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NORTH ATLANTIC TREATY ORGANIZATION

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NATO LETTER OF PROMULGATION

6 May 2013

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Dr. Cihangir Aksit, TUR Civ
Director NATO Standardization Agency

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PREFACE

0001. Doctrine is a framework of principles, practices, and procedures, the clear understanding and acceptance of which is a prerequisite for all military activities to be conducted by joint Allied Forces. It evolves as the political and strategic situation changes and in the light of new technology, experience and the outcome of operational analysis. NATO policy and doctrine forms the fundamental principles by which NATO military forces guide their actions in support of objectives. It is authoritative, but requires judgment in application.
0002. Although NATO logistic doctrine is primarily intended for NATO forces, it could be applied multinationally within the framework of an Allied Joint Force (AJF). NATO doctrine could also be utilized, adapted as necessary, and agreed by participating nations, for operations under the umbrella of the European Union (EU), or a NATO-led coalition of NATO and non-NATO nations, when such utilization would not be against NATO's interests. Interoperability between NATO nations is based upon NATO multi-lateral and bilateral agreements, standardisation agreements, other policy documents and publications.
0003. The purpose of Allied Joint Publication (AJP)-4.5 '*Allied Joint Doctrine for Host-Nation Support*' is to provide Host-Nation Support (HNS) guidance to those involved in support planning for NATO military activities, where Allied Forces are planned to be located on, operating in or transiting through the territory of a Host Nation (HN). Partnership for Peace (PfP) nations, Mediterranean Dialogue (MD), Istanbul Cooperation Initiative (ICI) and other nations participating in NATO partnership and cooperation programmes are invited to follow this guidance when acting as a HN or Sending Nation (SN) in a NATO-led operation or exercise. The dynamic nature of HNS planning and implementation necessitates that the doctrine and procedures can be adapted to any military activity¹ and expanded with specific logistic arrangements/Memoranda of Understanding (MOU) as required.
0004. AJP-4.5 is at the second level in the joint doctrine hierarchy and supports, in particular, the principles and policies contained in MC 319/2 *NATO Principles and Policies for Logistics*, MC 334/2 *NATO Principles and Policies for Host-Nation Support* and the generic HNS guidance contained in AJP-4 *Allied Joint Doctrine for Logistics*.
0005. AJP-4.5 follows a logical sequence which takes the reader from the overarching concept of HNS, through the various stages of the planning process, to the

¹ Military activity should be construed as not only related to exercise and crisis response operations (Non-Article 5 CRO) but also as the Military Assistance provided by NATO-led forces in disaster relief and civil emergency planning, as defined in C-M (58)102 (1971 Edition) and C-M (58) 102 (1993 Edition), and C-M (92) 58 (Final).

allocation of responsibilities and authority and finally to implementation. It contains the following key elements:

- a. Chapter 1 describes the Alliance's concept of HNS and general guidelines for HNS Planning.
- b. Chapter 2 outlines the responsibilities and authorities exercised by the HN, SN and NATO organizations. A good understanding of Chapter 2 is essential, to gain the maximum benefit from the HNS planning process.
- c. Chapter 3 outlines the planning process and gives an explanation of the 5-stage process.
- d. Chapter 4 covers the transition from planning to the practical realities of operational implementation.
- e. The annexes consist of templates for a HNS Request Letter, a MOU, a Note of Accession (NOA)/Statement of Intent (SOI), a Concept of Requirements (COR), an HNS Technical Arrangement (TA), a Statement of Requirements (SOR) and a Joint Implementation Arrangement (JIA). It is noted that the Paris Protocol is not in force for a few NATO Nations. In such instances, the model templates referred to in this paragraph may have to be adjusted to reflect specific requirements and circumstances, taking due account of NATO policies regarding HNS and applicable international agreements.
- f. The list of Reference documents covers HNS-related STANAGs and publications.
- g. The Lexicon contains those abbreviations and terms and definitions most commonly used in the HNS process. It is not exhaustive and AAP-6 *NATO Glossary of Terms and Definitions* and AAP-15 *NATO Glossary of Abbreviations* should be used for authoritative guidance.

0006. AJP-4.5 is a living document and will need to be reviewed and updated as required by Allied Command Transformation (ACT) with the support of the Allied Command Operations (ACO). As such, change proposals, amendments and other comments are welcome and should be forwarded to the Logistics Division of those two HQs.

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CHAPTER 1

THE ALLIANCE'S CONCEPT OF HOST-NATION SUPPORT

Section I – General

0101. **Aim.** The purpose of NATO's Host-Nation Support (HNS) concept is to provide effective support to NATO military activities and to achieve efficiencies and economies of scale through the best use of a host nation's available resources. This concept has always to be interpreted in accordance with the NATO Strategic Concept.
0102. **NATO Host-Nation Support Concept.** The NATO HNS concept provides a framework to enable NATO's mobile and flexible multinational forces to deploy and be sustained through the provision of timely and effective support. This support is dependent on cooperation and coordination between NATO and national authorities, the establishment of HNS arrangements based upon the best use of available host-nation resources and the consideration of HNS from the start of the operational planning process.
0103. **Introduction.** HNS is an important factor in any NATO military activity. Within a NATO environment, the need to achieve both efficiency and cost effectiveness is a key consideration when using HNS. The application of multinational joint logistic and HNS principles as outlined in Allied Joint Publication-4 (AJP-4) *Allied Joint Doctrine for Logistics*, can reduce overall costs for NATO-led military activities and achieve greater support efficiencies. The coordinated planning and provision of HNS is a key element of this approach and it is therefore important that Host-Nation Support Arrangements (HNSA) are developed as necessary and preferably in advance. Not only can HNS reduce the amount of organic support that Sending Nations (SNs) need to deploy, but coordinated planning and provision will ensure visibility of SN requirements and host-nation assets fostering the development of a cooperative approach to the use of such assets. The logistic planner will find that every NATO-led military activity will present a different challenge and the information presented within this publication can be adapted to provide the solution for each situation.
0104. **Definition.** HNS is defined² as: 'The civil and military assistance rendered in peace, crisis and conflict by a Host Nation (HN) to allied forces and organisations which are located on, operating in or transiting through the HN's territory'. Arrangements concluded between appropriate authorities of HN(s) and SN(s) and/or NATO form the basis of such assistance.

² MC 334/2.

0105. **Purpose.** The purpose of this publication is to describe NATO's overall doctrine for HNS. It translates NATO's agreed HNS Concept into principles, practices and procedures in order to provide direction to the Strategic Commands (SCs) and guidance to all NATO and Partnership for Peace (PfP), Mediterranean Dialogue (MD), Istanbul Cooperation Initiative (ICI) and other nations whether acting as a HN or a SN, on HNS planning and execution. It also provides templates of all the documentation required in HNS. It is designed to foster coordination and cooperation among the SCs and nations emphasizing the need for flexibility in HNS planning to meet the differing requirements of military planning in support of NATO-led military activities and assisting the NATO Commanders in the achievement of their missions.
0106. **Scope and Applicability.** The principles and policies provided in this publication apply to the complete range of NATO operations and exercises during peace, crisis and conflict and include Article 5, Collective Defence, and non-Article 5, Crisis Response Operations, Military Assistance provided by NATO-led forces in disaster relief and civil emergency planning, as defined in NAC-approved Policy.³ They provide sufficient flexibility for close cooperation with the United Nations (UN), the European Union (EU), the Organization for Security and Cooperation in Europe (OSCE), non-governmental organizations (NGOs), International Organizations (IO) and Partner nations. It should also be used by the non-NATO nations participating in NATO-led military activities.
0107. **Host-Nation Support Principles.** Several principles must be observed if NATO-led forces are to execute responsibilities for HNS efficiently. These are consistent with the logistic principles established in AJP-4 and are developed from the HNS principles presented in MC 334/2. They also reflect the experience gained in a wide variety of NATO-led military activities. Incorporation of these principles into the planning for HNS will not guarantee success, but will establish a solid foundation for the provision of a constructive HNS plan. These principles are as follows:
- a. **Responsibility.** C-M(2001)44, *NATO policy for Cooperation in Logistics*, and MC 334/2 establish the principle of collective responsibility of nations and NATO authorities for HNS across the spectrum of NATO-led operations. The NATO Commander responsible for the activity is also responsible for identifying HNS requirements for the force, establishing the HNS planning process in consultation with nations and for prioritizing and coordinating the provision of HNS. However, each nation is ultimately responsible for ensuring the provision of support for its forces.
 - b. **Provision.** Nations must ensure individually, or by collective arrangements, the provision of adequate resources to support their forces allocated to NATO during peace, emergencies, crisis and conflict. Non-NATO nations

³ C-M (58)102 (1971 Edition), C-M (58) 102 (1993 Edition), and C-M (92) 58 (Final).

participating in NATO-led military activities, are encouraged to join into NATO coordinated HNSA. HNS is a significant source of support for deployed forces and provision must be based on the actual capabilities of the HN. Full account should be taken of the national priorities and requirements of the HN. HNs are encouraged to provide information of national capabilities, listing HNS available to aid logistics planners, however in many of the locations NATO may be required to deploy, this will not be possible.

- c. **Authority.** MC 334/2 provides the Strategic Commanders and the NATO Commander with the appropriate authority for HNS planning, development and execution although this authority does not affect the rights of SNs to negotiate and conclude bilateral HNSA with the HN. However, a multinational approach will help avoid conflict for scarce resources. Authority must be aligned with responsibility and the appropriate authority and responsibilities should also apply to non-NATO Commanders participating in a NATO-led military activity.
- d. **Cooperation.** Cooperation among the HN, SNs and NATO authorities in the provision and use of HNS is essential. The aim of cooperation is not simply to eliminate competition for scarce resources, but also to optimize the support that the HN may make available in order to facilitate mission accomplishment. Cooperation should also extend to IOs, Governmental Organizations, NGOs and International/Regional Tribunals, which may operate with or alongside NATO.
- e. **Coordination.** Coordination of HNS planning and execution between the NATO-led forces and national authorities is essential for reasons of operational effectiveness, efficiency and the avoidance of competition for resources. It must be carried out at appropriate levels and may include non-NATO nations as well as IOs, Governmental Organizations, NGOs and International/Regional Tribunals where appropriate. This will require the appointment of national representatives or liaison officers to work with the NATO Commander responsible for coordinating HNS.
- f. **Economy.** Planning and execution of HNS must reflect the most effective and economic use of available resources to fulfill the requirement. In order to ensure that HNS resources are used in the most effective and efficient manner possible to meet operational imperatives, NATO-coordinated HNS should be utilised to achieve economies of scale and improve the overall availability of support to the force.
- g. **Visibility.** Information concerning all HNS rendered in support of NATO-led Forces and organizations must be available to the NATO Commander and to SNs. The NATO Commander must have full visibility of all HNS whether coordinated by NATO or provided as a result of bilateral arrangements in

order to prioritize the provision of HNS to the force when availability is limited. In order for the NATO Commander to develop a clear and accurate picture of the HN's capability to provide HNS, HNs are encouraged to aid HNS planning processes.

- h. **Reimbursement.** Reimbursement for HNS through either national, shared multinational or NATO common funding will be agreed between the HN and the SNs and/or NATO authorities as appropriate. Reimbursement procedures will be developed in accordance with the accepted principle that each party can obligate only itself, and no other. A multinational approach will help ensure that HNs apply costs fairly to all recipients for the services provided.

Section II – General Guidance for Host-Nation Support Planning and Implementation

- 0108. **Background.** HNS planning seeks to identify the requirements for HNS and the capabilities of the HN that are available to meet these requirements. The planning process must also put into place arrangements for the provision of HNS in advance of the envisaged NATO-led military activity. The NATO Commander is responsible for initiating and co-coordinating HNS planning and execution, in cooperation with the SN(s) and HN(s). It is an interactive process that must proceed from a common understanding of the situation and the likely resources available.
- 0109. **Coordinating the Planning Process.** The planning process needs to be clearly coordinated to avoid unnecessary duplication of effort and to facilitate the accession of SNs to HNSA. The requirement for a more strategic and streamlined approach to HNS planning together with the concept of collective responsibility necessitates the development of standing HNS Memoranda of Understanding (MOUs) to be used for all NATO-led military activities. To be effective, HNS planning must involve all levels of HQs and all appropriate NATO and non-NATO national representatives. When executed successfully, careful co-ordination will bring about harmonization of effort and provide visibility within the planning process. The net effect of this will be the achievement of maximum economy, both in the allocation of time for planning and the allotment of resources. In addition, it will instill a strong unity of effort within the planning process and staffs. Experience has highlighted the importance of the HN, SNs and NATO-led Forces respectively minimizing the number of points of contact (POCs) for HNS matters, particularly during the planning and early implementation stages. As a matter of principle, each SN and the HN should have a primary logistic POC for all HNS matters. The POC should have sufficient authority to mediate between all concerned and speak on behalf of their nation.
- 0110. **Interrelationship between Host-Nation Support Planning and the Operational Planning Process.** Logistic planning is an integral part of Defence planning which

consists of two planning systems; the Defence Planning Process (DPP) for NATO nations and the PfP Planning and Review Process (PARP) for PfP nations. Defence planning aims to ensure that NATO-led operations are supported by appropriate force structures and capabilities whilst operational planning aims at preparing NATO to execute those missions. Logistic planning provides a significant input to both Defence and operational planning and is described in detail in AJP-4. HNS planning, as an integral part of logistic planning, plays an important part in both Defence and operational planning:

- a. HNS planning, as part of the logistics planning process, supports operational planning by identifying HNS capabilities that are available to support NATO-led military activities in order to reduce the overall force structure requirement. HNS planning seeks to secure support from the HN to the maximum extent possible. HNS capabilities may be identified through PARP Partnership Goals (PG). Multinational logistics can be planned, pre-planned or introduced within an operation as the situation evolves. This is usually accomplished through the development of Standing HNS MOU with NATO nations and PfP, which supports Defence planning by establishing a political framework from which follow on HNSA can be developed at a later stage in support of operational planning. NATO may however be involved in operations that require HNS from nations that do not have any existing arrangements with NATO. In these cases HNS planning must establish a framework that will enable agreements to be developed.
- b. Long term HNS planning is undertaken to ensure that Standing HNS MOU are developed by SHAPE on behalf of both SCs with NATO, PfP, MD, ICI countries and nations and IOs participating in NATO partnership and cooperation programmes to complement Defence Planning. Accordingly, NATO, PFP, MD, ICI countries and nations and IOs participating in NATO partnership and cooperation programmes are encouraged to conclude a Standing HNS MOU based on the template in Annex B. The Standing HNS MOU is applicable to all NATO-led military activities. If a Standing HNS MOU does not exist a HNS MOU specific to the activity must be concluded. If no agreement exists between NATO and a nation from which HNS is required then negotiations must be undertaken to develop the necessary agreements as early as possible in the planning process to ensure a HNS MOU is in place prior to the start of the activity. When circumstances oblige a HNS MOU may include provisions of the said necessary agreements. The above may not be possible where there is no recognised government with which to negotiate HNS arrangements. Any additional HNSA that are required must be agreed in a timely manner.
- c. HNS planning must be fully integrated with the logistic planning process as the availability and capability of HNS will directly impact on the logistic concept for a given contingency plan or NATO-led military activity. Planning

for the HNS element of the logistic concept requires good coordination between NATO planners, HNs and SNs throughout the series of logistic planning conferences which precede the operation (these are described in detail in AJP-4). Non-NATO SNs or IOs should also take part in the planning process at the earliest possible opportunity in order to identify their HNS requirements.

- 0111. **Movement Planning.** HNS planners should coordinate closely with movement planners in order to ensure that movement related Reception, Staging, Onward Movement and Integration (RSOI) requirements are taken into account and, where possible, are provided for through HNS. Details for movement planning are contained in Allied Joint Publication-4.4 (AJP-4.4) *Allied Joint Movement and Transportation Doctrine*.
- 0112. **Medical Planning.** The medical plan must provide for the necessary medical capability through a balance of a deployed medical force structure and HNS. The plan must take account of the size of the deployed force, the assessed risk and the capabilities of the HN. For political, ethical and legal reasons, the provision/acceptance of medical HNS is subjected to many technically specialized and highly sensitive considerations. Medical staff must be actively involved in the entire process of HNS development. Co-ordination between HNS and medical planners is therefore essential in order to ensure an acceptable standard of medical care provided through the mission. Detailed medical HNS considerations are contained in Allied Joint Publication-4.10 (AJP-4.10) *Allied Joint Medical Support Doctrine*.
- 0113. **Infrastructure Planning.** Infrastructure planning evaluates operational and logistic requirements against available existing infrastructure. The capabilities, capacity and effectiveness of HNS must be carefully evaluated in order to accurately identify shortfalls in meeting the requirement. Infrastructure requirements will normally be met by a combination of deployed military engineer assets, HNS and contractors. The availability and capability of HNS infrastructure is particularly important for facilitating RSOI.
- 0114. **Logistic Support Planning.** Allied Joint Publication-4.9 (AJP-4.9) *Allied Joint Doctrine for modes of Multinational Logistic Support* describes the various types of multinational logistic support available to the JFC. These include support by non-military means, such as Contractor Support to Operations (CSO). HNS planning must ensure that HNS requirements necessary to facilitate these various types of multinational logistic support are taken fully into account.
- 0115. **Host-Nation Support Planning for Service Components.** Each Component will have specific and differing HNS requirements. Planning considerations specific to service Components can be found in Allied Logistic Publications-4.1, 4.2 and 4.3 (ALP-4.1, 4.2 and 4.3) *Multinational Maritime Force Logistics, Land Forces Logistic*

Doctrine and Air Forces Logistic Doctrine and procedures. The supplement to ALP-4.3 is especially useful to HNS planning for deployed air forces.

