



Multinational Logistics

***Army Logistics University
Fort Lee, Virginia***



The Premier Trainer and Educator of Sustainment Leaders!



Definitions



- **Multinational Logistics** – Any coordinated logistic activity involving two or more countries or organizations in support of a multinational force
- **Alliance** - The relationship that results from a formal agreement between two or more nations for broad, long-term objectives that further the common interests of the members (NATO)
- **Coalition** - An arrangement between two or more nations for common action





Challenges of Multinational Logistics



- C2
- Goals
- Capabilities
- Training
- Equipment
- Doctrine
- Intelligence
- Language
- Leadership
- Cultural

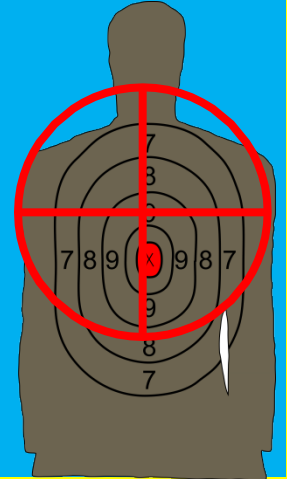




What Do They See?



Recognizing our own cultural perceptions:
"Know your LENS"



What is Culture? Characteristics?

- **Shared**
- **Embedded in conscious, subconscious, unconscious**
- **Repeated**
- **Part of communal life**
- **Accepted as a norm and guides group's behavior**
- **Symbolic**
- **Cumulative**
- **Passed across generations**
- **Transmitted socially, not biologically**
- **Ever-changing**

--Extrapolated from teachings of Dr. Tatsushi Arai, World Learning



Why is Culture Important?



- Defines behaviors, affects thinking, seeing
- Culture and Structure:
 - Doors – Swinging vs. sliding
 - Kitchens – Front or back of the house
- Policy changes vs. cultural changes:
 - 1950's cool – Fur coats & cigarettes
 - Food distribution – to the husband or wife?
- Every conflict is cultural
 - Agree or disagree?
- Affects the way people interact and perceive each other





Cultural Tools



- Realize Own and Other Cultural Lens
- Recognize Cultural Characteristics
- Awareness of Cultural Carriers, Influences
- Recognize Deep Culture
- Educate Yourself on Polite Fictions
- Practice Cultural Fluency
- Identify Cultural Continuum
- Understand How Conflict Relates to Culture
- Utilize Stories, Metaphors and Rituals



What might be the Cultural Compromises in this Photo?





Requirements for Multinational Logistics



- **Increasing deployments to distant, logistically austere operational areas**
- **More diverse multinational composition of alliance and coalition operations**
- **High ops tempo and requirements for multiple simultaneous, overlapping operations**
- **Rapid force deployment with reduced logistic footprint**
- **Reduction of the size of armed forces**





Benefits of Multinational Logistics



- ***Speed*** force deployment, increase operational ***flexibility***, enhance logistic ***sustainment***
- Enables more ***effective/efficient use of in-theater resources*** through HNS and theater support contracting
- ***Lessens the demand for the US*** to provide full support of forces from organic resources

