



Ministry
of Defence



Allied Joint Publication-4.3

Allied Joint Doctrine for Host-Nation Support



NATO STANDARD

AJP-4.3

ALLIED JOINT DOCTRINE FOR HOST-NATION SUPPORT

With UK national elements



Edition A Version 1

APRIL 2021



NORTH ATLANTIC TREATY ORGANIZATION

ALLIED JOINT PUBLICATION

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Allied Joint Publication-4.3

Allied Joint Doctrine for Host-Nation Support

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dated April 2021,

is promulgated in the UK in December 2022 with UK national
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The UK places NATO at the heart of its defence. In doing so the UK should strive to achieve maximum coherence and interoperability with, and between, our closest allies and partners. Where possible the UK will adopt NATO doctrine (Allied joint publications) rather than producing national doctrine (joint doctrine publications). Where it cannot, the UK will ensure it remains compatible. As a result the UK doctrine architecture comprises:

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RECORD OF NATIONAL RESERVATIONS

CHAPTER	RECORD OF RESERVATION BY NATIONS

Note: The reservations listed on this page include only those that were recorded at time of promulgation and may not be complete. Refer to the NATO Standardization Document Database for the complete list of existing reservations.

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RECORD OF SPECIFIC RESERVATIONS

[nation]	[detail of reservation]
BEL	Taxes, duties, state tolls, fees and similar charges will not be levied in BEL insofar as existing national laws, regulations and international arrangements permit.
FRA	<ul style="list-style-type: none"> - The present STANAG shall be understood as a joint procedures manual and the attached templates as purely informative. - France does not develop national support capabilities catalogue. - The free loan of French equipment is subject to an Armed Forces Minister's agreement. - This STANAG does not grant any remits to the NATO/HQs for negotiating and signing SOFA, which remains exclusively under the authority of the SecGen. - A HNS MoU (Paris MoU) was signed on the 6th of October 2008 with SHAPE. This MoU is applicable to NATO exercises performed on the French territory. - Fiscal and customs arrangements laid down within this STANAG, see Chapter 1, Section 1, paragraph 1.4.c (p. XVII) and Section 3, paragraph 1.14 (page XXII), annex B (Section 6, § 6-1 à 6-3, Section 7, §7.3) and annex D (article 2-giv and article 2-j) are part of the Minister of Economy and Finance's remits. They are not applicable to the case of MoU projects in which France would be hosting Nation, as the dispositions go far beyond the privileges granted by the ratified international treaties (NATO SOFA).
HRV	Due to the importance of environmental protection in the Republic of Croatia as a tourist country in the development of Memorandum of Understanding (MoU) and Technical Agreements (TA) for the host nation support, each of the participants in the process is obliged to request a separate article in these agreements in accordance with all applicable positive legal regulations governing the environmental protection area in the Republic of Croatia.
USA	<p>Reservation 1. The United States rejects glossary/lexicon terms and definitions and shortened word forms (abbreviations, acronyms, initialisms) that are neither NATO Agreed, quoted verbatim from NATOTerm, correctly cited IAW AAP-47 Allied Joint Doctrine Development, correctly introduced/revised IAW AAP-77 NATO Terminology Manual, nor have terminology tracking forms submitted. This reservation will be lifted when the relevant terms, definitions, and shortened word forms are corrected (see matrix for any specificity with terms).</p> <p>Reservation 2. The United States rejects content that is not harmonized with capstone and operations keystone AJP's.</p>

AJP-4.3

	<p>United States personnel are directed to use national joint doctrine to overcome variances. This reservation will be lifted when relevant frameworks and constructs are corrected [see matrix for specifics (ex. creation of joint operation areas or domains)].</p> <p>The following reservation details are provided in the uploaded memo as well as other details for consideration/ future revisions.</p>

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Table of contents

Chapter 1 – Introduction to host-nation support	1
Section 1 – Introduction	1
Definition	1
Host-nation support principles	1
Host-nation support customary practices	3
Sources of support	3
Host-nation support to permanent international headquarters and similar entities	4
Section 2 – Legal considerations and authorities	4
Introduction	4
General principles	6
Relevant NATO legal authorities	6
Specific legal issues in host-nation support	7
Section 3 – Financial considerations	8
General	8
Reimbursement and funding	8
Financial arrangements	8
Tax exemptions	8
Section 4 – Other considerations	9
Contractor support to operations	9
Civil preparedness	9
Civil-military cooperation / civil-military interaction	9
Strategic communications	9
Chapter 2 – Roles, responsibilities and coordination	11
Section 1 – Introduction	11
Section 2 - National roles and responsibilities	11
Sending nations	11
Host nation	12
Section 3 – NATO roles and responsibilities	13
NATO commander	13
NATO Headquarters	13
Allied Command Operations / Allied Command Transformation	13
Joint force command / joint task force	14

AJP-4.3

Standing Joint Logistics Support Group Headquarters	15
Theatre component level / Joint Logistics Support Group Headquarters	15
Other entities	15
Chapter 3 – Host-nation support planning process	17
Section 1 – Introduction	17
Coordinating the planning process	17
Products	17
Section 2 – Host-nation support and NATO planning process	18
NATO defence planning process	18
Operations planning process	18
Host-nation support planning for single service commands	19
Host-nation support in functional planning	19
Section 3 – Host-nation support arrangements	22
Introduction	22
Host-nation support request	22
Memorandum of understanding	23
Technical arrangement	23
Note of accession / statement of intent	24
Final financial arrangements	24
Joint implementation arrangements	24
Capability catalogues	24
Section 4 – Development of host-nation support requirements	25
General	25
Concept of requirements	25
Statement of requirements	26
Chapter 4 – Host-nation support implementation	28
Section 1 – Introduction	28
Section 2 – Host-nation support organizations and structures	28
Host-nation support coordination	28
Host-nation support joint steering committee	28
Host-nation support coordination cells	29
Section 3 – Reporting	29
Host-nation support reporting	29
Assessments	29

Lessons learned	29
Section 4 – Host-nation support information management systems	30
Background	30
Capability catalogues	30
The capability catalogues process	30
Geolocations	30
Main supply routes	30
Section 5 – Movements and border crossing	31
General	31
Transiting	31
Redeployment	31
Annex A – Template for a host-nation support request letter	A-1
Annex B – Template for a memorandum of understanding	B-1
Annex C – Template for a note of accession / statement of intent	C-1
Annex D – Guidance to develop a host-nation support technical arrangement	D-1
Annex E – Template for a joint implementation arrangement	E-1
Annex F – Guidelines to develop concepts of requirements	F-1
Annex G – Template for host-nation support statement of requirements	G-1
Lexicon I – Acronyms and abbreviations	Lexicon-1
Lexicon II – Terms and definitions	Lexicon-4

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Related documents

	Protocol on the Status of International Military Headquarters set up pursuant to the North Atlantic Treaty (Paris Protocol)
	NATO Agreement on the Status of the NATO, National Representatives and International Staff (Ottawa Agreement)
C-M(2001)44	NATO Policy for Cooperation in Logistics
MC 133	NATO's Operations Planning
MC 319	NATO Principles and Policies for Logistics
MC 326	NATO Medical Support Principles and Policies
MC 327	NATO Military Policy for Non-Article 5 Crisis Response Operation
MC 334	NATO Principles and Policies for Host-nation Support
MC 336	NATO Principles and Policies for Movement and Transportation
MC 343	NATO Military Assistance to International Disaster Relief
MC 411	NATO Military Policy on Civil-Military Cooperation (CIMIC) and Civil-Military Interaction (CMI)
MC 469	NATO Military Principles and Policies for Environmental Protection
MC 560	Military Committee Policy for Military Engineering
AJP-1	Allied Joint Doctrine
AJP-3	Allied Joint Doctrine for the Conduct of Operations
AJP-3.8	Allied Joint Doctrine for Comprehensive CBRN Defence
AJP-3.12	Allied Joint Doctrine for Military Engineering
AJP-3.13	Allied Joint Doctrine for Deployment and Redeployment of Forces
AJP-3.14	Allied Joint Doctrine for Force Protection
AJP-3.19	Allied Joint Doctrine for Civil-Military Cooperation
AJP-3.21	Allied Joint Doctrine for Military Police
AJP-4	Allied Joint Doctrine for Logistics
AJP-4.4	Allied Joint Doctrine for Movements
AJP-4.6	Allied Joint Doctrine for the Joint Logistic Support Group
AJP-4.10	Allied Joint Doctrine for Medical Support
AJP-5	Allied Joint Doctrine for the Planning of Operations
ALP-4.1	Multinational Maritime Force Logistics
ALP-4.2	Land Forces Logistic Doctrine
ALP-4.3	Air Forces Logistic Doctrine and Procedures
AFLP-1135	Interchangeability of fuels, lubricants and associated products used by army forces
STANAG 2034	CSS NATO Standard Procedures for Mutual Logistic Assistance

AJP-4.3

STANAG 3113	ASSE Provision of Support to Visiting Personnel, Aircraft and Vehicles
STANAG 3430	ASSE Responsibilities for Aircraft cross-servicing (ACS)
ATP-3.13.1	Reception, Staging, Onward Movement (RSOM) Procedures
AJMedP8	Allied Joint Medical Doctrine for Military Health Care
AMovP-1	Road Movements and Movement Control ¹
AMovP-2	Procedures for Surface Movements Across National Frontiers
AMovP-3	Movement and Transport Documents and Glossary of Terms and Definitions
AMovP-4	Technical Aspects of the Transport of Military Materials by Railroad
AMovP-6	Allied multi-modal transportation of dangerous goods
AFinP-1	Financial Principles and Procedures for the Provision of Support and the Establishment of Multinational Arrangement
Bi-SC Directive 15-3	Preparation of International Agreements
Bi-SC Directive 75-3	Collective Training and Exercise
Status of Forces Agreement (SOFA)	
ACO Directive AD 080-104 NATO Force Integration Units	
ACO Comprehensive Operations Planning Directive (COPD)	
NATO Precautionary System (NPS) Manual	

Joint Service Publication 105, *MOD Diplomatic Clearance Policy for Visits to the UK and Overseas Territories*



¹ AMovP-1 to 5 will merge into AMTP-1 *Allied Movement & Transportation Publication*

Preface

Scope

1. Allied Joint Publication (AJP)-4.3, *Allied Joint Doctrine for Host-Nation Support*, is the NATO level 2 doctrine for the conduct of host-nation support from preparation to termination. AJP-4.3 builds on the principles described in AJP-4, *Allied Joint Doctrine for Logistics*.

Purpose

2. Although every operation is unique, their execution can be approached in a consistent manner. AJP-4.3 provides joint commanders and their staffs with a common framework for the planning, coordination, and execution of host-nation support for military activities.

Application

3. AJP-4.3 provides guidance primarily for joint NATO commanders and staffs. However, the doctrine is instructive and provides a useful reference for NATO members, partners, and non-NATO entities.

Structure

4. AJP-4.3 describes the sequence of host-nation support (HNS) activities, through the stages of the planning process, the allocation of responsibilities and authority, and its implementation. It contains the following key elements:
 - a. Chapter 1 describes the Alliance's principles for HNS and deals with legal and financial considerations;
 - b. Chapter 2 outlines the responsibilities and authorities exercised by the different stakeholders;
 - c. Chapter 3 outlines the planning process;
 - d. Chapter 4 covers the transition from planning to the practical realities of operational implementation; and
 - e. The annexes consist of templates for a HNS request letter, a memorandum of understanding, a note of accession / statement of intent, a statement of requirements and a joint implementation arrangement. Additionally, one annex provides guidance for writing a technical arrangement and another for developing the concept of requirements.

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Chapter 1 – Introduction to host-nation support

Section 1 – Introduction

- 1.1 Sending nations² (SNs) are responsible for planning and executing the deployment and sustainment of their forces. SN obligations extend to medical, engineering and infrastructure requirements. They are responsible for providing this support by: national organic capabilities and capacities, or by negotiating, funding and establishing host-nation support (HNS) through a memorandum of understanding (MoU) or technical arrangement (TA); contracted support or multinational solution; or through the NATO Support and Procurement Agency for single nation or collective contracts, using national funding. HNS is a means to enable SNs to operate for extended periods away from national sources of support. It provides effective support to NATO military activities and achieves efficiencies and synergies through the best use of all of a Host nation's³ (HN's) resources in accordance with the principles of HNS detailed below in paragraph 1.3. Sources of HNS are organic military resources and supplies and services from other government agencies or commercial entities that are contracted, coordinated and controlled by the HN. Host-nation support arrangements (HNSA) aim to reduce deployment timelines and simplify sustainment activities by pre-arranging financial and legal matters. However, HNS is dependent on cooperation and coordination between NATO, SNs and HNs and should be considered in the operations planning process⁴ (OPP) at the earliest opportunity. Moreover, HNSAs are instrumental when determining the status of forces when a status of forces agreement (SOFA) is not in place.
- 1.2 **Definition.** HNS is civil and military assistance rendered in peace, crisis or war by a HN to NATO and / or other forces and NATO organizations that are located on, operating on / from or in transit through the HN's territory. As HNS may not be limited to military assistance, the appointed HN authority remains responsible for the internal HN coordination to ensure that HNSA are endorsed at the required level.
- 1.3 **HNS principles.** Several principles must be observed if NATO-led forces are to fulfill their responsibilities for HNS efficiently. These principles are consistent with the logistic principles established in Allied Joint Publication-4, *Allied Joint Doctrine for Logistics*, and are developed from the HNS policy presented in Military Committee (MC) 0334, *NATO Principles and Policies for Host-Nation Support*. They also reflect the experience gained in a wide variety of NATO-led military activities. Incorporation of these principles into HNS planning will not guarantee success, but will set the conditions for the successful development of a HNS plan. These principles are as follows:

² NATO Term: 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.

³ NATO Term: A nation which, by agreement: a. receives forces and materiel of NATO or other nations operating on/from or transiting through its territory; b. allows materiel and/or NATO organizations to be located on its territory; and/or c. provides support for these purposes.

⁴ AJP-5 *Allied Joint Doctrine for the Planning of Operations*. The operations planning process is described in the Allied Command Operations *Comprehensive Operations Planning Directive (COPD)*.