0116. **Cooperative Approaches to Host-Nation Support.** AJP-4 stresses the need to utilise cooperative solutions to logistic support in order to reduce costs, achieve economies of scale, and reduce the logistics footprint. AJP-4.9 provides details on the various modes of multinational logistic support, including HNS. SNs are therefore encouraged to develop collective arrangements for nationally funded support provided to their forces by HNs. Operational circumstances, military considerations, and cost effectiveness may in some cases indicate that HNS could be best managed centrally by the NATO Commander⁴. In such cases, SNs are encouraged to participate in centralized HNSA.
0117. **Contractor Support to Operations.** CSO is a significant tool that may be employed to gain access to additional resources and services. It is increasingly employed to augment or complement the military support capability through ad hoc or permanent contracts. In the latter sense contracting is not only a logistic function, but also a logistic course of action. Direct contracting will involve the SCs and/or SNs establishing a contractual arrangement either directly with the HN or organizations within the HN. In some cases the SCs and/or SNs will wish to use the services of the HN military authorities in arranging for local contracting, in other cases the SCs and/or SNs will be authorized to contract directly with private sources within the HN. In these cases it is essential for the NATO Commander to establish a system for coordinating contracting in order to avoid competition for scarce resources between SNs and the civilian population. The aim for the NATO Commander and the SNs is to achieve a fair and reasonable price for the required goods and services, utilizing the rule of the market and available competition and/or HN arrangements where it is appropriate and efficient to do so. NATO contractors will be considered as part of the NATO-led Forces.
0118. **Emergency Planning.** To assist in planning and executing operations, HNS planners could call upon NATO's Civil Emergency Planning community, which has been created and trained to provide support and advice to the NATO military as they plan at the strategic, operational, and subordinate levels, and execute at the operational and tactical levels. This well-defined set of non-military expertise, consisting of over 380 civil experts in the following areas is designed to complement military planning and operations capabilities, filling possible information voids dealing with civil/commercial/technical issues and expanding the Commander's understanding of civil considerations embedded in various courses of action.

⁴ For the purposes of this document NATO Commander is defined as: The commander, director or other leader of a NATO-led formation who conducts a NATO-led military activity requiring HNS. Such commander will usually perform at the operational level and will be responsible for ensuring HNS for the military activity. In certain circumstances the commander of tactical level forces (usually an appropriate Component Commander) may perform this role.

Expertise includes, among other areas movement and transport, medical, chemical biological radiological and nuclear (CBRN), critical infrastructure, civil communications, food and agriculture, and industrial preparedness, and disaster response.

0119. **Civil Military Cooperation.** The harmonisation of civil and military efforts will increase the coherence and synergy in generating the effects required by the strategic objectives. CIMIC is a J9 function.⁵ CIMIC makes a direct contribution to supporting the force by influencing the attitudes and conduct of civil agencies and populations. Effective CIMIC complements the efforts of J4 staff in establishing HNS and may be directly involved in the drafting and negotiating of HNSA. CIMIC may also offer support to J4 in the following areas:
- a. Participation in the fact finding visits that CIMIC staff may conduct within the target country for data gathering, initial assessments and establishment of liaison and coordination mechanisms;
 - b. Information on the overall status and capability of the HN's economy, infrastructure, health care and lines of communications to support the operational logistic requirements;
 - c. Access to appropriate HN authorities with whom negotiations will need to be conducted and at the regional and local levels with whom the execution of HNS will need to be coordinated;
 - d. Advice on other established arrangements (SNs, IOs, Governmental Organisations and/or NGOs) that may compete or conflict with the proposed HNS arrangements.
 - e. Assistance with the negotiation of HNSA by providing inputs on the HN's governmental structures and support capabilities;
 - f. Participation in a forum for coordination with IOs, Governmental Organizations, NGOs, J4(HNSCC),and/or HN administration, as may be required.

Section III – Financial Considerations

0120. **General.** Nations experience direct strategic, military, and political benefit from hosting NATO exercises and related training events, and are expected to share in the financial, manpower, and logistics support burdens associated with conducting such events. NATO exercises are not to be used as a means to subsidise the operating costs of national forces or to fund national infrastructure. Furthermore,

⁵ Allied Joint Publication-3.4.9 (AJP-3.4.9) Allied Joint Doctrine for *Civil-Military Cooperation*.

HNs should not derive revenue from the official activities of NATO Headquarters or forces conducting or participating in NATO military activities on their territory. To this end, NATO will not reimburse the salaries, subsistence, or other national costs of military or other government personnel. HNs should apply all provisions of the NATO Status of Forces Agreement (SOFA), the Paris Protocol, the PfP SOFA and its further Additional Protocol as well as their Supplementary Agreements to all NATO HQs and military units, Allied or Partner personnel/forces participating in NATO-led military activities.

0121. **Finance.** Nations remain ultimately responsible for sustaining both their forces and their personnel assigned to Allied Forces. NATO does not normally pre-finance national costs or relieve nations of their responsibilities for paying for HNS. Where the Allied Forces manage centralized support, the prior approval of any NATO pre-financing must first be obtained by the concerned SC from the appropriate funding committee. HNS provided to Allied Forces or a SN may be subject to reimbursement. The amount of reimbursement will depend on national cost standards, which will be made available to the NATO Commander and/or SN(s). Where national cost standards have not been specified, the reimbursement procedures should be detailed in the appropriate HNSA. STANAG 2034 *CSS NATO Standard Procedures for Mutual Logistic Assistance* provides a guide for determining reimbursement requirements. The funding involved may be national, shared multinational or NATO common funding. Wherever possible, it is important to have the financial aspects agreed to before forces deploy. If formal agreement cannot be concluded in due time, the request for HNS should be specified using Annex A to STANAG 2034 or Annex F to this publication in order to provide a basis for subsequent reimbursement for eligible expenses.
0122. **Financing Arrangements.** The general financial principles for HNS are to be clarified in the HNS MOU. No HN shall seek financial gain from HNS. Accordingly, it is important to establish the principle that the NATO forces will not be charged more than the HN Armed forces for services or material. The financial principles contained in the HNS MOU must not be inconsistent with financial provisions contained in international treaties such as the NATO SOFA, Paris Protocol etc. Any tax exemptions established by such treaties and agreements must be recognized as exemptions and implemented as such. The detailed arrangements for reimbursement and cost sharing, including costing formulae, should be registered in the subordinate Technical Arrangements (TA) or Joint Implementation Arrangements (JIA) as described in Chapter 3. The financing of operational infrastructure is normally decided by the North Atlantic Council (NAC). SN accession to a HNS MOU does not obligate the SN financially, nor does it imply any financial responsibility on the part of the HN for the creation or maintenance of infrastructure to support the operational plan (See Chapter 3). The TA or JIA(s) are the main vehicles for clarifying specific undertakings to comply with the detailed financial arrangements. The NATO Commander must be aware of the value of

collective discussion of the TAs to ensure a coordinated approach is taken. The SN must sign the JIA and/or TA because these are financially obligating documents.

Section IV – Legal Considerations

0123. **General Principles.** In all circumstances involving MOUs and follow-on HNSA it is essential to seek legal advice and review at the earliest opportunity and during all stages of the HNS process. HNSA are a set of documents that reflect mutually agreed principles and procedures that are applicable to HNS. They are affected by many legal considerations, both from national and international law. MOUs and TAs are, subject to the provisions of the specific MOUs and TAs, to be provided and signed in either of or both the official NATO languages, English and French.
0124. **Relevant NATO Legal Authority.** This section provides a brief description of the treaties and international agreements, which govern NATO activities. These treaties are the source of legal competence permitting NATO International Military Headquarters to undertake obligations, exercise rights and receive privileges and immunities. All HNSA will be supplemental to but based on the principles contained in these treaties and international agreements. These agreements provide the baseline for many of the express and implied provisions contained within the HNS MOU and TA and form the binding framework for all participants to the process. It is therefore essential that the principles of HNSA are consistent with those contained in the treaties. A complete understanding of the relevance of these documents is imperative when drafting and negotiating HNSA.
- a. **North Atlantic Treaty.** The North Atlantic Treaty, signed in Washington D.C. on 4 April 1949, was created within the framework of Article 51 of the United Nations Charter.
 - b. **NATO Status of Forces Agreement.** The Agreement between the parties to the North Atlantic Treaty Regarding the Status of their Forces, NATO Status of Forces Agreement, was signed in London on 19 June 1951, and entered into force on 23 August 1953. This Agreement determines the status of NATO forces and provides a uniform legal standard for treatment of forces serving or transiting through the territory of another member of the Alliance. Specifically, the NATO SOFA sets forth provisions for the resolution of jurisdictional issues and claims, customs, and importation matters within the HN.
 - c. **Paris Protocol.** The Paris Protocol⁶ on the Status of International Military Headquarters (IMHQ) set up pursuant to the North Atlantic Treaty defines the

⁶ FRA is not a signatory to the Paris Protocol and CAN has signed but not ratified it. NATO Supreme Headquarters and their subordinate headquarters are not entitled to use their legal capacity in, or on behalf

status and authority of NATO's International Military Headquarters and their personnel. This Paris Protocol establishes the Strategic Commands as legal entities in international law. It confers legal rights and obligations and grants each SC its individual juridical (legal) personality to enter into binding agreements with other nations, organizations or individuals. The Paris Protocol also grants NATO's IMHQs the authority to acquire and dispose of property. Additionally, it provides for the exemption of taxes and duties on their expenditures.

- d. **Partnership for Peace Status of Forces Agreement.** The Agreement among the parties to the North Atlantic Treaty and the other states participating in the PfP regarding the status of their forces, PfP SOFA, was signed in Brussels on 10 January 1994 and is the foundation agreement intended to provide for the status of Partner Nations' forces within the territory of Alliance nations and the status of Alliance Nations' forces on the territory of Partner Nations. This covenant incorporates the NATO SOFA by reference and integrates these same conditions and provisions.
- e. **Further Additional Protocol to the PfP SOFA.** The Further Additional Protocol (FAP) to the Agreement among the parties to the North Atlantic Treaty and other states participating in the PfP regarding the status of their forces, dated 19 December 1997, extends the provisions contained in the Paris Protocol to partner nations. To date a limited number of Alliance and Partner Nations have signed and ratified the Further Additional Protocol.
- f. **Supplementary Agreements.** Supplementary Agreements are bilateral agreements between the Supreme Headquarters and the HN where an IMHQ is located. These agreements are treaties that derive from the principles set forth in the Paris Protocol for the functioning and exploitation of such an IMHQ and provide specific guidance for their operation in the territory of a nation that is signatory of the Paris Protocol or the FAP.
- g. **Transit or Basing Agreements.** These agreements apply to the transit and temporary stationing of personnel necessary for the passage of NATO-led forces through the territory of a particular nation. They focus specifically on the transit of personnel, equipment, and goods through a territorial area and do not normally incorporate aspects of HNS into their provisions. They incorporate by reference and relevant language provisions, the NATO and PfP SOFA, as well as the Paris Protocol and the FAP. In the event HNS is necessary, a HNSA should be incorporated by reference if already in existence.

of, France or Canada without the consent of these Nations, except as authorized in particular documents (e.g., MOUs and TAs).

0125. **Other Legal Arrangements.** There may be other relevant agreements or arrangements between individual nations or the Supreme Headquarters and a nation that affect NATO-led forces operating in or transiting through foreign territory. Additionally, HNSA are international confidence building agreements that may influence NATO-led activities in a HN. It is therefore imperative that planners become familiar with the various authorities that may affect HNS for a particular military activity. Moreover, not all nations have signed and/or ratified the PfP SOFA, the Paris Protocol or the FAP. Therefore, any HNSA between nations must incorporate these documents or any relevant provisions into a MOU, bilateral or multilateral agreement.

CHAPTER 2

RESPONSIBILITIES AND ASSOCIATED AUTHORITY

0201. **Introduction.** NATO HQ has the authority to negotiate and conclude Status of Forces Agreements (SOFAs) and Transit and Basing Agreements. The Supreme Headquarters have the legal authority to conclude Host-Nation Support (HNS) Memoranda of Understanding (MOU). SHAPE, acting also on behalf of HQ SACT, will normally negotiate and conclude the Standing HNS MOU. Standing HNS MOUs are encouraged, but where there is no Standing HNS MOU, an exercise or operation specific HNS MOU will need to be concluded. Additionally, NATO Commanders from subordinate Headquarters may be formally requested and be designated specific responsibility for negotiating and concluding an activity specific MOU on behalf of the concerned Supreme Headquarters. SNs will be encouraged to accede to these MOUs as a condition of receiving HNS. The NATO Commander will normally be responsible for developing and concluding HNSA supplementary to the HNS MOUs, as these agreements implement the principles of the HNS MOU. However, for certain NATO-led military activities this responsibility may be further delegated.
0202. **Host-Nation Support Arrangements.** Within the NATO military staffs, the logistics (J4) staff has the lead for HNS planning and the development of Host-Nation Support Arrangements (HNSA). Logistics staff should develop HNSA in close cooperation with legal, financial (J8), Civil Military Cooperation (CIMIC) (J9) and other relevant staffs both internally and within the HN and the SNs. The NATO Commander should establish a Joint HNS Steering Committee (JHNSSC) in conjunction with the HN wherever possible, to oversee the development of the Technical Arrangement (TA) and Joint Implementation Arrangements (JIAs) (see *chapter 3*). The HN together with known and potential SNs should provide representatives to this Joint Host Nation Support Steering Committee (JHNSSC). Logistic planners must be fully aware of the evolving planning for the activity to ensure that the HNS plan continues to fully support it. Logistics planners must also allocate and deconflict available HNS resources in accordance with the Statement of Requirements (SOR) of the Sending Nation's (SN). This, in turn, will lead to the production of JIAs. Once an activity commences, staffs must continue to monitor HNS to ensure arrangements are adhered to and that HNS responds to changing priorities. The nature of required HNS can be expected to differ considerably, according to the circumstances prompting the requirement.
0203. **Responsibilities and Authority of the NATO Commander.** During the HNS planning process the NATO Commander and commanders at other levels will be involved. The appropriate level for each stage of the planning process and the relevant situations are clarified in Chapter 3. The NATO Commander has the authority and responsibility for:

- a. Informing the HN(s) and SN(s) of his appropriate point of contact (POC) for HNSA development at the earliest opportunity.
- b. Initiating HNS planning when developing contingency, crisis and exercise planning. In such cases, the NATO Commander will:
 - (1) Draft the HNS Request, thereby initiating the HNS planning process.
 - (2) Identifying the existence of a standing HNS MOU or the requirement to conclude an exercise specific HNS MOU.
 - (3) Formally request authority to negotiate the HNS Memorandum of Understanding (MOU) with the HN on behalf of the concerned SC if a standing MOU for HNS does not already exist.
- c. HNS planning, to include negotiation with the HN and conclusion of a HNS MOU. However, the NATO Commander will consult with identified SN(s) prior to conclusion in order to facilitate their eventual accession to the MOU. Early consultation is required to consider national concerns.
- d. Forming and co-chairing, in conjunction with the HN, a JHNSSC.
- e. Providing advice and guidance to non-NATO nations who may not be familiar with the HNS planning process.
- f. Contracting directly with local private sources in cases where there is no recognised HN government with whom to coordinate HNS. It will be essential in these cases that a system is established by the NATO Commander to monitor or coordinate contracts to limit competition for scarce resources and establish HNS priorities when required. This system will be managed by the JHNSSC or through the Joint Logistic Support Group (JLSG)/Joint Finance and Contracting Branch (JFCB) when employed. The JLSG/JFCB is detailed in Paragraph 0403.
- g. Concluding HNSA to ensure implementation of the principles contained in the HNS MOU.
- h. Inviting the accession of SNs to the MOU, once SNs have been identified.
- i. Identifying those projected costs, which are considered both eligible and affordable for NATO common funding. Ascertaining the adequacy of such funding and seeking additional funding to cover any shortfalls. The NATO Commander will also identify those projected costs that can be expected to be paid by either direct national funding or multinational shared funding.