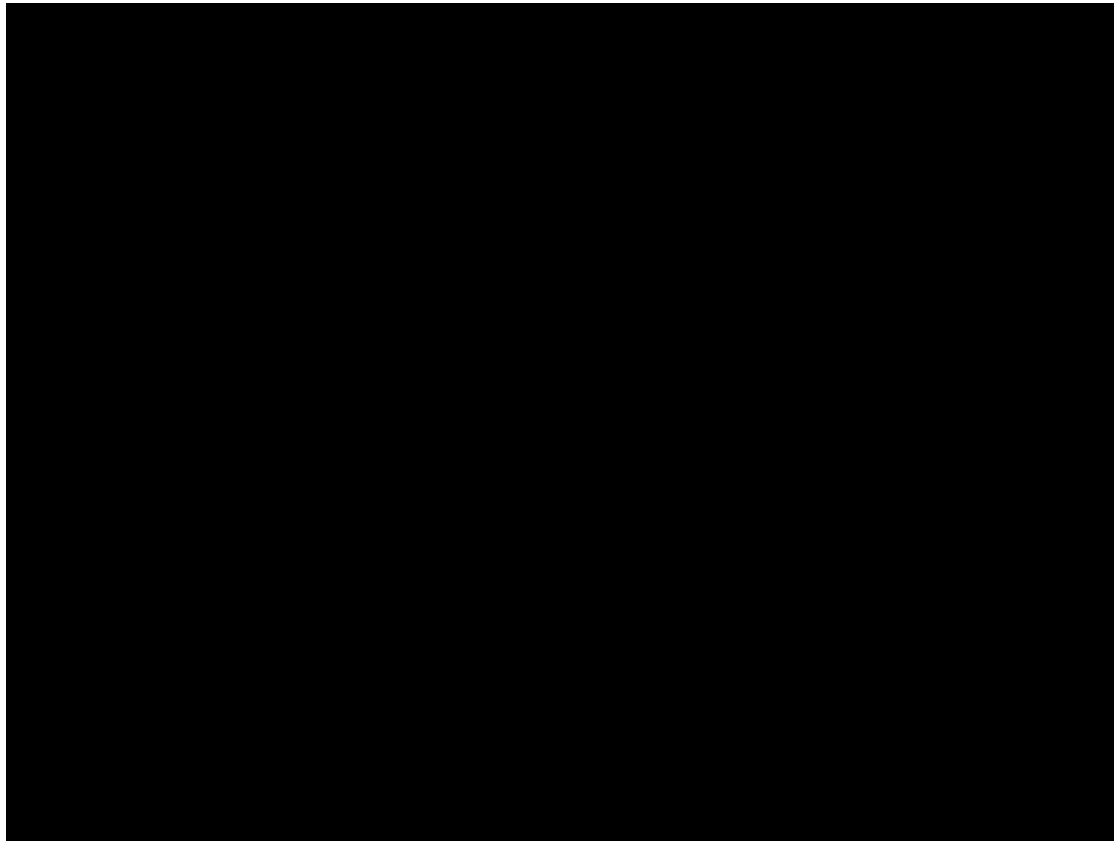




Language



- Lack of understanding can lead to disaster





Doctrine

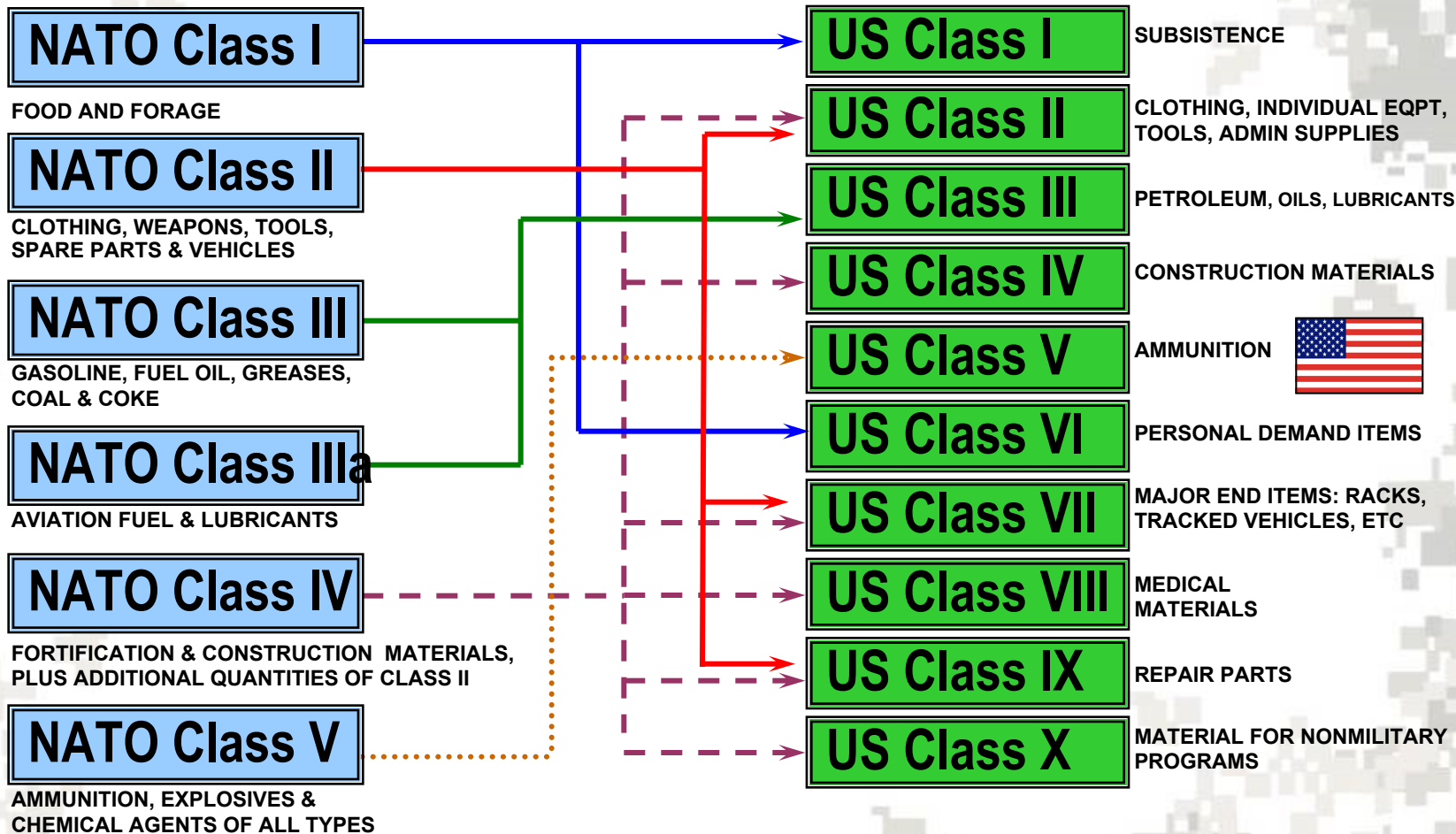


- ***How many Classes of Supply do we have in NATO?***