- a. **Responsibility.** C-M(2001)44, *NATO Policy for Cooperation in Logistics* and MC 0334 establish the principle of collective responsibility of nations and NATO authorities for HNS across the spectrum of NATO-led operations. The NATO commander⁵ responsible for the activity identifies HNS requirements for the force, establishing the HNS planning process in consultation with nations, and prioritizing and coordinating the provision of HNS. However, each nation is ultimately responsible for ensuring the provision of support to its forces and for submitting HNS requests as required;
- b. **Provision.** Nations must ensure individually, or by collective arrangements, the provision of adequate resources to support the forces identified or committed to NATO during peace, crisis and conflict. HNS is a significant source of support for deployed forces but must be based on the actual capabilities of the HN. Full account should be taken of the national priorities and requirements of the HN. While respecting national regulations, HNs are encouraged to aid planners by providing information on national capabilities before, during, and after the OPP. However, in many locations that NATO may deploy, this may not be possible;
- c. **Authority.** MC 0334 provides the strategic commands (SCs) and the NATO commander with the appropriate authority for HNS planning and the development and execution of arrangements. This authority does not affect the rights of SNs to negotiate and conclude bilateral HNSAs with the HN. However, a multinational approach will help avoid competition for limited resources. Authority must be aligned with responsibility and applies equally to non-NATO commanders participating in a NATO-led military activity;
- d. **Cooperation.** Cooperation amongst the HNs, SNs, and NATO authorities creates a unity of effort in the provision and use of HNS. Good cooperation will avoid competition amongst Allies for limited resources and will make efficient use of the resources provided by the HN;
- e. **Coordination.** Coordination of HNS planning and execution is essential for the prioritization, synchronization, and integration of effort between the NATO-led forces and national authorities. It must be conducted at appropriate levels and may include non-NATO nations as well as international, government, and non-government organizations where appropriate. The appointment of national representatives or liaison officers to work with the NATO commander responsible for coordinating HNS is necessary;
- f. **Economy.** Operational planning must minimize the requirement for logistic support through the most effective and efficient use resources.

⁵ Any commander in the NATO chain of command, including NATO Command Structure and NATO force structure.

Economy of HNS is achieved by planning and execution that emphasizes cooperation and coordination between the HNs and SNs;

- g. **Visibility.** The NATO commander must have full visibility of all HNS, whether coordinated by NATO or provided as a result of bilateral arrangements, to prioritize the provision of HNS when its availability is limited. They must understand existing legal arrangements and have access to the HN capability catalogues which are current and available in the logistics functional system; and
- h. **Reimbursement.** The HN, SNs, and / or NATO authorities as appropriate will establish reimbursement of HNS through either national, shared multinational, or NATO common funding in advance. These procedures will be developed according to the accepted principle that each party can obligate only itself, and no other. A multinational approach will help ensure that the HN applies costs fairly to all recipients for the services provided.

1.4 **Host-nation support customary practices.** The following practices are commonly accepted when addressing HNS in NATO-led activities:

- a. The HN should deliver supplies and services at the same rate and standards as those available to the HN forces;
- b. The HN should only claim reimbursement of the incremental cost of the service provided;
- c. The HN should not profit from NATO military activities. Following the spirit of NATO treaties governing the cost of serving abroad, no taxes, duties, state tolls or governmental fees should be levied on supplies and services supplied to Allied forces; and
- d. HNS requires a comprehensive approach because it usually exceeds the authority of the military. Although the military authorities are, by default, the entry point for HNS requests, HNSA involve other government agencies. The HN determines the right level of signature for the HNSA and ensures that coordinating protocols are in place to execute HNS.

1.5 **Sources of Support.** Military activities are usually supported by a mix of the following sources:

- a. **HNS.** Civil and military capabilities of the HN, including commercial solutions, which could be accessed by the SN through the HN; and
- b. **Non-HNS.**
 - i. Organic supplies and enablers owned by the SNs which impact the deployed footprint;

- ii. The procurement and employment of service support capabilities contracted by the SN directly from the local economy, independently of the HN;
- iii. Mutual support agreements in which a SN is supported by another nation, for example, a logistics lead nation or a logistics role specialized nation;⁶ and
- iv. NATO common-funded capabilities (e.g. communication and information systems).

1.6 **Host-nation support to permanent international headquarters and similar entities.** Although AJP-4.3 doctrine is focused on providing guidance to the operational commander, the permanent presence of NATO personnel must also be considered with regard to HNS. A distinction must be made between HNS rendered to NATO Command Structure (NCS) and NATO force structure (NFS) entities. The support provided by a NATO nation to NCS entities headquartered in their territory is defined in a separate policy; the 2011 NAC-adopted “Host-Nation Support – Policy and Standards” (HNS P&S). The policy applies to all NCS entities and their HNs and is further detailed in a base support concept. For each NCS entity, a garrison support arrangement is concluded between the HN and the appropriate supreme headquarters. The garrison support arrangement respects the HNS P&S consistent with the base support concept. Additionally, the arrangement references any active HNS MoU concluded with that HN pursuant to AJP 4.5, as these remain applicable to activities of the respective NCS entity. The HNS P&S and the base support concept apply only to NCS entities. NFS international military headquarters (IMHQs) and other similar non-NCS entities are sponsored by a framework nation or a group of nations. The funding, manning, support, administration and operation is provided by the participating nations under a separate arrangement (MoU). A supreme headquarters may become a signatory or participant to such an arrangement.

Section 2 – Legal considerations and authorities

1.7 **Introduction.** This section provides a brief description of the treaties and international agreements which govern NATO activities. These treaties are the legal authority permitting NATO forces and NATO IMHQs to undertake obligations, exercise rights, and to receive privileges and immunities. Consequently, all HNSAs must be consistent with the principles in these treaties and international agreements. Additionally, HNSA may include limited and preliminary provisions on the status of the forces to facilitate the stationing or the prompt and unimpeded movement of a force. These agreements provide the framework for many of the express and implied provisions within the HNS MoU and TA. A SOFA is a treaty defining the status of personnel deployed in a HN for a military activity. For NATO forces transiting or located in another NATO nation their status is defined by the NATO SOFA. The Paris Protocol defines

⁶ AJP-4, *Allied Joint Doctrine for Logistics*, explains the principles of mutual support agreements, logistics lead nation or logistics role specialized nation.

the status of personnel assigned to an IMHQ in a HN. 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 charter of the United Nations;
- b. **NATO Status of Forces Agreement.** The NATO SOFA, the agreement between the parties to the North Atlantic Treaty regarding the status of their forces, 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;
- c. **Paris Protocol.** The Paris Protocol defines the status and authority of NATO's IMHQ and their personnel established pursuant to the North Atlantic Treaty. The Paris Protocol establishes the SCs as legal entities in international law. It confers legal rights and obligations to each SC and grants individual legal authority to enter into binding agreements with nations, organizations, or individuals. The Paris Protocol also grants NATO's IMHQs the authority to acquire and dispose of property and provides for the exemption of taxes and duties on their expenditures;
- d. **Partnership for Peace status of forces agreement.** The Partnership for Peace (PfP) status of forces agreement (SOFA) is an agreement regarding the status of forces between the parties to the North Atlantic Treaty and the states participating in the PfP. The PfP SOFA was signed in Brussels on 10 January 1994. This agreement provides the status of PfP nations' forces within the territory of Alliance nations and the status of Alliance nations' forces within the territory of PfP nations. This agreement incorporates the conditions and provisions of the NATO SOFA by including it as a reference;
- e. **Further additional protocol to the Partnership for Peace status of forces agreement.** The Further Additional Protocol (FAP) to the PfP SOFA was signed on 19 December 1997. The FAP extends the provisions contained in the Paris Protocol to PfP nations;
- f. **Supplementary agreements.** Supplementary agreements are bilateral agreements between the supreme headquarters and the HN of an IMHQ, where the HN is a signatory to the Paris Protocol or the FAP. These agreements are treaties that respect the principles established in the Paris Protocol for the functioning of IMHQs;
- g. **Transit or basing agreements.** These agreements apply to the temporary stationing of personnel necessary for the transit of NATO-led

forces through the territory of another nation. They focus specifically on the transit of personnel, equipment, and supplies through a territory and do not normally incorporate HNS into their provisions. They incorporate the NATO SOFA and PfP SOFA, as well as the Paris Protocol and the FAP, by reference and relevant language provisions. In the event that HNS is necessary, a HNSA should be incorporated by reference if one already exists; and

- h. **Other legal agreements / arrangements.** The supreme headquarters or nations may be party to other relevant agreements or arrangements that govern the operation or transit of NATO-led forces within a foreign territory. This includes HNSA. It is imperative that planners be familiar with the various authorities affecting HNS for a particular military activity.
- 1.8 **General principles.** There are many legal considerations, both national and international in relation to the law of visiting forces. Therefore, there is a need for active legal participation in HNS planning to identify areas where the office of legal affairs / legal advisor must assist in negotiation and to identify nation-specific issues that require significant lead-time to address properly in a HNSA. This set of documents codifies responsibilities, principles and procedures that are applicable to HNS, as well as incorporating elements for the status of forces when a SOFA does not exist.
- 1.9 **Relevant NATO legal authorities.** NATO HQ has the authority to negotiate and conclude SOFAs and any other Treaty level documents. The Supreme Headquarters have the legal authority to conclude supplementary agreements to the Paris Protocol as well as to conclude HNSAs. Supreme Headquarters Allied Powers Europe (SHAPE), acting also on behalf of Headquarters Supreme Allied Commander for Transformation (HQ SACT), will normally negotiate and conclude any standing HNSA in the form of a MoU or a TA. Standing HNSAs are encouraged but where there is no standing HNSA, an exercise or operation specific HNSA will need to be created. Additionally, NATO commanders from subordinate headquarters may formally request and subsequently be designated responsibility for negotiating and concluding an activity specific HNSA on behalf of the concerned supreme headquarters. SNs will be encouraged by the NATO commander to accede to these HNSAs as a condition of receiving HNS. The NATO commander will develop and conclude TAs supplementary to the HNSA (standing or exercise specific) to implement the principles of the HNSA. For certain NATO-led military activities, this responsibility may be further delegated from the supreme headquarters to other IMHQs.
- 1.10 **Specific legal issues in host-nation support.** The implications of international law concerning visiting forces are broader than HNS. These implications may require, at a minimum, clauses in HNSAs to establish (subject to the appropriate approval and agreement) the legal status of visiting forces, if no SOFA pre-exists. These clauses address immunity from jurisdiction and execution, claims, tax exemptions, transit of forces, the carrying of weapons, uniforms and markings, and the like. Such clauses would not take precedence over subsequent status of forces agreements (e.g. general, specific, bilateral)

if the states involved decide to apply different legal standards as part of that agreement. Additionally, there are specific legal elements directly related to HNS, such as:

- a. **Preparation and control of international agreements.** The Bi-SC Directive 15-3 “Preparation of International Agreements” is the directive applicable to all IMHQs and establishes the procedures and responsibilities for the drafting, negotiation and conclusion of international agreements and arrangements to which the strategic headquarters and its subordinated elements are a party. Correspondingly, the HN with whom a HNSA is concluded will ensure that the HNSA is coordinated and approved at the appropriate national level in order for the HNSA to be effective;⁷
- b. **Repository of agreements and arrangements.** The SHAPE office of legal affairs maintains a central repository for all international agreements and arrangements signed by, or on behalf of, SHAPE and subordinated Allied Command Operations commands. LAWFAQS is the platform to consult such documents. It is accessible at <http://lawfas.hq.nato.int> in the unclassified or classified networks as applicable; and
- c. As a principle, disputes regarding the interpretation or implementation of HNSAs, implementing arrangements or statements of requirement (SOR) will be settled only by consultation between the relevant participants at the lowest possible level and will not be referred to any national or international tribunal or third party for settlement. Therefore, specific plans for dispute resolution should be developed as part of IAs and SORs. This does not impede the settlement of claims under the pertinent status agreement(s) nor does it pertain to disputes which are subject to treaty dispute resolution clauses such as the NATO SOFA. This includes the settlement of third-party non-contractual claims as defined in the NATO SOFA, Article VIII, paragraphs 5, done in the performance of official duty as well as third-party claims settled by the HN consistent with the NATO SOFA, Article VIII, paragraphs 6 and 7.

Section 3 – Financial considerations

- 1.11 **General.** Nations experience direct strategic, military, and political benefit from hosting NATO military activities. In return, they are expected to contribute to the associated financial, manpower, and logistical support burdens. NATO military activities are not to be used as a means of subsidizing the operating costs of national forces or to fund national infrastructure. The financing of operational infrastructure is normally decided by the North Atlantic Council. Furthermore,

⁷ States have different internal rules and / or instructions regarding the status of international administrative agreements and the authority to conclude or approve of such agreements. The authority and related requirements to obtain governmental approval or parliamentary ratification of HNSA and related agreements or arrangements remains an internal HN responsibility.

HNs should not profit from NATO Headquarters or forces conducting or participating in NATO military activities.

- 1.12 **Reimbursement and funding.** Nations remain ultimately responsible for sustaining both their forces and their personnel assigned to allied forces. HNS provided to allied forces or a SN may be subject to reimbursement.⁸ The funding involved may be national, shared multinational or NATO common funding. The reimbursement procedures should be detailed in the appropriate HNSA. Financial aspects are to be agreed upon before forces deploy. In case a formal agreement cannot be concluded in time, the request for HNS should be specified using Annex A to this publication to provide a basis for subsequent reimbursement of eligible expenses. A reimbursement conference may be convened before redeployment to settle all standing invoices. 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 approval of any NATO pre-financing must first be obtained by the concerned SC from the appropriate funding committee.
- 1.13 **Financial arrangements.** The general financial principles for HNS must be clarified in the HNS MoU. They must be consistent with financial provisions in international treaties such as the NATO SOFA, Paris Protocol and other applicable NATO governing treaties. Any exemptions established by such treaties, agreements and mutual arrangements 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 TAs or joint implementation arrangements (JIA) as described in chapter 3. 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 to support the operation plan (see chapter 3). The TA or JIA(s) are the means for clarifying financial arrangements. The NATO commander leads the development of the TAs and the concept of requirements to ensure a coordinated approach is taken. Thereafter the SNs are responsible for submitting their signed and funded SOR. The NATO commander will submit a SOR for the personnel of its IMHQ.
- 1.14 **Tax exemptions.** Tax exemptions apply to HNS and contracted solutions. Ideally such exemptions should be provided to the visiting forces up front to avoid lengthy and complex procedures. In those cases when direct exemptions cannot be provided, the procedure for tax reimbursement will be described in the relevant HNSA.

Section 4 – Other considerations

- 1.15 **Contractor support to operations.** Contractor support to operations is a solution that may be employed to access significant additional supplies and services from the commercial sector. The HNS concept of requirements must identify shortfalls early enough in the planning process to provide sufficient time

⁸ STANAG 2034 Annex A, *NATO Standard Procedures for Mutual Logistic Assistance*, provides the basis for reimbursement when no other formal arrangements are in place.

to procure the missing supplies and services. Throughout the HNS planning process, the NATO commander must be able to provide guidance to the contracting officers on the applicable regulations and constraints in the HN. Contracting officers will account for these restrictions at the time of procurement.

