

LOGISTIC SUPPORT PLANNING GUIDANCE FOR THE NATIONAL MILITARY CONTINGENTS PARTICIPATING IN MULTINATIONAL PEACE SUPPORT OPERATIONS

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A judicious planning of the logistic support provided for the national military contingents earmarked to participate in multinational peace support operations must take into consideration the number of contingents to be deployed, their area of responsibility, their mission length, the facilities provided in the theater of operation and their providers. Moreover, such planning involves a thorough knowledge and application of STANAGs. Therefore, the aim of this paper is to focus on some of the fundamental aspects included in the logistic support planning guidance for the national military contingents participating in multinational peace support operations.

Key words: *logistic support planning, multinational cooperation, logistic support, theater of operations, mission length.*

1. INTRODUCTION

Logistic support planning for multinational peace support missions is based on the decision of the United Nations Security Council that the intervention of an international alliance such as the North Atlantic Treaty Organization (NATO), the Organization for Security and Cooperation in Europe (OSCE) is necessary in order to manage a crisis requiring troops, equipment and material resources. Based on this a joint force commander’s concept of operations is drawn up and leads to on time planning of force generation, to ensuring transportation for the forces to be deployed, as well as to providing logistic support during their activities in the theater of operations.

The activities necessary to be undertaken in order to cover the wide

range of logistic activities necessary to support a national contingent deployed on a multinational support mission can be grouped as follows:

- mission global analysis;
- initiation of the logistic support planning process;
- identification of the factors bearing on the initial logistic support planning process;
- elaboration of the logistic concept necessary to ensure logistic support;
- identification of logistic support providers;
- elaboration of the logistic support plan;
- requests formulation, comparative analysis and identification of logistic deficits.

All of the above activities are planned, organized and executed as a result of the planning conferences in the field of logistics attended

by the national contingent. These conferences are organized depending on the stage of the planning process (i.e. preliminary, main, planning review, final) and on the topic of interest (i.e. on transportation issues or on medical matters) and their aims consist of: establishing the C4I logistics structure, assigning responsibilities, identifying the methods needed to ensure logistic support, harmonizing logistic plans, as well as bridging any gaps and clarifying deployment plans.

2. SOME LOGISTIC ACTIVITIES

As mentioned before, the activities needed to support national contingents participating in multinational peace keeping missions can be grouped under seven categories.

The first category, mission global analysis is undertaken at the level of the national contingent and it involves the identification the logistic support needed depending on the nature and characteristics of the missions that are to be conducted. Thus, for instance, in the case of disarmament missions it is required to ensure the storage, recording and destruction of large quantities of materials/ammunition/hazardous materials, while in the case of the surveillance of the main access routes, as well as the in the case of convoys' and communication means' protection it is necessary to maintain the technologies available in operating conditions and to ensure the spare parts stocks by planning and transporting the needed materials in due time. .

As for the identification of the factors bearing on the initial logistic support planning process, the main activities grouped under this category

are: the inventory of the most likely supply capabilities available in the host country, the identification of some alternative supply systems, the analysis of the relationship between national responsibility and alliance responsibility, host nation support, the capabilities of the leading nation, specialized national support, the existence of a Multinational Integrated Logistic Unit (MILU)/ Multinational Integrated Medical Unit (MIMU), Third Party Logistic Support Services (TPLSS), the status and security of communication and supply routes, as well as the identification of alternative supply routes and of the possible combinations in the material distribution system, geographical, cultural and religious constraints limiting the logistic chains and the nature of the logistic products, etc.

The elaboration of the logistic concept depends on the involvement level of each nation participating in operations and hence on the subsequent responsibilities. It consists in establishing the way in which, within the theater of operation, the national contingent accomplishes the supply of goods (by categories of materials), ensures support services and transportation, maintains technology, provides medical assistance and billeting for forces, ensures financial resources and quarters for personnel.

3. LOGISTIC PLANNING

Logistic planning for national contingents deployed in theaters of operations involves:

- establishing the supply of materials needed to deploy the national contingent and to ensure its stay in the theater of operation, as well as the frequency for supplying

these based on criteria like: mission length, number of personnel in accordance with the payroll, average consumption rate for supplies like ammunition, spare parts, medicine, and legal provisions concerning military food ratio, necessary equipment, consumables;

– identifying transportation needs (based on personnel number to be deployed, technology and materials supply), alternatives to these depending on available national/allied partners' means and submitting transportation requests within the deadlines established through procedures;

– identifying maintenance work to be done by oneself or by ESN;

– personnel immunization, as well identification of the means to ensure medical assistance and medical evacuation;

– establishing forces billeting details, as well as labor and environmental safety measures.