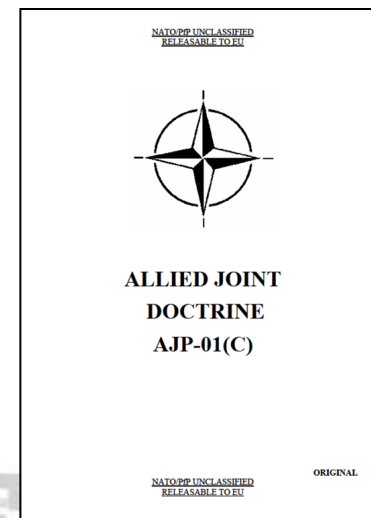
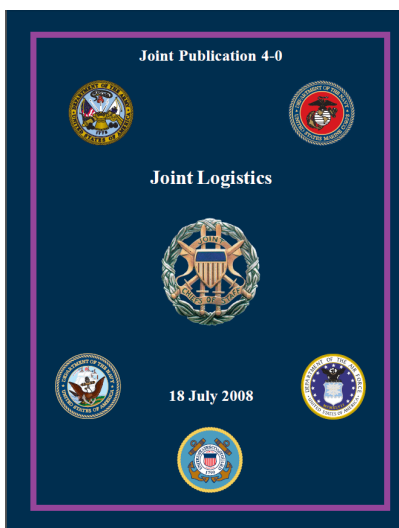
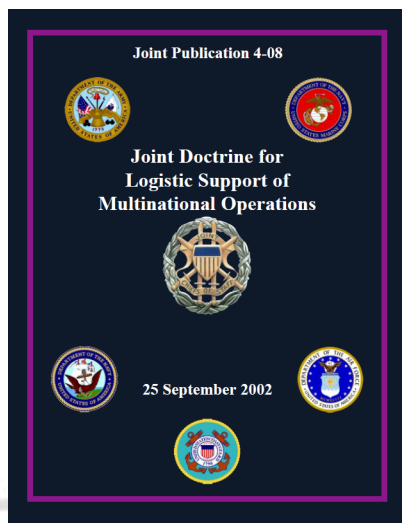
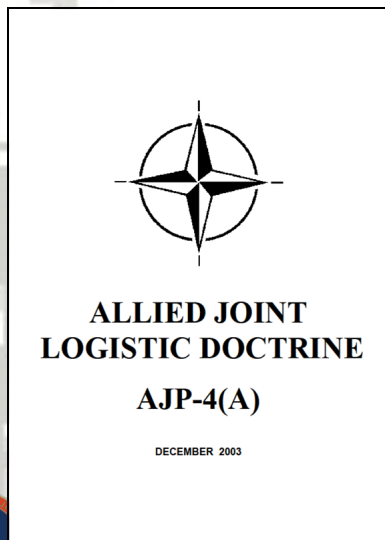
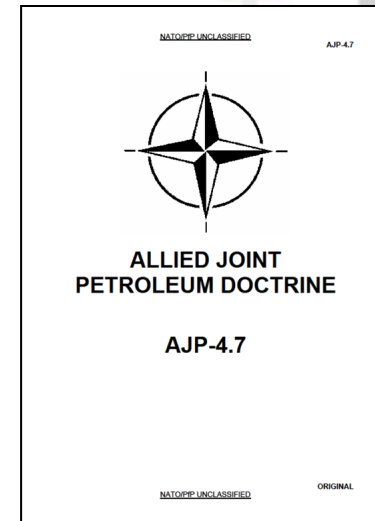