- 1.16 **Civil preparedness.** Civil preparedness is a national responsibility and supports HNS planning by increasing the resilience of the HN capabilities and decision-making processes. HNS planners could call upon NATO's civil preparedness community to provide support and advice to the NATO military authorities. NATO and allies implement measures to improve the status of preparedness across the critical civilian sectors: continuity of government, the ability to deal with large population movement and mass casualty events, and resilience in the areas of energy, food and water, civil communications and transport. HNS contributes to this by providing fundamental inputs to these defined and agreed civil preparedness baseline requirements.
- 1.17 **Civil-military cooperation / civil-military interaction.** Civil-military cooperation (CIMIC) is a joint function comprising a set of capabilities integral to supporting the achievement of mission objectives and enabling NATO commands to participate effectively in a broad spectrum of civil-military interaction (CMI). It supports the efforts of the logistics staff in implementing HNS by establishing and maintaining cooperation with diverse non-military actors. CIMIC contributes to military planning on HNS by assessing the implications of military involvement on the local economy and mitigate negative effects that compromise the needs of the local population or other non-military actors. CMI is a group of activities founded on communication, planning and coordination with non-military actors that can be shared and conducted by all NATO military bodies. It mainly supports NATO military activities in HNs by promoting key leader engagement.
- 1.18 **Strategic communications.** Strategic communications is the integration of communication capabilities and information staff function with other military activities to understand and shape the information environment in support of NATO aims and objectives. This is achieved through the delivery of information in the form of actions, images and words that seek a specified effect on the perceptions, attitudes or behavior of audiences. Mission narratives will be developed by NATO HQ, in conjunction with the joint force commander, as an essential component of the planning process for any operation seeking to establish and sustain the moral authority for NATO's actions and undermine support for its adversaries and enemies. It should include the strategic attributes, state why and how NATO forces are conducting operations, towards what objectives, and what success looks like. This limits adversaries and enemies from exploiting differences in competing narratives and reduces the potential confusion among HN population, thereby increasing the likelihood of HN civilian support for the mission.

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Chapter 2 – Roles, responsibilities and coordination

Section 1 - Introduction

- 2.1 Within the NATO military staff, the logistic (J4) staff has the lead for host-nation support (HNS) planning. They develop host-nation support arrangements (HNSAs) in close cooperation with the office of legal affairs / legal advisor, financial and other relevant stakeholders internally, within the host nation (HN) and the sending nations (SN). The NATO commander may tailor their organization to support the planning and execution of HNS which may include establishing a host-nation support joint steering committee⁹ (HNS JSC). Each nation will have a dedicated point of contact for HNS coordination.¹⁰

Section 2 – National roles and responsibilities

- 2.2 **Sending Nations.** Sending nations (SN), including elements of the NATO Command Structure (NCS) and NATO force structure (NFS) that also deploy to the HN¹¹:
- a. Inform the NATO commander and the HN of their appropriate point of contact (POC) at the earliest opportunity;
 - b. Participate in the planning process with appropriate subject matter experts (SME) and ensuring that adequate and cross-functional reach back expertise is available;
 - c. Provide the NATO commander with their HNS concepts of requirements (COR);
 - d. Prepare and sign the agreed statement of requirements (SOR) and communicating subsequent changes as they occur;
 - e. Review the memorandum of understanding (MoU) and / or technical arrangements (TA) developed by the NATO commander and respond with a note of accession or a statement of intent (SOI);
 - f. Nominate and send authorized representatives to participate in the HNS JSC / host-nation support coordination cells¹² (HNS CC) to develop the TA and joint implementation arrangements (JIAs) as appropriate;
 - g. Provide visibility to the NATO commander of any arrangements under development or in force that may affect the HNSAs being developed;
 - h. Provide liaison personnel to the NATO commander as required;

⁹ See para 3.8.

¹⁰ The most updated list of points of contact is available in the HNS page at the LOGNET portal.

¹¹ In some cases, the NATO commander may act as a SN.

¹² HNS CC are dedicated structures established in the HNs, composed of NATO, SN, and HN staffs to manage the routine aspects of HNS (also see para 4.2).

- i. Respect, upon entry in the HN territory, the HN's laws, rules and regulations;
- j. Adhere to all applicable environmental regulations; and
- k. Reimburse the HN for support received according to the provisions of HNSA and signed SORs.

2.3 **Host nation.** The HN, within its means and when possible:

- a. Considers and replies to the formal HNS Request from the NATO commander, thereby initiating the HNS planning process;
- b. Ensures that the provisions of the HNS MoU have been implemented in advance of military activities / exercises;
- c. Ensures that the necessary internal protocols for whole-of-a-government approach are in place;
- d. Informs the NATO commander and the SNs of the appropriate POC at the earliest opportunity;
- e. Participates in the planning process with appropriate SMEs and ensures that adequate and cross-functional reach back expertise is available;
- f. Provides early identification of their capabilities for use by allied forces through capability catalogues;
- g. Informs SNs and NATO of relevant national laws, rules and regulations, including border crossing and biological border protection;
- h. Facilitates site surveys of military activity areas with corresponding SN responsibility to participate with relevant SMEs;
- i. Approves, controls and coordinates movements in its territory;
- j. Contributes to the operational-level recognized logistic picture according to the NATO commander's requirements;
- k. Provides advice to SNs and the NATO commander of significant changes in their capabilities as they occur;
- l. Advises the NATO commander and SNs of all support arrangements in force that may be of relevance and thus impact on the HNSAs being developed;
- m. Facilitates and expedites access to civil resources;
- n. Provides liaison at the request of the NATO commander;

- o. Co-chairs the HNS JSC with NATO commander;
- p. Retains control over its own HNS resources, unless control of such resources is released to the NATO commander;
- q. Supports chemical, biological, radiological and nuclear (CBRN) defence;
- r. Provides force protection to allied forces as agreed;
- s. Provides explosive safety and munitions risk management (ESMRM) expertise to NATO planning, training and operations;
- t. Provides access to the radio-frequency spectrum;
- u. Provides medical support; and
- v. Provides military engineering support.

Section 3 – NATO roles and responsibilities

- 2.4 **NATO commander.** The NATO commander is any commander in the NATO chain of command, including NCS and NFS. A summary of NATO commander's responsibilities is detailed below.
- 2.5 **NATO Headquarters.** NATO HQ is responsible to conclude status of forces agreements (SOFA) and other treaty-level documents.
- 2.6 **Allied Command Operations / Allied Command Transformation.** The strategic commands (SC):
- a. Establish the HNS POC network at the earliest opportunity to ensure a flow of communication through national military representatives (NMRs);
 - b. Provide advice and guidance to non-NATO nations who may not be familiar with the HNS planning process;
 - c. Initiate HNS planning and submit the NATO HNS Request to the HN POC;
 - d. Negotiate with the HN and conclude a MoU. Prior to the conclusion of negotiations, the SC shall consult SNs to facilitate their accession to the MoU;
 - e. Ensure financial reimbursement to the HN for that portion of HNS, which is to be funded through common funding;
 - f. Act as the requirement authority for the HNS capability catalogues and main supply routes;

- g. Together with the office of legal affairs / legal advisor, maintain a repository of all current and relevant HNSAs; and
- h. Provides, with the financial directorate, the framework and guidance on financial and contractual matters, respecting NATO's financial rules and regulations.

2.7 **Joint force command / joint task force.** The joint force command (JFC) / joint task force (JTF) shall:

- a. Provide advice and guidance to non-NATO nations who may not be familiar with the HNS planning process;
- b. If necessary, formally request authority to negotiate the HNS MoU with the HN on behalf of the concerned SC if a standing MoU for HNS does not already exist;
- c. Negotiate and conclude TAs to ensure the implementation of principles contained in the HNS MoU;
- d. Coordinate the completion of the COR;
- e. Form and co-chair, in conjunction with the HN, a HNS JSC and any other ad-hoc HNS coordinating body;
- f. In consultation with the HN, establish the format, content, and frequency of reports and returns for HNS assets designated to support forces under NATO command;
- g. Redistribute HNS assets and services among forces under their command. Redistribution authority is governed by the policy laid down in MC 319 '*NATO Principles and Policies for Logistics*';
- h. Prioritize and de-conflict the provision of NATO-coordinated HNS during implementation;
- i. Maintain visibility over national and multinational HNS requirements through the development of concepts of requirement, including the coordination of transit support in cooperation with the Allied movement coordination centre (AMCC);
- j. Ensure that the HNS plan contributes to the service support concept;
- k. When deployed, undertake the responsibilities of a SN, including submitting SOR for the real-life support of its international military headquarters;
- l. When not done at the strategic level by ACO / ACT, ensure timely financial reimbursement to the HN for that portion of HNS which is to be funded through common funding. Ensure timely reimbursement of HNS

provided to JTF deployed elements; and

- m. When delegated by the strategic level, the JFC / JTF will consult with SNs prior to concluding HNSAs. Early coordination will address national concerns and will facilitate accession to HNSA by all nations.

2.8 **Standing Joint Logistic Support Group Headquarters.** The Standing Joint Logistic Support Group Headquarters (SJLSG HQ) is focused on the preparation and execution of logistics to promote unity of effort across Supreme Allied Commander Europe's area of responsibility. As logistics functional advisor, the SJLSG HQ communicates and collaborates with all other stakeholders to coordinate the projection and sustainment of NATO forces. SJLSG HQ coordinates HNS functional activities by co-chairing the necessary HNS JSC to provide coherence. The AMCC, as part of SJLSG HQ, coordinates and de-conflicts the development of multinational detailed deployment plans.

2.9 **Theatre component level / Joint Logistics Support Group Headquarters.** The component commander:

- a. Provides advice and guidance to non-NATO nations who may not be familiar with the HNS planning process;
- b. Provides SN requirements to the NATO commander to build the COR;
- c. Submits and signs the SOR;
- d. Guides and supports the JIA negotiation process; and
- e. Ensures timely payment for reimbursable HNS.

2.10 **Other entities.** The NCS adaptation process created new entities, both within NCS and NFS, each providing its contribution to HNS planning and execution. A summary of their responsibilities is provided below:

- a. **Joint Support and Enabling Command.** The Joint Support and Enabling Command (JSEC) plans, prepares and conducts NATO military activities within the assigned area. Naturally, this area will consist of a multitude of HNs. JSEC is a joint command and therefore the responsibilities assigned to the JFC / JTF mentioned above apply in full. In a multi-JOA environment, HNS coordination is necessary across joint multi-domain and concurrent missions. In its designated area, JSEC will synchronize HNS to ensure unity of effort and protection of supply chains in coordination with respective HNs;
- b. **NATO force integration units.** The NATO force integration units (NFIUs) are to enhance NATO responsiveness by assisting NATO and its respective HN in developing the ability to deploy and support allied forces. NFIUs are to facilitate the expeditious deployment, reception, staging and onward movement and sustainment of allied forces by providing continuous liaison between NATO and the HN; and

- c. **Multinational HQs.** When designated, these HQs will assume different roles within the C2 construct and their contribution to HNS planning and execution will be tailored to meet the responsibilities of their assumed role.

Chapter 3 – Host-nation support planning process

Section 1 – Introduction

- 3.1 Host-nation support (HNS) planning is part of logistics planning within the larger operations planning process (OPP). HNS planning contributes to the overall service support concept and identifies logistic requirements that can be addressed through host nation (HN) capabilities. The HNS planning process is undertaken from the strategic to tactical level and at each level, generates products that are listed below in section 3.3. The synchronization of the products within the OPP is presented in subsequent sections of this chapter.
- 3.2 **Coordinating the planning process.** To be effective, the planning process must commence early, be managed proficiently, and involve all nations and all levels of command. Effective planning will harmonize effort to avoid duplication and save time, create a clearer understanding of NATO plans, and allow for economies of scale and better resource allocation. The NATO commander therefore invites the host nation, sending nations (SNs), and Allied Forces to logistic planning conferences. Each nation should have a single point of contact for all HNS matters, which must be sufficiently empowered to speak on behalf of their nation. Host-nation support arrangements (HNSAs) are non-binding arrangements that translate treaties and policies into agreed terms, conditions and procedures. Creating greater participation through coordinated HNS planning encourages SNs to participate in HNSAs concluded by the NATO commanders.
- 3.3 **Products.** The following products, described in detail in sections 3 and 4, are developed within the HNS area of expertise:
- a. Host-nation support request;
 - b. Memorandum of understanding (MoU);
 - c. Technical arrangement (TA);
 - d. Note of accession / Statement of intent;
 - e. Final financial arrangement;
 - f. Joint implementation arrangement (JIA);
 - g. Capability catalogue;
 - h. Concept of requirements (COR); and
 - i. Statement of requirements (SOR).

Section 2 – Host-nation support and NATO planning processes

- 3.4 **NATO defence planning process.** HNS planning provides valuable information to the NATO defence planning process through the Defence Planning Capability Surveys and the subsequent bilateral meeting with Nations. Generic requirements for HNS are stated in the capability targets.
- 3.5 **Operations planning process.**¹³ During the OPP the following should be considered for HNS:
- a. Information about the HN(s) is required for a basic understanding of the relevant political, military, economic, social, infrastructure, information systems (PMESII)¹⁴ and to provide continuous support to the lead office / division should it be necessary to expand the initial crisis estimation;
 - b. HNS capabilities, including main supply routes (MSR), depicted in the capability catalogues will be made available. An understanding of the legal agreements / arrangements will contribute to developing the Supreme Allied Commander Europe's (SACEUR) strategic assessment;
 - c. The HNS staff assists in identifying the main support requirements and advises on HNS implications for the initial logistic estimate. SHAPE J4 and the office of legal affairs submit HNS requests to the HN respecting legal requirements. Joint force command / joint task force (JFC / JTF) should prepare for a potential site survey;
 - d. HNS staff contributes to the logistic picture by providing HN capabilities in a database from the NATO logistics information management system. The staff presents the strategic / theatre MSR and an initial estimate on the characteristics and status of ports of debarkation. The COR will reveal potential HNS, which contributes to the service support concept. An outline of follow-on arrangements should also be presented;¹⁵
 - e. Once the Allied disposition list or equivalent is published, the NATO commander coordinates further development of the COR. The NATO commander determines if the HN resources meet the allied forces consolidated requirements, identifies the shortfalls, and presents this information in the planning conference. The NATO commander ensures that HNS and movement planning are aligned. Movement forecasts¹⁶ should be submitted to the HN with a HNS request. The finalized HNS COR populates the logistics support matrix and the outcome of this phase is published in the HNS appendix to Annex R of the operation plan (OPLAN). SN and HN should then finalize bilateral statements of requirements;

¹³ MC 133 NATO's Operations Planning, AJP-5 and ACO COPD.

¹⁴ The PMESII model is a way to explain the inter-related elements or systems of a complex operations environment.

¹⁵ By this phase, a signed HNS MoU is recommended to provide a solid legal framework.

