

## **HNS REGULATIONS AS A STANDARD ORGANIZATION OF PHYSICAL FLOWS AS PART OF THE MILITARY EXERCISE PROGRAM**

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### **Abstract**

International military exercises are an important element of NATO's operation. Their organization and implementation is related to the observance of numerous standards and regulations whose task is to strengthen the system of cooperation and command and to eliminate barriers and potential threats. Special tasks in the HNS system are entrusted to logistics that creates opportunities for effective implementation of tasks and overcoming space-time barriers. Attention should be paid to the wide variety of these tasks at the strategic level as well as the operational or tactical level. Their proper identification is a factor significantly affecting the implementation of cooperation between allied armies, as well as between the military and civilian environments. The aim of the article is to present HNS regulations and their consequences for the identification and implementation of tasks in the sphere of physical flows related to international military exercises. The article is based on the analysis of formal and legal documents and information obtained from the national HNS system.

**Keywords:** International military exercises, logistics, Host Nation Support (HNS), NATO's regulations

### **1. INTRODUCTION**

Logistics management is that part of supply chain management that plans, implements, and controls the efficient, effective forward and reverses flow and storage of goods, services and related information between the point of origin and the point of consumption in order to meet customers' requirements [1]. As it results from the definition, physical flows are one of the most important dimensions of logistics, especially in the context of international (global) logistics [2]. International logistics can be defined as processes of coordination and optimization of all flows in international dimension, based on analyses of correlations between actors and formed in accordance with the concept of a logistics chain (storage and transport chain)[3]. In this context modern international logistics is characterized by, among others:

- overcoming geographical, political, legal and administrative, cultural, technical and time barriers [4];
- repeated crossing of borders [5];
- using different types of transport and different storage and storage systems [6];
- greater scale and diversity of projects in relation to domestic logistics (eg: mass of goods moved, number of participants, distances, documents, exchange and language differences) [7];
- the need to adapt not only to local and regional requirements, but also global ones [8] reflected in the growing complexity of market mechanisms [9];
- the influence of transnational organizations and institutions [10].

The current geopolitical situation makes that international organizations play an increasingly important role in the modern world, becoming among others the main stakeholders and creators of logistics systems and processes. This is particularly evident at the interface between military and civilian systems, where North Atlantic Treaty Organization (NATO) is a key player. The aim of NATO is to promote democratic values and enable members to [consult](#) and cooperate on defence and security-related issues to solve problems, build trust and, in the long run, prevent conflict [11]. In this system, logistics plays a special role, determining the

efficiency and effectiveness of the objectives pursued, not only in the area of joint action of the army, but also the cooperation of national support systems.

In accordance with the definition in NATO documents, HNS is: 'The civil and military assistance rendered in peace, crisis and conflict by a Host Nation (HN) to allied forces and organisations which are located on, operating in or transiting through the HN's territory. Arrangements concluded between appropriate authorities of HN(s) and Sending Nations SN(s) and NATO form the basis of such assistance [12]. Functioning of the HNS system should result in creating conditions for efficient and effective flow of material, information and human assets necessary for the successful conduct of military operations. The conditions for performance of these activities differ depending on whether they are carried out in peace, crisis or war. Working in crisis calls for simplified procedures allowing prompt and appropriate reaction connected with providing aid and neutralizing the outcome. In wartime administrative-legal changes are introduced, which place the economy on a war footing, allowing the military goals to take priority. In this situation of mobilizing the state resources for war effort, the flows are conducted in conditions of primacy of military flows over any others. The situation which demands particularly careful planning, organization and conduct of military flows is peace time. It entails the creation of a system of regulations, agreements and arrangements which would allow optimal functioning of the allied forces on the territories of host nations relying on the application of the rules of the economy. In this situation economic and strategic considerations are equally important. Also, social and cultural aspects play important roles because breaches of norms may spark a conflict and negatively impact the effectiveness of undertakings under way and the system of cooperation. Consequently, it will compromise the level of security. In order to create proper foundations for cooperation it is necessary to test and improve the systems already in place. Therefore, in order to provide an adequate level of security, it is necessary to conduct common military exercises.

The aim of the article is to present the HNS regulations and their consequences for creating and accomplishing tasks in the area of physical flows connected with multinational military exercise. The article focuses on operation level regulations, which are derived from strategic level documents, and provide foundations for creating military tactical level solutions. It has been based on an analysis of formal and legal documents and information obtained from the national HNS system. Its contents are an element of initial examination aiming at the creation of a functional-operational model for the NHS system.