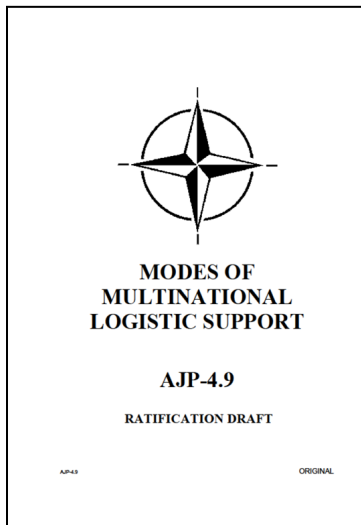
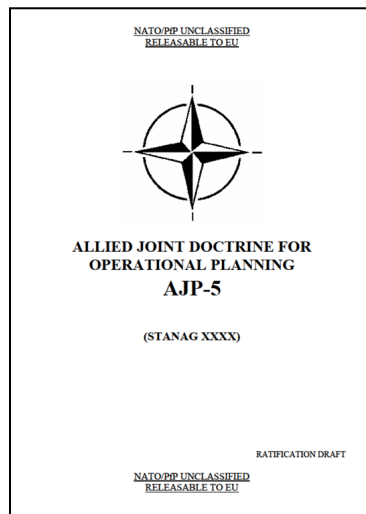
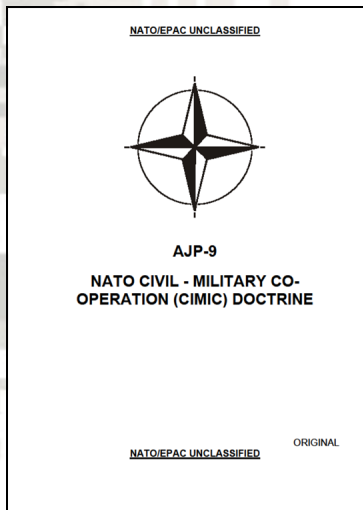


Classes of Supply Comparison





Common Doctrine?