¹⁶ AMovP-3, *Movement and Transportation Documents and Glossary of Terms*, (AMovP-1 to -4 soon merged into AMTP-1 *Allied Movement and Transportation Publication*).

- f. During the execution phase, the HNS joint steering committee and HNS coordination cells adjust HNS requirements and manage issues in the ever-changing operational environment. They also influence the operation's battle-rhythm and support the commander's decision-making process; and
- g. In the transition phase, the stakeholders coordinate HNS to enable redeployment and support the transition including the re-evaluation of the situation to produce SACEUR strategic assessment or military response options (MROs) as required. The stakeholders also facilitate the settlement of HNS claims through a reimbursement conference and ensure that disposition of SN and NATO property is performed in accordance with HN laws and regulations.

3.6 **Host-nation support planning for single service commands.** Each component command (CC) will have unique HNS requirements. Therefore, subject matter experts should advise the joint level when initiating the HNS planning process. During the planning of joint military activities, each CC may have their own specific HNS coordination meetings.

3.7 **Host-nation support in functional planning**

- a. **Battlespace management.** The physical battle will take place within the boundaries of one or more HN. At the operational level, battlespace management focuses on issues such as competing demands for HNS across all operating areas. Therefore, very close cooperation with the HN is required to coordinate the different areas of functional planning. A non-exhaustive summary of such areas is presented below.
- b. **Movement planning.** HNS and movement planning must be synchronized as depicted in figure 3.1. A movement request must be associated with the respective HNS request to ensure in-transit support.
- c. Allied Command Operations (ACO) HNS staff will prepare, map, and maintain the database with HNS geolocations and MSRs to be employed during the movement planning. The ACO HNS staff develops HNSAs to support the movement of forces.
 - i. The Allied movement coordination centre will release the LOGBASE database, including the HNS data, to the SNs in the initial movement planning conference. The availability of HNS will influence the strategic deployment;
 - ii. Early coordination of HNS and movement planning will identify potential constraints. HNS must be coordinated with the release of the national detailed deployment plans (NDDP). Stakeholders should have sufficient information to prepare the following:
 - (1) movement forecasts;

- (2) customs forms;
 - (3) HNS SORs;
 - (4) passage of dangerous goods; and
 - (5) management of oversize and overweight cargo.
- iii. HNS and movement planning will support refinement of the NDDPs before the final movement planning conference, after which the multinational detailed deployment plan is released to develop the RSOM plan; and
 - iv. The multinational detailed deployment plan will require further adjustments during the execution phase.

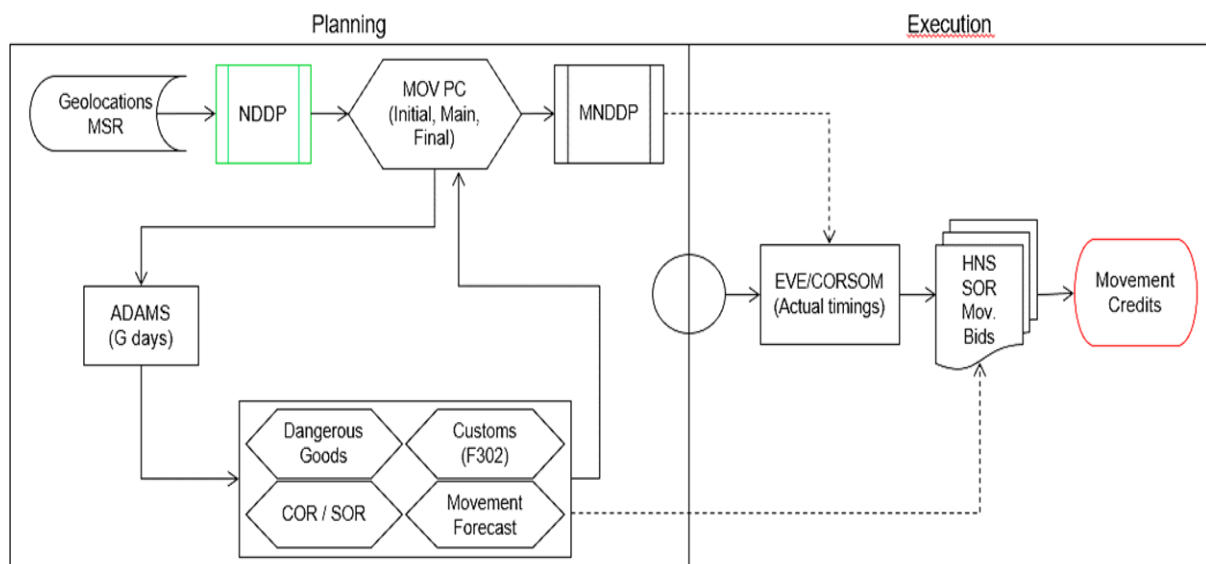


Figure 3.1 HNS and movement planning

- d. **Medical planning.** The medical plan must provide the necessary medical capability through a balance of a deployed medical force structure and HNS.¹⁷ The plan must account for the size of the deployed force, the assessed risk, and the capabilities of the HN. HNS may be requested by the NATO commander's Medical Advisor to support the deployed medical facilities, its personnel, and medical force-protection efforts. The approving authority is the NATO commander. Medical staff must be actively involved throughout HNS development to ensure their requirements met. Coordination between HNS and medical planners ensures sufficient medical care including medical evacuation and access to the HN national health system when required. Further medical HNS considerations, including veterinary services, are contained in AJP-4.10,

¹⁷ For political, ethical and legal reasons, the provision/acceptance of medical HNS is subjected to many technically specialized and highly sensitive considerations.

Allied Joint Doctrine for Medical Support.

Medical resources obtained through HNS may include:

- i. Patient evacuation assets (air, land, and maritime) for intra-theatre and inter-theatre medical evacuation;
- ii. Treatment across the continuum of care but particularly, hospital response capability (Role 3 medical treatment facility);
- iii. Medical logistics support, including the provision of drugs, consumables, disposables, and medical gases; and
- iv. Essential non-medical support, including for example buildings, water, power, waste disposal, laundry, labour.

HNS capability should be assessed by medical intelligence analysis, reconnaissance, and by the political will of HNs to make resources available to incoming forces. Medical staff must be directly involved in the assessment of medical HNS capabilities and in the development of HNS agreements for medical support. A key consideration is the medical care available in the HN compared to NATO standards.

- e. **Infrastructure planning.** Operational planning for infrastructure evaluates logistic requirements on the strategic, operational, and tactical levels against available infrastructure. The capabilities and capacities of HN infrastructure must be evaluated to identify shortfalls in meeting the operational requirement. The data is captured in the HNS capability catalogues where information about infrastructure and main supply routes (such as ports, bridges, tunnels, roads, railways, and waterways) is maintained. A more detailed explanation is found in Chapter 4, Section 3.
- f. **Environmental protection planning.** The aim of environmental protection (EP) planning is to identify and mitigate potential environmental impacts while meeting operational or training objectives. Strong NATO EP practices help gain and maintain support from HN and international audiences and avoid lengthy liability claims for impacts to human health (e.g. NATO personnel, local populations) and the environment (e.g. remediation costs, remuneration to landowners). EP planning must be part of the OPP from the outset and throughout all phases of planning. Effective EP planning requires active liaison with HN authorities and populations to understand local environmental conditions and EP regulations. Thus, cooperation between NATO forces and the HN concerning EP should be encouraged for the successful conduct of military activities.
- g. **Force protection planning.**¹⁸ The HN, in concert with the JFC / JTF

¹⁸ AJP 3.14, *Allied Joint Doctrine for Force Protection.*

may be responsible for the force protection of SN forces located within their sovereign borders according to supplementary agreements, TA, OPLANs, contingency plans, and operational orders. Additionally, the HN may provide force protection for NATO elements and attached personnel within their operational areas under a separate SOFA.

Section 3 – Host-nation support arrangements

- 3.8 **Introduction.** Due to the long lead time required to conclude international arrangements, the NATO commander and nations identified as potential HNs are encouraged to develop HNSA(s) at the earliest opportunity. Standing HNSA may also be concluded in advance, to develop useful generic frameworks in anticipation for future HNS. The HNS arrangements and their position within the HNS process is shown in figure 3.2.

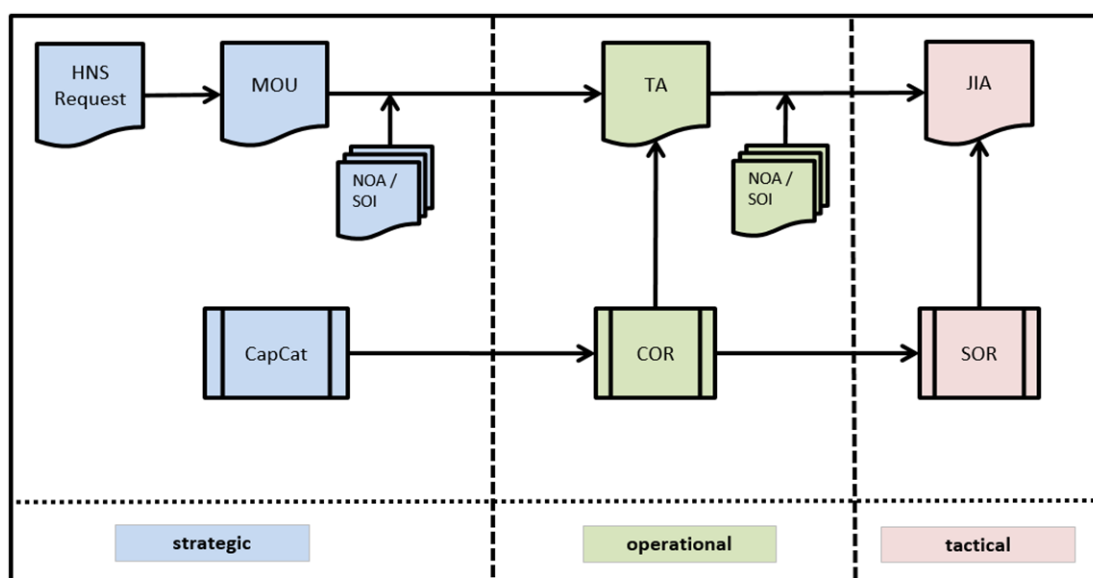


Figure 3.2 Host-nation support products

- 3.9 **Host-nation support request.** When the need to conduct a military activity arises, the NATO commander will draft a HNS request (Annex A) and submit it to the potential HN. The request is required even if there is a standing HNS MoU in place to invite the HN staff to the planning process. The HNS request will summarize the need for HNS and outline the scope of the desired arrangement. Less formal notification of the HNS request may be adopted for minor activities. The NATO commander and HN will then begin discussions to develop the appropriate HNSAs.
- 3.10 **Memorandum of understanding.** The MoU is the overarching document for the HNS planning process. It codifies NATO treaties and policies into actionable principles for the provision of HNS and establishes the basis for follow-on HNS documents. If a standing MoU is in effect, the NATO commander will notify SNs and concerned international military headquarters (IMHQs). If a MoU does not exist, the strategic command (SC) office of legal affairs should be consulted. If a MoU cannot be put in place, another form of legal instrument must be

developed. A template for a HNS MoU is given in Annex B. The steps below outline the development of an activity-specific HNS MoU:

- a. The MoU will be negotiated between the concerned strategic command and HN authorities. The NATO commander will notify SNs and concerned IMHQs that MoU negotiations have been initiated for a specific NATO military activity;
- 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 willing to fully accept the MoU's provisions will sign a note of accession. Should a SN have difficulties with certain provisions of the MoU, it may submit a signed statement of intent (SOI), which will contain its reservations. In the case of the SOI, the HN will either sign to confirm its willingness to accept the reservations or otherwise indicate its reluctance;
- c. Should any SN not desire to participate in the MoU by providing a note of accession or SOI, it may use an existing bilateral arrangement or negotiate with the HN to develop a new one. The HN should notify the NATO commander of all separately negotiated arrangements; and

To save time and resources, SHAPE has concluded standing HNS MoUs with NATO Allies in SACEUR's area of responsibility and with several other partners. The standing HNS MOUs are accessible on logistics information systems and are archived by the SC office of legal affairs. The MoUs are shaped to remove the requirement for a specific HNS MoU to be developed for each activity.

- 3.11 **Technical Arrangement.** A (TA) will be developed to amplify the concept and procedures for the provision of HNS common to all participants for a specific military activity and / or OPLAN. A standing TA may be developed to support contingency plans, standing defence plans, or a combination of both. The TA should contain a list of the multinational forces participating in the military activity to ensure they are all considered as NATO-led forces¹⁹. The draft TA is sent to the SC for approval, before being signed by the operational commander. The final product is a TA with associated annexes that explains how the HN will provide the requested support as well as the general procedures and arrangements for doing so. The TA should not duplicate information in other documents such as the MoU, OPLAN, or exercise operation orders. Certainly, a TA should be in place before the promulgation of the OPLAN. Guidance to develop a TA is at Annex D.

The TA is signed between the HN and the NATO commander. SNs should be present in the discussions through the HNS JSC. Following signature of the TA, the NATO commander should invite SNs to accede to the TA through a note of

¹⁹ It is recommended that national support elements (NSE) are included from the outset in this list to avoid potential issues regarding their status.

accession / SOI. SNs should inform the NATO commander if they choose to conclude separate arrangements with the HN.

- 3.12 **Note of accession / statement of intent.** A note of accession / SOI from each SNs indicates their readiness to comply with the provisions of the MoU or TA and identifies any reservations to be negotiated with the HN. Annex C presents a proposed template for a note of accession / SOI.
- 3.13 **Final financial arrangements.** A final financial arrangement between the HN and SNs / NATO commander is contractually binding and commits resources for the provision of specific HNS. It could be in the form of the final version of the SOR or in a JIA. Consequently, these arrangements are signed on a bilateral basis even though they may have been developed collectively. Because JIAs / SORs create contractual commitments and financial obligations for the NATO commander, SNs, and the HN, signing these arrangements requires sufficient authority to undertake such commitments. A template of the JIA is at Annex E.
- 3.14 **Joint implementation arrangement.** The following steps are involved in developing JIAs:²⁰
- a. Following site surveys, the SNs and HN representatives should complete JIAs to identify and clarify HN procedures, terms, and conditions. The JIAs should clearly state each SN's requirements and the HN's ability to meet those requirements, including the detailed terms of provision. The NATO commander will guide this process; and
 - b. The host-nation support coordination cells (HNS CC) or in their absence the NATO commander, will acknowledge the POCs authorized by the nations to sign JIAs.
- 3.15 **Capability catalogues.** Capability catalogues provide information about a HN's capabilities that are available to NATO. The requirement authority for this product lies at the strategic level.