- j. Arranging the requisite financial authorisation by the appropriate NATO authorities/Funding Committees.
- k. Consolidating all costs considered both eligible and affordable for NATO common funding for submission to the appropriate Funding Committees in the context of an operation plan (OPLAN), financial annex or an operational, exercise or similar budget.
- l. Ensuring financial reimbursement to the HN for that portion of HNS, which is to be funded through common funding.
- m. Establishing the format, content and submission frequency of reports on those HNS assets which are designated and agreed by a HN for the support of forces under NATO command, in consultation with the HN.
- n. Informing SNs on the availability of HNS assets and services.
- o. Redistributing specific HNS assets and services committed by HN for the support of the forces under his command. Redistribution authority is governed by the policy laid down in MC 319/2 NATO Principles and Policies for Logistics.
- p. Prioritising and deconflicting the provision of NATO coordinated HNS during implementation.
- q. Negotiating the HNSA including the TA and the JIA with the HN.
- r. Declaring all the forces, including those from nations other than Allies, participating in the military activity to be part of the NATO led forces in the context of HNS.

0204. Responsibilities of Sending Nations. SNs are responsible for:

- a. Informing the NATO Commander and the HN of the appropriate POC for HNSA development at the earliest opportunity.
- b. Reviewing the MOU and/or TAs, once identified and developed by the NATO Commander, and responding with a Note of Accession (NOA) or a Statement of Intent (SOI).
- c. Nominating and sending authorised representatives to participate in the JHNSC in order to develop the TA and JIAs as appropriate.

- d. Notifying the HN and the NATO Commander of their HNS Concept of Requirements (CORs) and SORs as soon as possible and of subsequent changes to these requirements as they occur.
- e. Keeping the NATO Commander informed of the status of any bilateral HNSA negotiations, the final status of the document and any significant difficulties.
- f. Providing visibility to the NATO Commander of any other arrangements in force that may impact on the HNSAs being developed.
- g. Negotiating and concluding reimbursement arrangements for HNS that is paid for by national funding.
- h. Providing liaison personnel to the NATO Commander when required.

0205. **Responsibilities of the Host Nation.** The HN is responsible for:

- a. Providing HNS to the greatest extent possible on the basis of national priorities and actual capabilities, to meet the commitments made in the HNSA.
 - (1) Ensuring provision is made for a specific HNS MOU in advance of military operations and exercise, if there is no standing HNS MOU in place.
 - (2) Ensuring that the provisions of the HNS MOU have been implemented.
- b. Informing the NATO Commander and the identified SNs of the appropriate POC for HNSA development at the earliest opportunity.
- c. Providing advice to SNs and the NATO Commander of its capability to provide HNS against both specific and generic requirements. Information on HNS capabilities, including POCs, should include:
 - (3) Reception facilities including sea, air and rail points (ports) of disembarkation, logistics over the shore sites and equipment holding areas.
 - (4) Air and naval operating base facilities.
 - (5) Staging and marshalling facilities.

- (6) Support areas covering the areas of supply, maintenance, medical support, transportation, facilities, communications, force protection, billeting and messing.
- (7) Movement operations.
- d. Providing advice to SNs and the NATO Commander of significant changes in capabilities as they occur.
- e. Advising the NATO Commander and identified SNs of all arrangements in force that may be of relevance to the provision of HNS and thus impact on the HNSAs being developed.
- f. Ensuring the maximum possible coordination and cooperation between their military and civil authorities in order to make the best use of limited HNS resources.
- g. Reviewing, to the maximum extent possible, its plans and legislation to facilitate the use of civil resources as early as possible⁷.
- h. Providing liaison to the NATO Commander including to the JLSG/JFCB if the JLSG is deployed.
- i. Considering and replying to the formal HNS Request from the NATO Commander, thereby initiating the HNS planning process.
- j. Forming and co-chairing a JHNSSC in conjunction with the NATO Commander.
- k. Providing a price list for agreed support to the NATO Commander and SN.
- l. Retaining control over its own HNS resources, unless control of such resources is released to the NATO Commander.
- m. Providing Chemical, Biological, Radiological and Nuclear (CBRN) support, which should include:
 - (1) CBRN Force Protection to visiting war ships when they are within territorial waters (TTW) at harbours or at anchor.
 - (2) Guidance and assistance to damage control teams of war ships and their medical personnel.

⁷ Civil Emergency Planning Ministerial Guidance.

- (3) Deployment of CBRN explosive ordnance disposal (EOD) units against unexploded CBRN munitions.
- (4) Decontamination of contaminated ships and personnel.
- (5) Transportable collective chemical, biological, radiological and nuclear protection (COLPRO) for unprotected ship's crew.
- (6) CBRN Medical personnel for CBRN First Aid and recovery/medical evacuation.
- (7) Exchange CBRN information among Naval Task Force Commander, appropriate national military and civilian authorities as arranged by directives and standard operating procedures.

CHAPTER 3

THE HOST-NATION SUPPORT PLANNING PROCESS

0301. **Introduction.** This chapter outlines the activities involved in a staged planning process to ensure development of robust Host-Nation Support (HNS) to meet the needs of the military activity. It also introduces templates for the various documents used. A five-stage planning process provides the most suitable planning framework, identified as Stages 1 to 5. The various stages reflect the level at which activity is undertaken and at which products are produced. Consistent with the need for a flexible approach, this planning process can be adapted to meet the needs of the military activity concerned. An overview of the key aspects of each stage and where they fit in the logistic/operational planning process is outlined below. The NATO Commander and nations identified as potential Host Nations (HNs) are encouraged to embark on Stages 1, 2 and 3 at the earliest opportunity in order to develop useful generic Host-Nation Support Arrangements (HNSAs) in readiness for future HNS.
0302. **Stage 1 - Submission of Host-Nation Support Request and Development of the Memorandum of Understanding.** The first priority is to determine whether or not a Standing HNS Memorandum of Understanding (MOU) exists. If not, an activity specific HNS MOU will need to be concluded. The MOU is the foundation document in the HNS planning process. It represents the formal establishment of the overarching principles for provision of HNS between the Strategic Commands (SCs), the Sending Nations (SNs) and the HN and establishes the basis for follow-on HNS documents. NATO considers these MOU to be politically binding. Such Standing HNS MOU is usually negotiated by SHAPE and concluded on behalf of both SCs. However, this authority may be delegated to a subordinate NATO Commander by a written delegation of authority. In order to save time and resources SHAPE, on behalf of both SCs, develops Standing HNS MOUs with potential HNs. These remove the requirement for a specific HNS MOU to be developed for each activity.
0303. **Stage 1 - The Process.** The NATO Commander will draft a HNS Request (HNS REQ) as soon as the need to conduct a military activity arises and sign and submit it to the HN. This will happen regardless of whether or not there is a Standing HNS MOU in place. The HNS REQ will summarise the need for HNS and outline the scope of the desired arrangement. A template of an HNS REQ is at Annex A. A less formal notification of the HNS REQ may be adopted for crisis operations and minor activities, where either economy of effort or time constraints renders a full written request impractical. In such circumstances an authorized representative of the concerned SC may register the HNS REQ in the record of an initial planning meeting or in the form of a simple e-mail, facsimile or signal. The HN will study the HNS REQ and should respond. The NATO Commander and HN will then begin

discussions to develop the appropriate HNSAs. The steps outlined below relate to the development of an activity specific HNS MOU:

- a. The MOU will be negotiated by the concerned SC or the designated NATO Commander and HN authorities. The NATO Commander will notify identified SNs and appropriate NATO HQs that MOU negotiations have been initiated for a specific NATO military activity. Where a delegation has occurred copies of the signed MOU will be forwarded to the concerned SC and all other relevant NATO HQs and identified SN as soon as practicable by the NATO Commander. A template of a HNS MOU is at Annex B.
- b. Following signature, participating SNs must be invited by the NATO Commander to accede to the MOU. Until this step has been completed, only the HN and the concerned SC are bound by the provisions of the MOU. A SN's Note of Accession (NOA) indicates the SN's willingness to be bound by the MOU and to fully accept its provisions. However, should any SN have difficulties with certain provisions of the MOU they may sign a Statement of Intent (SOI), which should contain their reservations. In this case the HN should either sign the SOI to confirm its willingness to accept the reservations or otherwise indicate its reluctance. A template of a NOA/SOI is at Annex C.
- c. Should any SN desire not to participate in the streamlined approach to MOU development, by providing a NOA or SOI, it may negotiate with the HN for development or use of a separate bilateral arrangement. In such circumstances the HN should notify the NATO Commander of such separately negotiated arrangements and their contents.

0304. **Stage 1 – Products.** The products of Stage 1 will be:

- a. HNS REQ, which is prepared by the concerned SC and transmitted to the prospective HN.
- b. The HNS MOU, which should as a minimum, cover the following:
 - (1) Definitions.
 - (2) Purpose of the MOU.
 - (3) Scope and general arrangements.
 - (4) Reference documents.
 - (5) Responsibilities of the various participants involved in the MOU.

- (6) Financial provisions.
 - (7) Legal considerations.
 - (8) Force Protection.
 - (9) Security and disclosure of information.
 - (10) Commencement, duration and termination.
 - (11) Modification and interpretation.
- c. The NOA/SOI from each of the identified SNs indicating their preparedness to comply with the provisions of the MOU and identification of any reservations negotiated with the HN.
0305. **Stage 2 - Development of the Concept of Requirements.** A Concept of Requirements (COR) addresses broad functional support requirements including land, air, maritime, security, transportation, telecommunications, facilities, etc. It provides the HN with a list of the required types of support, but does not yet furnish details regarding the timing and quantity of that support. A template of a COR format is at Annex D.
0306. **Stage 2 – The Process.** At the Initial Logistic Planning Conference (ILPC) the NATO Commander will direct NATO formations and SNs to develop outline COR(s). Where the detailed requirements are known in advance the SOR format, covered in Stage 3, may be used for the COR. As authorized by the HN, the logistic staffs of the relevant Allied Force, commanders and SNs will conduct preliminary site surveys within the HN to produce the COR and submit it to the HN copied to the NATO Commander. The HN will identify any obvious shortfalls against the COR(s) and discuss these with the appropriate NATO Commander and SNs.
0307. **Stage 2 – The Product.** The COR(s) should provide the HN with a clear idea of the scope and scale of support building on the information presented in the HNS REQ. The COR(s) should be viewed as key documents in a continued effort to clarify actual HNS requirements.
0308. **Stage 3 – Development of the Statement of Requirements.** Once SNs and NATO force contributions have been identified, and as far as practicable in parallel with the development of the TA, it will be important for the NATO Commander to work closely with the HN, SNs and where appropriate the Joint Host Nation Support Steering Committee (JHNSSC) to determine the Statement of Requirements (SORs). SORs take the planning process from the generic to the specific, in that they require identification of the force(s) to be supported. Therefore, identification of SNs and the Allied Forces is a prerequisite for proceeding with this Stage. A

template SOR is at Annex F. Economy of effort and the needs of all the SNs scheduled to deploy to a given location are important factors that need to be accounted for when determining HNS resource allocation. Site surveys conducted for the purpose of clarifying detailed SORs and the ability of the local infrastructure to support the NATO formation and/or SN forces should be conducted on a combined and joint basis. The NATO Commander may determine that certain nationally-funded support functions such as messing and accommodation for personnel assigned to NATO HQ elements need to be provided via centralized arrangements administered by the NATO HQ or the HN. Typically such arrangements will involve support on the basis of bulk reimbursement to the provider directly by SNs. Such payments may be requested in advance such as the selling of meal tickets or through consolidated invoices after the event. SNs agreeing to such support are considered to have accepted the terms, conditions, prices and invoicing procedures established by the provider. Wherever possible the NATO Commander will inform SNs in advance, through the SORs, of the terms and conditions of such arrangements both at the local level and formally through National Military Representatives (NMRs) or equivalent representatives.

0309. **Stage 3 – The Process.** Following the Final Logistic Planning Conference (FLPC) and once SNs have confirmed their troop contributions and final destinations the NATO Commander, in coordination with SNs, will confirm with the HN the number and location of site surveys that need to be conducted in order to refine SORs and develop Joint Implementation Agreements (JIAs). The NATO Commander and the HN will then construct a draft programme of site surveys to be notified to the SNs and then issue a calling notice inviting SNs to participate in them. This programme will be developed on the basis of ensuring wherever possible that site surveys are conducted on a combined joint basis.
- a. During each site survey the NATO Commander and SNs will coordinate their detailed SORs with the support required from the HN. SOR information forms an essential component of the final stage in the planning process and the development of JIAs. SN personnel deploying on site surveys should complete the SOR using the template and checklists at Annex F. This detail should be incorporated into the annexes of the template JIA, at Annex G. For specific service components requirements completion of different questionnaires and SORs will be necessary. Further guidance on this can be found in Allied Logistic Publications-4.1, 4.2 and 4.3 (ALPs-4.1, 4.2 and 4.3) *Multinational Maritime Force Logistics, Land Forces Logistic Doctrine and Air Forces Logistic Doctrine and Procedures*.
 - b. Unit SORs should be drafted at the lowest appropriate level so as to include all HNS requirements needed by the unit. They should also be drafted by phases of the activity. Where a unit's support requirements do not change, as the operation transitions from one phase to the next then a single, multi-phase SOR will be sufficient.

- c. The NATO Commander and HN will identify possible shortfalls and advise SN as appropriate.
0310. **Stage 3 – The Product.** The final product of Stage 3 will be a set of SORs from each SN and NATO formation deploying to or through the HN. The SOR format will be used as the basis for development of the Annexes to JIAs outlining the HNS to be provided or they may be annexed to the Technical Arrangement (TA) when JIAs are not produced.
0311. **Stage 4 - Development of the Technical Arrangement for Provision of Host-Nation Support.** A TA will be developed to amplify the concept and procedures for the provision of HNS common to all participants⁸. The TA should contain a list of all nations participating in the military activity to ensure they are all considered as NATO led forces. A template of a TA is at Annex E.
0312. **Stage 4 – The Process.** Generally once the MOU has been concluded, the NATO Commander and the HN will establish a JHNSSC to develop the necessary amplifying arrangements regarding HNS⁹. A JHNSSC should be established in any event no later than the conclusion of the FLPC although for some small and medium level activities it may be considered unnecessary to convene a JHNSSC. The structure and Terms of Reference (TORs) for this JHNSSC and its subcommittees are as follows:
- a. **Structure.** The JHNSSC is co-chaired by the NATO Commander and the HN. The JHNSSC should include representation from the NATO Commander's staff, identified SNs, and any other relevant HN military and civil departments.
 - b. **Terms of Reference.** Outline TORs for the JHNSSC are as follows:
 - (1) To determine HNS requirements and to identify whether there is a need to merge the activities of Stages 3 to 5 of the HNS planning process.
 - (2) To collectively discuss the TA including its annexes.
 - (3) To be responsible for coordinating planning undertaken by JHNSSC sub-committees and to provide guidance and policy advice to those directly responsible for development of JIAs.

⁸ For some nations a TA is a legally binding agreement.

⁹ Potentially this may happen in parallel with Stage 1 and 2.

- (4) To monitor the progress of planning, particularly the identification of SORs and the development of JIAs, providing direction as required.
- (5) To identify courses of action for issues that cannot be resolved by the JHNSSC or any sub-committees formed and that may require action to be taken by SNs, NATO Commands or HNs.

- c. **Joint Host Nation Support Steering Committee Sub-Committees.** For sizeable HNS planning tasks, it may be beneficial for the JHNSSC to form sub-committees to address elements of the task within functional areas. Sub-committees may best address the approach to JIA development for each of the Land/Amphibious, Air and Maritime domains for a given Operation Plan. These sub-committees, which may be associated with JIA development, will normally be called Joint Implementation Committees (JICs). It may even be appropriate to establish further sub-JICs to be responsible for JIA development such as the bed-down for each Navy District, Land Command and Air Base. Special Advisory Groups (SAGs) may also be formed to provide input on functional aspects such as fuels, transportation and medical support to all the JICs as required.

