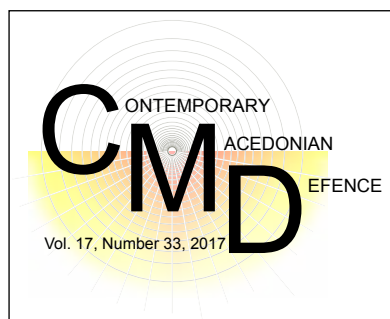


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РЕПУБЛИКА МАКЕДОНИЈА



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МЕЃУНАРОДНО НАУЧНО СПИСАНИЕ НА
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ПРЕДГОВОР

Почитувани,

Пред Вас е новиот број 33 на меѓународното научно списание „Современа македонска одбрана“. Ова списание има дводецениски континуитет на излегување како посебно издание на Министерството за одбрана во кое се објавуваат научни трудови од реномирани автори од земјата и од странство кои се занимаваат со одбранбено-безбедносни прашања и проблеми со кои се соочуваат земјите на национално, регионално и на глобално ниво. Од 2012 година списанието е квалификувано како меѓународно научно списание за одбрана, безбедност и мир и како такво претставува посебен медиум на Министерството за одбрана преку кој се комуницира со светската научна и експертска јавност и се сподедуваат искуствата и достигнувањата во научната размисла за проблемите и темите поврзани со безбедноста и одбраната.

Министерството за одбрана се наоѓа во фаза на забрзани реформи и заокружување на процесите на донесување на виталните стратемиски документи неопходни, и во таа насока ова списание претставува можност за обединување на теоријата со практиката и размена на искуствата на луѓето кои работат во одбраната со оние кои ја познаваат теоријата од оваа област и кои ќе можат да придонесат да се евалуира и валоризира сработеното во Министерството за одбрана и во Република Македонија. Ние со сите сили и капацитети се трудиме да ја промовираме нашата држава како стабилна, безбедна и просперитетна држава. Се стремиме да ја видиме Македонија како полноправна членка на НАТО и ЕУ. Научната елаборација и дебата во широки рамки претставува поттик повеќе да се фокусираме на правилниот пат за остварување на тие цели. Новиот Уредувачки одбор на списанието „Современа македонска одбрана“ го претставува првиот круг од каде може да се бара експертска помош и да се даде експертски придонес во развојот на системот за безбедност и одбрана на Република Македонија и остварување на зацртаните стратемиски определби.

Светот се соочува со нови безбедносни закани и предизвици кои бараат постојано да се разгледуваат и дефинираат со цел да можат државите на соодветен начин да се справуваат и да ги надминуваат истите. Заканите од современиот тероризам, идеолошкиот екстремизам, хибридно то војување, новата геополитика, еколошките предизвици, мигрантската криза, природните катастрофи, се само дел од прашањата кои бараат постојана научна елаборација. Објавувањето на научни трудови на овие теми од домашни и странски автори овозможува поголема цитираност и дискусија на експертската јавност во однос на пројавените проблеми.

Се надевам дека новиот состав на Меѓународниот уредувачки одбор, во кој се присутни професори и експерти од повеќе земји од регионот и пошироко, како и од

неколку значајни високообразовни институции од земјата и, секако, од Министерството за одбрана и Воената академија, ќе успее да внесе нов елан и ентузијазам, ќе го надгради реномето на списанието во земјата и надвор од нејзините граници и ќе даде значаен придонес во напредокот на нашата држава.

Радмила Шекеринска
претседател на Издавачкиот совет
на „Современа македонска одбрана“

LOGISTIC SUPPORT IN NATO LED OPERATIONS

Drage PETRESKI¹

Andrej ILIEV²

Shpejtim CERIMI³

Abstract: *Basic principles which explain the concept of logistic support for NATO operations are: collaboration, coordination, prioritization of operations, flexibility and synergies. This means that the concept must be flexible enough in creating conditions for the implementation of national concepts to support and recognize the advantages of logistic support of NATO member countries.*

NATO commander coordinates the overall logistic efforts to achieve better logistic support for their operating plan. This responsibility requires the establishment of coordination bodies inside the NATO command and management structure in order to ensure coordination of logistic support. Logistic coordination bodies are Staff (CJ4- Combined Joint) integration elements. In case of an increased number of logistic requests a central coordination, entity known as multinational joint logistic center (MJLC-Multinational Joint Logistics Center) could be established. The main focus of the NATO military bodies is to coordinate the logistic efforts and the need for establishment of units for multinational integrated logistic needs MILU (Multinational Integrated Logistics Units). The formation of these units is in support of the implementation of the principle of a "leading country" (LN-Lead Nation). At the end of this paper we conclude that the NATO member states have collective responsibility for the logistic support in NATO-led multinational military operations.