Section 4 - Development of host-nation support requirements

- 3.16 **General.** Effective consolidation of deliveries is only possible when planners have a comprehensive view of the total demand by location. The consolidation of HNS requirements permits collective support planning to achieve synergies, reduce competition and potentially achieve economies of scale.
- 3.17 **Concept of requirements.** The concept of requirements (COR) should provide the HN with a clear idea of the scope and scale of all Allied Forces requirements. The COR contributes to the development of the concept of operations. A COR addresses support requirements by functional area including all classes of supply and services such as force protection, medical, billeting, and other real-life support. The COR enables the NATO commander

²⁰ In some cases, a final and signed SOR may be used instead of a JIA.

to consolidate and quantify all Sending Nation’s (SN’s) requirements during the planning phase. Based on the HN’s ability to provide the support requested in the COR, the NATO commander can prioritize and redistribute resources according to operational needs, avoiding a first-come-first-served or highest bidder distribution. The COR can be used as a basis to pursue other multinational sourcing solutions.

- a. **The process.** During the logistics planning conferences, the NATO commander will direct SNs to quantify their requirements identified within the COR. The HN will assess its ability to meet the requirements in time to be reflected in the movement conferences and in the development of the concept of operations. The NATO commander will then identify potential shortfalls in sufficient time for alternative multinational solutions. Internal coordination between a nation’s sustainment and movement planners is essential. Figure 3.3 demonstrates the process for determining HNS availability for any given requirement.

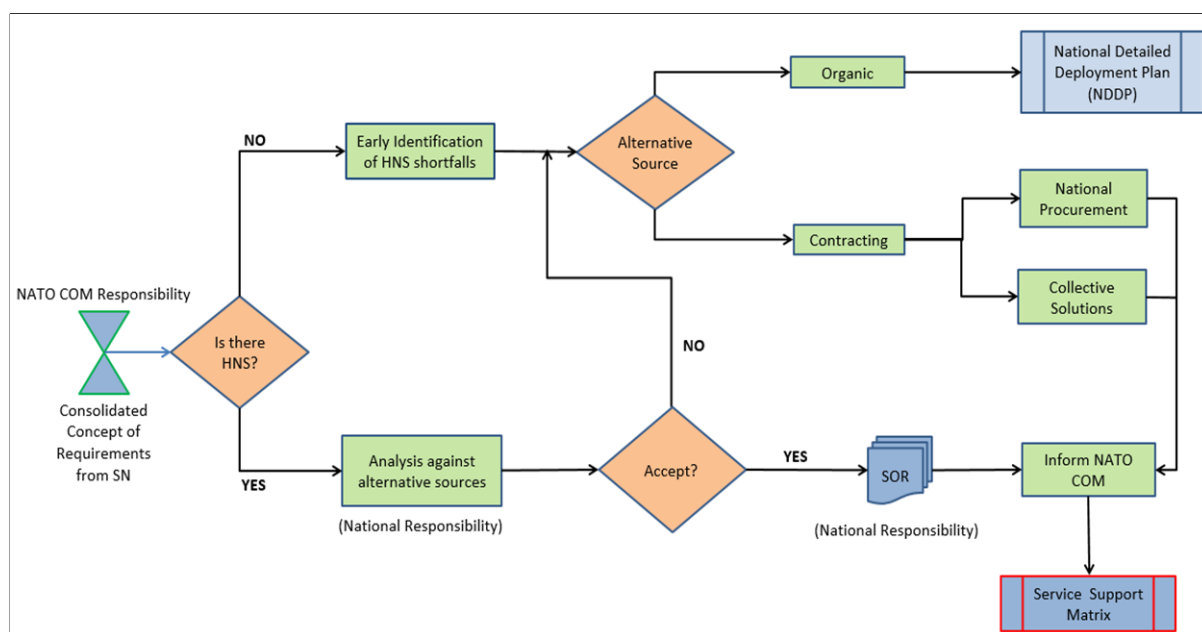


Figure 3.3 Requirements planning and host-nation support²¹

- b. **Clarity of purpose.** The aim of the COR is to provide sufficient information for decision making regarding HNS planning, therefore management of the COR is crucial. To de-conflict national HNS requests, the format of assembling and presenting the collective requirements will vary depending on the number of participating nations and the scale and complexity of the military activity. It is advisable to divide the development of COR into the need for reception, staging, onward movement (RSOM), sustainment at the final destination (continuous resupply), and rearward movement, staging and dispatch (RMSD). Usually, the final destination requirements are likely to be

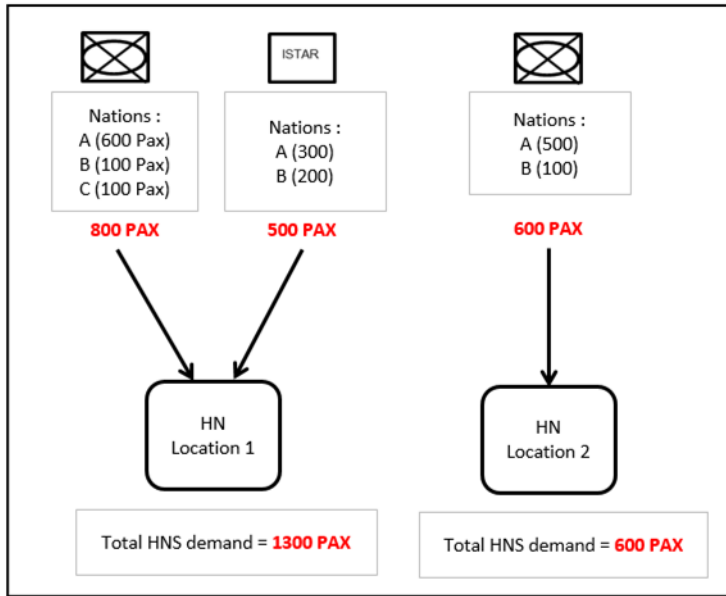
²¹ The service support matrix reflects the agreed concept of support where each class of supply/service is matched against one of the sourcing options depicted in paragraph 1.5.

known prior to the RSOM requirements. The Allied disposition list provides valuable information such as the SN flag, the commander's required date (CRD), and the final destination. Annex F provides guidelines to develop a multinational COR.

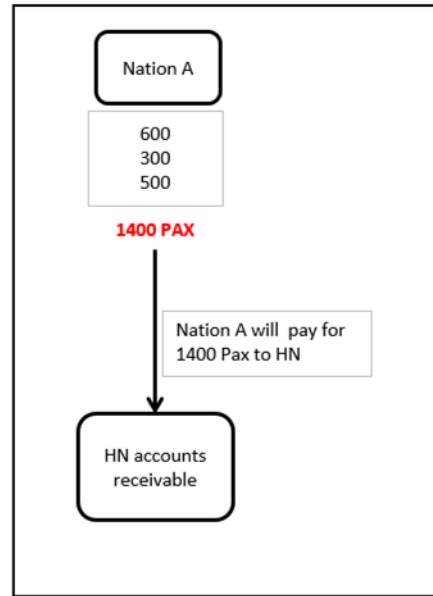
3.18 Statement of requirements

- a. **Development of the statement of requirements.** Each SN is ultimately responsible for submitting its SOR, which constitutes an official request for HNS. The planning process benefits from the HN assessment in the COR which articulates information about HNS availability, thereby enabling the SN to develop an accurate SOR. The SN designated authority, previously identified in the TA, submits the signed SOR. Detailed SORs are clarified through site surveys that should be conducted on a combined and joint basis, organized centrally by the NATO commander. The SN ensures the allocation of sufficient funds for the HNS requested in the SOR. By the means of mutual support arrangements, distinct from the HNSA, logistics lead nations may provide services to other SNs. By agreeing to such support, SNs are considered to have accepted the terms, conditions, prices, and invoicing procedures established by the provider.
- b. **Site surveys.** Preliminary site surveys, when required and authorized by the HN, should be conducted by allied forces to support the preparation of the SOR. A comprehensive and collective approach to site surveys is paramount to coordinate, synchronize and prioritize requirements. They reduce the administrative and manpower burden on both the SN and HN. They also enable tactical synergies among SNs and ensure that valuable information about capabilities is retained within NATO for long-term decision-making purposes.
- c. **Final product.** The final product will be a set of SORs from each SN deploying to or transiting through the HN. The SOR format will be used to develop Annexes toJIAs outlining the HNS requested. The SOR format may also be annexed to the TA when JIAs are not produced. For the TA, planning will be conducted in one of two ways:
 - i. under the immediate direction of one or more HNS CC, established and operated under the direction of the HNS JSC. This approach is more likely to be adopted for contingency planning; or
 - ii. with the HN and SNs, supported by the HNS JSC. This approach is more likely to be adopted for military activities where time constraints preclude the more methodical approach above.

Concept of Requirements: Consolidation of total demand from multinational units. Synergies and cost savings through Economies of density.



Statement of Requirements: Bilateral Transaction



Permits the NATO COM to prioritize HNS.
 Avoids a first serve, first come approach.
 Provides to HNs an overall view of the Allied Forces requirements.

Figure 3.4 Concept of requirements

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Chapter 4 – Host-nation support implementation

Section 1 – Introduction

- 4.1 Effective implementation and execution of host-nation support (HNS) relies on coordination across all levels of command. Proper planning and coordination requires a high degree of situational visibility for commanders and nations. Steering committees and coordination cells ensure visibility with timely and relevant reporting and proper management of information systems. Effective HNS enhances the freedom of movement of sending nations. Chapter 4 describes the implementation of HNS in more detail taking these requirements into account.

Section 2 - Host-nation support organizations and structures

- 4.2 **Host-nation support coordination.** HNS is usually coordinated through:
- a. The host-nation support joint steering committee (HNS JSC) permits operational-level coordination among all the HNS stakeholders;
 - b. The host-nation support coordination cells (HNS CC) are dedicated structures composed of NATO, sending nations (SN) and host nation (HN) staffs established in the HNs to coordinate the provision of HNS at the tactical level according to the HNSA; and
 - c. Liaison officers may be required in the HNS CCs to oversee the execution of HNS. Nations that cannot provide a representative, must advise the HNS CC as to how HNS issues are to be addressed.

Additionally, a HN may already have a NATO force integration unit or national HNS coordination cells established. These offer access to local expertise in the coordination and provision of HNS.²² Similarly, other NATO force structure international military headquarters may have expertise in the operational area to coordinate HNS.

- 4.3 **Host-nation support joint steering committee.** The NATO commander should establish a HNS JSC, in conjunction with the HNs whenever possible, to coordinate the HNS. The HNS JSC is co-chaired by the NATO commander and the HN. It should include representation from the NATO commander's staff, SNs, and all other relevant HN military and civil authorities. The HNS JSC:
- a. Consolidates the HNS requirements and confirms the HNS availability;
 - b. Facilitates the development of the technical arrangement (TA);
 - c. Coordinates planning undertaken by HNS JSC sub-committees and provides guidance and policy advice to those directly responsible for

²² Also see AD 080-104, *NATO Force Integration Units*.

development of statement of requirements (SOR) / joint implementation arrangements (JIAs);

- d. Monitors the progress of planning, particularly the development of the concept of requirements (COR), the submission of national SORs, the signing of JIAs, and the facilitation of the reimbursement conference; and
- e. Identifies courses of action for issues that cannot be resolved by the HNS JSC or any of its sub-committees, which may require elevation to higher commands or government authorities.

4.4 **Host-nation support coordination cells.** When required the HNS JSC may establish host-nation support coordination cells (HNS CCs) to address elements of tasking within functional areas. HNS CC may be the most appropriate entity to address the development of the SOR / JIA for every aspect of the operational area. SNs may collocate their liaison officers in the HNS CC.

Section 3 – Reporting

4.5 **Host-nation support reporting.** During the execution of the military activity, the NATO commander will request reports from the HNS JSC and HNS CC on the status of HNS requests and HNS assets made available. SNs must inform the NATO commander of changes to their HNS requirements through the HNS CC. HNS information and reports will contribute to the recognized logistic picture and should be submitted through the logistic reporting system, ideally through the use of logistic functional area systems – LOGFAS.

4.6 **Assessments.** A plan that enables performance to be assessed, permits improvements to future planning. Therefore, a number of qualitative and quantitative metrics must be developed. HNS specialists can provide expertise when developing measures of performance (MOP) and measures of effectiveness (MOE).

4.7 **Lessons learned.** Subject matters experts at each level of command are directed to capture, collect, and report observations and best practices concerning the implementation of doctrine. By following the lessons learned process in each individual command, commanders address lessons learned by implementing remedial actions within their area of responsibility. Commanders at each level decide which lessons are entered into the NATO Lessons Learned Portal and therefore, shared throughout NATO. The Joint Analysis and Lessons Learned Centre and similar entities may support a commander's request to provide additional or specific analysis for the commander's internal lessons learned process. At the start of the HNS planning process, HQ staff members are highly encouraged to access the lessons learned portal for best practices.

Section 4 – Host-nation support information management systems

4.8 **Background.** In accordance with MC 319 NATO Principles and Policies for Logistics, NATO and the nations should develop and implement information

systems and structures that support the operations planning process. The use of information systems is essential for the planning and execution of complex logistic activities. NATO staff may best exploit the vast amount of information from numerous HNs through current information management systems.²³

- 4.9 **Capability catalogues.** These catalogues assist NATO and national planners by identifying HNS capabilities and limitations. The HNS capability catalogues database is available to the NATO Command Structure planners in the Logistics Functional Service platform. The capability catalogues contain information on geolocations and main supply routes which reduces the number of requests for information to national staffs. The capability catalogues are neither legally binding, nor real time, nor a collection of supplies and services. HN capabilities and resources will only be formally available through the SOR process.
- 4.10 **The capability catalogues process.** Supreme Headquarters Allied Powers Europe (SHAPE) / J4 is the requirements authority and holds the staff responsible for managing the platform and the associated reporting policy. Nations are invited to update their capability catalogue annually. The information sent to SHAPE is imported into a single database for planning purposes.
- 4.11 **Geolocations.** Geolocations contain relevant information such as ports of debarkation, reception, staging, and onward movement facilities, training areas, border crossing points, and convoy support centres.
- 4.12 **Main supply routes.** All the main supply routes provide lines of communication which can be used for the production of multinational detailed deployment plans. In addition, relevant information on movement infrastructure such as bridges, tunnels, airfields, ports, rail lines and inland waterways is collected to provide a complete picture to the planners. The submission of MSRs to ACO is understood as a formal declaration of the HN's designated transit routes. Declaration and assessment of the transit routes allows the SN to develop an initial set of NDDPs with recognized constraints. Lead-times to obtain a movement credit are reduced because SN bids are based on pre-agreed HN criteria. In-transit service support is also facilitated when the NDDPs are based on the convoy support centres and other transit facilities depicted in the HNS capability catalogues.