The global specific needs are established by applying specific logistic planning formulas based on mission details: length, logistic effort sharing between the national contingent and ESN (if in place), the number of personnel involved, the technology employed. Once the global needs for materials are established the real costs of the mission can be calculated. The latter must be included in the budget a year prior to the deployment time so that the preparation of the mission can be performed unhindered. Moreover, the logistic planning personnel conduct economic studies in order to identify the most efficient alternatives to accomplish the mission, namely whether it is more effective to supply the goods from the contingent's country of origin, or from within the

theater of operations by resorting to other contingents or specialized companies.

Usually, in the first stages of mission preparation, information concerning the logistic support availability in the TO is collected during the logistic reconnaissance missions of the national contingent.

Before logistic planning begins, the head of Logistics within the national contingent must be knowledgeable/clear about the following:

– mission end state and objectives;

– objectives to be met in order to ensure logistic support;

– the actions to be undertaken and their sequence;

– power centers;

– the way available resources (national/allied) are used and the priorities;

– harmonization of the logistic efforts with the efforts of the national contingent;

– the risks that are considered acceptable and the necessity to maneuver forces and logistic means.

For the logistic structure of the national contingent the logistic planning procedures must be logical and analytical in order to facilitate the decision making process and the successful mission accomplishment in a multinational theater of operations. The logistic procedures and the logistic planning process are identical both in times of war and in peace support operations. Thus, the stages of the logistic planning process for multinational missions are similar to those of a common planning process and they are as follows: initiation; orientation; elaboration of the logistic concept; elaboration of the logistic plan; review of the logistic plan.

The initiation stage of the logistic planning process starts upon the release of the mission order/directive by the higher echelon. The latter is based on a prior orientation undertaken by the commandant of the national contingent within the theater of operations.

In order to initiate the logistic planning process, the head of the contingent's logistic structure alongside with logistic directorate representatives will analyze: the missions of the national contingent (the logistic ones included); the necessary logistic support and the forces that need it; supply, accommodation, storage, transportation, maintenance and medical facilities available within the contingent's country of origin and in the TO.

This process involves mission understanding and the identification of matters bearing on the planning process such as: the way the logistic support in the TO will be ensured; identification of the constraints limiting logistic support related activities; logistic support coordination details.

The orientation of the personnel involved in the planning process is undertaken in order to assess the situation from a logistic point of view, to understand the logistic concept based on which the logistic support will be provided by the higher echelon and to ensure planning guidance.

Mission analysis involves the assessment of the situation by the representatives of the logistic structure assigned to the contingent, as well as the understanding of the overall mission context, of the logistic support concept (i.e. responsibilities of the contingent's logistic structure and of other logistic structures belonging to other

allied nations), of the constraints and of other factors with an impact on mission accomplishment. When this activity is over, the head of the logistic structure alongside with logistic directorate representatives must be knowledgeable about the national and the lead nation's responsibilities listed in the technical agreements. In this respect, a number of documents and orders must be taken into account:

- the endorsement statement- a document that mentions the level of logistic support provided by the lead nation and constrains all planning within the TO;
- the logistic order issued by the higher echelon;
- the planning guide.

Moreover, once the mission analysis is done the head of the contingent's logistic structure must issue the preliminary logistic orders in order to ensure the logistic support necessary for mission accomplishment and present to the commander the emergency measures that need to be taken, as well as the impact time has on these.

The planning directive as a product of the orientation stage enables the commander the heads of the contingent's structures to initiate the provision of the necessary logistic support.

The elaboration of the logistic concept is one of the most important stages in the logistic planning process. The latter is based on a thorough analysis of a number of alternatives to providing logistic support in the TO. The sequence of activities undertaken at this stage is as follows:

- situation analysis at contingent level and within the context of the mission;

- a comparative analysis between the logistic means available within the contingent's country of origin and those within the TO in terms of their efficiency.

- the contingent's commander participation in the decision-making meeting;

- the logistic concept development in accordance with the best and most efficient course of action identified.