Key words: *logistic support, NATO, military operations, logistic information system, Lead Nation*

Introduction

Basic principles which developed the concept of logistic support for NATO operations are: collaboration, coordination, prioritization of operations, flexibility and synergy (*synergy* implies interaction, working together as a TEAM). This means that the concept must support the task and be flexible enough in creating conditions for the implementation of national concepts which should recognize the advantages of logistic support of NATO member countries. NATO commander coordinates the overall logistic efforts for achieving better logistic support for their operating plan. This responsibility requires the establishment of coordination bodies inside the NATO command and management structure in order to ensure coordination of the logistic support. Logistic coordination

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bodies are Staff (CJ4- Combined Joint) integration elements. In case of an increased number of logistic requests a central coordination, entity known as multinational joint logistic center (MJLC- Multinational Joint Logistics Center) could be established (NATO, AJP-4.6, 2014:45-48).

NATO has also developed a concept for logistic support of the units and rapid response task or known as (NRF-NATO response force) (NATO, Military concept MC 526, 2014:5-8).

NATO task units are the size of a brigade, comprised of highly trained: land, sea, air and special forces, which are able to deploy rather quickly. The system of command and control of these forces enables NRF to be deployed between 5 to 30 days.

NATO's rapid reaction units are usually hired for the initial entry into the area of operations. The main role of these forces is to carry out preparations and provide unfettered entry of allied forces, also known as multinational joint task units (CJTF - Combined Joint Task Forces) in the area of operations (NATO, Military concept MC 389/1, 2014:12-15).

Based on this, it can be concluded that logistics is one of the key factors that should enable the successful implementation of the mission of NRF units. In order to deploy these forces within 30 days, and at the same time ensure the success of their mission, the logistics needs to be rational and effective, i.e. the mission should be performed with a minimal logistics "footprint".

This concept for logistic support, allows the division of responsibility to supply and maintain the units and at the same time ensure the reduction and avoid duplication of logistic facilities and resources in the area of operations. The concept of logistic support of NRF forces is explained in detail in the NATO document "MC526". According to this document, the main logistic element for providing support to the NRF forces is the joint logistic support group or commonly known as NATO logistics (JLSG- Joint Logistic Support Group). This logistic unit with all its capacity and capability is providing support to the tactical level of various components of the NRF.

The main and key feature of the joint logistics support group is integrated logistics or providing effective and efficient support to the application of multinational options for logistic support through a unique logistic command. Integrated Logistics aims to generate support and maximize the effectiveness of the mission jointly.

Logistics concept, by applying JLSG, should allow the success of the operation for easy maneuver of the units, and maintain the desired level of combat readiness of the NRF and CJTF units (NATO, Military concept MC 526, 2014:12-15).

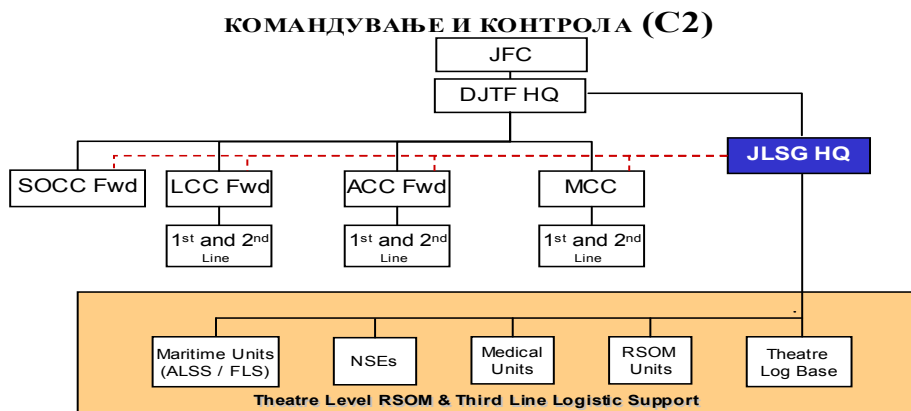


Figure 1. Position and relations of the JLSG in the area of operations

In order to achieve better understanding of the role and importance of JLSG we

will explain the abbreviations used in the above figure (NATO, AJP-4.10, 2011:34-38).