Section 5 – Movements and border crossing

- 4.13 **General.** The deployment of Allied forces has two distinct but complementary aspects. The first aspect is HN consent and the associated legal formalities, which are necessary but not sufficient for a deployment. The second aspect is the logistics of service support, movement coordination, force protection, and access to HN infrastructure, which enable the actual deployment. Therefore, the availability of HNS influences movement and deployment / redeployment planning.

²³ E.g. LOGFAS

- 4.14 **Transiting.** Transit nations are HNs, consequently the HNS planning process applies fully. The two fundamental prerequisites to grant border crossing of forces are diplomatic clearances and movement credits. While a status of forces agreement or a transit treaty regulates the status of visiting forces, approval is still necessary to enter a sovereign nation. Crossing borders may require a formal invitation or direct consent from the HN for each military activity. Such consent is granted via diplomatic clearances. The actual approval for convoys to cross borders is granted in a movement credit, once the HN national movement coordination centre or equivalent authority has authorized the transit. Effective communication of the deployment plan through logistics information management systems will facilitate border crossing and transit.
- 4.15 **Redeployment.** A HNS concept of requirements and subsequent SOR may be prepared according to the redeployment plan. Site surveys may be necessary to identify redeployment nodes, such as disposal or de-contamination sites, for the operation.

Annex A - Template for a Host-Nation Support Request Letter

SUBJECT: Request for host-nation support

TO: [*Host Nation Military Representative*]

SUBJECT: Standing memorandum of understanding (MoU) with the Republic / Kingdom / Government of _____ regarding the provision of host-nation support for the execution of NATO operations or exercises.

DATE:

REFERENCE: AJP-4.3 *Allied Joint Doctrine for Host-Nation Support*

[When a standing MoU is in place]

1. Under the concept of NATO multinational logistics and host-nation support (HNS), considerable benefits are achieved by organizing HNS well in advance. A Standing HNS arrangement is in place between NATO and _____ [*HN*].
2. This letter initiates the use of this Standing arrangement for HNS planning for the operation or the exercise known as _____.

.....OR.....

[When a MoU is not in place]

1. Under the concept of NATO multinational logistics and host-nation support (HNS), considerable benefits are achieved by organizing HNS well in advance. Notwithstanding the existence of previous arrangements between NATO and _____ [*HN*], the SHAPE staff seek to develop a standing HNS MoU.
2. According to the reference, SHAPE / HQ SACT wishes to initiate the HNS process to conclude a mutually beneficial standing HNS MoU between SHAPE / HQ SACT 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 POCs*]

Strategic Command Representative _____

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Annex B – Template for a Memorandum of Understanding²⁴

MEMORANDUM OF UNDERSTANDING 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 ACTIVITIES**

²⁴ This is a template and will require adjustments to take due account of internal HN instructions and guidelines on terminology and level of signature / approval or ratification; the HNS however follows the standards as defined in this AJP and, unless caveated here or in the ratification, will remain the expected standard to be represented in an HNSA.

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 (PfP) 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 an MoU with a 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 PfP 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 PfP 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 PfP 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 (HN), 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 including all personnel, animals, material and provisions, and any civilian components of such forces as defined in the NATO SOFA, Paris Protocol, and PfP, and of all other participating nations led by NATO. The term also includes all ships, aircraft, vehicles, stores, equipment, and ammunition, as well as all sea, air, and land movement resources and their support services including contractors.²⁵
 - 1.2 NATO military activities. All activities of NATO military forces including exercises, training, experimentation, and strategic, operational, tactical, combined, joint, or administrative missions; the process of conducting combat including attack, movement, supply, and manoeuvres needed to gain the objectives of a battle or campaign; and all similar activities.
 - 1.3 NATO commander. A military commander in the NATO chain of command.
 - 1.4 NATO organizations. Headquarters and organized 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 North Atlantic Council / Defence Planning Committee. This includes structures that may be temporary detachments or units of the headquarters.
 - 1.6 National headquarters. The headquarters of national forces under NATO command and control.
 - 1.7 Multinational headquarters. The headquarters with personnel from more than one nation formed by agreement of the participating nations and under NATO command and control.
 - 1.8 Host nation (HN). A nation which, by agreement:
 - a. receives forces and materiel of NATO or other nations operating on / from or transiting through its territory;
 - b. allows NATO organizations or material to be located on its territory; or
 - c. provides support for these purposes.

²⁵ Republic of Poland does not recognise contractors as part of the force in the meaning of 'armed forces' definition in NATO and PfP SOFAs.

For the purpose of this MoU, the HN is the Republic / Kingdom of _____.

- 1.9 Strategic 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).
- 1.10 Host-nation support (HNS). The civil and military assistance rendered in peace, crisis, or conflict by a host nation to NATO or other forces and NATO organizations that are located on, operating on / from, or in transit through the host nation's territory.
- 1.11 Force protection (FP). All measures and means to minimize the vulnerability of personnel, facilities, equipment, and operations to any threat and to preserve freedom of action and the operational effectiveness of the force.
- 1.12 Expenses. Those expenditures associated with the establishment, support, and sustainment of national, multinational or international headquarters, forces, or NATO organizations. For the purposes of this MoU and its subsequent 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 a Technical Arrangement or Joint Implementation Arrangements; and
 - c. Direct national costs. Those expenses considered to be the responsibility of a single SN
- 1.13 NATO common funding. Funds contributed by all NATO nations and made available, upon approval, through NATO budgets for common costs incurred during the conduct of a NATO military activity.
- 1.14 Note of accession. 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.
- 1.15 Statement of intent (SOI). A document indicating a SN's intent to participate in arrangements for HNS under the provisions of a MoU subject to certain specific reservations. The HN may or may not accept the reservations for the provision of HNS.
- 1.16 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).

- 1.17 Joint implementation arrangement (JIA). A follow-on bilateral arrangement to establish a commitment between the signatories concerning the provision and receipt of HNS. It includes detailed information on the requested and offered support, site-specific procedures for implementation, and reimbursement or payment terms.
- 1.18 Host-nation support joint steering committee (HNS JSC). A committee established on an ad-hoc basis and co-chaired by the HN and NATO commander. The committee, comprised of representatives from all SNs, the HN, and NATO commander(s), coordinates amplifying arrangements for HNS, such as a TA and JIA(s), as appropriate.
- 1.19 Operational sites. Sites within the HN providing operational or logistics support to the force during NATO-led military activities. These sites are detachments of a strategic command under the command and control of the NATO commander.
- 1.20 NATOTerm. Unless a meaning is specified within this MoU, the NATOTerm database 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 HN and NATO commanders anticipating HNS arrangements for a variety of NATO military activities, regardless of whether deploying forces have yet been identified.

SECTION THREE

3. SCOPE AND GENERAL ARRANGEMENTS.

- 3.1 The provisions of the NATO or PfP SOFA, the Paris Protocol and the Further Additional Protocol, and any other relevant agreements in force between the Supreme Headquarters and the HN, will apply to all NATO-led military activities.
- 3.2 The HN recognizes operational sites established through this MoU to be detachments of the 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 codified in operational plans.

- 3.3 This MoU intends to adhere to NATO policy and doctrine and provides the general structure and process for HNS.
- 3.4 The HN will provide support to NATO-led forces to its fullest capacity, subject to availability and the practical limitations of the current situation. The details of the support will be specified in follow-on documents.
- 3.5 The provisions of this MoU apply in all circumstances from peace to crisis, emergencies, and conflict unless specifically excluded by the HN and NATO.
- 3.6 While SNs participating in NATO-led military activities are encouraged to accept the provisions of this MoU, separate bilateral agreements for HNS may be established with the HN.
- 3.7 The HN and SCs may negotiate follow-on documents that support and amplify this MoU.
- 3.8 NATO military activities supported by this MoU may include multinational maritime and air operations. The HN acknowledges that the movement of military and merchant aircraft, ships, and their crews within and through HN territory requires general authorization for the duration of the NATO military activity. The HN agrees to manage all aspects of this authorization.

SECTION FOUR

4. **REFERENCE DOCUMENTS.** Reference documents that may be applicable to this MoU are contained in Appendix A.

SECTION FIVE

5. **RESPONSIBILITIES.** Within the provisions of this MoU:

- 5.1 Host nation.
 - a. Upon completion of this MOU, the HN will notify the appropriate commander regarding the availability or deficiency of HNS capabilities as changes occur. The HN recognizes that NATO planners require timely notification of changes to the HN's national establishment and capabilities;
 - b. When providing support, the HN will make the necessary arrangements with civil and commercial sources. Commercially procured support will be obtained via a competitive bidding process from the lowest compliant bidder;
 - c. The HN will retain the administrative and financial records necessary for reimbursement of supplies and services supplied by the HN. Records of all transactions funded by NATO shall be made available to NATO for

audit purposes upon request;

- d. The standard of supplies and services supplied by the HN will be established in follow-on documents;
- e. The HN will retain control over its resources unless the HN explicitly agrees to release control of specific resources to NATO;
- f. Prior to any NATO military activity, the HN will provide the cost of requested and associated HN support;
- g. The HN will invite SNs to accept the provisions of this MoU through a note of accession or a statement of intent;
- h. The HN will coordinate with the NATO commander for the provision of medical and dental support. The support provided by the HN shall be of the same standard as that provided to HN personnel;
- i. During the development of follow-on documents, the HN will provide the NATO commander with regulations in English concerning health, safety, security, environment, and agriculture relevant to the military activity and to the storage, movement, and disposal of hazardous materials; and
- j. The HN accepts that a copy of a SN's cargo manifest will be sufficient documentation for customs purposes and that military and personal use of supplies and equipment will be according to the NATO SOFA.

5.2 NATO Commander.

- a. The NATO commander will ensure that follow-on documents specify the type, quantity, and quality of support required. A mission and its force structure cannot be specified before an operation plan (OPLAN), an operation order, or an exercise operational order has been received. Consequently, the NATO commander will provide supplementary information necessary for HN planning as soon as possible;
- b. The NATO commander inform the HN of any changes in circumstances that affect the HN and will propose modifications to follow-on documents as appropriate;
- c. The NATO commander will determine the availability of common funding and eligibility of supplies and services for common funding;
- d. The NATO commander will define and prioritize the requested HNS and will approve the cost when using common funding;
- e. The NATO commander will ensure that the HN is reimbursed for HNS received when paid through common funding. Additionally, the NATO commander will facilitate the resolution of financial obligations between

the HN and SNs;

- f. If a SN's support request conflicts with the NATO commander's resource allocation, the NATO commander will resolve the conflict with the SN;
- g. The NATO commander will identify personnel and resources necessary to establish operational sites within the HN;
- h. The NATO commander will promote the standardization of support requests and costs during negotiations and at the HNS JSC; and
- i. The NATO commander will ensure personnel possess sufficient expertise and experience and that they consult appropriate civilian staff, when creating documents such as HNS statement of requirements, TA, and JIA.

5.3 Sending nations.

- a. SNs can accept the provisions of this MoU through a note of accession or by issuing an SOI for a specific NATO military activity;
- b. SNs will request HNS from the HN and copy the NATO commander;
- c. SNs will usually participate in the HNS JSC or negotiate directly with the HN if a HNS JSC is not established. SNs will reimburse the HN for supplies and services received through HNS. Contractual arrangements between a SN and commercial or civilian sources, independent of the HN, will be paid directly by the SN;
- d. SNs will immediately inform the HN and the NATO commander of changes to HNS requirements and shall submit revised HNS requests and status reports;
- e. SNs are responsible for the costs of medical, dental, and veterinary services rendered by the HN; and
- f. As prescribed by the NATO SOFA, Article II, it is the duty of SNs to respect the law of the HN, and in particular SNs must follow HN regulations and procedures concerning health, safety, environment, and agriculture relevant to the military activity and to the storage, movement, and disposal of hazardous materials.

SECTION SIX

6. FINANCIAL PROVISIONS.

- 6.1 By mutual agreement and international convention, activities of international military headquarters, operational sites, NATO-owned or chartered vessels,

aircraft, vehicles, and petroleum, oil and lubricants provided to forces will be free from all taxes, duties, state tolls, fees, and all similar charges.

- 6.2 The Paris Protocol, Further Additional Protocol, and customary international law, which provide immunities and privileges for international military headquarters, will apply to all headquarter elements and detachments that deploy to the HN for a NATO military activity.
- 6.3 Logistics support, supplies, and services imported to and exported from the HN for a NATO military activity, are exempt from all duties, taxes, and fees. Other customs procedures will be determined according to the NATO or PfP SOFA, the Paris Protocol, or the Further Additional Protocol as applicable.
- 6.4 Where complete exemption from taxes, duties, fees, and similar charges is not possible, namely for purchases from the HN domestic economy, charges will not be higher than those paid by the HN's armed forces. The administrative requirements of these charges should be minimized.
- 6.5 Financial transactions, including the transfer of funds and creation of accounts, at private or government financial institutions are to be free of fees and charges.
- 6.6 Financial arrangements, particularly those related to NATO common funding, will likely be finalized just before a NATO military activity. Any arrangements negotiated beforehand must respect the financial limits set by NATO. NATO common funding will only apply to expenses specified prior to the expense being incurred.
- 6.7 Follow-on documents will provide initial cost estimates and will categorize expenses as NATO common costs, shared costs, or direct national costs.
- 6.8 When the NATO commander determines that an expense is eligible for NATO common funding and within the approved budget, the appropriate SC will authorize reimbursement to the HN or direct payment of the expense.
- 6.9 Expenses attributable to more than one nation may be identified as shared costs and, with the mutual agreement of the nations involved, be shared through a formula in the TA or other follow-on documents.
- 6.10 The cost of supplies and services received from the HN will not be higher than that paid by the HN's armed forces and will not include administrative or overhead surcharges but may be adjusted for delivery schedule, location, or similar considerations. Support received from military personnel will not be reimbursed.
- 6.11 The NATO commander and SNs may contract for supplies and services directly from the HN economy.
- 6.12 NATO-owned vehicles and SN military vehicles are self-insured and may operate without commercial insurance.

- 6.13 The HN will not incur financial liabilities on behalf of SNs or the NATO commander, unless agreed in advance. Additionally, funds will not be committed until SNs or the supreme headquarters implement appropriate follow-on documents.
- 6.14 This MoU does not allocate funding nor represent an obligation on the part of SNs or the NATO commander. Detailed financial arrangements and reimbursement procedures will be specified in follow-on documents.
- 6.15 Establishing operational sites for NATO military activities does not guarantee the construction or rehabilitation of infrastructure.

