

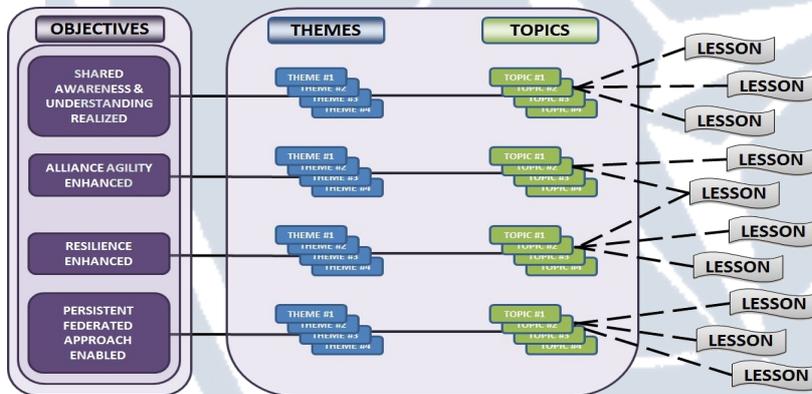
Host Nation Support, Civil Preparedness, Resilience, and Military Sustainability

Project Overview

Transformation is critical to enhance the Alliance's credibility in the face of today's security environment. Constant global economic pressures, the potential diversity of Alliance operations, and current events that threaten to transcend to crisis, highlight an ever-present need for NATO to be prepared and equipped with effective capabilities. As part of this transformational effort, HQ Supreme Allied Commander Transformation (HQ SACT) is developing a Sustainment Capstone Concept that sets out the vision of how NATO will project forces and sustain operations across NATO's core tasks.

In order to inform and support the development of the Sustainment Capstone Concept, the Joint Analysis and Lessons Learned Centre (JALLC) was tasked to identify the lessons associated with four functional areas: Host Nation Support, Civil Preparedness, Resilience, and Military Sustainability, within two time periods of NATO activity; the final decade of the Cold War 1980-1990, and the post-Readiness Action Plan (RAP) period 2014 onwards.

The report offers a summary of the key lessons extracted from documents and interviews and have been categorized in terms of the following four strategic objectives stated in the Concept: Shared Awareness and Understanding Realized; Alliance Agility Enhanced; Resilience Enhanced; and Persistent Federated Approach Enabled.



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Shared Awareness and Understanding Realized

This Objective refers to NATO's ability to achieve a common awareness and understanding of national readiness and requirements to project and sustain forces. The categorized lessons were further divided into two themes: the theme of Building the Sustainment Picture and the theme of Planning.

The lessons from Building the Sustainment Picture, show that NATO faces challenges when it comes to developing and sharing awareness of logistics-related information. With regard to Planning, the lessons show that a less than comprehensive approach was often utilized during the operations planning process. Further, in the post-RAP era, there may be an inaccurate understanding of the Host Nation Support (HNS) structure.



Alliance Agility Enhanced

NATO's ability to respond quickly to any situation must be based on a series of activities which include: full awareness of who is responsible for what and where; advanced planning; interaction; coordination of logistics effort; and, pre-planned contracts. The lessons from this Objective were further divided into two themes: Roles and Responsibilities and Deploy and Sustain:

In the theme of Roles and Responsibilities, all the lessons gathered related to the post-RAP implementation period. The logistics Command and Control (C2) landscape has changed since its implementation and new entities have been established. Given that the lessons gathered emanated from 2014 and 2015, it is perhaps not surprising that they accentuate the need for clarity on the roles and responsibilities of these new entities. The Deploy and Sustain theme was developed because the lessons revealed a number of concerns related to NATO's ability to deploy, sustain, and reconstitute its Force Elements. In addition, concerns were raised by subject matter experts regarding the lack of appreciation of the HNS C2 structure, and of the potential impact that large troop movements could have on local infrastructure.

Resilience Enhanced

Resilience is the ability to resist and recover. The Alliance recognizes that resilience applies equally to civil and military domains and that civil preparedness enables military sustainability, while military capabilities help protect civil vulnerabilities. The related lessons were spread over three themes: Military Sustainability, Civil Preparedness, and Civilian-Military Collaboration:

With regard to Military Sustainability, the lessons suggested that the Nations' challenge has been in their ability to articulate accurately their war-fighting materiel requirements to national industry and, conversely, concerns that industry might not be able to increase its output to meet any surge in demand.

The theme of Civil Preparedness is not new to NATO. At the Warsaw Summit in 2016, the Nations committed themselves to improve Civil Preparedness by achieving seven baseline requirements which are similar to those used during the Cold War. These baseline requirements were used as a means to organize the gathered lessons into topics.

Under the theme of Civilian-Military Collaboration, analysis of the lessons identified that NATO may need to compete with Non-NATO Entities for scarce resources and civilian-military collaboration could help prioritize these needs.

Persistent Federated Approach Enabled

NATO's Sustainment Capstone Concept states that "...the Alliance's deterrence and defence posture will be enhanced by the persistent activity by Nations ... The adaption fosters continuous activity, rapid response, and forward deployment when necessary."

When categorizing the lessons, the project team noted that there were a number of lessons relating to the *Continuous Activity* referred to above. As such, the project team was able to conclude that identifying and creating a relationship with key players, both military and civilian, is a key tenet for effective collaboration, and fosters trust to enable continuous engagement.

Project Team

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