JFC- Joint Force Command - Joint Operations Command;

CJTF and **DJTF** - Combined/Deployable Joint Task Force;

JLSGHQ- Joint Logistic Support Group Headquarters;

SOCC - Strategic Operational Command Centre;

LCC - Land Component Command;

ACC - Air Component Command;

MCC - Maritime Component Command;

NSEs - National Support Elements;

MU - Medical Units;

RSOM – Reception, Staging and Onward Movement of deployed units;

Theatre Log Base - Organic logistics base

The scheme does not show the position, the method of command and control and the established relationships of the JLSG in the joint area of operations. It is clear that this group is a major element of logistic support for all stakeholders in the area (land, air and naval units), which provides medical support to deployed units, hires units for operation of ports and airports and is responsible for the full acceptance of the communication and cooperation of forces with all logistics entities in the area, specifically with the National Support Element (NSE), cooperation and signing of agreements for logistic support with the host nation and others.

The Joint Group (JG) is formed to provide logistic support to NATO units for rapid deployment or (NRF). However, usually after the mission of these forces is completed or they withdraw from the area of operations, they continue with the logistical support of the Multinational affiliated units or task (MAUT), which are subsequently distributed within the area of operation (NATO, Military concept MC 526, 2014:15-17).

The NATO logistic concept is primarily a multifaceted concept, because all the elements for support should be flexible, mobile and able to quickly respond to the demands of the commander of the operation. There are requirements in order to increase cost-effectiveness which should be applied with the associated logistic activities from the lowest to the highest levels. Generally, this means that the elements of operational support could have a geographical area of responsibility in which they will provide support to the allied forces.

Based on the above-stated, we can conclude that the logistic support to units of the Army which take part in international military operations, will be often implemented gradually, in stages or levels of support. The support of these units must be carried out continuously and during the preparation, execution of the operation and return of these units in the country (i.e. pre-deployment, deployment and re-deployment). According to the national concept for logistic support in the ARM, the implementation of Level I logistic support, will be the responsibility of the organic logistic units. This support requires prior detail planning by the staff of the unit (NATO, AJP - 4.9, 2005:22-25). In all conditions and at all times, the commander has full command over the logistic units. Coordination and cooperation between lower and higher levels of logistic support is im-

plemented according to the established and prescribed notices, orders and requirements. The principle of Level II and III of logistic support are realized either by establishing a National Support Element (NSE), or by providing full support at this level through some of the options for multinational support when needed. And last but not least, the highest Level IV logistic support will be implemented through the national economy.

1. Implementation of logistic support in functional areas-Supplying

Supplying is the process of procurement, reception, storage, transportation and distribution of materials, including the determination of the type and quantity prescribed or required for each level. The supply chain system of the units in international military operations led by NATO has 5 classes (NATO logistic handbook, 2012:102-107).

- **CLASS I** - Individual items, raw materials and supplies used by humans and animals with standards during hostilities or peacetime. This group of supplies consists of food and water.

- **CLASS II** – supplies that advance a plan under the existing material combination. This class includes: clothes, shoes, personal weapons, equipment, armaments, vehicles, sets of tools, accessories and spare parts.

- **CLASS III** - fuel and lubricants. This group consists of oil and oil derivatives, lubricants, coal and gas.

- **CLASS III A** - fuel and lubricants for all type of warfare aircrafts.

- **CLASS IV** – supplies with no specifically approved plan, which is in harmony with the material combination. This group includes fortification resources, building materials, obstacles and all materials which are in Class II, but they are required as a basic or partial funding of already approved material formation (example: additional number of vehicles).