During the analysis of the situation, the logistic structures must take into account the 4 Ds: destination, demand, distance and duration.

Destination, namely mission location, influences: transportation means (air, ground, sea or joint), supply alternatives and stock size: for six months or less, strategic communication limits.

The demand is determined by the technical agreements signed among the nations participating in the mission. It refers to the way the logistic support in the TO is ensured. In this respect, on a weekly basis, the national contingent submits, through ESN (see the example of the Afghanistan TO), the logistic report to the Logistics Directorate for information purposes, and to the Joint Logistic Command and to the General Staff of the service to which it belongs in order to obtain the necessary logistic support.

Distance influences the planning, organization and execution of transports, the communication means, the stocks size (both in the TO and in the contingent's country of origin) and the mission length.

Mission duration influences stock replenishment frequency, equipment replacement necessity, contingent rotation and size of transports.

Based on the analysis of these 4 Ds a number of deductions emerge and they lead to the formulation of tasks that are either assigned to

the national contingent (e.g. stocks replenishment, ensuring packaging, loading and transportation means), to the higher echelon or to the specialized structures- the Joint Logistics Command. Moreover, as a result of these factors, in the final stage of the logistic planning process the national contingent's logistic structure draws up The Logistic Support Plan that is annexed to the Operational Plan. During the elaboration of the latter, the head of the logistics office will provide the information necessary to draw up the logistic support concept and, with the heads of the other structures assigned to the national contingent, will elaborate Annex Q of the plan (unless an independent logistic plan is developed). Once the logistic support plan endorsed the order providing for the logistic support to the national contingent is issued. According to this, during the mission preparation stage, the logistic structure assigned to the national contingent undertakes the following:

- establishes the inventory of the goods needed by taking into account the national/allied responsibilities mentioned in the technical agreements, the number of people deployed as listed on the payroll, their food ratios, the time of the year when the mission unfolds and the area characteristics where the multinational operation takes place;

- calculates and requests the necessary funds in accordance with supply priorities and the budget drafted in the previous fiscal year and approved for the current FY;

- supplies the necessary goods released by the logistic structures of the higher echelon or by the Joint Logistics Command;

- stores the goods by their category and takes the necessary measures (i.e. packaging, placing them on pallets/in containers) to ship them;

- prepares the technology and equipment necessary for transport and mission conduct (only if the nation participates for the first time in the mission). If the case of contingent rotation when the technology and equipment are already in place in the TO, during the reconnaissance activities the contingent's logistic structure elaborates a report on the spare parts needed to make repairs and on the technology and equipment no longer of use;

- undertakes logistic reconnaissance tasks in the TO in accordance with the technical agreements and the facilities offered by the host nation. On a case by case basis, it concludes other agreements, as well as commercial contracts;

- does book-keeping and keeps records of the assets necessary for mission accomplishment;

- supplies food rations for the personnel deployed in the TO;

- provides equipment and immunization for contingent's personnel;

- establishes the transport concept and submits the requests for transport modes (rail, road, maritime, air) hierarchically;

- establishes the consumption rate for every supplied good and plans with the ESN the replenishment;

- uses economic criteria to size up the goods and, based on these, establishes replenishment frequency;

- conducts regular assessments of objectives accomplishment in the field of logistics and submits the conclusions to the higher echelon in order to make necessary changes for the future.

Moreover, in order to organize and ensure appropriate travel conditions it is necessary for the contingent's logistic structure to:

- establish the inventory of necessary goods and their packaging, storage and transport modes;

- analyze the quantity of goods, establish and provide the necessary quantity of packaging materials and crates in accordance with ISO 20 provisions;

- design and manufacture unstandardized packaging materials;

- establish the volume and weight center for every crate (ISO 20);

- do inventory for the materials in the crates(ISO 20);

- calculate the number of wagons for rail freight transport and submit the request to the Financial Comptroller and to the Joint Logistics Command for agreements to be signed with the Railway Authority, for the allocation of a military code and for the release of transport documents;

- prepare the technology to be shipped, check its status, provide temperature monitoring devices and transportation frames for the crates, dye the latter in camouflage colors, weigh them and establish their weight center;

- establish the lists of personnel, technology, goods for each transportation mode;

- draw up the embarkation plan for the railway shipment;

- provide data for the cargo plan to be elaborated by the maritime authority;

- centralize data about crates (crater no. ISO 20, contents, category, weight, packaging mode);

- draw up the general personnel, technology and goods transportation plan to/from the TO.

