MULTINATIONAL LOGISTICS SUPPORT AND NATO PLANNING PROCESS

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Abstract: The aim of the article is to introduce the key NATO Force Planning process and explain new direction in logistics planning and realization phases. The article will explain the planning process from the derivation of NATO requirements, to the translation of those requirements into force goals and to the subsequent assessment of nations' fulfilments of these goals. Finally it will explain the assessment of the resultant risks to the Alliance and also provide a forum for the discussion of current force planning issues and challenges facing the Alliance.

Keywords: logistics support, planning process, deployable, manoeuvre, collaborative process.

PREFACE

A comparison some of the major changes in military operations over the past few years; changes that have driven, and will continue to drive the need to constantly evaluate, adapt and apply new doctrines.

The military requirements in 20th century were defined as static, reactive, regional, and mass, attrition, supply point logistics and based on national intelligence.

The 21st century defined new challenges towards military requirement which are based on agile deployable, proactive, global, manoeuvre, precision, coherence, integrated-distribution, based logistics and NATO fused intelligence.

There is no option; today’s forces must constantly get smarter, get faster and improve their global movement and sustainment. It has been a reason of Alliance transformation.

1. PLANNING PROCESS AND TRANSFORMATION

NATO Defence Planning is a fundamental element of the arrangements which enable Alliance member countries to enjoy the crucial political, military and resource advantages of collective defence and other common military efforts to enhance security and stability.

It prevents the denationalization of defence policies, while at the same time recognizing national sovereignty. The aim of Defence Planning is to provide a framework within which national in order to harmonized NATO defence plans. The main aim is to meet the Alliance's agreed requirements in the most effective way.

Defence Planning (DP) is also supporting NATO Transformation process (NATO TP). NATO TP is a process aiming towards developing and integrating activities to new concepts, technologies & organizational designs in order to produce evolutionary & revolutionary improvements in military capability.

DP is a collaborative process and is focusing to the effort across NATO and nations with target to build joint and combined capabilities through development/enhancement of interoperability. The process is also transforming equipment, facilities, doctrine, procedures, training, education, NATO structure and organization.

NATO plan should be based on nation’s large inventory of forces. There should be doubts if current inventory is designed for the modern world, challenges and new types of the operations. The Alliance of today and tomorrow is all about expeditionary operations, flexibility and rapid deployment all around the world.

Nations have national priorities but Alliance members should be in line with the alliances priorities and capable to achieve ability to operate in current conflict.

The expectation that the big nations are willing to carry out all the risk or to provide all of the excess capability is not relevant today due to enormous financial demanding.

There are different accesses to military expenses. Due to differences in access to the planning and military expenses there is necessity to create similar attitude towards DP process in order to avoid the situation when Alliance commander out of resources and their ability to cooperate.

There are business model which can ensure that Alliance is capable to bring right forces with the right capabilities at the right time to the right destination.

The higher authorities’ guidance should be used in order to make sure that Alliance is capable to meet the requirements. The planners must be capable of measuring the capability of forces in order to ensure that they have ability do the roles which Alliance units were asked.

Alliance forces are modernized due to current challenges but in order to be well prepared to
The current phenomenon is the current buzz word – transformation. The transformation process should influence the nations into doing what NATO required. The big challenge to Alliance members is to make not only one step but to be prepared to do next. Alliance members must also make audit progress in order to be sure that units are able to get everything what Alliance asked for.

Defence Planning is a combination of all of the processes in order to ensure that NATO has the right capabilities now and all necessary steps will be done in order to keep ability in the future.

DP is a comprehensive process made of the 7 disciplines which are managed by a different NATO body with a different aim and different procedures.

Due to current situation there is a need to coordinate these activities. The Force planning is the core subject for course provides and should be the essential basis for the coordination and harmonization. Force planning is also in the centre because it is the principle means by which the strategic commands (SC’s) ideas can be turned into credible and measurable output.

The formal objective of Force planning is based on several key words influence, forces and capabilities/logistics support.

Forces and capabilities/logistics support are important in order to identify what NATO members are looking for now as current forces and what NATO will be looking for later in terms of capabilities. The future is closely connected with terms Quantitative & Qualitative.

2. MAIN FORCE PLANNING ELEMENTS

2.1 POLITICAL GUIDANCE

Developments of the international security have had an increasing impact on the lives of the Allied citizens and other countries. Terrorism and the spread of weapons of mass destruction are likely to be the principal threats to the Alliance over the next 10 to 15 years.

There are several important impacts due to world security environment - instability due to failing states, regional crises and conflicts, their causes and effects; the growing availability of sophisticated conventional weaponry; the misuse of emerging technologies; and the disruption of the flow of vital resources are likely to be the main risks or challenges for the Alliance in that period.

Alliance must retain the ability to conduct the full range of its missions, from low to high intensity, placing special focus on the most likely operations, being responsive to current and future operational requirements, and still able to conduct the most demanding operations. The following requirements are demanding:

1. strengthening ability to meet the challenges, from wherever they may come, to the security of populations, territory and forces;
2. enhancing ability to anticipate and assess the threats, risks, and challenges it faces, with special attention to the threats posed by terrorism and the proliferation of weapons of mass destruction;
3. providing forces able to conduct the full range of military operations and missions;
4. being able to respond quickly to unforeseen circumstances;
5. ensuring that NATO’s own crisis management instruments are effectively drawn together. While NATO has no requirement to develop capabilities strictly for civilian purposes, it needs to improve its practical cooperation, taking into account existing arrangements, with partners, relevant international organizations and, as appropriate, non-governmental organizations in order to collaborate more effectively in planning and conducting operations;
6. continuing to adapt planning processes to meet the new demands.

