



**COUNCIL OF  
THE EUROPEAN UNION**

**Brussels, 6 March 2012**

**7374/12**

**CSDP/PSDC 154  
COSDP 190**

**COVER NOTE**

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from: EEAS  
date of receipt: 6 March 2012  
to: European Union Military Committee  
Subject: Host Nation Support Concept for EU-led Military Operations

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Delegations will find attached the EEAS document with reference EEAS 00320/12.

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Encl.: EEAS 00320/12

EUROPEAN EXTERNAL ACTION SERVICE



**EUROPEAN UNION  
MILITARY STAFF**

**Brussels, 6 March 2012**

**EEAS 00320/12**

**COSDP  
CSDP/PSDC**

**NOTE**

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From: European External Action Service

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To: European Union Military Committee

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No. Prev. doc.: ARES (2012) 175640, dated 15 February 2012

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Subject: Host Nation Support Concept for EU-led Military Operations

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Delegations will find attached the Host Nation Support Concept for EU-led Military Operations, which was agreed by the EUMC on 5 March 2012.

**HOST NATION SUPPORT CONCEPT**  
**FOR**  
**EU-LED MILITARY OPERATIONS**

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- A. European Security Strategy: "A Secure Europe in a better World" (dated 12/12/2003)
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- O. Draft Model Agreement on the status of the European Union-led forces between the European Union and a Host State (11894/07, dated 20/07/2007, "EU Draft Model SOFA")
- P. European Union Operation Headquarters Generic Standard Operation Procedures (Version 5.0, 3649/10, dated 01/06/2010)
- Q. European Union Force Headquarters Generic Standard Operation Procedures (Version 4.0, 3821/10, dated 20/09/2010)
- R. EU Concept for CIS for EU-led military Operations (11702/08; dated 10/07/2008)
- S. EUMC Glossary of Acronyms and Definitions (Rev 4, 5884/11, dated 28/01/11)

## A. INTRODUCTION

1. On 12 December 2003 the European Council adopted the European Security Strategy (ESS)<sup>1</sup>. The strategy calls upon the EU to become more capable and more coherent, and to work closely with partners. It identifies broader European Security and Defence Policy (ESDP) missions and tasks, that are now included in those explicitly listed in Article 43 (1) Treaty on the European Union (TEU)<sup>2</sup>.
2. Since the last revision of the EU HNS Concept several EU-led military Operations have been launched and conducted successfully. At the same time the EU ESDP has been renamed to Common Security and Defence Policy (CSDP) as an outcome of the Lisbon Treaty. A Comprehensive Approach has become the trademark of the new EU CSDP. It explicitly increases the synergies derived from actions on the civil and military domains. Thus, civil and military activities have to be closely co-ordinated.
3. The creation of a European External Action service (EEAS) will further increase the capacities of EU to promote the CSDP politically.
4. Adequate military logistics complemented and reinforced with civilian capabilities and resources are necessary to flexibly meet the broad range of operational requirements that CSDP operations may involve.
5. These requirements are especially demanding during the phases of deployment/redeployment and also for the sustainment of the Force during the operations. Support, if available, from the State (s) hosting all or part of the EU-led Force might facilitate the completion of the logistic functions. In principle this support can be provided from states located within or close by the Joint Operations Area (JOA); from Member States (MS) of the EU providing mutual support; and from third states affected by the deployment as transit states.

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<sup>1</sup> See Ref. A: "A Secure Europe in a Better World (European Security Strategy)".

<sup>2</sup> See Ref B.

6. Host Nation<sup>3</sup> Support (HNS) is vital for all kinds of civilian missions and military operations. Therefore, the EU needs a concept with the appropriate principles, policies, tasks, responsibilities, procedures and structures to meet the specific requirements of HNS to the EU-led Force at reasonable costs. This concept will support negotiations among Troop Contributing Nations (TCN)<sup>4</sup> and Host Nations (HNs) and the staffing of all necessary documents in the case of an EU-led Military Operation. It will thus facilitate the Crisis Management Process.
7. The growing number of EU Delegations all over the world as a result of the Treaty of Lisbon may facilitate the co-ordination of HNS amongst EU-bodies, International Organizations (IOs, such as NATO or UN), TCN and HNs. Full use should be made of this potential and consequently the 'logistic footprint' should be optimized.

## **B. PURPOSE**

8. The purpose of this document is to provide a concept for co-operation on HNS between EU bodies, MS, TCN and possible HNs in the case of an EU-led Military Operation. This document expands and renders the given guidelines for the support of EU-led Military Operations<sup>5</sup>. In addition, this document provides guidance on HNS to the TCN and to Headquarters (HQ) offered for EU-led Military Operations.
9. As the principles, policies and guidelines given in this concept are in general also applicable for training and exercises, MS/TCN are encouraged to use it for these purposes as well.
10. Where an EU-led Military Operation utilizes HNS in support of the mission, this concept details the relevant procedures. Taking into account the range of missions envisaged, especially in the case of rapid response elements, it allows TCN to contribute, within the logistic structure, to the EU HNS planning process. Communication between all interested

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<sup>3</sup> The term "Nation" is used with the only purpose of maintaining a widely recognised military terminology.

<sup>4</sup> TCN is a widely accepted military term meaning: States participating in a military operation, here in an EU-led Military Operation.

<sup>5</sup> As described in the EU Concept for Logistic Concept for EU-led Military Operations, see



parties, which could also include IOs and Non-Governmental Organisations (NGOs) from the outset, is desirable in order to achieve coherent planning.

### **C. SCOPE**

11. This document provides information on the relationship between conceptual, legal and planning documents necessary to conclude and provide HNS.
12. It defines principles and policies concerning HNS and the responsibilities of EU, TCN and HNs in this area. In addition to the definitions explicitly given in this concept the EUMC Glossary of Acronyms and Definitions will apply<sup>6</sup>.
13. It links policy and procedures for HNS planning and execution to EU Crisis Management Procedures.
14. It is interoperable with the North Atlantic Treaty Organisation (NATO) principles and policies on HNS and the Allied Joint HNS doctrine and procedures.

### **D. APPLICABILITY**

15. The concept focuses on the tasks spectrum as defined in Article 43(1) TEU. It provides sufficient flexibility for close co-operation within the EU, and co-operation with United Nations (UN), NATO, Partnership for Peace (PfP), the Organisation for Security and Co-operation in Europe (OSCE) and all other relevant IOs and NGOs and with non-EU states participating in an EU-led Military Operation.
16. The document provides a guide for MS authorities in the development of their HNS concepts, doctrine, structures, directives and procedures, and a framework for military Commanders tasked with the planning and execution of an EU-led Military Operation.