Another important activity conducted in the pre-deployment stage is the contingent's logistic evaluation. Its aim is to check the logistic capabilities of the contingent. It takes place 20 days before the deployment in the TO and should last no longer than 72 hours.

The logistic evaluation consists of two stages. Stage 1 covers the static evaluation including the verification of the logistic planning documents, of personnel training, of the logistic available. Stage 2 includes the field evaluation, namely the checking of the way transportation and mission conduct are logistically supported.

For the mission to be accomplished, there should be no vacancies within the military contingent and the following requirements must be met:

- the technology, the essential equipment, the armament and the rest of the assets must be available for the static evaluation;

- the documents testifying the existence and the status of the technology, of the weaponry, ammunition, fuel and lubricants are checked and then the delivery-receiving process in the TO is monitored to make sure that the operational level of the unit meets the standards;

- a tactical exercise unfolds in order to conduct the field evaluation of the contingent. The latter is planned and conducted in accordance with NATO BiSC Exercise Directive 75-3/2007 and national provisions in place.

Evaluation forms are used for the static evaluation and they include the following indicators and sub-indicators:

- C1-General logistic requirements/ the level of personnel training;

coverage of logistics fields; planning ability in the field of logistics; knowledge of command and control procedures; job descriptions in place; operating procedures in place (SOP, SOI);

- C2 – Supply/ knowledge of reporting procedures; identification of supply requests; establishment of priorities; logistic support level by categories;

- C3 – Maintenance: ability to manage maintenance; elaboration of the maintenance plan; existence of spare parts; essential technology and equipment operational status;

- C4 – Transports: knowledge of national and NATO transport documents and requirements; existence of the plan for transport to/from the TO; the existence of the necessary transport means; elaboration of transport requirements to cover gaps; personnel, technology and equipment preparation for transport;

- C5 – Medical support: knowledge of NATO medical provisions; knowledge of the medical situation within the TO – the data base; ability to analyze and use daily medical information; the management of the on mission medical activities; existence of personnel immunization program; medicine and pharmaceutical products availability;

- C6 – labor and environmental safety: organization of labor and environmental safety; legal metrological and technical monitoring management.

Depending on the positive/negative results of the national contingent, the ratings may be:

- EXCELLENT (EX): when results for all functional areas are EX and only one is SATISFACTORY;

– SATISFACTORY (ST): results for all functional areas are EX and only two of these are SATISFACTORY;

– MARGINAL (MA): results for all functional areas are EX, ST, MA and only one indicator is rated as UNSATISFACTORY;

– UNSATISFACTORY (NS): two or more results were rated as unsatisfactory.

If the rating is MARGINAL, the evaluation of the contingent is repeated once the measures to change the situation were taken and the deadlines for these were met.

Once the evaluation process is over, the evaluation report must be finalized in three working days and submitted to the General Staff and to the General Staff of the service the national contingent is part of. The text of the report details any deficiencies identified during the evaluation in order to allow a clear identification of the measures to be taken.

The reanalysis of the logistic plan involves two phases: plan review and plan evaluation/reevaluation.

The review phase is necessary because the situations underlying plans formulation are of a changing nature. The review must focus on aspects, like: new threats and risks in the logistics field, the existence

of a reasonable number of logistic forces, their freedom of movement in undertaking activities like replenishments and evacuations, the feasibility of the plan when checked against real events, etc.

The evaluation and reevaluation of the logistic plan involves allocating time for this activity, as well as quantifying results. In case of major changes, the plan will be updated.

In conclusion, a judicious logistic planning must take into account the deployed forces, their area of responsibility, their mission length, the resources and facilities available in the TO, the knowledge and application of STANAGs. In order to better meet the interoperability standard set by NATO, as well as in order to avoid duplication in providing logistic support to a contingent deployed in a multinational peace keeping operation a nation must adequately balance and coordinate its financial efforts. Moreover, the volatile, unpredictable nature of contemporary conflicts requires logisticians to adapt their efforts in accordance with the inherent changes in their field and, hence, to measure up to the challenges characteristic of multinational theatres of operations.

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