- **CLASS V** - All kinds of ammunition including: drills, explosives and all kinds of chemicals. The multinational logistical support is commonly implemented through the multilateral agreements and is usually administered for: food supply, water, fuel and medical supplies (NATO, AJP-4.10 (A),2011:55-57). The supply process is arranged during the planning of operations in coordination with all participating countries and depends from the degree of standardization and interoperability with the individual forces which are determined to carry out of the mission. After the release of the initial directive to start planning for a particular operation, NATO commander makes a statement or claim for supporting the forces assigned to carry out the operation, after which (s)he determines the days of supply (DOS) in the level of overall operation. (DOS - Day of supply, NATO adopted as a standard measure).

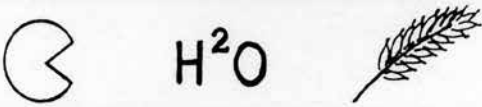






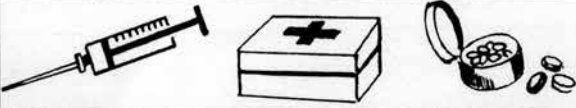


US CLASS OF SUPPLY	TYPE OF ITEM	NATO CLASS OF SUPPLY
I		I
II		II
III		III
IV		IV
V		V
VI		I
VII		II
VIII		II
IX		II
X		IV

Figure 2. Classes of supply in US Army compared with NATO
 The amount of days of supply is a national decision which depends on the criteria

for spending under national documents. During the planning process it is very important to anticipate sufficient quantities of materials due to the sudden and rapid changes during the execution of the mission (for example: to be able to support the combat mission if there is a failure of the peacekeeping mission) (NATO Joint Publication 4-08, 2013:45-48).

Based on the above-stated the declared units which are planning the operations are provided with transportation and storage assets for 5 days of supply. Stocks of DS provided with any other option of a multinational logistics, combat units in the area of operations or its logistic units at any time should have supplies for 5 days of supply.

In NATO there are two basic principles for units supplies in the combat operations: “*from myself*” principle chain and “*to myself*” principle chain. The “*from myself*” principle chain applies when the higher command, which is responsible for performing the supply of funds to the underlying or lower unit, has assumed responsibility for the supply. Logistic units conduct the “push” principle which has been conducted through the assessment of the submitted requests or when they have a more complete standard material consumption (NATO logistic operations chain, 2008:5-8).

Generally, in this situation the materials are delivered closer to the units or consumers. In order to avoid creating large stocks it is necessary to have a good coordination between the operational and tactical level with effective use of information technologies for monitoring the consumption of materials.

The “*to myself*” principle chain is running through the allocation of funds for providing supplies to their units. Logistic units are implemented through the “pull” principle of supply. Under certain conditions this principle can be economical, but if there is a possibility of contact with the opposite side, that is the enemy, it is necessary to apply a method that offers a lower risk. In terms of military action when we have increased spending material resources or due the lack of transport supply facilities the units would typically apply the combined principle of supply, it means that the units have a high priority to perform direct hostilities filled according to the “*from myself*” principle. Actually, customers come with their own vehicles and the supplying is realized via the principle “*to myself*” (NATO Logistics Vision, 2013-2022, 2012:7-9).

2. Medical support

Organization and implementation of medical support to units deployed in mission is primarily a national responsibility. This includes: health maintenance, prevention, care, treatment and evacuation of patients, blood supply and health materials (NATO, AJP-4.10 (A), 2011, 33-37).

Health support must have the standards that will be acceptable to all participating countries, namely to ensure standards of health care which should preferably be better than standards in peacetime conditions, taking into account operational conditions.

Health doctrines applied to NATO provide listed standards. Member States are

responsible for health support of its strength, but the use of more integrated national system for medical support should be used only in cases when it is cost-effective. Medical support includes the following features: a country specialist support in a segment of health support, lead country for support across the spectrum of health support, signing bilateral and multilateral agreements, support from the host establishment for more national health units needs with respect to the military operation.

The medical structure which performs medical support to NATO-led operations applies CE (Crisis Establishment) organization of medical staff. For CJTF (Combined Joint Task Forces) operations, the medical units have the following arrangements:

Line of Command - health counselor and staff must be deployed on all command levels during the execution of the operation.

Technical Health Line - extending health advisor in strategic command - SC (Strategic Command), through the chief doctor in the area of operations (Theatre Surgeon) and doctors from all health units in the area of operations. At each level, your doctor or health care adviser must have direct access to the commander.