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Ref. G.

<sup>6</sup> See Ref. S.

## **E. DEFINITION AND EXPLANATION OF HNS**

17. HNS is civil and military assistance, rendered by a HN to another State and/or organisation which has forces located on or in transit through the HN's territory<sup>7</sup>. The basis of such assistance is arising from bi- and/or multilateral agreements.
18. HNS seeks to provide forces with support in all forms of supplies and services in accordance with concluded HNS arrangements between the TCN and/or EU and a HN. The term HNS arrangements covers all bi- and multilateral agreed HNS documents.
19. As such, HNS may facilitate the movement of forces into an area of operations (AOO) by providing essential reception, staging, onward movement and integration support (RSOI)<sup>8</sup>. In addition, facilities, real estate, medical support<sup>9</sup>, CIS support<sup>10</sup> including access to the radio spectrum, area security and administrative support could also be covered by HNS.
20. Consequently, HNS may reduce the amount of forces and material, required to conduct the EU-led Military Operation and move and sustain the EU-led forces<sup>11</sup> that otherwise must be provided by TCN.

## **F. CIMIC AND CONTRACTOR SUPPORT TO OPERATIONS (CSO)**

21. The purpose of CIMIC in EU-led Military Operations<sup>12</sup> is to establish and maintain co-operation between the military components and any external<sup>13</sup> civilian actors including International Organisations (IO) and/or Non-Governmental Organisations (NGO) whose in-theatre efforts are mutually supportive. HNS must not be confused with CIMIC. In addition, CIMIC's purpose is to establish and maintain co-operation with the civilian authorities and

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<sup>7</sup> Territory: The extent of land, airspace and interior of the earth above and below of this extent of land, and the territorial and internal waters adjacent to a coastal state.

<sup>8</sup> See Ref. J

<sup>9</sup> See Ref. H

<sup>10</sup> CIS: Communication and Information Systems; see Ref. R.

<sup>11</sup> This includes EU military organisations, groups, bodies or other entities specifically set up for the operation.

<sup>12</sup> See Ref. F

populations within the Commander's area of operations, in order to create the best possible moral, material and tactical conditions for achievement of the mission's purpose. CIMIC also supports and facilitates the sustainability of conditions, which will support the achievement of lasting solutions for the crisis. CIMIC does not imply the execution of HNS; under the pre-condition of close co-ordination it could facilitate the execution of HNS.

22. Contractor Support to Operations (CSO) is the commercial acquisition of materials and services to support the forces for an EU-led Military Operation. Contracting from regional resources should not interfere with HNS and should always take into account the essential needs of the local population. It should therefore be in accordance with the Crisis Management Concept (CMC) and closely co-ordinated with the HN. When there is no legitimate HN government, contracting may still be made directly with private sources within the HN-area. In case of scarce resources, such contracting should be co-ordinated in the framework of the EU-led Military Operation to limit competition for scarce resources.

#### **G. FACTORS AFFECTING HOST NATION SUPPORT FOR EU-LED MILITARY OPERATIONS**

23. There are neither permanent military command structures nor permanently assigned forces under the authority of EU. This may lead to a protracted lead-time in force generation which will have an effect on HNS as well.
24. EU-led Military Operations may occur in principle anywhere in the world outside the Union, possibly involving more than one HN and may last for protracted periods. They are likely to be ad hoc in nature, expeditionary, joint and combined.
25. The support provided by the HN, depends on the capability and willingness of the HN/HNs to support the EU-led force and the availability of regional resources. Requests for HNS should take into account that the presence of an EU-led force shall not exhaust the regional economic system as this could lead to social tensions and instability. Therefore, the request and provision of HNS shall be harmonized with the CMC.

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<sup>13</sup> See Ref. E: The term "external" civilian organisations refers to non-EU civilian bodies.

26. Planning and execution of EU-led Military Operations must take into account all relevant national laws and regulations of TCN and HNs as well as the rights and obligations under international law. Applicability of procedures and regulations provided with already existing mutual support agreements must be taken into consideration.

## H. PRINCIPLES OF HNS

27. The following principles will be applied to ensure that HNS planning and execution are consistent and effective. Incorporation of these principles into the planning of HNS will not guarantee success in itself, but it will establish a solid foundation for constructive provision of HNS planning.
- a. **Collective Responsibility.** Although TCN bear the ultimate responsibility for ensuring the provision of support for the forces it commits to EU, EU bodies and TCN have a collective responsibility for HNS.
  - b. **Authority.** TCN could provide military Commanders of EU-led Military Operations with the appropriate authority for HNS planning, development and execution. However, this authority will not affect the right of TCN to develop and conclude bilateral HNS Agreements and Arrangements (HNSA).
  - c. **Co-operation.** Co-operation between the HN, TCN and EU in the planning and execution of HNS is essential. EU and TCN must keep each other informed of applicable HNSA in support of their forces. These HNSA must not contradict EU decisions or International Agreements or planning documents, adopted or concluded in the framework of the EU-led Military Operation.
  - d. **Co-ordination.** Co-ordination of HNS planning and execution between EU, MS, non-EU TCN and HNs is essential for reasons of operational effectiveness, efficiency and the avoidance of competition for resources. It must be carried out at appropriate levels and should be executed by Single Points of Contact (SPOC).

It should include close co-ordination with other possible actors in theatre, such as UN, NATO, OSCE, IOs, NGOs and third States that are not part of the EU-led Operation.