Doctrine



- Reflects national character and determines force structure/procedures of nations
- Memorandum of Understanding (MOU)
- Status of Forces Agreement (SoFA)
- Acquisition Cross Servicing Agreement (ACSA)
- Mutual Logistics Support Agreement (MLSA)
- Ways to overcome differences:
 - ✓ Multinational training exercises
 - ✓ Skilled liaison officers/teams
 - ✓ Assign special missions or augment from other national forces





Multinational Challenges



- Political goals drive military goals
- Level of threat dictates willingness to sacrifice national goals for common goals
- Smaller partners often feel “bullied”, under-appreciated
- Larger partners feel they carry inequitable share of risks and burden (Casualties, \$\$)





Multinational C2 Arrangements



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Multinational Logistics Ops: Authorities and Responsibilities



- **Multinational Force Commander (MNFC):**
 - US/nations maintain ADCON but may give the MNFC OPCON
 - OPCON does not include authority over administrative and logistic functions (may be granted but must be specified)
 - Coordinating authority over common logistic matters; recognized the consultation relationship necessary for forces of sovereign nations to reach consensus
 - MNFC may be granted directive authority for common support capabilities
 - MNFC may be granted authority to redistribute logistic resources
 - USTRANSCOM elements/aircrews are typically excluded
 - MNFC may be granted TACON of ground units transiting through the area normally designated as the communication zone





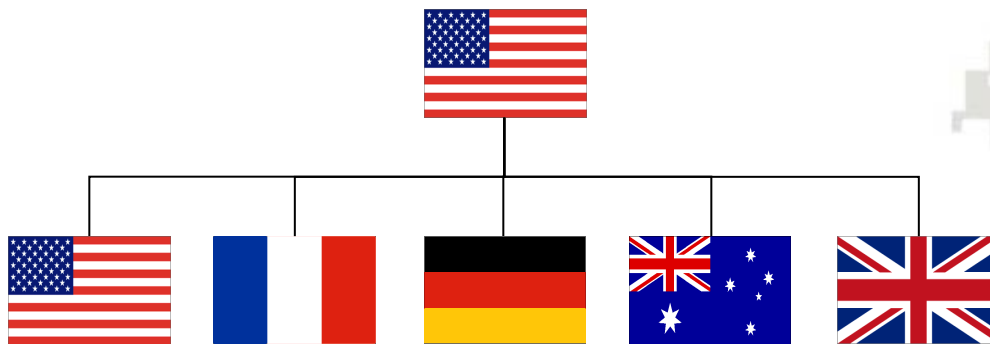
C2 Structures



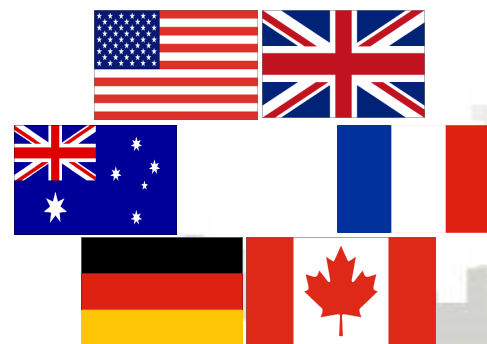
Parallel



Lead Nation



Integrated





Limits to Using Multinational Logistics



- Most nations lack deployable logistics assets
- Nations may be reluctant to commit logistic forces
- Lack of established MNL planning organizations, especially in coalitions, leads to ad hoc logistic organization development
- Some functional areas (blood supply and some equipment mx) are not conducive to multinational arrangements
- Difficulty in achieving multinational consensus
- Gaps in standardization of procedures, supplies and equipment
- Joint doctrine provides the US position for developing multinational doctrine with NATO allies and selected coalition partners
- Planning/arranging C2 structures and mutual support arrangements as well as executing operations requires substantial time/effort