0313. **Stage 4 – The Product.** The final product of Stage 4 will be a TA with associated annexes. The annexes will focus on how the HN proposes to meet NATO and SNs requirements as well as the general procedures and arrangements for delivering the required support. The TA should not duplicate information in other documents such as the MOU or Operation Orders or Exercise Orders (OPORD/EXOPORD). Irrespective of whether or not the TA is discussed and finalized collectively through the JHNSSC it is signed bilaterally between the HN and the NATO Commander. The signature will be at operational level for NATO and in accordance with national protocols for the HN. Following signature of a bilateral NATO/HN TA the HN should invite SNs to accede to the TA through a NOA. SNs may also provide a SOI with reservation to the HN with a copy to the NATO Commander or they may also develop separate TAs with the HN. The TA should as a minimum, cover the following:

- a. Purpose and scope of the TA.
- b. Definitions.
- c. Reference documents.
- d. Situation, HNS mission and execution.
- e. A list of all nations participating in the military activity with a declaration that they will all be considered as part of the Allied Force.

- f. Command and control (C2).
- g. Responsibilities.
- h. Financial provisions.
- i. Legal aspects.
- j. Supplies and services.
- k. Commencement, amendment and termination.

0314. **Stage 5 - Development of Joint Implementation Arrangements.** During Stage 5 JIAs may be prepared although for small or medium level exercises this may not be necessary. In this case the SORs would stand-alone or be annexed to the TA. JIAs will include financial obligations serving as the fundamental 'contract' between the HN and SNs/NATO Commander for the provision of specific HNS. Consequently they are signed on a bilateral basis even though they may have been developed collectively/multilaterally. As the JIAs will detail financial obligations and impose requirements on the HN, SNs and the NATO Commander the signature level should be consistent with the authority required by each to make such arrangements. In respect of general provisions, each SN/NATO Commander may sign on a collective signature page indicating their acceptance. In respect of specific provisions each SN/NATO Commander may sign on a bilateral basis. If JIAs are produced planning is decentralized and will be conducted in one of two ways:

- a. Under the immediate direction of one or more JICs as appropriate which are established by, and operate under the direction of, the JHNSSC. This is more likely to be the approach adopted for contingency planning.
- b. With the HN in conjunction with SNs and with the support of the JHNSSC. This is more likely to be the approach adopted for military activities where time constraints preclude the establishment of the more methodical approach of the option above.

0315. **Stage 5 – The Process.** JIAs detail the force(s) to be supported. The following steps are involved in developing JIAs:

- a. Once detailed SORs have been updated following site surveys the SNs and HN representatives should complete the necessary JIAs identifying and clarifying any HN procedures and factors. This should be undertaken in such a way as to produce a combined JIA for every site clearly stating each SNs requirements and the HN's ability to meet those requirements, including the detailed terms of provision.

- b. The JHNSSC, or where this is not formed, the NATO Commander will confirm with the HN the arrangements and level for signature of the JIA(s).

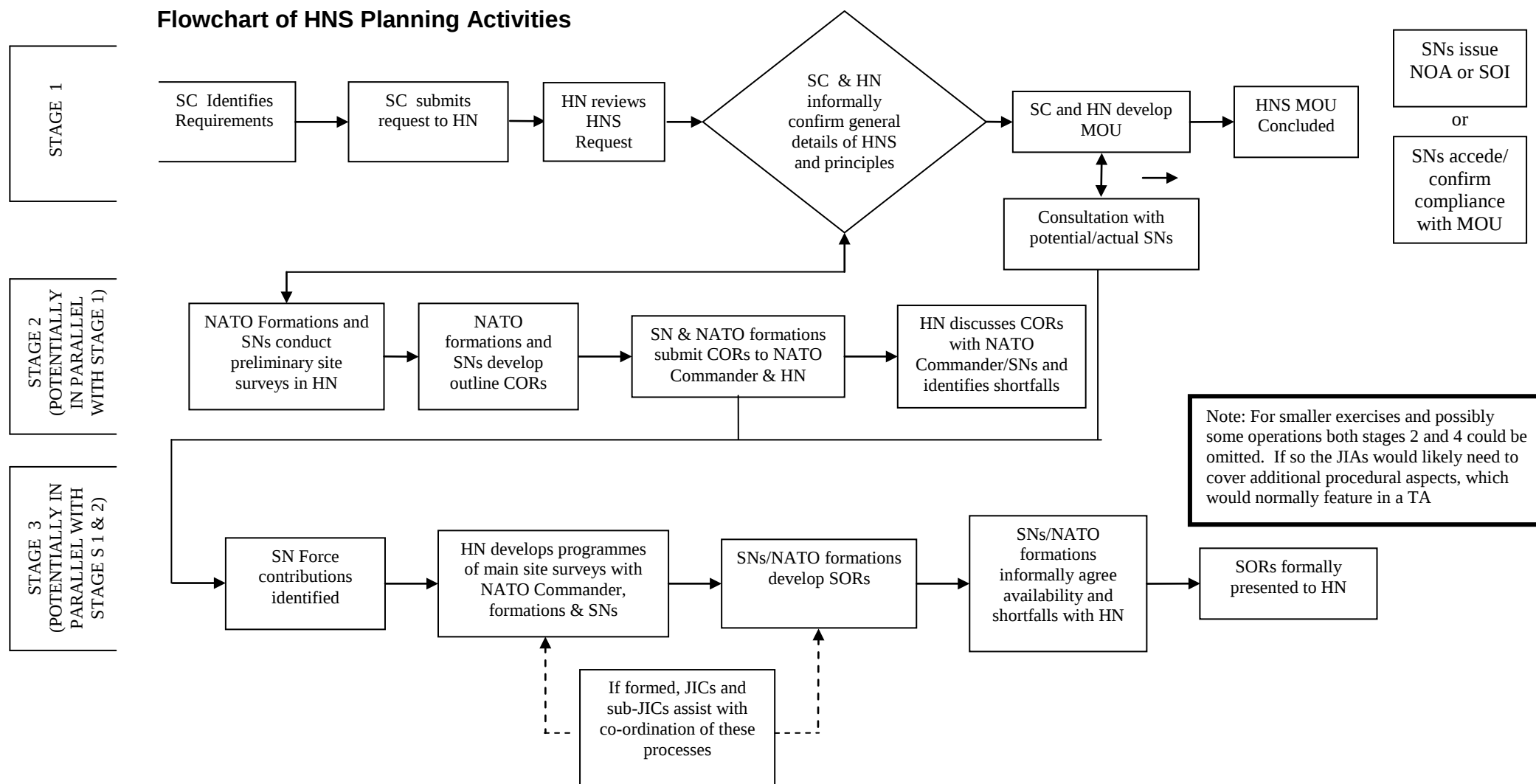
0316. **Stage 5 – The Product.** The final product of Stage 5 will be a set of JIAs. These obligate the signatories financially and for the provision of resources. They must detail costs and how support requirements will be provided to forces. Signatures by the NATO Commander/SN and the HN will be required prior to implementation. JIAs will normally be published as stand-alone documents. In some circumstances the TA may also include annexes which include the products of this Stage of the HNS process and which are specific to SNs. Annexes may be structured in one of two ways:

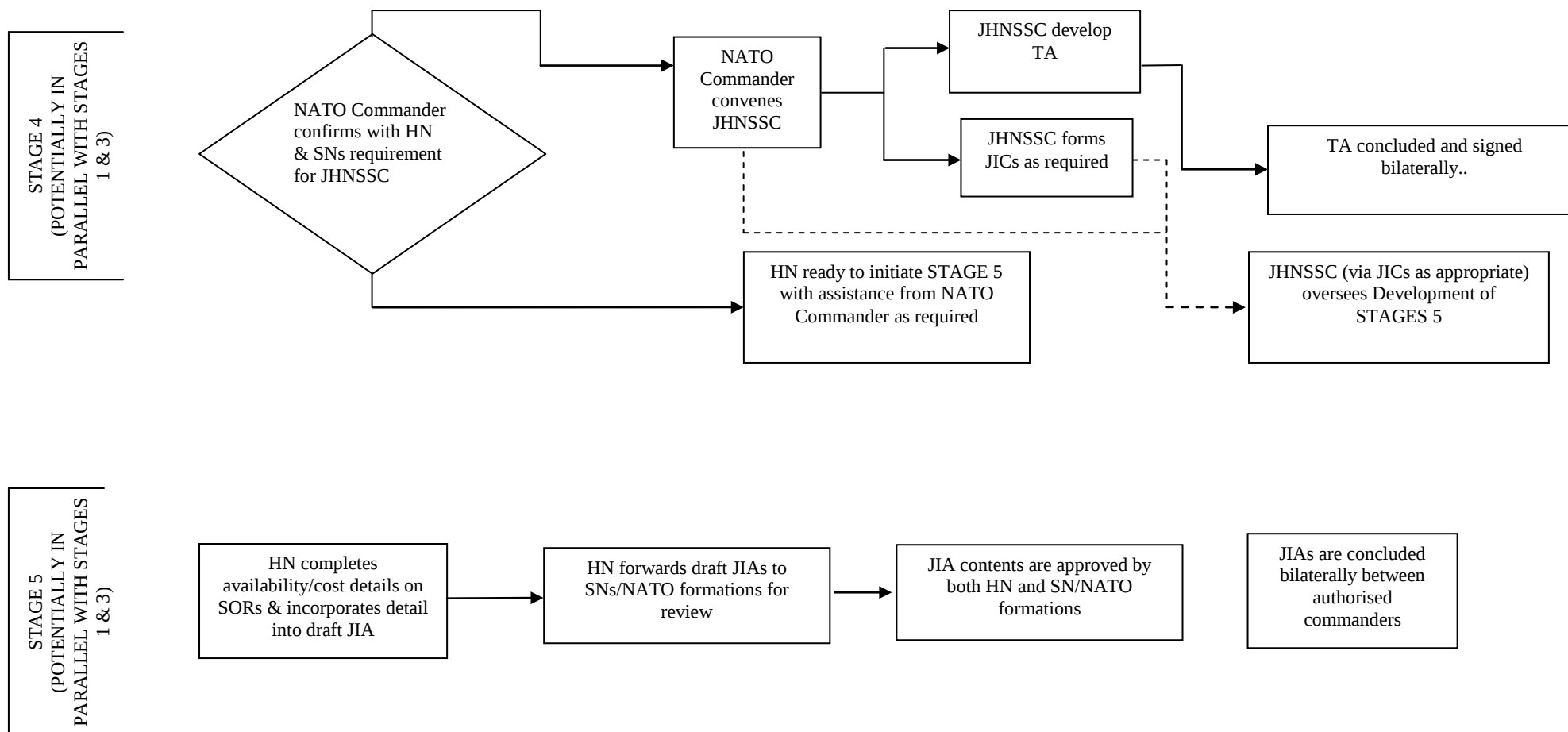
- a. Functionally with separate annexes for classes of supply, transportation, accommodation etc.
- b. Composite with separate all-encompassing annexes for each phase of a force's anticipated military activity. A template of a JIA is at Annex G.

0317. **Appropriate Commander.** The NATO Commander will be at the operational or tactical level of a static or deployed NATO command and/or the Commander of SN forces. The following clarification indicates the likely level of Commander at each stage of the 5 stage process:

- a. Stage 1. Strategic Level, SC or operational level after delegation of authority.
- b. Stage 2. Operational level.
- c. Stage 3. Operational level.
- d. Stage 4. Operational level.
- e. Stage 5. Tactical level.

Flowchart of HNS Planning Activities





CHAPTER 4

IMPLEMENTATION

Section I – Organization

0401. **Introduction.** This Chapter addresses the activities required to effect the provision of Host-Nation Support (HNS) beyond the planning stage discussed in Chapter 3. Therefore, it takes as a starting point the requirement to commence implementation of the HNS Arrangement (HNSA) and in particular the Joint Implementation Arrangements (JIAs) developed for use in the military activity in question. As outlined in Chapter 3, the JIAs will have been developed at a point close to, or possibly even during, the actual deployment of Sending Nations (SN) forces to the Host Nation (HN). The HN should, by this stage, have identified its HNS architecture, the details of which could be expected to have been provided in the Technical Arrangement (TA). In situations where there has not been time to finalize such a document the information should at least have been communicated to the relevant NATO Commands and the SNs.
0402. **Organization.** There are general requirements for the establishment of HNS but the actual HNS organization put in place for any given country or military activity will vary. The organization will depend on the operational and logistics command and control (C2) arrangements required and the requirements of the HN. It is important that SNs are advised at the earliest opportunity of the proposed organizational structure for managing HNS.
0403. **NATO Organization.** Within NATO's military structure the J4 (Logistics) staff have the responsibility for coordinating and prioritizing HNS during a military activity. J4 staff will exercise this responsibility through the Joint Logistics Support Group (JLSG). If the JLSG is deployed it is responsible through its Joint Finance and Contracting Branch (JFCB) for providing miscellaneous services through contracting, including:
- a. Overall organisation of liaison with appropriate authorities of the HN and agencies for acquisition of In Country Resources (ICR) and services.
 - b. Using the integrated NATO Support Agency staff for the establishment and maintenance of theatre level basic ordering agreements (BOAs) and other contracts.
0404. **HN Organization.** It is essential that the HN works closely with the HNSCC during implementation of HNS. This can best be achieved by collocating the HN's key HNS Cell with the Host-Nation Support Coordination Cell (HNSCC) or by establishing

effective coordination mechanisms. The HN will need to establish HNS points of contact (POCs) or liaison officers (LOs) at key locations where SN forces can be expected to transit or reside.

0405. **SN Organization.** SNs will co-locate their HNS LOs with the HNSCC. HNS LOs may also be required at Points of Disembarkation (PODs) and other key nodal points for staging or positioning their forces within the HN. HNS LOs will assume various other liaison functions. SNs National Support Elements (NSEs) coordinate the national organization of their HNS LOs. If a nation cannot provide a HNS LO, they have to inform the HNSCC how HNS issues are to be addressed.

Section II – Reporting and Training

0406. **HNS Reporting.** The NATO Commander is authorized to require reports from the HNSCC on the status of HNS requirements and HNS assets made available. SNs have to inform, through the HNSCC, the NATO Commander of changes in their HNS requirements. HNS information and/or required reports should be provided through the Logistic Reporting System (LOGREP).
0407. **Validation, Training and Exercises.** To ensure that HNS plans are current and executable NATO Commanders should test them, either in whole or in part, during scheduled exercises. The Officer Scheduling the Exercise (OSE) or the Officer Conducting the Exercise (OCE) must verify the HN's willingness to test HNS plans, prior to embarking on detailed exercise planning. Once the exercise is completed it will be the responsibility of the OCE's exercise analysis staff to provide feedback to HNS planners, so that consideration can be given to updating the HNS planning process or procedures, as necessary. Allied Command Transformation (ACT), with the support of Allied Command Operations (ACO), should establish training programs to ensure a sufficiency of staff skilled at HNSA development. Such expertise is likely to require time to mature, and NATO Commanders and nations will need to ensure that adequate cross training is provided to avoid poor and untimely development of HNSA and inconsistency of approach. Nations should take advantage of such programs.

ANNEX A

TEMPLATE FOR

HNS REQUEST LETTER

SUBJECT: Request for Host-Nation Support

TO: *"Host Nation Military Representative"*

SUBJECT: Standing Memorandum of Understanding with the Republic of _____ regarding the Provision of Host-Nation Support for the Execution of NATO Operations.

DATE:

REFERENCE: *AJP-4.5 Allied Joint Doctrine for Host-Nation Support*

1. Under the concept of NATO multinational logistics and Host-Nation Support (HNS), it has become apparent that there are considerable benefits in organizing HNS well in advance. As you are aware there is a Standing HNS Arrangement in place between NATO and _____(HN)_____.

2. The purpose of this letter is to initiate its use in respect of HNS Planning for the Operation (or the Exercise) _____[**when a Standing MOU is in place**]

.....OR.....

1. Under the concept of NATO multinational logistics and Host-Nation Support (HNS), it has become apparent that there are considerable benefits in organizing HNS well in advance. Notwithstanding the existence of some Arrangements between NATO and _____(HN)_____, the SHAPE staff believe it would be appropriate to update these agreements by developing a Standing HNS Memorandum of Understanding (MOU).

2. With this in mind, SHAPE, also on behalf of HQ SACT, would like to initiate the HNS process, in accordance with Reference A, in order to negotiate and conclude a mutually beneficial Standing HNS MOU between HQ SACT as well as SHAPE, and _____(HN)_____. A proposed HNS MOU is enclosed.

