to attain the required level of interoperability, or to optimise the use of resources, in the fields of operations, materiel and administration. (AAP-6)

tactical control

The detailed and, usually, local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned. (AAP-6)

time-phased force and deployment list

A list that identifies types and/or actual units required to support the operation plan and indicates origin and ports of debarkation or ocean area.

transfer of authority

Within NATO, an action by which a member nation or NATO Command gives operational command or control of designated forces to a NATO Command. (AAP-6)

weapon of mass destruction

A weapon that is capable of a high order of destruction and of being used in such a manner as to destroy people, infrastructure or other resources on a large scale. (AAP-6)

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