3 Options to MN Support

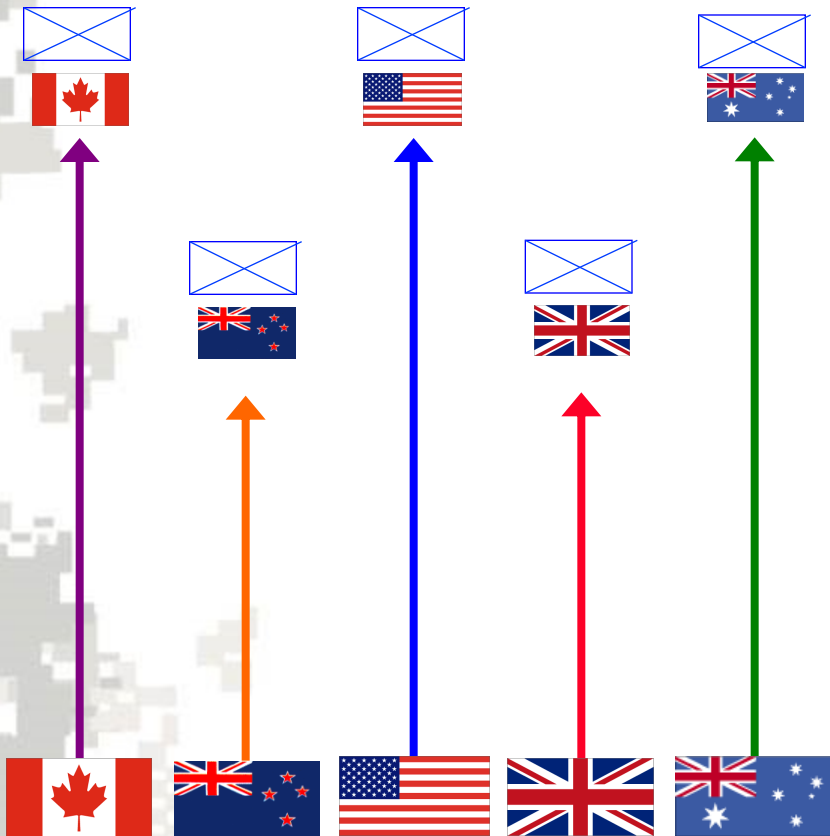


- **National Responsibility**
- **Lead Nation**
- **Role Specialist Nation**





National Responsibility



- Each nation provides its own support and the MNF HQ monitors the support status of each unit
- Traditional approach – National Support Element (NSE)





Lead Nation



One nation assumes the responsibility for providing a broad spectrum of logistics support for the multinational force and/or headquarters.

Reimbursement by agreements between the parties involved.





Role Specialist Nation



One nation assumes the responsibility for procuring a particular class of supply or service for the multinational force.

Reimbursement will then be subject to agreements between the parties involved.





Multinational Support Agreements



Agreements concluded bi-laterally and/or among multiple nations and NATO to ease national logistic burdens. Extremely successful within the Multinational Brigades and Divisions within KFOR and SFOR.





Other Options for Support



**Logistics Civil
Augmentation Program
(LOGCAP)**

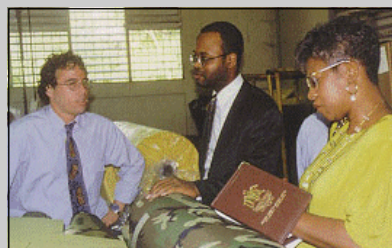
**Acquisition & Cross
Servicing
Agreements
(ACSA)**



**Contingency
Contracting**



**Host
Nation
Support**





What is an ACSA?



An Acquisition & Cross Servicing Agreement (ACSA) is an International Bilateral Agreement.

- **With a government of a specified ally or with a regional international organization of which the U.S. is a member (e.g., NATO, UN)**
- **It allows the U.S. to transfer specified logistic support, supplies, services to, or receive from, the other party**





(U) ACSA Country Documents

UNCLASS

[Return to Acquisition and Cross-Servicing Agreements Page](#)

This page contains the following documents: ACSA, Case Act, Eligibility, and Implementing Arrangements (IA).