SECTION SEVEN

7. LEGAL CONSIDERATIONS.

- 7.1 The Supreme Headquarters or its delegate will manage the legal requirements for missions including contracting, judicial or administrative proceedings, and acquiring and disposing of property.
- 7.2 The status of the forces deployed within the HN will be determined according to the NATO or PfP SOFA, Paris Protocol, or Further Additional Protocol.
- 7.3 Logistics support, supplies, and services imported into and exported from the HN for a NATO military activity, are exempt from all duties, taxes and fees. Other customs procedures will be determined according to the NATO or PfP SOFA, the Paris Protocol, or the Further Additional Protocol as applicable.
- 7.4 Non-contractual claims, arising from or in connection with the execution of this MoU, will be resolved according to the NATO or PfP SOFA.
- 7.5 Contractual claims against a SN or the NATO commander will be administered and adjudicated by the HN according to HN law and the process governing public contracts.

SECTION EIGHT

8. FORCE PROTECTION.

- 8.1 Comprehensive FP for NATO installations and military activities will be detailed in OPLANs, exercise plans, or supplementary agreements. FP will be implemented according to NATO policy and procedures and consistent with the NATO or PfP SOFA. Under no circumstances will the FP requested or provided contravene HN laws or the NATO or PfP SOFA.
- 8.2 The HN will inform SNs and the NATO commander of proposed FP

measures, limitations, and restrictions as appropriate.

- 8.3 Each SN is responsible for identifying FP requirements to the HN and the NATO commander.
- 8.4 In addition to the FP responsibilities in NATO FP policy and procedures, the NATO commander has the overall responsibility for the FP of HN and SN forces, including the coordination of requested and provided FP.

SECTION NINE

9. SECURITY AND DISCLOSURE OF INFORMATION.

- 9.1 Classified information generated, stored, handled, transmitted, or shared by allied nations as a result of this MoU will be treated according to the most recent edition of CM (2002) 49: *Security within the North Atlantic Treaty Organization*, dated 17 June 2002, including supplements and amendments and according to any other security agreements and arrangements in effect, whichever is most restrictive.
- 9.2 Information shared between allied nations in confidence will retain its original classification or be assigned a classification that ensures the same degree of protection against disclosure.
- 9.3 Allied nations will use all lawful means to prevent disclosure of information received in confidence, unless consent for disclosure has been received.
- 9.4 Allied nations will mark information with a legend indicating its origin, the security classification, the conditions of release, and the specific activity to which the information relates.
- 9.5 Visits by personnel will be arranged according to the latest edition of CM (2002) 49.
- 9.6 All classified information relating to this MoU continues to be protected even after a participant withdraws or this MoU is terminated.

SECTION TEN

10. INITIATION, DURATION, AND TERMINATION.

- 10.1 This MoU becomes effective on the date of the last signature and remains in effect until terminated by a participant by giving six months' notice in writing to all other participants.
- 10.2 Provisions of sections 6, 7, and 9 remain in effect until all obligations are met even when a participant withdraws or the MoU is terminated.

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 Conflicts in the interpretation and application of this MoU will be resolved by consultation among the participants at the lowest possible level and will not be referred to a national or international tribunal or a third party for settlement.
- 11.3 This MoU is signed in three copies, each one written in English and _____
[HN language].
- 11.4 The English version of this MoU takes priority in its interpretation and application, unless the MoU is signed both in the French and the English languages in which case both those versions are equally authentic.

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

APPENDIX A
(To the MoU Template)

REFERENCE DOCUMENTS

1. The North Atlantic Treaty, dated 4 April 1949.
2. 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 a MoU with a PfP nation.*]
3. Agreement among the Parties to the North Atlantic Treaty and Regarding the Status of their Forces, (NATO SOFA), dated 19 June 1951.
4. The Protocol on the Status of International Military Headquarters established Pursuant to the North Atlantic Treaty, (Paris Protocol), dated 28 August 1952.
5. 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.
6. 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.
7. 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.
8. MC 319 - NATO Principles and Policies for Logistics.
9. MC 334 - NATO Principles and Policies for Host-nation Support (HNS).
10. Applicable NATO STANAGs and Policy Directives for Logistics Support, Force Protection and Financial Reimbursement.
11. CM (2002) 49 - Security within NATO, dated 17 June 2002.
12. BI-SC Directive 15-3 Preparation of International Agreements.
13. AJP-4.3, *Allied Joint Doctrine for Host-Nation Support*.
14. CM (2002) 50 - Protection Measures for NATO Civil and Military Bodies, Deployed NATO Forces and Installations (Assets) Against Terrorist Threats.
15. BI-SC Force Protection Directive 80-25, 22 January 2018.

16. BI-SC Functional Planning Guide for Force Protection.
17. NATO Term.
18. NATO Civilian Personnel Regulations, Annex XIV and CM (2005) 0041.

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Annex C – Template for a Note of Accession or Statement of Intent²⁶

NOTE OF ACCESSION / STATEMENT OF INTENT

TO PARTICIPATE IN HOST-NATION SUPPORT AND

FINANCIAL AND OTHER ARRANGEMENTS ESTABLISHED

WITHIN THE REPUBLIC / KINGDOM / GOVERNMENT 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 arrangements of _____ [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: _____.

²⁶ The Note of Accession or Statement of Intent is signed in three copies, each one written in English and SN and HN language. The English version takes priority in its interpretation and application, unless it is signed both in the French and the English languages in which case both those versions are equally authentic.

NOTE: THIS PART IS ONLY NECESSARY IF THE SN PROVIDES A SOI WITH RESERVATIONS. THE HN MUST AGREE TO THOSE RESERVATIONS BY SIGNING THE SOI AND RETURNING IT TO THE SN AS 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 Republic / Kingdom / Government of _____ [HN]

Date: _____.

Annex D – Guidance to Develop a Host-Nation Support Technical Arrangement

1. A technical arrangement (TA) should be developed for each military activity. Previous TAs are available in the Allied Command Operations agreements and arrangements repository (<http://lawfas.hq.nato.int>) and in the host-nation support (HNS) page of the LOGNET portal. These documents serve as examples for drafting an arrangement tailored to the specific activity.
2. The TA should contain at least the following elements:
 - a. **Purpose and Scope.** The purpose of a TA is to define the HNS provided to allied forces and to document the general arrangements and procedures for implementing the HNS memorandum of understanding (MoU). The scope details the activities and personnel subject to the arrangement, including national support elements, as applicable;
 - b. **Definitions.** Terms which are new or specific to the TA and which are not in the parent MoU;
 - c. **References.** This section lists documents applicable to the TA, which provide additional or supplemental information;
 - d. **Situation, mission and execution.** This section describes the concept of HNS activities and provides an outline of the approach for supporting the deployed forces during the military activity. Emergency actions or legislation invoked to support the military activity will be identified here;
 - e. **Coordination, communication and reporting.** This section describes the coordination mechanisms and reporting relationships between HNS elements. The aim is to clarify the relationship between stakeholders providing and receiving HNS. The TA does not establish the command and control relationship, which is described in the applicable operation plan (OPLAN);
 - f. **SN, HN, and NATO responsibilities.** This section clarifies the commitments of the participants, individually and collectively. It describes specific activities and responsibilities within the concept of HNS. The activities and responsibilities must relate to the applicable parent arrangement and concept of operations or OPLAN;
 - g. **Financial provisions.** TAs are subordinate to a treaty and/or a MoU which contains financial arrangements that are implemented or supplemented through the TA. This section may include:
 - i. Reimbursement for supplies and services. SNs or NATO will reimburse the HN for supplies and services accepted from the HN, except for those which were loaned or provided at no cost;
 - ii. STANAG 2034. The procedures in STANAG 2034: *NATO Standard*

Annex D to Guidance to develop a host-nation support technical arrangement AJP-4.3

Procedures for Mutual Logistic Assistance will generally apply unless otherwise agreed;

- iii. Cost formulas. Nations may agree to cost formulas to share the burden of the military activity. Direct involvement of the financial department would be appropriate to determine the most appropriate formula for a given activity;
- iv. Tax exemption. This sub-section describes the procedure for tax exemption. Direct exemption is preferred whenever possible. However, the procedure for the reimbursement of taxes paid shall also to be explained; and
- v. Contracting guidelines. This sub-section describes the procedures to contract from commercial sources;
- h. **Legal aspects**. This section presents the treaties and arrangements under which the TA is being developed. This section also includes specific considerations, status of forces, carriage of arms, settlement of claims, methods of accessions to the TA, disclosures, and signature blocks;
- i. **Movement and border crossing procedures**. According to NATO status of forces agreement Article XI, special arrangements would be developed to facilitate the rapid movement of forces. This section describes how procedures in the applicable Allied movement publications would be tailored to the military activity;
- j. **Customs**. This section outlines the NATO F-302 procedure to import and export supplies free of taxes and fees. It also indicates whether simplified formalities, such as pre-clearance or checks at the final destination, are applicable to the military activity;
- k. **Sections for functional areas**. This section develops provisions necessary for relevant functional areas such as environmental, medical, force protection, CIS and investigations;
- l. **Supplies and services free of charge**. This section enumerates the supplies and services to be rendered free of charge and those to be reimbursed;
- m. **Points of contact**. This section lists of all points of contact, preferably through a functional mailbox rather than an individual's email address;
- n. **Administration**. This section describes the initiation, amendment, termination, and other managerial provisions of the TA; and
- o. **Supporting annexes**. This section presents any relevant supporting annexes.

Annex E – Template for a Joint Implementation Arrangement

_____ Detachment - _____ [Location]

PLAN SUMMARY

1. **Purpose.** To describe the requirements of the _____ [NATO Forces] for HNS from _____ [HN] for Operation / Exercise _____ [Name] at _____ [Location].
2. **Authority.** This JIA is concluded pursuant to the MoU _____ dated _____.
3. **Conditions of Execution.** This JIA is in effect for the duration of Operation / Exercise _____ [Name].
4. **Operations to be conducted.** The _____ [NATO forces] will deploy to _____ [Location] to undertake missions outlined in the EXOPORD for Operation / Exercise _____ [Name].
5. **Key Assumptions.**
 - a. That once initiated, HNS will continue until mutually agreed that such support is no longer required;
 - b. Upon arrival, the HN, _____ [HN], will provide pre-positioned equipment / material to the _____ [NATO Forces] detachment (Det); and
 - 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 detailed in annexes to this arrangement. [As appropriate, describe broad features of the HNS to be provided and general terms of its provision. Also describe the contribution of HNS relative to the overall support requirements of the Detachment].
8. **Limiting Factors / Shortfalls.** [As appropriate, detail limiting factors and shortfalls identified in annexes to this JIA].
9. **Co-ordination / Control.**
 - a. Task Organization. [For NATO forces];

- b. Key Personnel. *[Detail local points of contact and organizations responsible for the request and provision of HNS]; and*
 - c. Co-ordination Particulars. *[Detail additional coordinating arrangements for the site];*
10. **Customs Arrangements**. *[Detail where these can be found e.g. EXOPORD].*
11. **Financial Procedures**. *[Detail site specific procedures for bill payment].*
12. **Environmental Protection**. *[Detail where procedures related to environmental protection can be found e.g. EXOPORD].*
13. **Contractual Guidelines**. *[As appropriate].*
14. **Initiation, Amendment, and Termination**. This JIA comes into effect on the date of the last signature of the NATO commander or the HN representative. The JIA can be amended by mutual consent at any time in writing. The provisions of this JIA remain in effect until all obligations are met.
15. This JIA comes into effect when signed by the designated representatives: _____ *[NATO Commander]* and _____ *[HN Representative]*. This JIA may be terminated by:
- a. either participant, following a mission change that makes following the JIA either impossible or unnecessary; or
 - b. the mutual consent of both participants.

Signatures:

[HN Representative]

[NATO Commander]

ANNEXES

SORs

Annex F - Guidelines to Develop Concepts of Requirements

1. The aim of a concept of requirements (COR) is to provide information for decision-making during planning. Developing a COR may be a demanding process depending on the scale and complexity of the military activity.
2. When using an information technology (IT) solution, COR development will follow the process prescribed by the system. If no IT solution exists, numerous templates are available to organize the collection of information.
3. The templates presented in this annex are for reference only. HNS staff will need to adjust the requirements and the approach for gathering information. The most current templates are available through the host-nation support (HNS) portal in LOGNET (NS) at <https://lognet.nato.int>.
4. **Concept of requirements development when a concept of operations or an operations plan has been promulgated.**
 - a. **Force element list (FEL).** The FEL acts as a reference to guide the development of the COR. The FEL should contain at least the following information:
 - i. Serial number. The serial number is a unique reference number provided in the concept of operations (CONOPS). A description of the capabilities required in the combined joint statement of requirements is also included. During the force generation process, sending nations will offer to fill these requirements;
 - ii. Final destination. The final destination is coordinated with the host nation (HN) during the planning process. The final destination should correspond to a geolocation in the HNS capability catalogue;
 - iii. Entry points. Entry points are coordinated with the HN and the M&T community. The entry point should correspond to a geolocation in the HNS capability catalogue; and
 - iv. Manning. Actual manning levels are found in the Force Profiles and Holdings, which is available through the NATO Logistics Functional Service software.

FORCE LIST [Plan Name]						
Serial	Requirement Name	Final Destination	Nation (TCN)	CRD	Entry Point	Actual Manning
1.1.1.1 [HQ/Force Name]						
1.0.0.0	HQ	[FD Geoloc]	[NAT]	G+x	[BCP Geoloc]	YYY
1.1.0.0	Unit 1	[FD Geoloc]	[NAT]	G+x	[BCP Geoloc]	YYY
1.2.0.0	Unit 2	[FD Geoloc]	[NAT]	G+x	[BCP Geoloc]	YYY
1.1.1.0	Subunit 1.1	[FD Geoloc]	[NAT]	G+x	[BCP Geoloc]	YYY
1.1.2.0	Subunit 1.2	[FD Geoloc]	[NAT]	G+x	[BCP Geoloc]	YYY

Figure F.1: Example of a force element list

- b. Once the FEL is prepared, a number of tabs will be produced to gather and consolidate HNS requirements:

- i. Force serials tabs. Each force serial will have a dedicated tab where contributions from each SN are itemized; and

		SUPPORT REQUIRED										
		LOCATION 1		LOCATION 2			LOCATION 3		LOCATION 4			
		XX.1.3.2.1		XX.1.3.2.3			XX.1.3.2.4		XX.1.3.2.5			
Number	Requirement	Unit of Issue	Tank Battalion	Infantry Battalion	Infantry Battalion	Infantry Battalion	Total	Infantry Battalion	Total	Infantry Battalion	Total	
F	Nationality/Unit		NATION A	NATION A	NATION B	NATION C		NATION B		NATION C		
F.1 General Requirements												
F.1.1	Total Qty of personnel staying		100	100	100	200	300	600	100	100	50	50

		SUPPORT REQUIRED										
		LOCATION 1			LOCATION 2							
		XX.1.4.1			XX.1.4.2							
Number	Requirement	Unit of Issue	Artillery Battalion		Surface Based Air Defence Battery		Surface Based Air Defence Battery		Total			
F	Nationality/Unit		NATION A		NATION A		NATION B					
F.1 General Requirements												
F.1.1	Total Qty of personnel staying		75		75		50		50		100	

Figure F.2 Example of a multinational force element aggregation by location.