- e. **Provision and Reliability.** TCN must ensure, individually or by co-operative arrangements, the provision of adequate resources to support their forces committed to the EU for tasks as defined in Article 43 (1) TEU. This may be supplemented by HNS arrangements. As the overarching imperative of HNS is reliability, HNs should grant HNS only to an extent they can reliably ensure, based on their national legislation, national priorities and economic and administrative capabilities.
- f. **Effectiveness and Efficiency.** Planning and execution of HNS should reflect the most effective and efficient use of resources available to fulfil the requirements presented by EU and/or TCN. A balanced mix of genuine military support, CSO and HNS should be desired.
- g. **Visibility.** Information concerning HNSA for EU and TCN must be available to the appropriate command levels. This allows visibility and simplifies the role of the planner and facilitates co-ordination.
- h. **Reimbursement.** EU and/or TCN and HNs will agree on reimbursement, equal value exchange (EVE) and/or replacement in kind (RIK) for HNS through either national, shared, multinational or common funding or other arrangements, as appropriate.
- i. **Flexibility.** HNS relies on the settlement of a basic legal framework between the HN on the one hand and the EU, the EU-led Military Operation and TCN on the other hand that requires time to develop. Once concluded, it is unlikely to be renegotiated during the EU-led Military Operation soon. Therefore, the framework should provide as much flexibility as possible.
- j. **Timeliness.** Developing and implementing an effective HNS framework requires considerable planning and co-ordination during all phases of the EU-led Military Operation between relevant EU actors, TCNs and the HN. Since the most critical phase

of logistic execution is deployment and initial operational set-up, it is essential that HNSA are in place before deployment begins.

## **I. HNS POLICIES**

28. HNS policies broadly define the role of the parties involved in HNS planning and execution.

### **General policies**

#### **29. HNS planning**

- a. HNS planning is an integral part of military support planning. Therefore, it will be developed within the EUMS advance military strategic planning and crisis response military strategic planning. HNS planning is also part of the politico-military planning and force generation process. At the military strategic level, for which the Operation Commander (OpCdr) is responsible, and at the military operational level respectively, for which the Force Commander (FCdr) is responsible, it will be developed within the respective logistic planning routines.
- b. HNS planning should be as specific as possible, to enable HNs to evaluate and respond to requirements, especially when directed towards the utilisation of civil resources. However, the variety of deployment options may require that a generic approach be adopted towards HNS planning.
- c. HNS planning procedures should be standardised as much as possible to ensure an effective, efficient and flexible response to any operational need. They should be kept under review so as to incorporate lessons learned.

#### **30. HNS Agreements and Arrangements.**

There are a number of ways to arrange HNS and to develop HNS agreements and arrangements. The types of agreements/arrangements provided herein (i.e. SOFA/Unilateral

Declaration – TA – COR/SOR) are intended as an example. Other structures may be used as necessary, individual steps may be dispensed if appropriate.

### 31. **Status of Forces Agreements (SOFAs)**

A SOFA concluded with the HN pursuant to Articles 37 TEU and 218 TFEU<sup>14</sup> governs the status of the EU-led forces and affects the conduct of their mission in the HN. The responsibility to conclude a SOFA lies at the Council. A SOFA defines in advance the rights and obligations, privileges, immunities and facilities enjoyed by the forces of the TCN when present on the territory of the HN. It often contains general provision on HNS and therefore must be taken into account in the development of HNS arrangements. In case of EU-led forces in transit or operating on a EU MS territory the EU-SOFA<sup>15</sup> may apply, if appropriate. The provisions to be covered in a SOFA will need to be carefully examined at the time of the operation so as to establish whether they should be included in an EU agreement or in simple arrangements mentioned in Para. 33 below. Notwithstanding, a SOFA will probably contain only general provisions as far as the support from the HN is concerned, and therefore provide guidance to these elements that could usefully be set out as part of HNS arrangements. An outline of a generic SOFA can be found in Ref. O.

### 32. **Unilateral Declarations by the HN**

Pending the conclusion of a SOFA, the HN may decide to issue a Unilateral Declaration binding it as an interim solution. This may also be the case when no SOFA is concluded. This declaration may contain some general provisions on HNS.

### 33. **HNS Arrangements**

- Logistic support, including that provided by the HN in the theatre of the EU-led Military Operation, funded by common budget is the responsibility of the OpCdr. It may be delegated to the FCdr.
- Logistic support, including that provided by the HN in the theatre of EU-led Military

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<sup>14</sup> See Ref. C.

<sup>15</sup> See Ref. L.

Operations, for the national troops making up the EU-led force is the responsibility of the TCN. As a result, when the operation is being planned the OpCdr or FCdr may start negotiations on HNS arrangements with the HN. TCN are invited to state their interest in being represented in these negotiations. At the very least, the OpCdr or FCdr will negotiate in close coordination with TCN. Once the draft of the arrangement is finalised, TCN may, according to national legal requirements,

- a. authorise the military Commander to sign the arrangement on their behalf or;
- b. have it signed by their own national representatives or;
- c. express their consent to the application of the arrangement by sending a Note of Accession or another appropriate form to officially conclude the arrangement and express their national commitment.

Regardless of this nomination, TCN retain the right to negotiate and conclude arrangements on their own behalf as long as are compatible with the provision of any applicable SOFA, legal acts or planning documents, adopted or concluded by the Council in the framework of the EU-led Military Operation.

#### 34. Types of HNS Arrangements

##### a. Technical Arrangements (TAs) on HNS.

- (1) A TA is a written bilateral or multilateral arrangement for a specific operation or exercise, generally implementing the provision of an international agreement. It provides the concept, responsibilities, procedures and the detailed financial and legal aspects for the provision of HNS by the HN to the TCN<sup>16</sup>. Building blocks for a TA on HNS can be found in Annex B.
- (2) EUMS and later on - once appointed - Military Commanders of EU-led Military Operations, as necessary, should be invited to participate in bilateral HNS negotiations for HNS TAs. Although they are not party to these arrangements, they may promote co-operation between TCN and the HN.
- (3) Where possible, HNS TAs should be concluded at the earliest stage in the planning process.

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<sup>16</sup> In EU practice, a TA can directly derive from a SOFA/Unilateral Declaration. There is - in general - no need to conclude or adopt any additional document as an intermediate step (such as a Memorandum of Understanding, MoU).



- (4) In terms of efficiency, EU-co-ordinated HNS TAs should be pursued, where appropriate.
- (5) EUMS and later on - once appointed - Military Commanders of EU-led Military Operations and MS should ensure that adequate guidance is provided to non-EU states, willing to participate or participating in EU-led Military Operations, in developing and concluding HNS TAs, if necessary.

b. **HNS Concept of Requirements / Statement of Requirements.**

A Concept of Requirements (COR) is a document providing the HN a clear idea of the scope and scale of HNS that will be requested (see Annex D for an example). It provides no details and has to be further specified by a list of deriving Statements of Requirements (SOR). It is specifically recommended for large scale operations but may be dispensed for smaller ones.

A Statement of Requirement (SOR) is considered to be a subordinate document to an HNS TA and therefore the most detailed. It includes information on the support required or offered and its financial implications. See Annex E for a possible SOR form.