• ACT

- DJS memo 12 Jul 11 [Joint Staff/J4 assumed USJFCOM responsibilities for the ACT ACSA effective 4 Aug 11.](#)
- ACT ACSA 18 Apr 08
- ACT Case Act 23 May 08

• Afghanistan

- Afghanistan ACSA 16 Feb 04
- Afghanistan Eligibility 12 Jul 02

• Albania

- Albania ACSA 8 Nov 00
- Albania Case Act 16 Nov 00
- Albania 1202 IA 18 Jan 12
- Albania Eligibility 6 Feb 96

• Algeria

- Algeria Eligibility 22 Aug 02

• Angola

- Angola Eligibility 22 Apr 04

• Antigua

- Antigua Eligibility 20 Apr 93

• Argentina

- Argentina ACSA 27 Mar 09
- Argentina Case Act 12 May 09
- Argentina Eligibility 22 Jul 98





https://www.intelink.gov/wiki/ACSA_Country_Documents

Login with your CAC (verification can take up to 1 hour)





What Does an ACSA Do?



- Provides the legal basis for logistics exchanges between the U.S. and other armed forces, but does not financially or politically commit either party to provide any particular support
- Provides the mechanism by which such transactions can be done when mutually agreed
- Alternative to standard contracting FMS procedures





Why We Need ACSA's?



- **U.S. law prohibits Department of Defense from buying, selling, giving, and/or loaning support without legal authority**
- **Title 10 U.S. Code § 2341- 2342 (ACSA Statute) gives the Department of Defense that authority**

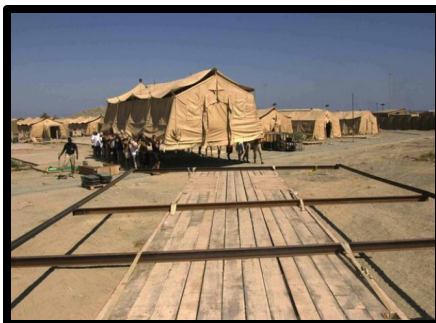




Permitted ACSA Support



FOOD AND FOOD SERVICE



BILLETING OR TEMPORARY SHELTER



AIRLIFT AND GROUND TRANSPORTATION



**FIELD RADIO SUPPORT;
ACCESS TO COMMUNICATION
SATELLITES**



**COLD WEATHER ITEMS AND
PROTECTIVE CLOTHING
(EMERGENCY ONLY)**



**REFUELING OF AIR OR
GROUND VEHICLES**





Permitted ACSA Support (con't)



PROVISION OF MEDICAL CARE; EMERGENCY PROVISION OF MEDICAL SUPPLIES



SMALL ARMS AMMO; UNGUIDED BOMBS AND MISSILES



BASE OPERATIONS SUPPORT (LAUNDRY)



STORAGE SERVICES



BASE OPERATIONS SUPPORT (SECURITY)



BASE OPERATIONS SUPPORT (CONSTRUCTION)





Permitted ACSA Support (con't)