In the modern transformation dominated world NATO are looking for a capability to achieve an effect. How the nation provides it NATO does not care provided that it can achieve the desired effect.

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1 Comprehensive Political Guidance Endorsed by NATO Heads of State and Government on 29 November 2006
In order to implement the Comprehensive Political Guidance the NATO committees are responsible for the relevant planning disciplines, including operational planning and intelligence.

2.2 DEFENCE REVIEWS

Defence planning is a long term business and serves the aims of foreign and security policy. Major equipments are developing for twenty five years or more. The current situation in the political and strategic world can change radically within such timescales. Transformation has been rapid it will be continuing. The permanent changes will effect to the role of Armed Forces over the next twenty years. Due to proposed development it is necessary to take in account that Alliance forces are not only capable and cost-effective as possible but also that they continue to be valued by Alliance citizens and to provide rewarding careers.

The purpose of the Review was not only to meet the challenges of today's complex international scene but also to provide the flexibility to respond to those we may face well into the new century. The Review therefore considers defence requirements in the period to 2015. The Strategic Defence Review aims to provide the country with modern, effective and affordable Armed Forces which meet today's challenges but are also flexible enough to adapt to change. It provides a vision for the modernisation of defence into the 21st century. Its theme is 'Modern Forces for the Modern World'.

Due to describe main Force Planning Elements Alliance members should define level of Ambition (LOA) which should assume following presumptions:
1. number and size of operations expected to be conducted;
2. conditions under which these operations could occur;
3. allowable combinations of operation types and sizes;
4. timing and sequencing of operations.

Talking about LOA Alliance members should follow Ministerial Guidance 2003 where LOAs were defined but in current situation due to experiences (ISAF, K FOR) there are many challenges towards LOA redefine.

But this is currently what Nations through their Ministers have stated that NATO should be able to achieve and this overarching guidance leads through the Force Planning Process to the required Force Pool. Number and size of operations expected to be conducted is emphasizes the priority of Article 5 operations. Conditions under which these operations could occur require multiple large expeditionary operations and therefore are the primary driver of NATO’s force size.

Allowable combinations of operation types, sizes, timing and sequencing of operations require more numerous, but smaller operations and a single multi-corps expeditionary operation, thus driving to robust, but flexible capabilities.

When Alliance members apply the Ministerial Guidance Level of Ambition to the various Planning Situations this then allows to calculate the overall size of the force pool needed to provide the NATO Minimum Military Requirement.

3. DEFENCE REQUIREMENTS REVIEW

The Defence Requirements Review (DRR) is a sophisticated operational analysis tool, which through the application of modelling and military judgment can identify what forces are required by NATO to meet the Level of Ambition set by Ministers.

The DRR evaluates the whole range of mission which concluded types from high intensity missions such as Collective Defence through mid-range operations like protection of lines of communication and to low end of the scale such as Consequence management in the event of terrorist activity or evacuation of peace keepers and NATO civil support missions (disaster relief) using a joint capability approach.

The mission type is not the only driver. Due to MC161 the planners must also apply the mission type to a region and adversary. NATO approved intelligence estimates and due to representational planning situations has been developed. These use real threats in real countries although they are biased towards the most demanding situations and dictate the maximum force structure required for that Planning Situation.

Planning cycles has changed since 6 years period to 5, 8 or 10 year planning horizon since 2004. The nations recognized that NATO needed to identify what it wants far earlier.

Therefore the 6 year planning horizon was just too short. Furthermore a 2 year cycle was too frequent and the workload both in NATO and in capitals needed to be reduced.

The result of the Alliance nations was decision since 2008 year adopt a 10 year horizon and conduct a force planning cycle every 4 years. Maintain a Bi-annual Defence Review so that if necessary Alliance members could introduce an emergency update cycle in to the process if world events dictated.

Due to plan changed would have led to a big jump between the end of the 2004 cycle and the 2008 cycle. NATO used 2006 as an interim update cycle for 2004 and looked 8 years ahead.

In addition the opportunity was taken to amend a number of critical Force Goals which would provide short term gains and also a full package of Force Goals was produced and given to New Member Nations who joined the Alliance in 2005 to serve as a building block for the 2008 cycle.

The first of the new 10 year horizon will start since 2008 year.

4. DEFENCE & FORCE PLANNING HARMONISATION

There are two different procedures Force Planning (FP) & Operational Planning (OP).

Force planning gets a commitment from Nations to supply the right forces for the expected mission and due to current requirements Alliance do not have the right forces available for the jobs and not enough of anything.

The tabloid shows the differences between FP and OP.

Force Planning
- Long Term
- Designing Forces to cover LOA
- Target : Compatible National Forces
- Declaring Forces / developing concepts
- Collective Approach
- Transformational tool

Force Generation Short term
- Generating specific Force
- Target : Functional Multinational Force
- Committing Forces for CJSOR
- Bilateral Approach
- Operational tool

However political will is still a major influence and at times nations are not prepared to put their hands in their wallet to fund the capabilities they have promised.

One of the major improvements will be to move towards a common database using a common language so that when Force Planning requests a certain capability from a nation it is the very same capability that the Operational Planners want – and defined in exactly the same way.
5. CONCLUSION

NATO transformation is comprehensive process which should be based on detailed knowledge of political guidance and following implementation to the military planning process.

Due to necessity in future military mission to be prepared for new challenges close cooperation in all phases of the planning process is a requirement in order to achieve success.

Future development of the Force Planning, Resource Planning, Logistics Planning and Armaments Planning should be based on properly C2 Planning.

C2 results and proposal should be implementing to the nation political and military goals and supposed planning process could be helpful to the properly spending nations and NATO military budget.

Bibliography