3. I would be most grateful if you would establish contact with the following personnel to start negotiations:

- *list of POC*

[**when an MOU is not in place**]

SC Representative _____

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ANNEX B

TEMPLATE FOR

MEMORANDUM OF UNDERSTANDING

MEMORANDUM OF UNDERSTANDING (MOU)

BETWEEN

THE GOVERNMENT OF THE REPUBLIC/KINGDOM OF _____[HN]

AND

**HEADQUARTERS, SUPREME ALLIED COMMANDER
TRANSFORMATION**

AS WELL AS

SUPREME HEADQUARTERS ALLIED POWERS EUROPE

REGARDING

**THE PROVISION OF HOST-NATION SUPPORT FOR THE EXECUTION OF
NATO**

OPERATIONS/EXERCISES/SIMILAR MILITARY ACTIVITY

INTRODUCTION

The Government of the Republic/Kingdom of _____[HN], represented by the Ministry of Defence (MoD) as well as the Headquarters, Supreme Allied Commander Transformation (HQ SACT) and the Supreme Headquarters Allied Powers Europe (SHAPE), hereinafter referred to as the Participants:

HAVING REGARD to the provisions of the North Atlantic Treaty, dated 4 April 1949, and in particular Article 3 thereof;

HAVING REGARD to the Partnership for Peace Framework Document Issued by the Heads of State and Government Participating in the Meeting of the North Atlantic Council (Framework Document), dated 10 January 1994; (*only for MOU with Pfp nation*)

HAVING REGARD to the provisions of the Agreement between the Parties to the North Atlantic Treaty regarding the Status of their Forces (NATO SOFA), dated 19th June 1951, the Protocol on the Status of International Military Headquarters set up pursuant to the North Atlantic Treaty (Paris Protocol), dated 28 August 1952, the Agreement among the States Parties to the North Atlantic Treaty and the Other States Participating in the Partnership for Peace regarding the Status of their Forces (PfP SOFA), dated 19 June 1995, the Additional Protocol to the Agreement among the States Parties to the North Atlantic Treaty and the Other States Participating in the Partnership for Peace regarding the Status of their Forces (Additional Protocol to the PfP SOFA), dated 19 June 1995, and including the Further Additional Protocol to the Agreement among the States Parties to the North Atlantic Treaty and the other States participating in the Partnership for Peace regarding the Status of their Forces (Further Additional Protocol to the PfP SOFA), dated 19 December 1997;

HAVING REGARD to the concept of deploying NATO forces and coalition forces under NATO command and control to or through the territory of the Republic/Kingdom of _____[HN] during periods of peace, crisis, emergency, and conflict in support of NATO military activities;

HAVING REGARD to the concept of exercises and operations anticipated to take place with NATO, Partnership for Peace (PfP) and other NATO-led forces;

AND IN CONSIDERATION of the needs of the Republic/Kingdom of _____ [HN], hereinafter called the Host Nation, and the needs of the Allied Command Operations (ACO), and the Allied Command Transformation (ACT) hereinafter referred as the Strategic Commands (SCs);

THE PARTICIPANTS HAVE REACHED THE FOLLOWING UNDERSTANDING:**SECTION ONE****1. DEFINITIONS**

For the purposes of this MOU and its follow-on documents the following definitions apply:

- 1.1 Forces. All components of a NATO-led force, to include all personnel, animals, material, and provisions, together with any civilian components of such forces as defined in the NATO SOFA, Paris Protocol and PfP or other nations participating under the NATO lead. The term also includes all ships, aircraft, vehicles, stores, equipment, and ammunition, as well as all air, land and sealift movement resources, together with their support services including contractors deploying or supporting the force¹⁰.
- 1.2 NATO Military Activities. Military actions including exercises, training, operational experimentation and similar activities, or the carrying out of a strategic, tactical, service, training, or administrative military mission performed by forces; the process of carrying on combat, including attack, movement, supply and manoeuvres needed to gain the objectives of any battle or campaign.
- 1.3 NATO Commander. A military commander in the NATO chain of command.
- 1.4 NATO Organisations. Headquarters and organised units of forces under NATO command and control.
- 1.5 International Military Headquarters. International Military Headquarters in the NATO integrated command structure or that have been granted that status by the NAC/DPC. This includes activities that may be temporary detachments or units of the Headquarters.
- 1.6 National Headquarters. Headquarters of national forces under NATO command and control.
- 1.7 Multinational Headquarters. Headquarters with personnel from more than one nation formed by agreement of participating nations and under NATO command and control.

¹⁰ Republic of Poland does not recognise contractors as part of the force in the meaning of 'armed forces' definition in NATO and PfP Status of Forces Agreements (SOFAs).

- 1.8 Sending Nations (SNs). Those nations and HQ or its elements deploying to the territory HN in support of NATO military activities.
- 1.9 Host Nation (HN). The Republic/Kingdom of _____[HN].
- 1.10 Strategic Commanders or Commands (SCs). The Supreme Allied Commander Europe (SACEUR), the commander of Allied Command Operations (ACO), and the Supreme Allied Commander Transformation (SACT), the commander of Allied Command Transformation (ACT).
- 1.11 Host-Nation Support (HNS). The civil and military assistance rendered in peace, emergencies, crisis and conflict by a Host Nation to allied forces and organisations, which are located on, operating in or transiting through the Host Nation's territory, territorial waters or airspace.
- 1.12 Force Protection (FP). All measures taken and means used to minimise the vulnerability of personnel, facilities, equipment and activities to any threat and in all situations, to preserve freedom of action and the operational effectiveness of the force.
- 1.13 Expenses. Those expenditures associated with the establishment, support and sustainment of national, multinational or International Headquarters, forces or NATO organisations. For the purposes of this MOU and its follow-on documents:
 - a. NATO Common Costs. Those expenses agreed in advance to be the collective responsibility of the Alliance.
 - b. Shared Costs. Those expenses agreed in advance to be the shared responsibility of more than one nation. Shared Cost arrangements are usually based on a formula detailed in the relevant Technical Arrangement and/or Joint Implementation Arrangements.
 - c. Direct National Costs. Those expenses considered the responsibility of a single SN.
- 1.14 NATO Common Funding. Funds provided by NATO nations and made available upon approval through NATO budgets for Common Costs incurred during the conduct of the NATO military activity specified therein.
- 1.15 Note of Accession (NOA). A document indicating the intent of a SN to participate in arrangements for HNS under the provisions of this MOU for a specified NATO-led military activity.

- 1.16 Statement of Intent (SOI). A document indicating a SN's intent to participate in arrangements for HNS under the provisions of this MOU, but subject to certain specific reservations. The HN will confirm whether or not the reservations are acceptable for the provision of HNS.
- 1.17 Technical Arrangement (TA). A follow-on bilateral arrangement for a specified NATO military activity. It details the responsibilities and procedures for the provision of HNS by the HN to the NATO Commander and SN(s).
- 1.18 Joint Implementation Arrangement (JIA). A follow-on bilateral arrangement that establishes the commitment between the signatories concerning the provision and receipt of HNS. It includes detailed information on the required and offered support, site-specific procedures for implementation and reimbursement or payment terms.
- 1.19 Joint Host Nation Support Steering Committee (JHNSSC). A committee established on an ad-hoc basis and co-chaired by the HN and NATO Commander. The committee, comprised of authorised representatives from all SNs, the HN and NATO Commander(s), will meet to coordinate the necessary amplifying arrangements regarding HNS, such as the TA and JIA(s), as appropriate.
- 1.20 Operational Sites. Sites situated in the territory of the HN for the purpose of operational and/or logistics support to the force for NATO-led military activities. These sites are detachments of a Strategic Command under the command and control of the NATO Commander.
- 1.21 Unless a meaning is specified within this MOU, the NATO Glossary of Terms and Definitions (AAP-6) will apply.

SECTION TWO

2. PURPOSE

- 2.1 The purpose of this MOU is to establish policy and procedures for the establishment of operational sites and the provision of HNS to NATO forces in, or supported from the HN, during NATO military activities.
- 2.2 This MOU and its follow-on documents are intended to serve as the basis for planning by the appropriate HN authority and by NATO Commanders anticipating HNS arrangements for a variety of NATO military activities. These missions include those for which deploying forces have been identified and those for which forces are yet to be identified.

SECTION THREE

3. SCOPE AND GENERAL ARRANGEMENTS

- 3.1 The provisions of the, NATO or PfP SOFA, Paris Protocol and the Further Additional Protocol and any other relevant agreements as may be in force between the Supreme Headquarters and HN, will apply to all NATO-led military activities.
- 3.2 The HN recognises operational sites set up under implementation of this MOU to be detachments of the establishing Supreme Headquarters and the activities of such detachments to be undertakings of the Supreme Headquarters. The sites to be established will be identified in follow-on documents. Command and control arrangements will be assigned in applicable operational plans.
- 3.3 This MOU is intended to be in accord with NATO doctrine and policy and provides an umbrella arrangement and structure for HNS.
- 3.4 The HN will provide support within its fullest capacity, subject to availability and within the practical limitations of the circumstances that then exist, to the forces deployed on NATO-led military activities. The details of this support will be addressed in follow-on documents.
- 3.5 The provisions of this MOU apply in peace, emergencies, crisis and conflict or periods of international tension as may be jointly determined by the appropriate HN and NATO authorities.
- 3.6 While SNs are encouraged to participate in NATO military activities and to accept the provisions of this MOU as the umbrella document under which HNS is provided by the HN, separate bilateral agreements with individual nations may be taken into account by the HN on a case-by-case basis.
- 3.7 The HN and SCs may designate representatives to negotiate follow-on documents that support and amplify this MOU.
- 3.8 NATO military activities supported by this MOU may require multinational support air operations by fixed wing aircraft and helicopters, and in the case of ports, by merchant and military support vessels. The HN acknowledges that movement of such aircraft, helicopters, ships and their crews in and through HN territorial areas, will take place under a general clearance for the duration of the NATO military activity. The HN will administer/control all aspects of such a clearance.

SECTION FOUR

4. REFERENCE DOCUMENTS

Reference documents that may be applicable to this MOU are contained at Annex A.

SECTION FIVE

5. RESPONSIBILITIES

Within the provisions of this MOU:

5.1 Host Nation

- a. During development of follow-on documents and as changes occur, and following completion of these documents, the HN will provide timely notice to the appropriate NATO Commander concerning the availability or any deficiencies of HNS capabilities. The HN takes note that NATO planners rely on the developed follow-on documents to this MOU and require timely notice of planned changes to the national establishment and capabilities.
- b. In order to provide support, the HN will make the necessary arrangements with sources of support, to include civil and commercial sources. Commercially procured support will be obtained via a competitive bidding process from the lowest compliant bidder.
- c. The HN will keep the administrative and financial records necessary to establish reimbursement to the HN for resources provided to the forces. Records documenting transactions funded through NATO budgets will be made available to NATO as required for audit purposes.
- d. The standard of goods and services supplied by the HN will be in accordance with the details set out in the follow-on documents.
- e. The HN will retain control over its own HNS resources, unless control of such resources is released.
- f. The HN will provide, in advance of any NATO military activity, a price list for any relevant or identified HN support.

- g. The HN will invite SNs to accept the provisions of this MOU by either a Note of Accession or Statement of Intent.
- h. The HN (*in coordination with the NATO Commander*) will provide to the force, medical and dental support by HN military personnel/facilities under the same conditions as provided to the HN military.
- i. The HN will provide the procedures for the medical links between HN and SN, including medical POCs.
- j. During development of follow-on documents, the HN will provide the NATO Commander with copies in English of any health, safety, environmental and agricultural regulations, which may apply to a NATO military activity, as well as any regulations in respect to the storage, movement, or disposal of hazardous materials.
- k. The HN accepts that copies of SNs cargo manifests for equipment and supplies both for military and personal use in accordance with the NATO SOFA, will be sufficient documentation for Customs purposes.

5.2 NATO Commander

- a. The NATO Commander will ensure, to the maximum extent possible, that follow-on documents specify the type, quantity, and quality of support required. It is noted that the mission and force structure cannot be specified before designation in an Operation Plan (OPLAN) an Operation Order (OPORD), or an Exercise Operational Order (EXOPORD). The NATO Commander will provide supplementary information necessary for HN planning as soon as practicable.
- b. The NATO Commander will give timely notice of any change in circumstances to the HN and will propose modification of follow-on documents, as appropriate.
- c. The NATO Commander will determine whether Common Funding is available and which requirements are eligible for Common Funding.
- d. The NATO Commander will define and prioritise required HNS and approve the pricing for Common Costs.
- e. The NATO Commander will ensure financial reimbursement to the HN for agreed HNS if paid for through Common Funding. In all other cases, the NATO Commander will aid so far as possible in the resolution of financial obligations between the HN and the SNs.

- f. If SN requirements conflict with the NATO Commander's resource distribution priorities, the appropriate NATO Commander will resolve the conflict with the SNs involved.
- g. The NATO Commander will identify personnel and other requirements for the operation of sites to be established in the HN.
- h. The NATO Commander will facilitate standardisation of support requirements and costs during negotiations and/or at the JHNSSC.

5.3 Sending Nations

- a. SNs may elect to participate in the structure and procedures for HNS by accepting the provisions of this MOU through a NOA or by issuing a SOI for a specified NATO military activity.
- b. SNs will identify HNS requirements to the HN and responsible NATO Commander.
- c. For Direct National Cost requirements, the SN will normally participate in negotiations for HNS during the JHNSSC or directly with the HN if a JHNSSC is not established. SNs will provide direct payment or reimbursement for HNS to the HN only for services provided from military sources unless other payment procedures are used as agreed. Under contractual arrangements made by the HN and the SNs, the support provided from commercial or civilian resources will be paid for directly by the SNs.
- d. SNs will provide authorised personnel to participate in HNS discussions during the JHNSSC, if established.
- e. SNs will report changes in HNS requirements to the HN and appropriate NATO Commander as they occur and shall submit revised HNS requirements and/or status reports.
- f. SNs are responsible for the cost of any civilian medical or dental services rendered by the HN.
- g. SNs must follow HN health, safety, environmental and agricultural regulations and procedures that have been identified for operational sites as well as any HN regulations for the storage, movement, or disposal of hazardous materials.

SECTION SIX

6. FINANCIAL PROVISIONS

- 6.1 By mutual agreement and/or international convention, activities of International Military Headquarters, operational sites, NATO-owned and/or chartered vessels, aircraft, vehicles and POL provided to Forces will be free from all taxes, duties, state tolls, fees, and all similar charges.
- 6.2 The Paris Protocol¹¹, Further Additional Protocol and customary international law which implements immunities and privileges regarding International Military Headquarters will be applied to any headquarters element, detachment that may deploy to HN following the implementation of a NATO military activity.
- 6.3 Equipment, supplies, products, materials and services temporarily imported and exported from HN territory in connection with a NATO military activity, are exempt from all duties, taxes and fees. Other customs procedures will be determined in accordance with the NATO or PfP SOFA, Paris Protocol and Further Additional Protocol, as applicable.
- 6.4 Where complete exemption from taxes, duties, fees, and similar charges is not possible for purchases performed from the HN domestic economy, charges will not be levied at a higher rate than applied to the HN Armed Forces¹². All expenses should be processed with the least amount of accompanying administrative requirements.
- 6.5 Financial transactions, to include the transfer of funds and creation of accounts, at any private or governmental bank institution are to be conducted without acquiring charges or fees of any kind.
- 6.6 Final financial arrangements, particularly those related to NATO Common Funding, will likely only be determined just prior to the implementation of a NATO military activity. All financial arrangements negotiated beforehand must, however, be specific as to NATO's maximum financial liabilities. Expenses not specifically agreed to as being a NATO funded expense, prior to the expense being incurred, will not receive NATO Common Funding.
- 6.7 Follow-on documents will provide the initial basis for cost estimates and will serve as the basis for the categorization of expenses as either NATO Common Costs (if applicable), Shared Costs, or Direct National Costs.

¹¹ France and Canada are not signatories to the Paris Protocol.

¹² Within NATO and PfP countries, forces are exempt from taxes on fuels.

- 6.8 Where the NATO Commander determines that certain costs are both eligible and affordable for NATO Common Funding (from approved budget allocations) the appropriate SC will authorize Common Funding for those expenses and will either pay directly or reimburse the HN.
- 6.9 Where certain expenses are determined to be attributable to more than one nation, such expenses may be identified as Shared Costs and may, by the mutual agreement of the nations involved, be shared in accordance with a cost-share formula approved in the TA or other follow-on documents.
- 6.10 Charges for civil and military materiel and services provided by the HN will not be levied at a higher rate than the HN Armed Forces is charged and will not include administrative or overhead surcharges, but may reflect adjustments due to delivery schedules, points of delivery, or similar considerations. Reimbursement will not be paid for support provided by military personnel.
- 6.11 The NATO Commander and SNs may contract directly with commercial suppliers for supplies, services or other support.
- 6.12 NATO-owned vehicles and SN military vehicles are self-insured and as such may operate without commercial insurance.
- 6.13 The HN will not incur any financial liability on behalf of the NATO Commander or the SNs, unless specifically requested to do so in advance by an authorised representative, and unless responsibility for payment of the expenses is agreed. Furthermore, no funds will be committed until the Supreme Headquarters or the SNs, as appropriate, approve the relevant follow-on documents and direct their implementation.
- 6.14 Funding has not been allocated in association with this MOU, and this document does not represent a specific funding obligation on the part of the NATO Commander or SNs. Detailed financial arrangements and reimbursement procedures will be specified in the follow-on documents.
- 6.15 Establishment of operational sites to support NATO military activities does not contemplate construction or rehabilitation of infrastructure.