The main doctor (Theatre Surgeon) in the area of operations is located in the headquarters of CJTF command. This doctor is the health adviser to the commander, which provides health related necessary information relevant to the overall process of logistic planning (NATO STANAG 2034, 2013: 3-4).

Health Coordination Center - (MEDCC Medical Coordination Center) is a center that operates under the supervision of the doctor in the area of operations and aims to coordinate the activities of the multinational health, joint and multi-health activities including all kinds of medical evacuation MEDEVAC (evacuation by earth, sea and air) (NATO, AJP-4.10.2, 2011:57-60).

The Health Coordination Center is part of MJLC when it is established. When MJLC is not established, this center may be a part of the CJ4 headquarters in the CJTF command. The basic principle of MEDCC operations are conducting health plans and implementation of health policies set by the chief doctor in the area of operations. Notifications - coordination of public health skills require maximum transparency of the health systems. So, while in the area of operations and during the operation itself, all medical units are obliged to report on their capacities and abilities. Timing of reporting depends on the requirements of the chain of command.

3. Logistics Information Systems for reporting

The organization and implementation of logistic support in all areas of logistics would be inconceivable if there are no modern systems that will be able to perform accurate and timely secure transmission of logistics information which is essential for the realization of the missions. The logistics information system in NATO is the LOGFAS (Logistic Functional Area Sub-System). LOGFAS consists of logistical database (LOG-

BASE), information system for movement and transport ADAMS (Allied Deployment and Movement System) a system for optimizing the use of resources ACROSS - (Allied Command Europe Recourses Optimization Software System) and system for logistics reports LOGREP (Logistic Reporting System) (NATO, BI-SCD -80-3, 2012:8-10).

LOGBASE - this data base provides logistic resources, forces, geographic information, infrastructure, health, transport facilities, opportunities for supplying. This database provides information to the commanders about the capacity which must be performed in the mission. The database is designed with an application in a wide range of logistics activities of daily logistics operations for force planning. ADAMS, ACROSS LOGREP and information systems are essential for manning the LOGBASE (NATO. C-M (2003) 101/MC 319/2, 2012:9-11).

ADAMS is used in the planning, evaluation and simulation of operations, movement and transportation in support of NATO-led operations. This software provides assistance in the development of plans for developing forces and helps in checking the feasibility of the deployment plans.

ACROSS is a system which supports the planning of inventories, stocks of materials, both nationally and the level of NATO strategic commands. The system uses the methodology based on possible threats, which on the basis of expressed threats calculates the required quantities of conventional munitions for destroying all kind of threats.

LOGREP is a logistics reporting system for NATO-led operations. The tool through which the countries participating in the operation provide information concerning its logistic capacity for the commander of the operation.

During the planning of the operation the dynamics of information is defined by using the previously entered data in LOGBASE. Thus, operational commanders gain insight into the overall logistic capacities aimed for better planning and decision making, both in peacetime and in crisis situations.

Logistics Functional Area Services – The Modules

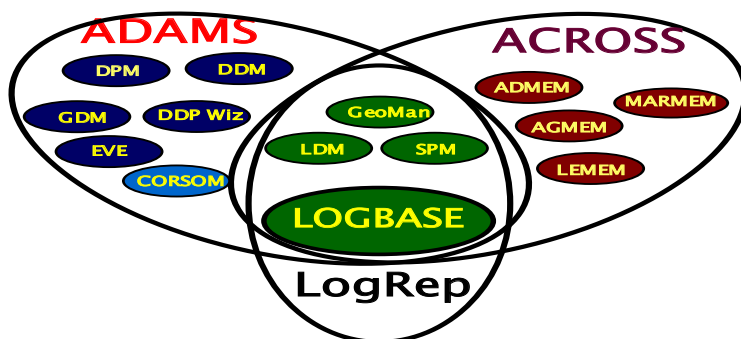


Figure 2. Modules of Logistics functional area of services
LOGFAS - Logistic Functional Area Sub-System

LOGBASE - Logistic Base

ADAMS - Allied Deployment and Movement System

ACROSS- Allied Command Europe Recourses Optimization Software System

LOGREP - Logistic Reporting System

Geo Man - Geographical Data Management

LDM -LOGFAS Data Module

SPM - Sustainment Planning Module

In the above figure we can clearly see the distinction of information systems and at the same time understand their interconnectedness. It is obvious that a well-designed database provides a wide range of information required to complete the logistics, which are essential for the successful planning and execution of the mission (NATO, Bi-SC AIS PROJECT OIS03042, 2007:12-15)