Military Commanders of EU-led Military Operations, TCN and HNs should designate officials to develop and conclude HNS SORs.

### **Policies specific to Troop Contributing Nations**

35. Subject to national laws and regulations, TCN should provide appropriate military and/or civil capacities and capabilities to conduct effective HNS planning and execution.
36. Any outstanding concerns should be addressed as part of the negotiation process.
37. TCN should communicate their COR to the HN and to appropriate military Commanders of EU-led Military Operations, and later their SOR for each unit to be supported.
38. HNS provided to TCN forces is generally subject to reimbursement, EVE and/or RIK. TCN are responsible for concluding the arrangements for clearing financial obligations prior to the receipt of HNS.

39. TCN must report the status of their HNS negotiations and arrangements concluded to EUMS and later on - once appointed - to the appropriate military Commanders of EU-led Military Operations.
40. The EU and TCN should continuously monitor the situation with regards to HNS in order to react to deteriorating situations and the possible need for additional support to EU-led forces.

### **Policies specific to Host Nations**

41. HNs should provide appropriate military and/or civil capacities and capabilities in order to conduct effective HNS planning and execution.
42. As a general rule, HNs should not seek financial gains from the provision of HNS. EU-led forces should not be charged other than the HN's armed forces for the same services or materiel. HNS rendered to an EU-led force should be free from all taxes, state tolls, fees and similar charges.
43. HNs should advise TCN and appropriate EU military Commanders of their capacity to provide HNS against specific requirements and of any significant changes in capability as they occur. Furthermore, HNs are encouraged to identify overall HNS capability in order to assess additional support potential.
44. HNs should harmonize their bilateral HNS arrangements and associated plans with the requirements of EU operational planning.
45. HNs retain control over their own HNS resources, unless control of such resources is transferred.

### **J. EU HNS PLANNING PROCESS**

46. This chapter is intended as an overview of EU Military Strategic Planning and the related

HNS procedures<sup>17</sup>.

47. The architecture of the military planning process contemplates a series of interactions at the different levels<sup>18</sup>.
48. TCN can notify their intention to contribute to the operation by committing military forces and/or relevant organisations. From the moment of their notification TCN should enter the ongoing planning process concerning HNS.
49. The possible participation of non-EU TCNs in EU-led Military Operations outlines the need for a high level of co-operation and co-ordination to ensure that those are integrated in the planning process as quickly and as fully as prevailing circumstances permit.

#### **Advance Planning at the Military Strategic Level**

50. Advance Planning is conducted continuously to allow the EU to deal with potential crises. The EUMS performs early warning and situational assessment, including analysing the available information and providing evaluation and assessment on possible HNS aspects. HNS issues should be covered by EUMS as part of its advance planning. Establishing and maintaining contacts and consultation with TCN, NATO, UN, and other international or regional organisations and third countries on HNS is therefore required. Collection and updating HNS background information on potential crisis areas or transit countries should also be considered.
51. The EU has an increasing number of Delegations all over the world. Since they will establish close links to potential HNs in a JOA or to Countries on possible lines of communication into theatre<sup>19</sup>, their expertise should be considered in order to assess the potential and willingness of potential HNs to provide HNS.

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<sup>17</sup> For a complete overview see Ref. D

<sup>18</sup> See Ref. D: strategic, operational, tactical.

<sup>19</sup> See Ref. I and K.

## Crisis Response Planning at the Strategic Level

52. Crisis Response Planning starts as soon as an emerging crisis is identified by the EU. To obtain accurate and up-to-date information and to establish contacts with authorities in or near the area where the EU-led Military Operation might take place, a decision could be made to send a Fact-Finding Mission (FFM) to this area. This could facilitate the negotiations with the concerned authorities to include the first steps to obtain HNS. An arrangement for the general provision on HNS should be developed and concluded by competent parties, based on this concept and taking into account the results of any FFM. Other possibilities to obtain HNS are based on existing arrangements with states in or near the area where the EU-led Military Operation might take place, according to the areas of strategic interest.
53. Based on preliminary work, if the Council decides to consider a possible EU involvement in a crisis situation, this entails further development and assessment of selected options, in particular military strategic options. This must include considerations on HNS.
54. The planning for HNS in this phase must be intensified. If not already done, the Council / EUMS should identify which existing HNS arrangements are relevant to the EU-led Military Operation and will provide the basis for more detailed HNS arrangements. A prioritized list (timeline) for the setup of a HNSA structure may facilitate this process.
55. The expertise and capacities of the EU Delegations in a possible theatre of an EU-led Military Operation should be considered in this phase of the planning of HNS, in particular for assessments on the economic capacity of potential HNs to provide HNS or to act as a facilitator for negotiating a SOFA or TA.
56. On appointment, military Commanders of EU-led Military Operations should be tasked to develop and conclude HNS arrangements with HNs, based on the available agreements and arrangements on HNS. This could lead to a draft format HNS TA, including a number of annexed CORs for the different areas of support. While drafting these formats, close coordination with all TCN is required to ensure acceptance and the most effective procedures.

## **Military Operational Planning**

57. In the course of the development of the Concept of Operations (CONOPS) and the Operation Plan (OPLAN), the OpCdr will include the plans for strategic deployment, area security, CIS, logistic, engineering and medical support. These plans include HNS aspects based upon negotiations with TCN on the requirements for HNS and with HNs in terms of the availability and adequacy of HNS.
58. The requirements of TCN for their national elements of the EU-led Force may be defined in HNS TAs concluded between TCN and HNs, if there is no TA already concluded or adopted for the whole EU-led Military Operation.
59. Based on these HNS TAs, military Commanders of EU-led Military Operations will develop and conclude the SORs for their units with the appropriate HN authorities.

## **During Operations**

60. All HNS arrangements are to be evaluated and adjusted in parallel with the developments in provision of HNS.
61. Lessons learned will be used to improve this HNS concept as well as the related documents.

## **K. EU LOGISTIC FRAMEWORK FOR HOST NATION SUPPORT**

### **Permanent Structures**

62. The Personnel Establishment (PE) of the EUMS shall have the required HNS expertise to allow the execution of required tasks.
63. In the event of an envisaged operation, and pending the nomination of the OpCdr, EUMS (LOG/RES), reinforced as appropriate by all relevant EUMS branches and logistic experts from TCN, providing the required HNS inputs during the decision making process.