SECTION SEVEN

7. LEGAL CONSIDERATIONS

- 7.1 The Supreme Headquarters will perform, or may delegate, legal actions essential for the performance of missions, including, but not limited to, the

exercise of capacity to enter into contracts, engage in legal or administrative proceedings, and acquire and dispose of property.

- 7.2 The status of the forces deployed to the territory of the HN will be determined in accordance with the NATO or PfP SOFA, Paris Protocol and/or Further Additional Protocol.
- 7.3 Equipment, supplies, products, and materials temporarily imported into and exported from HN territory in connection with a NATO military activity, are exempt from all duties, taxes and fees. Other customs procedures will be determined in accordance with the NATO or the PfP SOFA, the Paris Protocol and the Further Additional Protocol, as applicable.
- 7.4 Non-contractual claims arising out of, or in connection with, the execution of this MOU, will be dealt with in accordance with the provisions of the NATO or PfP SOFA .
- 7.5 Contract claims will be processed and adjudicated by the HN, through the process governing public contracts and in accordance with HN law, with reimbursement from the NATO Commander or SN, as applicable.

SECTION EIGHT

8. FORCE PROTECTION

- 8.1 Comprehensive and effective FP will be planned for NATO static headquarters and all similar military activities, and will be detailed in OPLANS, EXPIS or supplementary agreements, as appropriate. FP will be implemented in accordance with NATO policy and procedures and in a manner consistent with the NATO or PfP SOFA. Under no circumstances will the FP required or provided be contrary to the NATO or PfP SOFA or HN laws.
- 8.2 As appropriate, the HN will inform the SN and NATO Commander of its proposed FP measures, limitations and restrictions.
- 8.3 As appropriate, each SN is responsible for identifying and providing its FP requirements and limitations to the HN and NATO Commander.
- 8.4 In addition to those FP responsibilities detailed in NATO FP policy and procedures, the NATO Commander is responsible for coordinating all required and provided HN and SN FP as appropriate to the protection of the Force.

SECTION NINE

9. SECURITY AND DISCLOSURE OF INFORMATION

- 9.1 Between Alliance Nations, classified information stored, handled, generated, transmitted or exchanged as a result of the execution of this MOU will be treated in accordance with C-M (2002) 49 "Security within the North Atlantic Treaty Organization", dated 17 June 2002, in the respective authorised edition, including all supplements and amendments thereto and existing security agreements and arrangements.
- 9.2 Information provided by any Participant or SN to any other in confidence, and such information produced by any Participant or SN requiring confidentiality, will either retain its original classification, or be assigned a classification that will ensure a degree of protection against disclosure, equivalent to that required by the other Participant or SN.
- 9.3 Each Participant and SN will take all lawful steps available to it to keep free from disclosure all information exchanged in confidence, unless the other Participants and/or SNs consent to such disclosure.
- 9.4 To assist in providing the desired protection, each Participant or SN will mark such information furnished to the other in confidence with a legend indicating its origin, the security classification, the conditions of release, that the information relates to a specific NATO military activity, and that it is furnished in confidence.
- 9.5 Visits by personnel will be arranged in accordance with the procedures specified in C-M (2002)49, as amended.
- 9.6 All classified information subject to the provisions of this section will continue to be protected in the event of withdrawal by any participant or upon termination of the MOU.

SECTION TEN

10. COMMENCEMENT, DURATION AND TERMINATION

- 10.1 This MOU will become effective on the date of the last signature and remain in effect unless terminated by any Participant giving six months prior notice in writing to all other Participants.

- 10.2 All provisions of Sections 6, 7, and 9 will remain in effect in the event of withdrawal of any Participant or upon termination of this MOU until all obligations are fulfilled. SNs will fulfill all obligations in the event of any termination or withdrawal.

SECTION ELEVEN

11. MODIFICATION AND INTERPRETATION

- 11.1 This MOU may be amended or modified in writing by the mutual consent of all Participants.
- 11.2 Apparent conflicts in interpretation and application of this MOU will be resolved by consultation among Participants at the lowest possible level and will not be referred to any national or international tribunal or third party for settlement.
- 11.3 This MOU is signed in three copies each of them containing the text in the English and _____ [HN] language.
- 11.4 Problems in translation or interpretation of this MOU will be resolved under the English language version.

The foregoing represents the understandings reached between the Government of the Republic/Kingdom of _____ [HN], and the Headquarters, Supreme Allied Commander Transformation as well as the Supreme Headquarters Allied Powers Europe, upon the matters referred to herein.

SIGNED:

For the Government of the Republic/Kingdom of _____ [HN]

NAME
TITLE/RANK

Dated: _____

**For the Supreme Headquarters Allied Powers Europe
and
for the Headquarters, Supreme Allied Commander Transformation**

NAME
RANK
TITLE

Dated: _____
Mons, Belgium

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ANNEX A (to the template of MOU)

REFERENCE DOCUMENTS

- a. The North Atlantic Treaty, dated 4 April 1949.
- b. Partnership for Peace Framework Document Issued by the Heads of State and Government Participating in the Meeting of the North Atlantic Council (Framework Document), dated 10 January 1994. (only for MOU with PfP nation)
- c. Agreement among the Parties to the North Atlantic Treaty and Regarding the Status of their Forces, (NATO SOFA), dated 19 June 1951.
- d. The Protocol on the Status of International Military Headquarters set up Pursuant to the North Atlantic Treaty, (Paris Protocol), dated 28 August 1952.
- e. Agreement among the States parties to the North Atlantic Treaty and other States Participating in the Partnership for Peace regarding the Status of their Forces (PfP SOFA), dated 19 June 1995.
- f. Additional Protocol to the Agreement among the States Parties to the North Atlantic Treaty and the Other States Participating in the Partnership for Peace regarding the Status of their Forces (Additional Protocol to the PfP SOFA), dated 19 June 1995.
- g. Further Additional Protocol to the Agreement among the States Parties to the North Atlantic Treaty and the other States Participating in the Partnership for Peace regarding the Status of their Forces (Further Additional Protocol), dated 19 December 1997.
- h. MC 319/2 - NATO Principles and Policies for Logistics.
- i. MC 334/2 - NATO Principles and Policies for Host Nation Support (HNS).
- j. Applicable NATO STANAGs and Policy Directives for Logistics Support, Force Protection and Financial Reimbursement.
- k. C-M(2002)49 – Security within NATO, dated 17 June 2002
- l. BI-SC Directive 15-3 Preparation of International Agreements.
- m. AJP-4.5 (B) - Allied Joint Doctrine for Host-Nation Support and Procedures.

- n. CM(2002)50 – Protection Measures for NATO Civil and Military Bodies, Deployed NATO Forces and Installations (Assets) Against Terrorist Threats.
- o. BI-SC Force Protection Directive 80-25, 01 January 2003
- p. BI-SC Functional Planning Guide for Force Protection
- q. AAP-6 – NATO Glossary of Terms and definitions

ANNEX C

TEMPLATE FOR

NOTE OF ACCESSION (NOA)/STATEMENT OF INTENT (SOI)

NOTE OF ACCESSION/STATEMENT OF INTENT
TO PARTICIPATE IN HOST-NATION SUPPORT AND
THE FINANCIAL AND OTHER RESPONSIBILITIES SET UP
WITHIN THE KINGDOM/REPUBLIC OF _____ (HN)
FOR OPERATION/EXERCISE _____

The Republic/Kingdom/ Government/Minister of (SN), represented by

Having decided that its Armed Forces will participate in Operation/Exercise

Considering the Overall NATO/PfP Operation/Exercise Concept within NATO doctrine, and

Desiring to participate in the arrangements with respect to Host-Nation Support and the financial and other responsibilities of (the Host Nation), the *NATO Commander [insert appropriate name]* and the other Sending Nations relating to the support of such armed forces during the Operation/Exercise.

ELECTS TO PARTICIPATE IN, AND TO ABIDE BY, THE PROVISIONS ARRANGED IN:

The "Memorandum of Understanding between the (HN) and the *NATO Commander [insert appropriate name]* ", concerning the provision of Host-Nation Support during Operation/Exercise, which entered into effect on the day of as follows:

As a Sending Nation for the Operation/Exercise planning, preparation [and exercise play] through the above-mentioned MOU. *[Where reservations need to be stated, the following wording might be added to the sentence: "subject to the following reservations:" then list reservations if appropriate]*

For the Government of (SN)

.....
.....

Date:

NOTE: THIS PART IS ONLY NECESSARY IF THE SN PROVIDES SOI WITH RESERVATIONS. THEN HN MUST AGREE TO THOSE RESERVATIONS BY SIGNING THE SOI AND RETURNING TO THE SN FOR CONFIRMATION.

The Host Nation will/will not provide support to the Armed Forces of the Government of (SN) participating in the Operation/Exercise under the provisions of the HNS MOU and the reservation(s) of(SN).....

For the Government of (HN)

.....
.....
.....

Date:

ANNEX D

TEMPLATE FOR

CONCEPT OF REQUIREMENTS (COR)

FORCE _____

LOCATION _____

DATES _____

SN OR COMMAND _____

OVERALL FORCE SIZE

NUMBER OF PERSONNEL. _____

MAJOR ITEMS OF EQUIPMENT

NUMBER OF VEHICLES: _____

NUMBER OF TRACKS: _____

NUMBER OF SHIPS: _____

NUMBER OF AIRCRAFT _____

OTHER (SPECIFY) _____

ARRIVAL SPOD(s) _____ DATES _____

APOD(s) _____ DATES _____

ARRIVAL OPERATIONAL SITES _____ DATES _____

_____ DATES _____

FORCES BY LOCATION (provide number of personnel and major equipment at each site)

LOCATION _____ PERSONNEL _____ EQUIPMENT _____

LOCATION _____ PERSONNEL _____ EQUIPMENT _____

LOCATION _____ PERSONNEL _____ EQUIPMENT _____

CONCEPT :

Requirement 1 - Movement of Personnel (Port – Airport Operation)

Requirement 2 - Road Movement

Requirement 3 - Movement of Material

Requirement 4 - Ammunition Requirement

Requirement 5 - Intra-Staging Area Transportation

Requirement 6 - Logistics support (POL, accommodations, food, telecommunications, facilities...)

Requirement 7 - Medical Support

Requirement 8 - Engineer Support

APPENDIX 1/2/3/4/5/6/7 TO COR

Requirement 1/2/3/4/5/6/7

Page 1 of

1. Point of Contact (POC) tel _____ fax _____ e-mail: _____
2. Force _____ SN or Command _____

Description of requirement	Location and date	Available	Shortfalls

ANNEX E

TEMPLATE FOR

HNS TECHNICAL ARRANGEMENT (TA)

TECHNICAL ARRANGEMENT BETWEEN

NATO OPERATIONAL COMMAND (*insert appropriate name*)

MINISTRY OF DEFENCE (*insert appropriate country*)

REGARDING

THE PROVISION OF HOST-NATION SUPPORT (HNS)

PART ONE

1. GENERAL

1.1 Purpose and Scope

The purpose of this Technical Arrangement (TA) is to outline the concept of Host-Nation Support (HNS) to SN forces deployed on.....(*insert details of operation/exercise/contingency plan or other military activity to be supported*) and to clarify general procedures and arrangements necessary to enable the designated NATO Commander and HN to effectively fulfill their responsibilities identified in the Memorandum of Understanding(*detail title of the relevant MOU*), hereinafter referred to as “the MOU”, with respect to provision of HNS). The TA supplements the MOU and supports the development of concise Joint Implementation Arrangements (JIAs), which detail specifically the support to be provided to each SN or NATO Command for (*insert details of operation/exercise/ contingency plan or other military activity to be supported*), together with reimbursement and other site specific procedures necessary to access HNS.

1.2 Definitions, Acronyms and Abbreviations

Definitions, Acronyms and Abbreviations that may be applicable to this TA are at Annex.....

1.3 References

Reference documents that may be applicable to this TA are at Annex.....

1.4 Situation

Describe the circumstances, which the HNS TA is to address. If the TA is being developed in relation to a specific operation or exercise, a broad outline of the concept of operations and again, the decision to develop/implement a MOU and the role this document is to play in furthering smooth implementation of HNS Arrangements. The sub-section might also refer to any emergency actions or legislation, which is being invoked to support the operation.

1.5 HNS Mission

At a time mutually agreed to by the nations involved, or upon NATO declaration, the HN will provide HNS in order to fulfill all actions necessary to support allied forces in its territory.

1.6 Execution

Provide a general outline of the agreed approach to meeting the support needs of the deploying forces for either an operation, an exercise or other military activity. An operational example could be:

In time of emergency, crisis or conflict, the HN will receive, transport and support NATO led forces, equipment and supplies, which arrive by air and sea at designated ports of debarkation or by land. SN personnel will assist, as required, in the offloading, staging and forward movement of SN unit equipment arriving at HN airports/seaports. The HN will furnish all possible aid for the provision of HNS within limits established by other arrangements. The availability of such support will be clarified in the Joint Implementation Arrangements (JIAs).

There might also be value in describing support arrangements in more detail for particular aspects/class of supply. Depending on the amount of detail involved, such information could be assigned to Annexes, possibly combined with information on particular procedures to apply (see the section in Part 2 addressing the latter).

1.7 Command and Control

Outline the command, control and co-ordination, arrangements to apply, including organisational wiring diagrams as appropriate. The aim will be to clarify the C2 relationships between all agencies involved in providing and receiving HNS. This sub-section should also establish the requirement for liaison officers and outline the functions, locations and responsibilities of the key agencies identified. For example, the role, responsibilities and location of any HN HNS cells established should be clarified, as well as the co-ordination arrangements with the JLSG/JFCB if established.

Where the TA is developed as part of a contingency planning process, or at least in advance of the development of JIAs, the following example text, on responsibilities might be appropriate:

1.8 Responsibilities

- a. NATO Operational Command. In addition to those listed in the MOU, the following are responsibilities of the NATO Operational Command:
 - (1) Co-ordinate HNS planning to include, co-chairing the JHNSSC, coordinating site surveys, further developing the detailed HNS

concept and ensuring the development and execution of the JIA(s).

- (2) (If required) collate the financial information necessary for the refund of VAT for expenses incurred while the NATO HQ is deployed to (insert country).
- b. HN. In addition to those listed in the MOU, the following are responsibilities of the HN:
- (1) Support and participate in joint site surveys.
 - (2) Provide facilities and services as outlined in the JIA(s) in accordance with the provisions of the financial section of this document.
- c. SN(s). In addition to those listed in the MOU, the following are responsibilities of the SN(s).
- (1) Participate in the JHNSSC.
 - (2) Identify HNS requirements to the HN and to the Operational Commander through the COR and/or SOR and site surveys.
 - (3) Comply with HN prerequisite provisions for receiving HNS.
 - (4) Reimburse the HN for support received in accordance with the provision of this Arrangement and the JIA(s).
 - (5) During execution identify new or changing HNS requirements to the HN SSC
- d. JLSG. When employed, the JLSG is responsible for maintaining visibility over national and multinational logistic efforts and ensuring that the logistic effort supports the operational concept. In terms of HNS the JLSG will contain JCBF to resolve HNS issues. (list of responsibilities from chapter 4).

PART TWO

2. FINANCIAL PROCEDURES

The following is an example of financial arrangements adapted from a NATO multinational exercise:

2.1 Financial Guidelines

The following guidelines supplement the general financial considerations provided in the MOU. For the purposes of the HNS provision for Exercise XXXX, where procedures in accordance with STANAGs are cited, these apply to both PfP as well as NATO nations. All bills for contracts, claims, and payments will be in the HN currency.

a. General.

- (1) Reimbursement for Supplies and Services. SN(s) or NATO commands will reimburse the HN for all mutually accepted supplies and services rendered by the HN, except those supplies and services, which are provided at no cost or on loan. Reimbursable support and services will be specifically detailed in the JIAs attached to this TA, or will be detailed in other individual orders for supplies or services. In general procedures as detailed in STANAG 2034 will be applied as modified by provisions cited in applicable JIAs.
- (2) Loaned Equipment. Any equipment loaned to SN(s) or NATO commands will be returned on completion of the exercise re-deployment. Damaged loaned items will be reported to the HN at the time of return, at which time reimbursement as appropriate for repair or replacement will be negotiated.
- (3) Financial and Budget Arrangements. Detailed financial and budget arrangements, including those for reimbursement in kind, will be specified for each JIA or individual order for supplies or services. All accounts will be settled in accordance with provisions established in this TA and the JIA(s) for Ex XXX. These may, on an exceptional basis, vary from procedures outlined in STANAG 2034.
- (4) Secondary Provisions. Where a SN arranges for the costs of HNS provided to its forces to be paid for by another SN, the HN will conclude the required JIAs with the latter (or financing) SN which will act on behalf of both SN(s). All support to be provided will be agreed upon through the JIAs.
- (5) A full description of types of costs, funding descriptions, and general financial responsibilities is detailed in the MOU.

b. Cost Formulas.