## **2. STRATEGIC AND OPERATIONAL LEVEL HNS REGULATIONS - DOCUMENTS**

Even though each operation is unique, operating principles and documentation procedures which allow for the creation of proper conditions for effective and efficient work can be identified. The basic document defining the organizational system and rules for conduct of NATO joint operations is AJP -01 Allied Joint Doctrine [13]. This document presents general rules for planning, preparation, conduct and assessment of joint multinational operations also in the context of civil-military cooperation (CIMIC). The basic element of interoperability is a coherent and effective approach based on utilization of the capabilities offered by the Allies. 'Interoperability of formations and units of a joint and multinational force has three dimensions: technical (for example, hardware, systems); procedural (for example, doctrines, procedures); and human (for example, language, terminology and training) [13]. The worked out common frameworks for actions are reflected also in other NATO documents such as the Standardization Agreements (STANAGs). The system of documents (doctrines) provides commanders and units with capabilities for a common approach to conducted actions and creates the basis for international cooperation.

The document setting forth standards in the logistical sphere is the AJP -4 (A) Allied Joint Logistic Doctrine [14]. This document focuses mainly on such areas as: supply and services, maintenance and repair, movement and transportation, infrastructure, medical, contracting and funding [14]. Additionally, this publication covers broad logistic responsibilities such as the Host Nation Support (HNS). This document identifies, inter alia, the basic rules governing the sphere of logistics, which include: primacy of operations, responsibility, authority, co-

operation, co-ordination, provision and sufficiency, flexibility, simplicity, timeliness, economy, transparency and visibility, and synergy. According to item 0106 AJP-4(A) 'The aim of the NATO logistic support concept is to support the Joint Force Commander's (JFC) operations and to achieve efficiencies and economies of scale through optimum use of multinational logistic solutions.' Logistics is one of the key factors of success, which both NATO command and the member states are responsible for. The ability to efficiently and effectively distribute and store supplies and personnel are key factors in success of Allied Forces [15]. An important element of logistical support is a properly prepared HNS system. 'Through the use of HNS, the overall costs for an exercise or operation might be reduced and greater support efficiencies and effectiveness achieved [14]. Therefore, it is important that all participants of the system are familiar both with procedures and HNS (HNSA) documents, and actively participate in the process of their improvement.

AJP - 45 (B) Allied Joint Doctrine For Host Nation Support is the basis for creating national HNS systems. Especially while performing the host function, it is important to be able to correctly provide support for allied forces, executing tasks of deployment, sustainment and movement of troops. Timeliness, flexibility and effectiveness of these actions depends on a properly organized and run national HNS system and its coherence with NATO and Sending Nations (SNs) commands. National HNS structures must not only ensure the proper course of an operation of exercise but also have the capability to provide for and satisfy the needs signalled by the allied forces. An important element of the HNS is the cooperation with non-military structures which participate in support of the Allied forces deployed to the host nation.

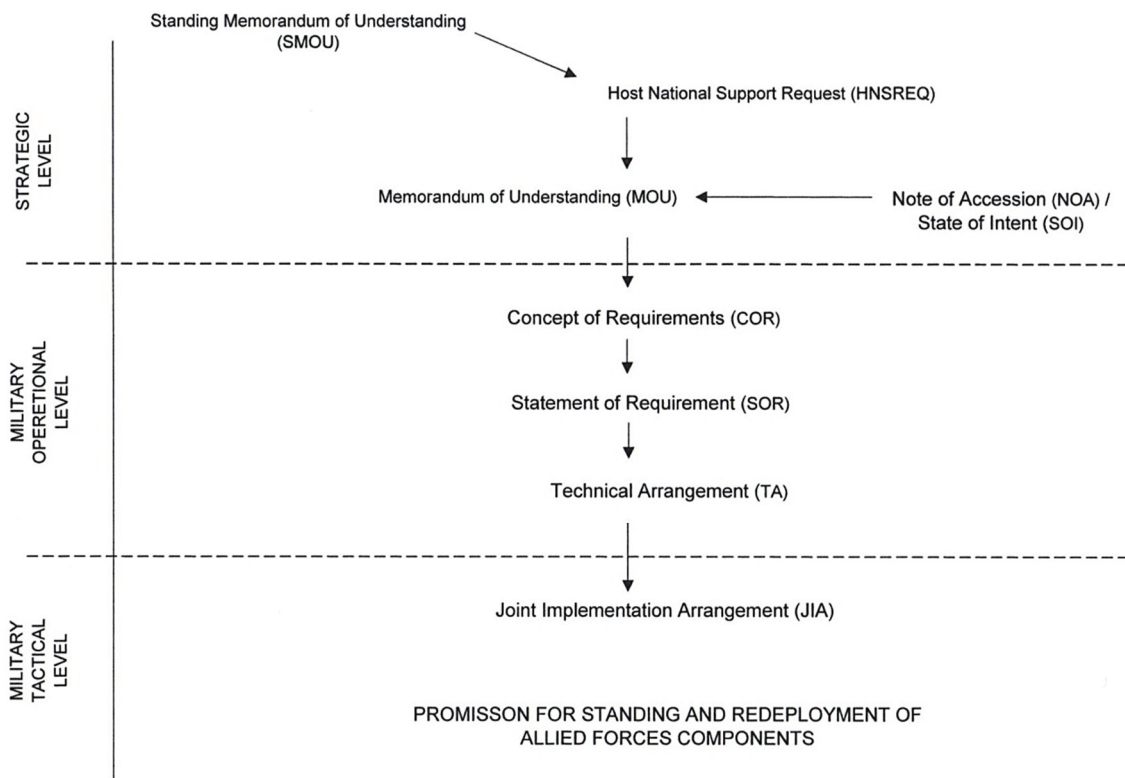
### **3. MAIN PARTICIPANTS OF THE HNS SYSTEM IN MULTINATIONAL MILITARY EXERCISES**