## Structures activated for an EU-led Military Operations

64. The decisive factor to determine if and when to create the structures described below is the designation of the OpCdr and related HQ. The organisation and functions of the Operation HQ (OHQ) for EU-led Military Operations are set out in Standard Operating Procedures (SOP)<sup>20</sup>. Since the nature of any EU-led Military Operations is difficult to predict, the structures described will be activated depending on the particular circumstances of each crisis, on a case by case basis. These structures will also participate in stages of HNS planning, negotiating and conducting.
65. **OHQ Logistic Staff Cell (CJ-4 LOG).** Once the OpCdr is appointed, a multinational logistic staff cell will be activated with the appropriate HNS planning capacity. This cell may be reinforced by other branches than Logistics (e.g. CJ6, CJ5, CJ8, CJ MED, CJ ENG, LEGAD) as appropriate.
66. **OHQ Logistic Co-ordination Centre (OHQ LogCoC).** The OHQ LogCoC will be established at the OHQ. It will be composed of OHQ logistic staff and other experts in all respective fields where HNS could be requested, logistic, legal and financial experts from TCN and EUMS LOG/RES Division Liaison.
67. **EU Movement Co-ordination Centre (EUMCC).** Where appropriate, an EUMCC may be established at the OHQ level and composed of M&T experts from TCN and the HN. A LO of the HN should be invited to contribute to the EUMCC. Alternatively, close co-ordination and co-operation with the HN NMCC should be ensured by other means as appropriate<sup>21</sup>.
68. **Force HQ (FHQ) Logistic Staff (CJ-4 LOG).** Once the Force Commander (FCdr) is appointed, a multinational logistic staff cell is activated; this FHQ should include a logistics staff element with HNS planning capability, reinforced by all branches for which HNS may be relevant<sup>22</sup>.

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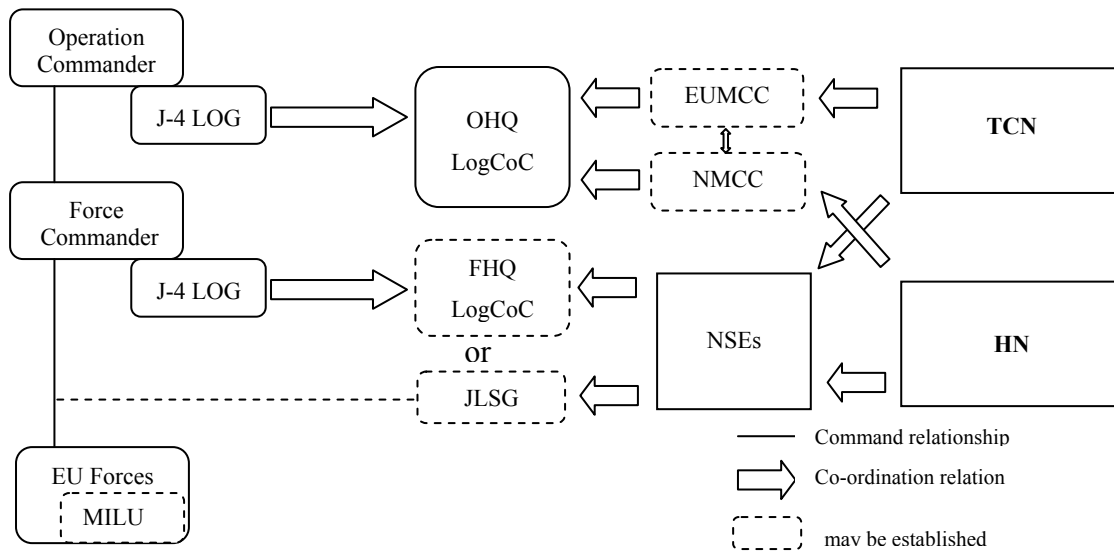
<sup>20</sup> See Ref. P.

<sup>21</sup> See Ref. I.

<sup>22</sup> See Ref. Q.

69. **Joint Logistic Support Group (JLSG)** The JLSG is a multinational logistic organization responsible for the co-ordination and/or management of common logistic functions at theatre level, including HNS. JLSG also provides actual logistic support with assigned units. It must also support the OpCdr, who has the main responsibility to set up the joint logistic posture for any EU-led Military Operation. The JLSG HQ mission is to provide C2 for all theatre-wide logistic functions and includes the capability to deploy, sustain and redeploy.
70. **FHQ Logistics Co-ordination Centre (FHQ LogCoC).** When a JLSG HQ is not established, a FHQ LogCoC can be activated composed of logistics experts from TCN (usually from their NSEs) and other organisations.
71. **National Movement Co-ordination Centre (NMCC).** An NMCC is a HN organisation, that may be established to co-ordinate movements on the HN territory, reinforced by representatives of TCN.
72. **Multinational Integrated Logistic support Unit (MILU).** MILU(s) are military organisation(s) that result from collective agreement of more than one TCN agrees to provide logistics assets to a multinational logistic force under operational control of the FCdr for the logistic support of the force. A MILU could be tasked to supervise the provision of logistic HNS at the tactical level.
73. **National Support Element (NSE).** A NSE is a national organisation positioned normally in theatre to support forces that a TCN has contributed to the EU-led Military Operation. The size and related level depends on the contribution to the multinational force.

**STRUCTURE OUTLINE**



**L. TASKS AND RESPONSIBILITIES**

**Introduction**

- 74. One of the principles defined in this concept is that EU, TCN and HNs have collective responsibility for HNS across the spectrum of tasks as defined in Article 43 (1) TEU. However, each TCN bears ultimate responsibility for ensuring the provision of support for its own forces committed to EU. In case of HNS that falls under common funding, this responsibility lies at the OpCdr/FCdr.
- 75. When the Council and TCN decide to ask for HNS, the HN should be responsible for the provision of HNS within the limits of its capabilities and willingness.

**EU Military Staff**

- 76. The EUMS should take into account HNS aspects when supporting the EUMC on military aspects of strategic planning or when developing and prioritising military strategic options.
- 77. When the Council decides to designate the OpCdr, the EUMS incorporates the task of developing and concluding HNS arrangements in the Initiating Military Directive for the OpCdr. This directive should also refer to this HNS Concept for EU-led Military Operations.