In the spirit of collective effort, Host Nations are generally expected to provide a reasonable degree of support to NATO HQs and SNs as part of their force contribution to an exercise or operation. In some cases, however, the incremental costs may exceed those which should reasonably be expected as a contribution, and should be considered as eligible for reimbursement. The following general cost guidance will be observed.

- (1) NATO Common Costs. For Ex XXXX the incremental costs of operating the NATO HQ, the NATO HQ-sponsored Multinational Logistic Support Sites, the NATO HQ Public Information Offices, and the NATO HQ Distinguished Visitors Bureau will normally be treated as a NATO common cost in accordance with specific provisions of the applicable JIAs.
- (2) Shared Costs. Incremental costs of resources provided for use by several or all SNs at a location will be recovered on a pro-rata basis. In order to calculate those costs attributable to the deployment of SN forces, but which are not covered elsewhere in this subsection, it will be necessary to identify those shared cost categories in which such additional costs may arise. Following this, for each relevant category, the HN and SN will agree the proportion of the costs identified, which can be considered as additional by one of the following methods:
 - (a) Personnel Related. Where additional costs are incurred by the Government of (*insert country*) by the entry of SN personnel and such costs are directly in relation to the total personnel occupancy of the base/installation, then such costs will be borne by the SN on a proportional basis as negotiated in individual JIAs. Payment in this context does not generally contemplate reimbursement for military personnel costs.
 - (b) Equipment or Task Related. Where additional costs are incurred by the Government of (*insert country*) by the entry of extra equipment (aircraft or other major equipment), or the extension of the normal base operating hours to accommodate the exercise task, then such incremental costs will be borne by the SN(s) on a pro-rata basis in accordance with the number of major equipment /aircraft and or the extension of such operating hours as are individually negotiated in the

relevant JIAs. Payment in this context does not generally contemplate reimbursement for military personnel costs or use of military-owned equipment.

- (3) Direct National Costs. The cost of resources provided to and used by only a single SN or a NATO Command will be borne by the receiving SN or NATO Command.

c. Payment and Reimbursement Procedures

All agreed reimbursable HN expenses required to support these activities will be paid for from the NATO Council approved exercise budget.

- (1) STANAG 2034. Settlement of expenditures between nations will be made in accordance with STANAG 2034, (NATO Standard Procedures for Mutual Logistic Assistance), unless otherwise stated in the applicable JIAs.
- (2) Military Resources. Equipment, services and facilities available from military sources on HN air stations, army bases or naval installations will be provided free of charge where possible.
- (3) Commercial/Civil Resources. The SN will pay for support provided from commercial or civil sources, whether arranged by the SN or HN.
- (4) Payment. JIAs concluded between the SN(s) or NATO Commands and the HN supporting Ex XXXX will spell out in detail the precise means of payment or reimbursement to be used. Payment for equipment or services will be conducted by one or several of the following means:
 - (a) Prepayment by the SN;
 - (b) Reimbursement in accordance with STANAG 2034; or
 - (c) Replacement-in-Kind.
- (5) HNS Documentation. The HN is responsible for documentation of expenses obtained on behalf of the SN or NATO Command.

d. Medical Financial Arrangements

- (1) Treatment and consultations provided by unit or garrison medical services and evacuation by military transport, including

helicopters, will be free of charge. Where assistance is required from the HN to transfer injured personnel to a hospital of the SN choice using HN assets, the SN will accept responsibility for any reimbursement required for the transportation costs involved.

- (2) The SN will also pay the HN for emergency evacuation by civil medical helicopters as well as medical care extended to its personnel at local civilian facilities with the exception that, within the limits applicable to prior exemption from payment by health insurance regulations, the SN may take advantage of the provisions of any international or bilateral agreements on medical/social security to defray costs of treatment in the HN.

2.2 Contractual Guidelines

Similarly, it is helpful to clarify arrangements for contracting. The following is an example adapted from the TA for the same exercise as the aforementioned financial arrangements were drawn:

- a. SN(s) or NATO commands are authorized to contract directly for commercial-provided goods and services, and will normally have the primary responsibility for the execution of such contracts/purchases.
- b. The HN will facilitate the contracting/purchase of goods and services required by each SN or NATO Command. There will be a designated contracting point of contact provided by HN who will recommend vendors and assist in the preparation of contracts to facilitate purchases, and to serve as an interface between civilian vendors and the SN contracting/purchasing authorities. The HN will not enter into any financial agreements without the previous consent of the NATO HQ or SN.
- c. The (Unit element to be specified) will include a small contracting element that will monitor the contracting effort within the theatre and serve as an operational level liaison for contracting issues.
- d. The Regional Area Contracting Officer (RACO) will be the contracting agent for the NATO HQ and all NATO HQ-sponsored multinational logistic organization requirements (such as those of the JLSC, MNLC, ALSS, FLS(s)).
- e. Details of the goods and services required to be provided by contract/purchase along with providing vendors, method and time of

receipt, POC(s) and methods of reimbursement may be detailed in the JIA(s).

- f. Goods and services provided by the HN government to SN(s) on a reimbursable basis will be documented in the JIA(s) and will not require an additional contract.
- g. It is envisaged that there may be some contracted or purchased services that will be conducted on a bi-lateral basis outside this TA. These types of support may include naval vessel pier side services among others.

PART THREE

3. LEGAL ASPECTS

3.1 Tax, Fee and Duty Relief

By agreement and/or international convention, activities of International Military Headquarters and Alliance forces, operational sites, NATO or SN-owned and/or chartered vessels, aircraft, vehicles, POL and forces shall be free from all taxes, duties, state tolls, fees, and all similar charges. The NATO SOFA, Paris Protocol, Further Additional Protocol and customary international law which implements immunities and privileges for visiting forces, to include International Military Headquarters will be applied to any headquarters element or detachment that may deploy to HN following the implementation of a NATO-led operation. For the purposes of this exercise/operation/activity, those exemptions will also be extended to SN forces.

3.2 Customs

The following general customs declarations and manifesting requirements will apply to NATO HQs and Forces:

- a. Forces may import and re-export free of duty and taxes military equipment and assets required by the Forces and reasonable quantities of provisions, supplies and other goods for the exclusive use of the Forces. That duty- and tax-free importation is dependent on the deposit of a custom declaration (Form 302 (see Annex A of STANAG 2455) at the customs office of the HN. (If the HN does not recognize Form 302, then customs documents determined by HN customs authorities will be used; such forms will be contained in Appendix.....);

- b. Goods, which have been imported into the HN duty- and tax-free, will not be disposed of unless permitted to do so by the HN. Goods purchased in the HN will be exported from the HN in accordance with the laws and regulations of the HN;
- c. Members of the Force will carry the following documents when entering or crossing the borders of the HN and present them on demand:
 - (1) National Military Identification.
 - (2) NATO Travel Order (AMovP-3 Chapter 3).

The HN will accept these documents, without pre-conditions, as appropriate documents for entry or border crossing by members of the Force.

Where the HN has not ratified AMovP-3, the border crossing protocols will be detailed in this section

- d. Customs Declarations and Manifesting. All NATO and SN(s) Commands, units, and personnel (defined here as individuals travelling separately or in small groups either as personnel replacements or as stand-alone or detachments of another unit) are required to comply, with HN customs and will be manifested on all in/out-bound modes of travel (e.g., aircraft, ships, vessels, trains, vehicles). Detailed HN Customs/Manifesting Requirements and Documentation are contained in Appendix.....). The following general customs and manifesting guidance, standards, and rules apply:
 - (1) Pre-Deployment. Initial Customs Declarations by all NATO and SN(s) must be submitted to the HN Customs Office, in the manner, means, and format directed in Annex..... Initial Customs Declarations are required (X) days prior to the intended movement or arrival of the NATO/SN(s) force. Separate Declarations are required for each means and mode of travel.
 - (2) Upon Arrival. Official Customs Declarations by all NATO and SN(s) will take the form of actual aircraft, ship, vessel, train, or vehicle manifests identifying specific information regarding all personnel, equipment, cargo, and military supplies, in the manner, means, and format directed in Annex..... Separate Declarations are required for each means and mode of travel.

- (3) Customs Taxes, Penalties, and Duties. NATO/SN(s) military shipments that comply, with the stated Customs and Manifest Declarations, will be exempt from airfield/port/transit taxes, penalties, duties, import fees or similar charges.
- (4) Personnel, Mail, and Cargo (PMC) Shipments. NATO/SN(s) PMC shipments that comply, with the stated Customs and Manifest Declarations, will be exempt from airfield/port/transit taxes, penalties, duties, import fees or similar charges, excluding those items identified or prohibited in Annex.....

3.3 Carriage of Arms

Forces entering or leaving the HN will be permitted to carry their personal weapon(s) provided they are authorized to do so by travel orders applicable to them.

3.4 Force Protection (FP)

Comprehensive and effective FP will be detailed in OPLANS, EXPIs or a supplementary arrangement.

3.5 Environmental Protection

The HN will provide NATO Command(s) and SN(s), with copies in the English language of environmental compliance rules or standards, which will apply during the course of the exercise. The standards will be no higher than those under which the HN Armed Forces operate. SNs will comply with HN environmental standards. Damage caused by failure to comply with the standards so notified will be remedied by the nation causing the damage or possible claims will be settled in accordance with Article VIII of the NATO SOFA.

3.6 Claims

A claims procedure will be established in the HN in accordance with the NATO SOFA for all non-contractual claims. Waivers respecting each party's equipment and forces arising under the NATO SOFA are in effect. More specific and detailed claims procedures are contained in Annex..... of this TA.

PART FOUR

4. SUPPLIES AND SERVICES

4.1 Aim

Describe the procedures peculiar to the acquisition of supplies and services, which will include medical and movement by SN forces on HN territory. Details for each class of supply and service are contained in the Annexes to this TA.

4.2 Scope

Governs all acquisition of supplies and services in support of SN operations in HN.

4.3 Acquisition

Specify specific requirements (referencing annexes, JIAs, or individual orders as appropriate. Wherever possible, include quantities, prices, the sources, delivery arrangements, inspection regimes, etc. A “not to exceed” (NTE) value amount should be determined for each category of requirement where individual prices are not yet known.

4.4 Procedures

Specify any additional or alternative procedures to those detailed in the Section within Part 2 of the TA addressing General Procedures for Notification and Management of HNS Requirements.

PART FIVE

5. COMMENCEMENT, AMENDMENT AND TERMINATION

This TA will become effective on the date of the last signature of the designated NATO Commander and the HN. The TA can be amended at any time in writing by mutual consent.

The TA will remain in effect until all obligations have been fulfilled.

The TA will invite SNs to accept the provision on this TA by either a Note of Accession, Statement of Intent or Statement of Requirement.

Any dispute regarding the interpretation or application of this TA; its Annexes will be resolved between the disputing participants at the lowest possible level and will not

be referred to any national or international tribunal or any other third party for settlement.

SIGNED:

For the Government of the Republic/Kingdom of _____ [HN]

NAME
TITLE/RANK

Dated: _____

For the Designated NATO COMMANDER [insert appropriate name]

NAME
RANK
TITLE
Dated: _____
Mons, Belgium

ANNEXES (to the template of TA):

- A. Class 1
- B. Class 2 and 4
- C. Class 3
- D. Class 5
- E. Transportation.
- F. Telecommunications.
- G. Medical and Dental Services.
- H. Civilian personnel.
- I. Construction.
- J.
- K Force Protection
- L Multinational arrangements
- M RSOM arrangements
- N HNS provided free of charge
- O HNS provide for which there is a charge
- P.
- Q.
- R.
- S.
- T.
- U.
- V.
- W.
- X List of HNS POC's
- Y. List of JIAs applicable
- Z. List of abbreviations

Annex N or/and Annex O to template TA – Provision of HNS

The HN may be able to provide a range of facilities and services, each of these will have to be negotiated with the Host Nation. Facilities and services that could be considered for HNS include:

- a. A suitable facility to conduct the military activity, which does not require renovation or construction in order to serve the purpose.
- b. Security associated with the activity's facilities.
- c. Airlift support for recces and events as detailed per the SOR.
- d. Fire protection and emergency medical services for exercise facilities and personnel.
- e. Access to APODs and SPODs.
- f. Electricity, water, sewage, and other utilities not metered directly to an exclusively NATO facility.
- g. Trash removal.

- h. Contracting support.
- i. Services of military personnel
- j. Access to/use of training ranges.
- k. Purchase of consumable supplies
- l. Rental/purchase of non-military equipment when military equipment is not available.
- m. Military accommodation of activity participants.
- n. Messing at military facilities.
- o. Installation of room dividers or other temporary modifications to configure otherwise suitable facilities to the needs of the NATO Commander
- p. Installation of NATO CIS and administrative equipment.
- q. Telephone and other communications services.
- r. Incremental installations of electricity, water, sewage and other utilities that can be metered to exclusively NATO facilities during exercises/events.
- s. Stationery, printing, postage and packing.
- t. Hire of temporary civilian personnel.
- u. Rental of commercial facilities, when military facilities are not available, or not suitable.
- v. Commercial services.
- w. Targets and incremental services at training ranges requested by the NATO Commander.
- x. POL for NATO vehicles.
- y. Ground transportation.

The above list of facilities and services is not exhaustive, and the NATO Commander may request additional levels of support beyond those mentioned (e.g. barracks accommodation in existing facilities, etc.) Subordinate formations may request the SCs' assistance and further guidance when they are unable to obtain appropriate levels of support from HNs during the exercise planning process. SCs may request assistance of the National Military Representatives (NMRs) and NATO delegations in resolving HNS issues. If the HN is willing to provide the facility/service without charge, Annex N should be used. If a charge is involved Annex O applies instead.