- ii. Consolidation tab. The consolidation tabs presents all requirements in a single figure. For example: From the charts above, the total number of personnel in Location 2 comes from serial XX.1.3.2.3 in the first chart and XX.1.4.2 in the second chart, specifically 600 + 100 = 700.

Location 1				Location 2			
Number	Requirement	Totals	HNS availability?	Number	Requirement	Totals	HNS availability?
F	Nationality/Unit			F	Nationality/Unit		
F.1 General Requirements				F.1 General Requirements			
F.1.1	Total Qty of personnel staying	175		F.1.1	Total Qty of personnel staying	700	
F.1.2	Total Qty of vehicle	0	Yes, Organic means (Public sector)	F.1.2	Total Qty of vehicle	0	
F.1.3	Total Qty of container	0	Yes, Commercial Contract made by HN (contract in place)	F.1.3	Total Qty of container	0	
F.2 Admin Issues				F.2 Admin Issues			
F.2.1	Registration total number of personnel	0	Yes, Commercial Contract made by HN (contract NOT in place) HN facilitates contract but SN has to conclude it	F.2.1	Registration total number of personnel	0	
F.2.2	Tags	0	No HNS --- SN has to contract on the market individually ---	F.2.2	Tags	0	
F.2.3	Info package	0		F.2.3	Info package	0	
F.2.4	Admin brief	0		F.2.4	Admin brief	0	
F.2.5	Contracting support	0		F.2.5	Contracting support	0	
F.2.6	Translation Services	0		F.2.6	Translation Services	0	
F.3 Billing				F.3 Billing			
F.3.1	Accommodation in barracks	0		F.3.1	Accommodation in barracks	0	
F.3.2	Accommodation in Tents (if barracks are not)	0		F.3.2	Accommodation in Tents (if barracks are not)	0	
F.3.4	Tentage Area (if barracks and tents are not)	0		F.3.4	Tentage Area (if barracks and tents are not)	0	
F.3.5	Beds (with blanket and pillow)	0		F.3.5	Beds (with blanket and pillow)	0	
F.3.6	Bedclothes (2 sheets + 1 pillow cover)	0		F.3.6	Bedclothes (2 sheets + 1 pillow cover)	0	
F.3.7	Lockers	0		F.3.7	Lockers	0	
F.3.8	Chairs	0		F.3.8	Chairs	0	
F.3.9	Desks	0		F.3.9	Desks	0	
F.3.10	Shower	0		F.3.10	Shower	0	
F.3.11	Toilet	0		F.3.11	Toilet	0	
F.3.12	Chemical Latrines with hand washing	0		F.3.12	Chemical Latrines with hand washing	0	
F.3.13	Laundry Services. (8kg bundle cleaning)	0		F.3.13	Laundry Services. (8kg bundle cleaning)	0	
F.3.14	Lighting (referred to F.3.1 and F.3.2)	0		F.3.14	Lighting (referred to F.3.1 and F.3.2)	0	
F.3.15	Waste disposal & collection	0		F.3.15	Waste disposal & collection	0	
F.3.16	Electric power supply from grid (electrical)	0		F.3.16	Electric power supply from grid (electrical)	0	
F.3.17	Portable Light Set Generator. (5/10 KW)	0		F.3.17	Portable Light Set Generator. (5/10 KW)	0	
F.3.18	Generator if the access to the national grid is	0		F.3.18	Generator if the access to the national grid is	0	
F.3.19	Sewage (estimated in 0.04 cu m per	0		F.3.19	Sewage (estimated in 0.04 cu m per	0	
F.4 Catering/Class I				F.4 Catering/Class I			
F.4.1	N. of breakfasts per day	0		F.4.1	N. of breakfasts per day	0	
F.4.2	N. of Lunchs per day	0		F.4.2	N. of Lunchs per day	0	
F.4.3	N. of Evening meals per day	0		F.4.3	N. of Evening meals per day	0	
F.4.4	Preparation serving & dining equipment	0		F.4.4	Preparation serving & dining equipment	0	
F.4.5	Messing facilities	0		F.4.5	Messing facilities	0	
F.4.6	Fresh Rations -Ability to order (costs applied	0		F.4.6	Fresh Rations -Ability to order (costs applied	0	
F.5 Class I Water (mess)				F.5 Class I Water (mess)			

Figure F.3 Example of a consolidation table.

- 5. The result of the COR process is a product that presents the following information:

Figure F.4 Example of a COR report

6. **Concept of requirements development when no concept of operations has been promulgated.** If no CONOPS is available, the COR will mirror a request for information. A very general COR will be forwarded to the HN for an initial assessment.
7. **Host nation response to the concept of requirements.** Once prepared, the COR is sent to the HN for assessment. A typical response will be as follows:
 - a. **Full.** HNS is available through HN organic or public sector means;
 - b. **Full.** HNS is available through commercial contracts already in place with the HN;
 - c. **Full.** HNS can be available through commercial contracts to be put in place by the HN;
 - d. **Assist.** The HN will facilitate commercial contracts for the SN to procure supplies or services directly from the local economy; or
 - e. **None.** HNS is not available.

*Example of a requirements list for LAND forces at LOGNET.

*Example of a requirements list for AIR forces at LOGNET.

*Example of a requirements list for MARITIME forces at LOGNET.

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Annex G – Template for HNS statement of requirements²⁷

HNS STATEMENT OF REQUIREMENTS					Operation:		Page 1 of ____ pages		
Initial	Final	Change	Administrative Data						
INITIATOR			HOST NATION RESPONSE				ACCEPTANCE		
1. Request Number and Date:			5a. Payment to be received by:				8.a. Payment to be made by:		
2. Support Agreement:			5.b. Account Number:				8.b. Address:		
3a. Type of Support Required:			5.c. Address						
3b. Likely Timeframe			5.d Tel/Fax:				8.c. Tel/Fax:		
From:		To:	6.a. Supplying Party/Unit:				9.a. Receiving (user) Party/Unit:		
3.c. Requested Location:			6.b. POC authorized to accept changes to SOR:				9.b. POC authorized to request changes to SOR:		
			Name/Rank: _____				Name/Rank: _____		
			Address: _____				Address: _____		
			Tel/Fax: _____				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):		10.c. Nation:
4.b. Receiving Official (Initiator):			7.b. Supplying Official:				10.b. Requesting Official (Authorizer):		
Name/Rank:			Name/Rank:				Name/Rank:		
Address:			Address:				Address:		
Tel/Fax:			Tel/Fax:				Tel/Fax:		
Signature & Date			Signature & Date				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									

²⁷ This template can be adapted by staff to properly match the needs of each situation.

Block no	Content	Block no	Content
1	Unique identification number, to be filled in by the receiving party	8a	Financial office responsible for payments
2	HNS Technical Arrangement which authorizes the support requested	8b	Address of the financial office responsible for payments
3a	Brief description of the general type of support (i.e. lodging, meals, fuel)	8c	Telephone and fax number of the financial office responsible for Payments
3b	Duration of the requirement for support	9a	Unit/agency that will receive/use the services/supplies
3c	Preferred location/area where support is needed	9b	POC of the receiving unit/agency authorized to request changes to the SOR
4a	Office authorized to request support from a Host Nation	10a	Official agency authorized to submit HNS requests to a Host Nation
4b	Contracting Officer's representative	10b	Official POC authorized 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)
6a	Host Nation unit or organization that will provide the actual service/supplies	15	Estimated cost per unit
6b	Host Nation representative authorized to accept changes to the SOR (identified by Host Nation POC)	16	Total estimated cost per line item
7a	Official agency authorized to receive HNS-requests	17	Method of reimbursement (i.e. cash, replacement in kind or equal value exchange)
7b	Official POC authorized to receive HNS requests	18	Quantity of support received (to be identified after the support operation has ended)
		19	Remarks

STATEMENT OF REQUIREMENTS CHECKLIST
(Other than for airfields which are included in ALP-4.3 SUPPLEMENT 1)

	FUNCTION	PROVISIONAL AGREEMENT
A	TRANSPORTATION	
1	Reception of Personnel & Cargo	
	a. Total Quantity of Personnel Arriving	
	b. Total Bulk / Weight of Cargo (To / From)	
2	Movement	
	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. Material 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. Computers / Laptops	
	b. Desks	
	c. Copy Machines	
	d. Tables	
	e. Chairs	
	f. Safes	
	g. Filing Cabinets	
	h. Information Technology System 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. Cleaning for dangerous goods tanks	
	n. 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 (m ³ / day)	
6	Electrical Power	
	a. Consolidated Requirement	
	b. Maintenance	
	c. Backup Power Source	
C PETROLEUM, OIL & LUBRICANTS		
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 FORCE PROTECTION		
1	Military Police / Military Guards	

	a. Guards	
	b. Detention	
	c. Traffic Control	
	d. Military Working Dog	
2	CBRN	
3	Explosive Ordnance Disposal	
	a. Explosive Ordnance Reconnaissance	
	b. Cruise Missile Defence	
	c. Improvised Explosive Device Disposal	
	d. Explosives Detection Dog	
	e. Information Required	
F 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 Repair	
	b. Electrical Eqpt Repair	
	c. Office Eqpt Repair	
	d. Vehicle Mechanics	
3	Fire fighter	
	a. Capability	
	b. Equipment	
4	Interpreter	
G COMMUNICATION & INFORMATION SYSTEMS		
1	Voice	
2	Data	
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 COORDINATION & CONTROL		
1	LOC Activation	
2	Liaison Exchange With HN	

I FACILITIES	
1	Training Areas
	a. Maneuver 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)
	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. Refuelling
	d. Maintenance Area
	e. Trans haul from Pier / Dock via Road or Rail
8	Marshalling Areas
9	Holding Areas

J 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	

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Lexicon

Part I – Acronyms and abbreviations

The lexicon contains acronyms / abbreviations and terms / definitions relevant to Allied Joint Publication-4.3(A). A definitive and more comprehensive list of abbreviations is in NATOTerm.

AAP	allied administrative publication
ACO	Allied Command Operations
ACT	Allied Command Transformation
AJMedP	allied joint medical publication
AJP	allied joint publication
ALP	allied logistic publication
AMovP	allied movement publication
ATP	allied tactical publication
B/GSA	base / garrison support arrangement
Bi-SC	of the two strategic commands
C2	command and control
CBRN	chemical, biological, radiological and nuclear
CIS	communications and information system
CMI	civil-military interaction
CIMIC	civil-military cooperation
CONOPS	concept of operations
COPD	comprehensive operations planning directive
COR	concept of requirements
CRD	commander required date
CSO	contractor support to operations
EP	environmental protection
ESMRM	explosive safety and munitions risk management
EXOPORD	exercise operation order
FAP	Further Additional Protocol
FP	force protection
HQ	headquarters
HN	host nation
HNS	host-nation support
HNSA	host-nation support arrangement
HNS JSC	host-nation support joint steering committee
HNS CC	host-nation support coordination cell
IMHQ	international military headquarters
JFC	joint force command
JIA	joint implementation arrangement

JLSG	joint logistics support group
JTF	joint task force
JSEC	joint support and enablement command
LN	lead nation
LO	liaison officer
LOGREP	logistic report
MC	Military Committee
MNDDP	multinational detailed deployment plan
MoU	memorandum of understanding
MP	military police
MRO	military response option
MSR	main supply routes
NAC	North Atlantic Council
NATO	North Atlantic Treaty Organization
NCS	NATO Command Structure
NDDP	national detailed deployment plan
NFIU	NATO force integration unit
NFS	NATO force structure
NMCC	national movement coordination centre
NMR	national military representative
NSE	national support element
NSO	NATO Standardization Office
OPLAN	operation plan
OPP	operations planning process
PfP	Partnership for Peace
POC	point of contact
RFI	request for information
RMSD	rearward movement, staging and dispatch
RSOM	reception, staging, onward movement
SACEUR	Supreme Allied Commander Europe
SACT	Supreme Allied Commander for Transformation
SHAPE	Supreme Headquarters Allied Powers Europe
SME	subject matter expert
SN	sending nation
SOFA	status of forces agreement
SOI	statement of intent
SOR	statement of requirements
SSC	single service command
STANAG	standardization agreement (NATO)
TA	technical arrangement
UN	United Nations

Part II – Terms and definitions

civil-military cooperation

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

(NATO agreed)

command

1. The authority vested in a member of the armed forces for the direction, coordination, 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 or situation.
5. To exercise command.

(NATO agreed)

doctrine

Fundamental principles by which the military forces guide their actions in support of objectives. It is authoritative but requires judgment in application.

(NATO agreed)

host nation

A nation which, by agreement:

- a. receives forces and materiel of NATO or other nations operating on / from or transiting through its territory;
- b. allows materiel and / or NATO organizations to be located on its territory; and / or
- c. provides support for these purposes.

(NATO agreed)

host-nation support

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

(NATO agreed)

joint implementation arrangement

In this document a JIA is follow-on documents to the statement of requirements which establish the commitment between the participants concerning the provision and receipt of HNS. JIA contain the most detailed information on the required and offered support, the site-specific procedures to implement the support arrangements, and the reimbursement details and they are considered as the only legally binding document

in the NATO HNS planning process.
(this term an definition only applies to this publication)

joint operations area

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

logistics

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

- a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and 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.

(NATO agreed)

memorandum of understanding

Within the context of host-nation support, a written overarching bilateral or multilateral agreed document which implies an intent or responsibility to support allied forces and organisations. It is normally signed between strategic commands and / or a sending nation and a host nation. It provides the mutually agreed military-political basis for the development of subordinate implementing documents.

(As defined in MC 334/2 *NATO Principles and Policies for Host-Nation Support*)

multinational joint operation

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

national support element

Any national organization or activity that primarily supports national forces that are part of that NATO force. Note: A national support element is under the operational control of its national authorities and not formally part of a NATO force.

(NATO agreed)

operation order

A directive issued by a commander to subordinate commanders for the purpose of coordinating the execution of an operation.

(NATO agreed)

operation plan

A plan for a single or series of connected operations to be carried out simultaneously or in succession.

Notes:

1. It is the form of directive employed by higher authority to permit subordinate commanders to prepare supporting plans and orders.
2. The designation 'plan' is usually used instead of 'order' in preparing for operations well in advance.
3. An operation plan may be put into effect at a prescribed time, or on signal, and then becomes the operation order.

(NATO agreed)

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.

(NATO agreed)

support

The action of a force, or portion thereof, which aids, protects, complements, or sustains any other force.

(NATO agreed)

NATO standardization agreement

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

(NATO agreed)

AJP-4.3(A)(1)