During the planning process, generating forces should fully consider the applicability, needs and benefits of multinational logistics. Unilateral, national logistics decisions can have a negative impact on the effectiveness of the mission. So, we need to understand who is the NATO Commander or the one who is responsible for the successful implementation of the operation (NATO MC 334/1, 2011: 20-24). Operational experience shows that once established, national logistic structure could hardly move for adjusted multinational logistics solutions. Therefore, it is necessary for the national concepts of logistical support to be formed in a way which will enable the implementation options of multinational logistics.

Sources of national logistic support activities include:

- Logistic Lead Nation (LN)
- Role Specialist Nation (RSN)
- Multinational Integrated Logistic Unit (MILU) and
- Third Parties Logistics Support Services (TPLSS) (NATO Centre of Excellence, 2015:101-105).

Multinational logistics could be planned in advance or be introduced during the operation, depending on its development. Based on the shapes, NATO nations might decide on the application of multinational logistics which can replace less efficient national solutions (AJP 4.4A, 2005:23-27).

Retaining the overall operational responsibility for the specific mission, the commander is an extremely suitable person, who acts as an intermediary between nations in enabling multinational agreements.

These agreements are typically realized by means of appropriate Memoranda of Understanding (MOU) or through Technical Agreements (TA) which define the operational, administrative and other issues related to material and other resources in more detail.

4. Logistic Lead Nation

Countries participating in the operation could not accept responsibility to be appointed for purchase insurance and a wide range of logistic support for all or part of the units and commands. Nation takes responsibility for logistic support to the logistic Lead Nation (NATO, AJP- 4.9, 2005:45-48).

This may be part of the plans that are made with respect to the management and control of multi-national operations. The Lead Nation takes the overall responsibility for coordination and implementation of the agreed range of logistic support for all or part of the multinational force including control. The support is realized within the assigned area. This responsibility may include the purchase of materials and services. Payment or compensation will be a subject to the agreement between the involved parties. The concept of a Lead Nation is based on a set of bilateral or multilateral agreements. The biggest burden for the implementation of these agreements falls on the Lead Nation, which includes activities related to finance, contracts, property and liability.

Funding is a primarily the responsibility of the Lean Nation. The Lead Nation is responsible for providing initial support (advanced payment) for activities which fall under its authority. Also the Lead Nation will negotiate and pay contractual obligations for performing all activities related to the management of calculations, including the remuneration or compensation (NATO, NFR - FRP, 2016:5-8).

Joint financing may be possible to support the activities of the Lead Nation, therefore it should be agreed between the Lead Nation and competent strategic command. The legal basis for any agreement between the Lead Nation and supported countries or the strategic command will be established at the same time with the negotiation of financial and logistic agreements with the Lead Nation. If a certain state carries out a rotation of its forces in the area of operation to achieve the status of supported state, it has to prepare a specific technical agreement with the Lead Nation or to continue with the application of the existing technical multinational agreements. When a country takes the role of Lead Nation, the agreed duration of the task must be regulated by a Memoranda of Understanding or a similar document between the Lead Nation and the strategic command (or the commander of the allied forces) or to be defined in the force generation (NATO, BI-SCD 80-3, 2012:12-15).

A contract which establishes the lead nation must contain clear provisions on how the country took this role. To ensure long-term sustainability of the operation, the Strategic Command, should prepare a plan which would ensure that the responsibility of Lead Nation will be agreed with respect to the logistic support of another nation or organization that can be transmitted during the operation.

If no other country takes the role of a Lead Nation the logistic support should prepare plans which would allow the return of logistic support by the states (NATO, STANAG 2132, 2013:3-4).