## **The Operation Commander (OpCdr)**

78. From the time of the appointment by the Council the OpCdr is the primary point of contact for the HNS process, in relation to the operation envisaged.
79. The OpCdr should also be able to develop and conclude HNS TAs with the HN on behalf of TCN (if agreed upon) based on the agreement on HNS and under the conditions highlighted in the chapter on HNS Policies.
80. The OpCdr should develop and, when agreed upon, conclude the necessary HNS TAs for selected theatre-level support. Where possible, these HNS TAs should be concluded at the earliest opportunity in the planning process. See Annex B for an outline of procedures and Building Blocks for an HNS TA.
81. From the outset, the OpCdr should task his/her staff, working on HNS, to co-operate closely with legal, CIMIC, ATHENA and financial staff, reflecting the inter-relationship of HNS with the SOFA, CIMIC and CSO. Close co-ordination with J3 and J5 considering potential operational impacts of HNS is indispensable.
82. The OpCdr identifies, co-ordinates and prioritises HNS requirements and the provision of HNS in consultation with TCN. They may be developed in form of a COR, annexed to a TA. The OHQ LogCoC and the EUMCC are the appropriate co-ordination bodies available to perform this task. The OpCdr should also be authorised to call for reports on designated HNS for the forces under his/her command.
83. The OpCdr should promote standardisation in HNS planning procedures, to ensure an effective and flexible response to any operational need. In the interests of efficiency, and where appropriate the EU-co-ordinated HNS arrangements should be preferred.
84. The OpCdr must properly address nationally agreed quality standards for services and materials supplied under HNS arrangements. This is of particular importance with regard to food, water, fuel, transport assets and medical support.

85. Detailed information about the tasks and responsibilities of the OpCdr are given in the European Union Operation Headquarters Generic Standard Operation Procedures<sup>23</sup>.

### **The Force Commander (FCdr)**

86. The FCdr must ensure that HNS planning is incorporated as an integral part of logistic support planning.

87. The FCdr must establish a process to facilitate negotiations with HNs TCN for the OPLAN for which HNS is required.

88. Whenever possible, the FCdr should be invited to participate in bilateral negotiations for HNS TAs. Though not party to these arrangements, the FCdr may promote co-operation between TCN and the HN.

89. The FCdr must identify, co-ordinate and prioritise HNS requirements as well as the provision of HNS in consultation with TCN. The FHQ LogCoC and the NMCC are the appropriate co-ordination bodies to perform this task.

90. The FCdr will require reports on designated HNS for the forces under his/her command. Conversely, the FCdr will inform TCN on the availability of HNS, as required.

91. Detailed information about the tasks and responsibilities of the FCdr are given in the European Union Force Headquarters Generic Standard Operation Procedures<sup>24</sup>.

### **Subordinate Military Commanders of EU-led Military Operations**

92. Military Commanders of EU-led Military Operations, subordinate to the FCdr, will perform the same tasks and responsibilities at their levels as the FCdr.

93. Subordinate military Commanders of multinational HQ and/or multinational units should

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<sup>23</sup> See Ref. P.

<sup>24</sup> See Ref. Q

develop and, if so authorised, conclude their HNS arrangements, using the standardised formats provided by the OpCdr.

94. When invited, subordinate military Commanders of multinational formations should participate in bilateral negotiations for HNS TA for units in their area of responsibility. Although they are not party to these arrangements, they may promote co-operation between TCN and the HN, based on the agreement on HNS and the its framework.
95. Subordinate military Commanders must properly address quality standards for services and materials supplied under HNS arrangements. This is of particular importance with regard to food, water, fuel, transport assets and medical support.
96. If HNS TAs and SORs require modification, based on the particular operational situation and individual national requirements, subordinate military Commanders must initiate the process to make that modification.

### **Troop Contributing Nations**

97. TCN should inform all appropriate military Commanders of EU-led Military Operations of the status of HNS arrangements in support of, or likely to impact on the operation envisaged and should participate in the respective negotiations. Any outstanding concerns should be addressed as part of the planning process.
98. TCN should, if applicable, designate Single Points of Contact to develop and conclude HNS arrangements.
99. TCN should invite the appropriate military Commanders of EU-led Military Operations to participate in bilateral HNS negotiations to facilitate co-operation between TCN and the HN, based on the agreement on HNS.
100. The OpCdr should ensure that adequate guidance is provided to non-EU TCN, willing to participate or participating in EU-led Military Operations, in developing and concluding HNS arrangements.

101. TCN will properly address quality standards for services and materials supplied under HNS arrangements. This is of particular importance with regard to food, water, fuel, transport assets and medical support.
102. TCN will provide appropriate reinforcement, military and/or civilian capability for the conduct of effective HNS planning and execution. This includes participation in the appropriate co-ordination and execution structures like the EUMCC, OHQ LogCoC or JLSG and MILU. This could also include the establishment of an NSE whose mission on this issue is to co-ordinate and cooperate with the FCdr and the HN. If the operational situation allows for a reduction, greater co-operation and centralisation of services among NSEs could enhance efficiency of efforts.
103. If developed, TCN will communicate their COR to the HN and to appropriate EU military Commanders, and later their SOR for each unit to be supported.

### **Host Nations**

104. HNs should designate officials to develop and conclude HNS arrangements. These officials should be designated as single points of contact. Furthermore, HNs are encouraged to identify overall HNS capability for the assessment of additional requirements for support.
105. HNs should provide appropriate military and / or civil capacity and capability to conduct effective HNS planning and execution. This could include participation in the appropriate co-ordination and execution structures and establishing national co-ordination element, e.g. the NMCC.
106. HNs should ensure that their HNS arrangements and associated plans are harmonised, as far as possible, with the requirements of EU operational planning to the extent that it is known to the HN.
107. HNs should facilitate the early use of HNS resources, particularly with respect to transportation, infrastructure and other deployment-related resources.

108. In preparation for the negotiation phase, HNs should develop cost standards for cost calculations and the method for reimbursement, EVE and/or RIK for HNS. The price should be no less favourable than that charged to the armed forces of the HNs by its own contractors for identical materials or services.
109. HNs should ensure the required co-operation and co-ordination between their civilian and military sectors in order to make the best use of limited HNS resources.
110. HNs retain control over their own HNS resources, unless control of such resources is relinquished.
111. HNs should inform the appropriate military Commanders of EU-led Military Operations about the status of HNS negotiations.

**FINANCIAL ASPECTS OF HNS**

- a. The importance of concluding the financial details of the HNS plan prior to deployment cannot be overstressed.