TEMPORARY USE OF ANOTHER NATION'S BUILDING



TRAINING IN AIRCRAFT/VEHICLE CROSS-SERVICING; USE OF TRAINING RANGES



SPARE PARTS AND COMPONENTS



LEASE/LOAN OF GENERAL PURPOSE VEHICLES

REPAIR AND MAINTENANCE SERVICES



PORT SERVICES





Excluded Support



**GROUND COMBAT
VEHICLES**



**TRANSFER OF
HELICOPTERS**



**GUIDED MISSILES
OR BOMBS**



NAVAL VESSELS



COMBAT AIRCRAFT

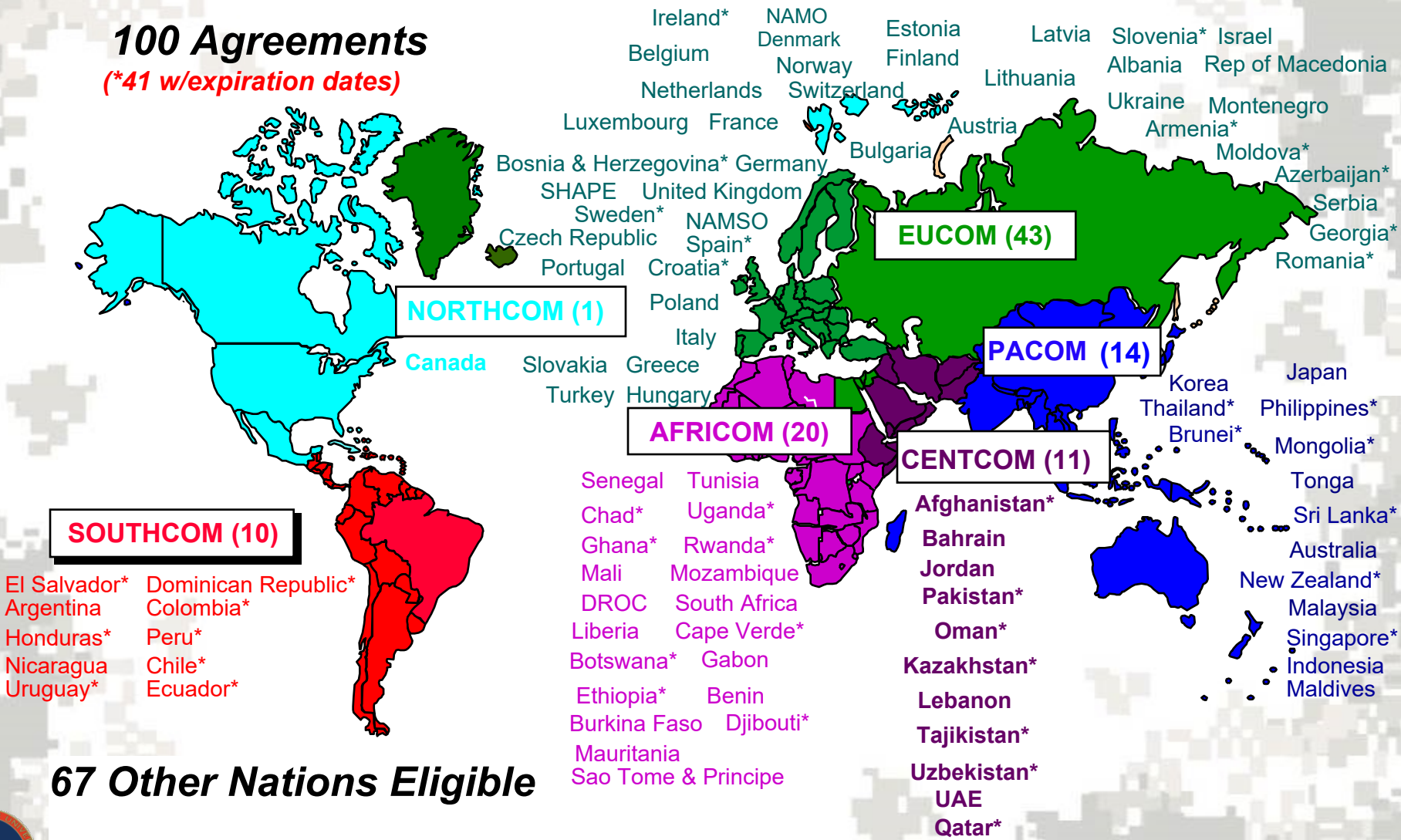




ACSAs by Combatant Commander



100 Agreements
*(*41 w/expiration dates)*



67 Other Nations Eligible



Reimbursement Methods



Chile provides port services to US per signed ACSA Order

Cash Transaction

US reimburses Chile within 60 days of invoicing

US provides food / water to Honduras in support of exercise per signed ACSA Order

Replacement-In-Kind Transaction

Honduras provides food / water to US during exercise (within one year)

Colombia provides base operations support, billeting, and storage services to US during exercise per signed ACSA Order

Equal Value Exchange Transaction

US reimburses Colombia with airlift, fuel, food, etc., in support of exercise (within one year)





Questions?