5. Role Specialist Nation

This nation might have some logistic forces and capabilities which enable voluntary basis for providing services for supplying certain materials for all forces or part of them. The provisions of document, MC 319/1, write that a state could secure funds and should provide specific support for the overall forces or part of them, while the supported state will provide compensation for the role nation support. Specialist support from the country can be realized with the agreement which will define the support for the provision or purchase of a defined class of supply during the entire duration of the military operation. The responsibility of the specialist includes preparing the assets required for delivery of the goods (materials and equipment) or services. The support will be provided by the country's specialized role coordinated by the commander of the operation. The financial aspects relating to reimbursement or compensation will be developed through appropriate agreements on mutual support or through contracts for Standardization. The relations between the countries which receive logistical support and specialist might be based on formal agreements or through the provisions of "STANAG-2034", which describes the standard procedures for mutual logistical support (NATO STANAG 5524, 2013: 2-4). Funding is the responsibility of the specialist. Role Specialist Support nations should provide resources for funding and establishing the requested service. Therefore, it will negotiate with the countries which will support the logistics and that would provide compensation as concluded in the contract which will take account of all relevant governing financial activities including the remuneration or compensation. Joint funding may be available for supporting the activities of the Role Specialist Support nation. It should be agreed between the specialist country and Strategic Command which is responsible for executing the operation (NATO, Bi-SC AIS PROJECT OIS03043, 2007:10-15).

If a certain state carries out a rotation of its forces in the area of operations, it should be able to receive support for developing a special agreement with the specialist or to continue with the application of existing multinational contract (NATO, AJP- 4.9, 2005:44-49).

Table 1. *Supplying all classes of materials, from national, multinational and host nation sources*

No	Type of support	National	Multinational Logistic (MJL)	IMLU (Integrated Multinational Logistic Unit)	Logistic Lead Nation	Role Specialist Nation
1.	Class I Fresh produce		x		x	x
2.	Class I Combat rations	x				
3.	Water Tanks		x		x	x
4.	Drinking water in bottles		x		x	x
5.	Class II Basic resources	x				
6.	Class III Fuel		x	x	x	x
7.	Class III Oils and lubricants	x			x	
8.	Class IV Engineering resources		x			x
9.	Class V Ammunition	x	x		x	
10.	Transport		x	x		x
11.	Ports Operations		x	x	x	
12.	Maintenance / Repairs	x	x		x	
13.	Maintenance / Extraction	x	x	x	x	
14.	Laundry / Bath		x		x	
15.	Protecting the environment	x	x	x		
16.	Post Office	x	x		x	
17.	Mortuary Services	x				
18.	Sanitation	x	x			
19.	Morale, welfare and recreation	x				
20.	Labor pool		x	x		
21.	Warehousing		x	x		
22.	Equipment Material Handling	x	x			
23.	Blood Products	x				
24.	Medical Supplies	x	x		x	x
25.	Medical Support	x	x	x	x	x
26.	Air Medical Evacuation	x	x		x	

Conclusion

The NATO concept for logistic support is defined as: addition for military use and civilian contractors to perform selected logistical support (NATO JP 4-08, 2013:101-105).

This is provided in order to enable competent commercial partners to provide adequate logistic support, which will contribute to the optimal and most efficient use of resources. This variant is intended as a long-term approach, according to the logistic support and supplies, which require detailed negotiations with one contractor whose capabilities for providing logistic support are identified in size and standard (NATO, NCIA - Technical Report TR/2012/SPW008384, 2013:8-12).

Multinational resources for logistic support which are provided for the Army of Republic of Macedonia, when it participates with small contingents as part of coalition forces together with another nation, had the ability to provide logistic support to our troops. The advantage of these options provides a shortened procedure and could be applied as needed.

Agreements are signed in the Ministry of Defence, with the obligatory participation on the planning authorities of the staff, because of the expression of submitted operational needs for the units. The development of the overall security situation in the world sets before NATO's new challenges are taking new steps to adjust its unit commands and troops for performing the so-called "*expeditionary operations*" (NATO AJP 3.35, 2013:20-25). In a real sense it means that NATO should be able to transfer and deploy troops in all places, where necessary for performing remote support operations in order to achieve their goals. By putting the focus on expedition operations, including terrorist operations, where necessary by quickly transferring forces out of the area of NATO countries have a significant impact on the organization of NATO logistics. During operations there is a need to send and deploy forces in areas which have a long distance with poor local resources and limited communications, which require development of logistic facilities and mobile units to carry out strategic transport. This collective responsibility should encourage the countries and NATO to cooperate with respect to the preparation and use of logistics facilities and resources for efficient support of forces (NATO AJP 4.5, 2013:89-92).

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