Financing aspects are to be developed in accordance with the relevant principles and rules as applicable on the expenditure arising from operations having military or defence implications (Article 41 TEU). Eligible common costs are administered through the permanent ATHENA Financing Mechanism as amended (Ref. M) and its Financial Rules (Ref. N). All other costs are considered as individual costs and funded on a "costs lie where they fall" basis.

- b. Subordinate military Commanders must detail the funding and reimbursement/EVE/RIK arrangements to be applied for the payment of HNS, in conjunction with the HN and prior to the receipt of HNS. This must be laid down in the HNS TAs and SORs.

- c. Respective Definitions:

Expenses. Those expenditures associated with the establishment, support and sustainment of European Union - led Forces (EUFOR):

Common Costs. Those expenses contemplated as common costs by Council Decision (Ref. Q) establishing ATHENA mechanism and its successive amendments.

Shared Costs. Those expenses normally agreed in advance to be the shared responsibility of more than one TCN. Shared Cost arrangements are usually based on a formula detailed in TAs, where relevant in conjunction with Council an/or Special Committee decisions.

**BUILDING BLOCKS FOR A TECHNICAL ARRANGEMENT**

**Technical Arrangement**

**between**

**EUFOR Operation Commander**

**and**

**[Host Nation competent authorities]**

Rank and Name of the EU Operation Commander,

and

Rank and name of the Host Nation Military Authority,

Hereinafter referred to as ‘the signatories’

Having regard to [quote the relevant provisions of the SOFA between the EU and the Host State or of the unilateral declaration issued by the Host Nation],

Have agreed on the following administrative arrangements regarding the provision of Host Nation support to EUFOR.

1. **Aim.** The aim of this technical arrangement is to set out the terms and conditions under which the authorities of..... provide support to EUFOR.

2. **Definition.**

‘Host Nation’ means.....

[Host Nation military authority means the military authority of the Host nation tasked to ensure the provision of support to EUFOR...]

- ‘EUFOR’ means EU military headquarters and national contingents participating in the EU-led Military Operation

- ‘EU operation means .....

- ‘EU military headquarters’ means the military headquarters and elements thereof under the authority of EU military commanders exercising the military command or control of the EU-led Military Operation

- ‘national contingents’ means units, vessels and aircrafts belonging to the Member States of the European union and to third States participating in the operation

- For all other definitions used in this Technical Arrangement the EUMC Glossary of Acronyms and Definitions may apply.

3. **Scope.** Unless otherwise specified, this technical arrangement is applicable throughout the duration of the EU-led Military Operation from the arrival of the first elements of headquarters and national contingents until the departure of the last element of headquarters and national contingents;

4. **Responsibilities of the Host Nation Military Authority.** The Host Nation Military Authority:

- ensures that the entry, transit and deployment of EUFOR can take place in accordance with the times and procedures set out in annex I

- ensures that the Host Nation takes the necessary measures to facilitate the use of airports



and ports areas, facilities, equipment, areas and infrastructures in order to allow/facilitate entry, reception, staging, deployment, supply and training of EUFOR;

- ensures that the Host Nation provides the required logistic support and services to EUFOR in accordance with annexes II, III, IV, ... and pursuant to a SOR the model of which is provided in Annex D;
- request EUFOR to make payments;
- coordinates with .....
- provides EUFOR with relevant data;
- provides liaison personnel/PoC (Single Point of Contact)...

**5. Responsibility of the EU Operation Commander.** The EU Operation Commander:

- is primarily responsible to provide EUFOR Military Headquarters with logistic support;
- ensures the reimbursement of the competent Host Nation bodies for all agreed goods/services provided by the HN to EUFOR military Headquarters;
- coordinates with...;
- provides liaison personnel/PoC (Single Point of Contact)...

**6. Responsibility of the competent authority of national contingents.** The competent authority of national contingents:

- is primarily responsible to provide EUFOR national contingents with logistic support,
- ensure the reimbursement of the competent HN bodies for all agreed goods/services provided by the HN to EUFOR national contingents

**7. Financial considerations:**

- payments are made only upon the request of the Host Nation Military Authority;
- related expenditures are invoiced on the basis of the provisions set out in Annex Y;

**8. Settlement of disputes.** Any dispute regarding the interpretation or implementation of this arrangement is settled through consultation between the signatories.