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ANNEX F

TEMPLATE FOR HNS STATEMENT OF REQUIREMENTS (SOR)

HNS STATEMENT OF REQUIREMENTS (SOR)				Operation:		Page 1 of ____ pages			
Initial ☐		Final ☐		Change ☐		Administrative Data			
INITIATOR			HOST NATION RESPONSE			ACCEPTANCE			
1. Requisition Number and Date:			5.a. Payment to be received by:			8.a. Payment to be made by:			
2. Support Agreement :			5.b. Account Number:			8.b. Address:			
3.a. Type of Support Required:			5.c. Address:						
3.b. Likely Timeframe: From: _____ To: _____			5.d. Tel/Fax: _____						
3.c. Requested Location:			6.a. Supplying Party/Unit :						
6.b. POC authorised to accept changes to SOR : Name/Rank: _____ Address: _____ Tel/Fax: _____			9.a. Receiving (User) Party /Unit:			9.b. POC authorised to request changes to SOR: Name/Rank: _____ Address: _____ Tel/Fax: _____			
4.a. From (Receiving/Initiating Party):		4.c. Nation:		7.a. To (Supplying Party):		7.c. Nation:		10.a. For (Requesting/Accepting Party):	
4.b. Receiving Official (Initiator): Name/Rank: _____ Address: _____ Tel/Fax: _____ Signature & Date: _____			7.b. Supplying Official Name/Rank: _____ Address: _____ Tel/Fax: _____ Signature & Date: _____			10.b. Requesting Official (Authoriser): Name/Rank: _____ Address: _____ Tel/Fax: _____ Signature & Date: _____			
SUPPORT REQUIRED				SUPPORT OFFERED					
11. Number	12. Requirement (includes start and end date if different from 3.b.)	13. Qty	14. Unit of Issue	15. Unit Cost	16. Total Cost Estimate	17. Method of Reimbursement	18. Qty received	19. Remarks	
1									
2									
3									
4									

Block no.	Content	Block no.	Content
1.	Unique identification number, to be filled in by the receiving party	8.a.	Financial office responsible for payments
2.	HNS Technical Arrangement which authorises the support requested	8.b.	Address of the financial office responsible for payments
3.a.	Brief description of the general type of support (i.e. lodging, meals, fuel, etc.)	8.c.	Telephone and fax number of the financial office responsible for payments
3.b.	Duration of the requirement for support	9a.	Unit/agency that will receive/use the services/supplies
3.c.	Preferred location/area where support is needed	9b.	POC of the receiving unit/agency authorised to request changes to the SOR
4a.	Office authorised to request support from a Host Nation	10a.	Official agency authorised to submit HNS requests to a Host Nation
4b.	Contracting Officer's representative	10b.	Official POC authorised to make commitments
4c.	State requesting support	10c.	Committed state
5a.	Financial office that will receive payments (usually the Ministry of Defence)	11.	Line item number
5b.	Account number of the receiving financial office	12.	Detailed description of required support
5c.	Address of the receiving financial office	13.	Quantity
5d.	Telephone and fax number of the receiving financial office	14.	Unit of Issue (i.e. litres, boxes, items, days, etc.)
6a.	Host Nation unit or organisation that will provide the actual service/supplies	15.	Estimated cost per unit
6b.	Host Nation representative authorised to accept changes to the SOR (identified by Host Nation POC)	16.	Total estimated cost per line item
7a.	Official agency authorised to receive HNS-requests	17.	Method of reimbursement (i.e. cash, replacement in kind or equal value exchange)
7b.	Official POC authorised to receive HNS requests	18.	Quantity of support received (to be identified after the support operation has ended)
		19.	Remarks

**STATEMENT OF REQUIREMENTS (SOR) CHECKLIST (OTHER THAN
AIRFIELDS which are covered by SUPPLEMENT 1 to ALP- 4.3)**

FUNCTION		PROVISIONAL AGREEMENT
A. TRANSPORTATION		
1	Reception of Personnel & Cargo	
	a. Total Qty of Personnel Arriving	
	b. Total Bulk/Weight of Cargo - From/To	
2	Movements	
	a. Internal, From Billeting Areas to Work Areas	
	b. Movement To/From Airfield	
	c. Rail transport	
	d. Inland Waterway transport	
	e. Movement control	
3	Port Operations (Re-supply)	
	a. Capacity (Size of Port Required)	
	b. Capability to Use Light Rafts	
	c. Materiel Handling Equipment at Port	
4	Rental Vehicles	
	a. Total Number	
	b. Sedans	
	c. Trucks (By Type)	
	d. Mopeds	
5	CIS	
B. ACQUISITION OF MATERIEL & SERVICES		
1	Office Equipment	
	a. Typewriters	
	b. Desks	
	c. Copy Machines	
	d. Tables	
	e. Chairs	
	f. Safes	
	g. Filing Cabinets	

	h. ADP Equipment	
2	Maintenance Services	
	a. Contracts	
	b. Vehicles	
	c. Generators	
	d. Marine	
	e. Office Equipment	
	f. Buildings/Grounds	
	g. Electrical	
	h. CIS Equipment	
	i. Garbage/Recycling disposal,	
	j. Soil Remediation,	
	k. Solid/liquid waste treatment or disposal,	
	l. HAZMAT disposal	
	m. Other	
3	Catering/Rations	
	a. Total Required	
	b. No of Meals Per Day	
	c. Prep, Serving & Dining Eqpt	
	d. Messing facilities (Buildings)	
	e. Tables & Chairs	
4	Furniture	
	a. Living Quarters	
	b. Beds	
	c. Dressers/Wall Lockers	
	d. Chairs	
	e. Desks/Tables	
	f. Lamps	
5	Potable Water	
	a. Availability	
	b. Requirement (CuM/Day)	
6	Electrical Power	
	a. Consolidated Requirement	
	b. Maintenance	
	c. Backup Power Source	
C. PETROLEUM, OIL & LUBRICANTS (POL)		
1	Storage Capacity	
2	Handling/Distribution	
3	Aviation Fuel	

4	Diesel	
5	Petrol	
6	Compressed Gases	
	a. Availability of Resupply	
	b. Types Available	
D. MEDICAL SERVICES		
1	Treatment Capabilities (By Role)	
2	Patient Evacuation	
3	Medical Liaison	
4	Medical Prepositioning	
5	CIS	
E. CIVILIAN LABOUR		
1	Base Support Workers	
	a. Sanitation Workers	
	b. Plumbers	
	c. Electricians	
	d. Carpenters	
	e. Masons	
	f. CIS	
2	Maintenance Workers	
	a. Electronic Eqpt Repairmen	
	b. Electrical Eqpt Repairmen	
	c. Office Eqpt Repairmen	
	d. Vehicle Mechanics	
3	Firemen	
	a. Capability	
	b. Equipment	
F. CONSTRUCTION		
1	Inactive LOC Facilities	
	a. Planned Modifications to Facilities	
	b. Ongoing Modifications to Facilities	
2	Activated LOC Facilities	
	a. Facilities & Utilities Construction & Repair	

	b. Erection of Portable Facilities	
	c. Protective Berms	
	d. Living Accommodation	
	e. Office/Ops/Maint Facilities	
3	Activate & Maintain a LOC facility/utility	
G. COMMUNICATIONS & INFORMATION SYSTEMS		
1	Voice	
2	Date	
3	Message Handling System (MHS)	
5	Real Estate for National Equipment	
6	Frequencies	
7	Welfare Services	
8	Antenna Field Areas	
	a. Total Area Required	
	b. Separation Between Fields	
	c. Height	
	d. Power	
	e. Frequency and Bandwidth	
H. CO-ORDINATION & CONTROL		
1	LOC Activation	
2	Liaison Exchange With HN	
I. FACILITIES		
1	Training Areas	
	a. Manoeuvre Areas (Size)	
	b. Small Arms Ranges	
	c. Miscellaneous	
2	Office Space	
	a. Total Area Required	
	b. Breakdown By Type	
3	Billeting Requirement	
	a. Officer	
	b. NCO	
	c. Other Ranks	
	d. Latrines	
	e. Showers	

4	Maintenance Facilities	
	a. Aircraft (Not On Airfield)	
	b. Communication Equipment	
	c. Vehicles	
5	Storage facilities	
	a. Warehouses	
	b. Outdoors (Covered)	
	c. Outdoors (Open)	
	d. Maint Related (Spare Parts, etc)	
	e. Materiel Handling Equipment	
	f. Bulk POL Storage	
	g. Ammo Storage	
6	Medical/Dental Facility	
	a. Medical Facility (Role & Capacities)	
	b. Dental Facility (Capacity)	
	c. MEDEVAC Routing	
7	Pier/Dock Facilities	
	a. Capacity	
	b. Pier/Dock-side Storage	
	c. Refueling	
	d. Maintenance Area	
	e. Transhaul From Pier/Dock Via Road or Rail	
8	Marshalling Areas	
9	Holding Areas	

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ANNEX G

TEMPLATE FOR

JOINT IMPLEMENTATION ARRANGEMENT (JIA)

..... Detachment -(Location)

PLAN SUMMARY

1. Purpose. To describe the requirements of the(NATO Forces) for HNS by(HN) for Operation/Exercise at(Location).
2. Authority. Pursuant to the MOU authority to conclude this JIA is contained in dated
3. Conditions of Execution. For the duration of Operation/Exercise.....
4. Operations to be Conducted. The (NATO Forces) will deploy to (.....) to undertake missions outlined in the EXOPORD for Operation/Exercise
5. Key Assumptions:
 - a. That once initiated, HNS will continue until it is mutually accepted that such support is no longer required.
 - b. Upon arrival, the HN, (HN), will provide prepositioned equipment/material to the (NATO Forces) Detachment (Det).
 - c. The (NATO Forces) Det Advance Party will arrive at (Date/Time).
6. Command Relationships. (Detail any relevant command relationships)
7. Concept. The (relevant military authorities) will provide HNS and facilities, as available, as detailed in Annexes to this Arrangement. (As appropriate, describe broad outlines features of the HNS to be provided and general terms of its provision; also the relative contribution it is likely to make to the overall support requirements of the detachment)

8. Limiting Factors/Shortfalls: (As appropriate, detail any significant limiting factors/shortfalls highlighted in paragraphs in the individual annexes to this TA).
9. Co-ordination/Control:
 - a. Task Organization. (For NATO Forces)
 - b. Key Personnel. (Detail useful local points of contact and responsible organizations involved with the request/provision of HNS on both sides at the deployment location);
 - c. Co-ordination Particulars: (Detail any additional co-ordination arrangements for the site).
10. Customs Arrangements. (Detail where these can be found e.g. EXOPORD).
11. Financial Procedures. (Detail any site specific procedures for payment of bills etc)
12. Environmental Protection (Detail where procedures related to this can be found e.g. EXOPORD).
13. Contractual Guidelines. (As Appropriate)
14. Commencement, Amendment and Termination:

This JIA will become effective on the date of the last signature of the designated NATO Commander and the HN . The JIA can be amended at any time in writing by mutual consent. The JIA will remain in effect until all obligations have been fulfilled.

This JIA will be effective when approved by the designated representative of the (NATO Commander) and(HN) MOD(s). This plan may be terminated by:

- a. Either participant, following a revision of the mission by either participant whereby fulfilling of the plan is made either impossible or unnecessary, or
- b. The mutual consent of both participants.

Signatures

(HN Representative)

(NATO Representative)

ANNEXES:
SORs

LEXICON

The Lexicon contains acronyms/abbreviations and terms/definitions relevant to AJP-4.5(B) and is not meant to be exhaustive. Definitive and more comprehensive details are to be found in AAPs-6 and 15 respectively. New definitions, are being staffed for ratification within the context of this publication, and have been proposed for inclusion in the NATO Terminology Database (NTDB) and AAPs-6 and 15.

(* These acronyms and abbreviations have been proposed for inclusion in the NTDB)

PART I - ACRONYMS AND ABBREVIATIONS

AAP	Allied administrative publication
ACO	Allied Command Operations
ACT	Allied Command Transformation
ADP	Automated Data Processing
AJF	Allied Joint Force
AJP	Allied Joint Publication
ALCC	Allied Land Component Command(er)
ALP	Allied Logistic Publication
ALSS	advanced logistics support site
APOD	airport of disembarkation
Bi-SC	Both Strategic Commands
C2	command and control
CIMIC	civil-military cooperation
CIS	Communication and Information System
CJTF	combined joint task force
CNBR	chemical, biological, radiological and nuclear
C-M	Council Memorandum
COLPRO	collective chemical, biological, radiological and nuclear protection
COR*	concept of requirements (under development)
CSO*	contractor support to operations (under development)
CSS	combat service support
DPP	defence planning process
EAPC	Euro-Atlantic Partnership Council
EOD	explosive ordnance disposal
EXPI	Exercise Planning Instruction
EU	European Union
FAP*	further additional protocol (under development)
FLPC*	final logistic planning conference (under development)
FLS	forward logistic site

FP	force protection
HAZMAT	hazardous materiel
HN	host nation
HNS	host-nation support
HNSA	host- nation support arrangements
HNSCC*	host- nation support coordination cell (under development)
HQ	headquarters
HQ SACT	Headquarters, Supreme Allied Commander Transformation
ICI*	Istanbul cooperation initiative (under development)
ILPC*	initial logistic planning conference (under development)
IMHQ*	International Military Headquarters (under development)
IO	international organization
JFC	joint force commander
JHNSSC*	joint host nation support steering committee (under development)
JIA	joint implementation arrangement
JIC	joint implementation committee
JLSG*	joint logistic support group (under development)
JOA	joint operations area
LCB*	Logistic Coordination Board (under development)
LCB DC*	Logistic Coordination Board Doctrine Committee (under development)
LO	liaison officer
LOC	lines of communications
LOGREP*	Logistic Report (under development)
LSOR*	logistic statement of requirement (under development)
MC	Military Committee
MD	Mediterranean Dialogue
MEDEVAC	medical evacuation
MLPC*	main logistics planning conference (under development)
MNLC*	multinational logistic command (or commander or centre)
MOU	memorandum of understanding
NAC	North Atlantic Council
NATO	North Atlantic Treaty Organization
NGO	non-governmental organization
NMA	NATO military authority
NMR	NATO military requirement
NOA*	note of accession (under development)
NRF	NATO response force
NSE*	national support element (under development)

OPLAN	operation plan
OPORD	operation order
OPP	operational planning process
OSCE	Organization for Security and Co-operation in Europe
PARP	Partnership for Peace planning and review process
PfP	Partnership for Peace
POC	point of contact
POD	point of disembarkation
POL	petroleum, oils and lubricants
RACO*	regional allied contracting office (under development)
RPOD	rail point of debarkation
RSOI	reception, staging, onward movement & integration
SACEUR	Supreme Allied Commander, Europe
SACT	Supreme Allied Commander Transformation
SAG*	special advisory group (under development)
SC	strategic command/commander
SHAPE	Supreme Headquarters Allied Powers Europe
SN	sending nation
SNLC	Senior NATO Logisticians' Conference
SOFA	Status of Forces Agreement
SOI	statement of intent
SOR	statement of requirements
SPOD	seaport of disembarkation
STANAG	NATO standardisation agreement (NATO)
TA	technical arrangement
TOR	terms of reference
TTW	territorial waters
UN	United Nations

PART II – TERMS AND DEFINITIONS

Allied joint operation

An operation carried out by forces of two or more NATO nations, in which elements of more than one service participate. (AAP-6)

civil-military cooperation

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

combat service support

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

combined joint operation

An operation carried out by forces of two or more nations, in which elements of at least two services participate. (AAP-6)

command

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

doctrine

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

host nation

A nation which, by agreement:

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

allows materiel and/or NATO organizations to be located on its territory; and/or provides support for these purposes. (AAP-6)

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)

joint operations area

A temporary area defined by the Supreme Allied Commander Europe, in which a designated joint commander plans and executes a specific mission at the operational level of war. A joint operations area and its defining parameters, such as time, scope of the mission and geographical area, are contingency - or mission-specific and are normally associated with combined joint task force operations (AAP-6).

logistics

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

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

multinational logistics

The overarching term for the different modes to logistically support operations other than purely national, such as Multinational Integrated Logistic Units, Role Specialization and Lead Nation logistic support. (under development)

national military authority

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

Note: Examples: ministry of defence, service ministry

national support element

Any national organization or activity that primarily supports national forces which are part of the NATO force. NSEs are OPCON to the national authorities, they are not normally part of the NATO force. (under development)

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)

sending nation

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

support

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

NATO STANDARDIZATION ON AGREEMENT STANAG

A normative document, recording an agreement among several or all NATO member nations, that has been ratified at the authorized national level, to implement a standard in whole or part, with or without reservation. Note: NATO member nations may ratify a STANAG without implementation in their own country, if the prerequisites for the implementation are not met.(AAP-6)

REFERENCE PUBLICATIONS

Military Committee Documents

MC 319/2	NATO Principles and Policies for Logistics
MC 326/1	NATO Medical Support Principles and Policies
MC 327/2	NATO Military Policy for Non-Article 5 Crisis Response Operation
MC 334/2	NATO Principles and Policies for Host Nation Support
MC 336/2	NATO Principles and Policies for Movement and Transportation (M&T)
MC 343/1	NATO Military Assistance to International Disaster Relief Operations(IDRO)
MC 411/1	NATO Military Policy on Civil-Military Cooperation (CIMIC)

Allied Publications

AAP-3	Direction for the Development and Production of NATO Standardization Agreements and Allied Publications
AAP-6	NATO Glossary of Terms and Definitions
AAP-15	NATO Glossary of Abbreviations
AAP-47	Allied Joint Doctrine Development (Supplement to AAP-3(J))
	NATO Logistics Handbook
	NATO Precautionary System (NPS) Manual
AJP-01	Allied Joint Doctrine
AJP-3	Allied Joint Doctrine for the Conduct of Operations
AJP-4	Allied Joint Logistic Doctrine.
AJP-5	Allied Joint Doctrine for Operational Level Planning
AJP-3.4.9	Allied Joint Doctrine for Civil-Military Cooperation
AJP-4.4	Allied Joint Movement and Transportation Doctrine
AJP-4.6	Multinational Joint Logistic Centre (MJLC) Doctrine
AJP-4.9	Allied Joint Doctrine for Modes of Multinational Logistic Support
AJP-4.10	Allied Joint Medical Support Doctrine.
ALP-4.1	Multinational Maritime Force Logistics
ALP-4.2	Land Forces Logistic Doctrine
ALP-4.3	Air Forces Logistic Doctrine and Procedures
 STANAGS	
STANAG 2034	CSS NATO Standard Procedures for Mutual Logistic Assistance
STANAG 2061	MED Procedures for Disposition of Allied Patients by Medical Installations
STANAG 2455	Procedures for Surface Movements Across National Frontiers_AMovP_2(B)
STANAG 3113	ASSE Provision of Support to Visiting Personnel, Aircraft and Vehicles
STANAG 3430	ASSE Responsibilities for Aircraft cross-servicing (ACS)
STANAG 6025	Financial Principles and Procedures for the Provision of Support and the Establishment of Multinational Arrangement

Bi-SC Directives

Bi-SC Directive 15-3

Preparation of International Agreements