Multinational exercises are an important element of the functioning of the NATO system. They provide conditions for maintenance of the desired state of combat readiness of the member states. It is especially important that they enable and maintain the desired interoperability level connected to pursuing ever increasing effectiveness and efficiency. The decision to conduct multinational military exercises has consequences for the system of functioning of the NATO commander, for the host nation for the exercise, and for the sending nations participating in the exercise. In accordance with binding NATO regulations, each of these entities is obliged to take specific actions, including those related to the HNS.

It is the NATO commander who defines the general foundations and conditions of the exercise and commands it. Among his or her main tasks in the area of HNS is developing and authorizing the Memorandum of Understanding (MOU) and the Technical Arrangement (TA) as well as calling up the Joint HNS Steering Committee (JHNSSC) and HNS Coordination Cell (HNSCC). MOU includes the rules of providing HNS between the Strategic Command (SC) and SNs and HN. It is the basis for developing the Joint Implementation Arrangement (JIA). The following elements should be identified in this document: definitions, its purpose, scope, general arrangements, applicable documents, responsibilities of the participants, financial procedures, legal aspects, force protection, information security, commencement and termination, amendments and interpretations. An MOU may be developed separately for each exercise. However, member states can be signatories to the Standing HNS MOU (SMOU) with the NATO command. The TA defines procedures for providing HNS to all nations participating in an exercise. It is developed in a way to ensure the equal treatment of all its parties. The Technical Arrangement (TA) includes: definitions, purpose, scope, applicable documents, situation, HNS mission and execution, lists of all nations participating in the exercise - alongside with the declarations that they will be treated as members of the Allied forces, Command and Control system (C2), responsibilities, financial procedures, legal aspects, supplies and services, commencement and termination, amendment, and the appendix. The Appendix to the TA includes information on meeting the HNS requirements, procedures, and agreements concerning providing, receiving and financing the agreed support. The NATO commander develops an HNS request (HNS REQ), which begins the process of HNS planning. Its provisions are drawn up by the SC and presented to the HN. It includes information on types and size of the required support and the scope of the desired agreements. The next step is identification of existing SMOUs,

as their existence simplifies the process of preparing the support. If such documents do not exist, the MOU status is checked or new MOUs are developed for a specific exercise. In case of a lack of the SMOU, the NATO commander files a request to the Supreme Headquarters Allied Powers in Europe (SHAPE) and to the Supreme Allied Command Transformation (SACT) for authorization to negotiate the HNS MOU for a particular exercise. On obtaining the authorization, negotiations with the HN begin, resulting in conclusion of the MOU. It is NATO commander's responsibility to provide information on the SNs' potential. Next, the NATO commander invites the SNs to enter into MOU by way of a Note of Accession (NOA). If reservations appear on the part of an SN, they should be presented in a State of Intent (SOI). In case this SOI is not accepted by the HN, bilateral negotiations ensue, leading to a conclusion of a bilateral MOU, which the NATO commander is to be informed about. In the negotiation process, HNS costs and the methods of covering them are identified. In order to monitor contracts and coordination of providing HNS and to establish priorities of services and deconflict provisions, the JHNSC is formed. This body is commonly chaired by the NATO commander and a HN representative. The HNS document system and assigning them to the appropriate level is shown in Figure 1.

**Figure 1.**



**Figure 1** HNS document system

The host nation (HN) plays a particularly important role in military exercises: not only does it make its territory available, but also enables the use of its other resources, both military and non-military. In the area of HNS, the HN is obliged to answer the NATO commander's HNS Request (HNS REQ). The HN presents information concerning its SMOU and in case of any deficiency begins negotiating the MOU. Apart from developing and sharing HNS documents (MOU, COR, SOR, TA, JIA - Joint Implementation Arrangement), it is also obliged to implement HNS decisions in accordance with the HN normative system. For coordination and communication a Point of Contact (POC) is established and Liaison Officers (LO) are appointed thereby creating elements of the HNSCC. Among the HN's responsibilities there is the keeping of the NATO commander and SNs informed of capabilities to implement the Concept of Requirements (COR) and the Statement of Requirements (SOR) and on changes in the capabilities to provide the HNS. The COR includes general functional support

requirements (land, air, maritime, security, transport, telecommunications etc.) alongside a list of desired types and range of support. It forms the basis for defining real needs in the area of HNS and clarifies the NHS REQ. The SOR, on the other hand, specifies each SN's HNS needs at the lowest organizational levels. It serves as the foundation for developing TAs and JIAs. The JIA is a HN-SN bilateral agreement encompassing detailed local procedures of providing and receiving HNS together with financing method and obligations. The HN is obliged to provide: coordination and cooperation with military and civil authorities, conformity of the undertaken actions with national laws, and assistance of liaison personnel to the NATO commander. The HN is obliged to present the NATO commander with price lists for agreed support, control the HNS resources and provide CBRB (chemical, biological, radiological and biological) defence.

SNs participating in the exercise are obliged to observe the decisions and follow the procedures and regulations valid in the HS. An important element is designating POCs to participate in the procedures of examining and developing MOUs and TAs. The SN is obliged to present the NOA or the SOI and participate in negotiations and site surveys. Each SN should send its representative to the JHNSCC, who will actively participate in developing the TA and the JUA. The SN also ought to present the COR and the SOR to the NATO commander and HN and provide liaison personnel. Another important element is the obligation to account for the received support in accordance with the terms and the schedule worked out in negotiations or with the generally accepted procedure.

It is worth noticing that HNS planning is an integral part of logistic planning which in turn is an element of defence planning. A precondition of providing adequate HNS is sufficient coordination and communication between the NATO command, the HN, and SNs, as well as optimization of an appropriate number of points of contact and organization of a sufficient number of conferences and site surveys.

#### **4. PROVISION AND CONTROL OF THE HNS**

The conclusion of the appropriate agreements (MOU, COR, SOR, TA, JIA) is an indispensable element, which must take place before any movement of NATO forces. Information included in these documents serves as the basis for the relevant HN state authorities to issue a permission for stationing and redeployment of Allied forces components [16,17]. This document includes information about the following: the sending partner, number of personnel, purpose and time of stay, dates of arrival and departure, and border crossings where they will take place, deployment location, types and numbers of the military equipment and weapons brought in, ammunition and hazardous materials, routes and all other important technical and organizational details. This documents also specifies the rights of the SN personnel, types of ID documents, and all other facts relevant from the perspective of the HN's national defence. It has to be mentioned that movement of hazardous materials requires additional permissions from the HN. Movement of foreign troops on the HN territory and carrying out telecommunication tasks and the use of military training areas are governed by the HN regulations pertaining to the Armed Forces of the HN.

During a NATO exercise, the logistics section, CJ4 is responsible for coordination and selection of HNS priorities. It carries out its tasks by means of a Joint Logistic Support Group (JLSG). The JLSG is responsible for providing HNS using resources of the HN and of external contractors. These contractors are utilized if the HN is unable to provide HNS. Permanent cooperation between HN and HNSCC is an important element of the process of conducting an exercise. Within this cooperation, locations of POCs and LOs are established in key areas for stationing, movement, and transit, loading and offloading points, and staging or deployment areas of NATO forces. Each state participating in the exercise is responsible for LOs and coordinates their actions. The NATO commander constantly receives reports from HNSCC. SNs inform the NATO commander, by way of HNSCC, about all statuses, needs and their changes within the HNS.

An important element of the control process is checking the HNS plans by NATO commanders with a view to their validity and feasibility throughout the duration of the exercise. On finishing an exercise, the commander's



staff analyses and evaluates the completed enterprise. Conclusions are provided to HNS structures for verification and improvement of HNS processes and procedures. If necessary, doctrinal documents are also updated. The NATO command uses the obtained knowledge to prepare a training programme for the NHS personnel of all Alliance member states.

## 5. CONCLUSION

The NHS system is an important part of logistical support relevant to support offered by the host nation to allied forces. Provision of host nation support is an alternative for movement of physical goods from the SNs' territories, which enables the sending nations to save time and resources, and also leads to synergy. It creates favourable conditions for tightening international cooperation and generates opportunities for creating complementary systems. Regulations presented in the article are an important determinant of physical goods movements within NATO exercise, which are influenced not only by the currently valid regulations, but also by negotiating processes and by the host nation's resources and its HNS structure.

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