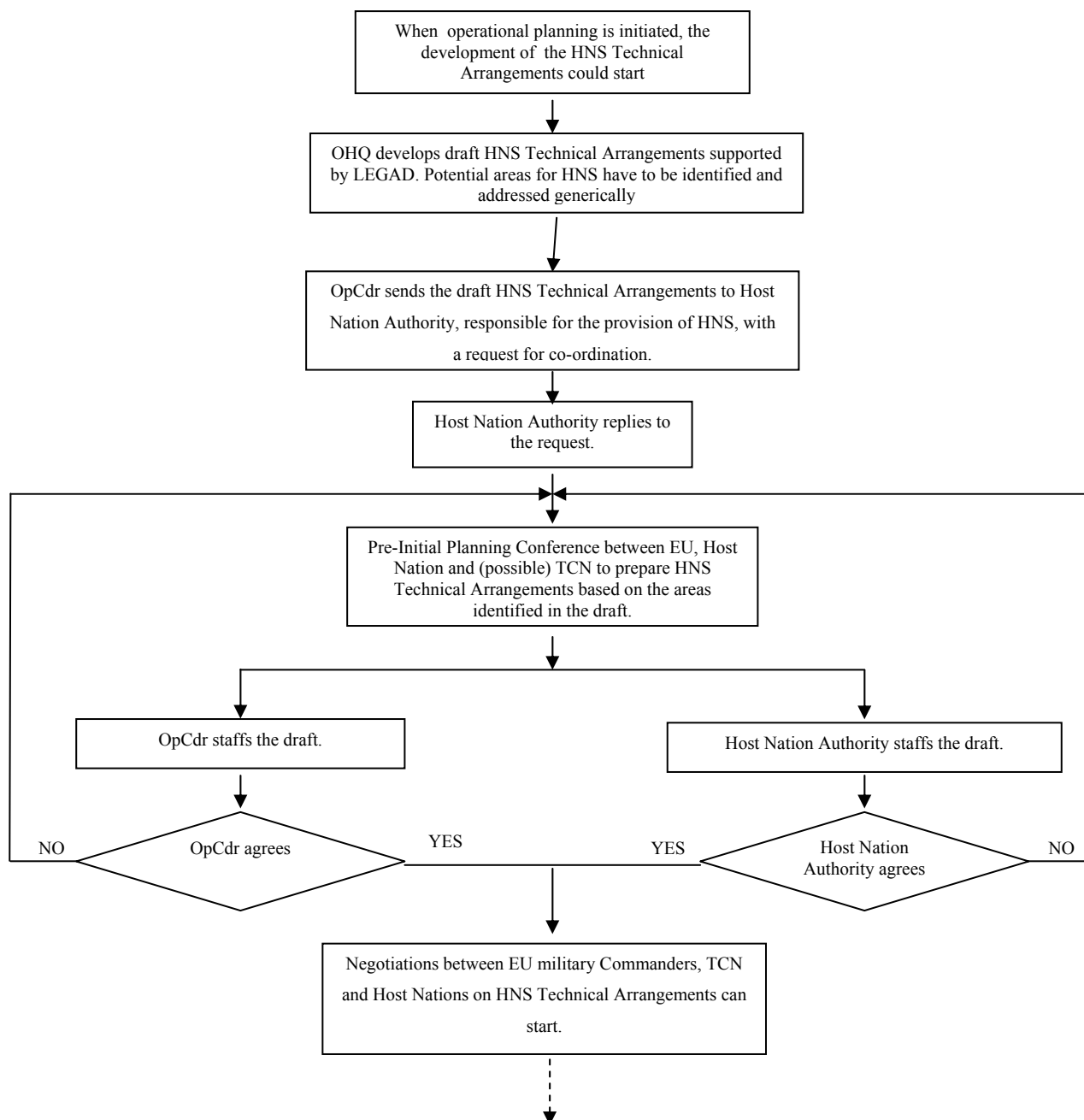
**9. Final provisions:**

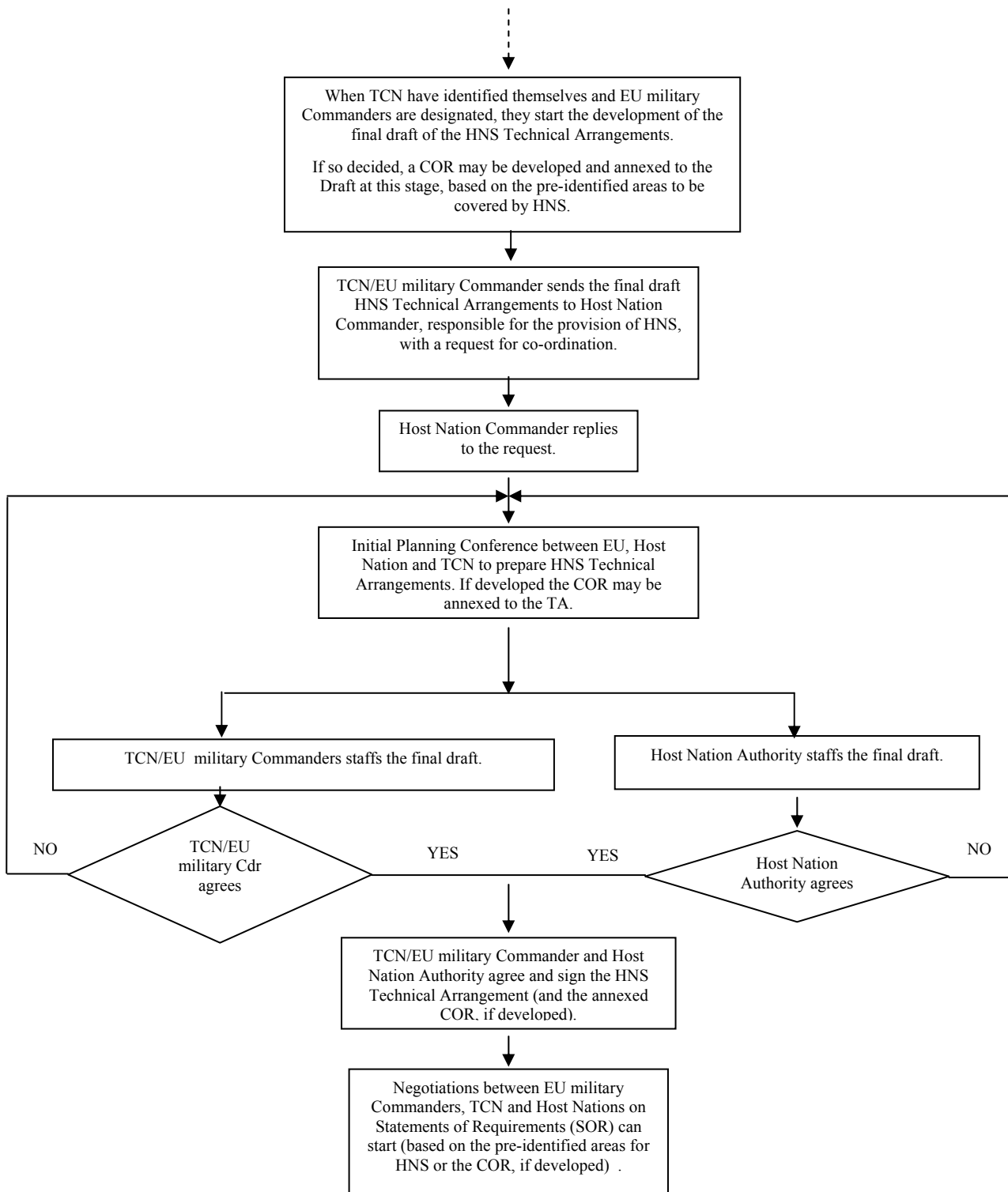
- the present arrangement applies as from the date of its signature;
- the present arrangement will remain valid until the completion of the operation or as the

signatories agree otherwise;

- termination of this arrangement does not affect any rights or obligations arising out the implementation of this arrangement.
- the present arrangement may be amended at any time by mutual agreement between the signatories.

## OUTLINE OF DRAFTING PROCEDURES





**CONCEPT OF REQUIREMENTS (COR)**

(may be developed as Appendix to a Technical Arrangement, if appropriate)

**Aim**

1. The aim of this Annex/Appendix to the HNS Technical Arrangement is to provide a first Concept of Requirements by (EUFOR X) in view of the planned EU-led Military Operation  
...

**Scope**

2. This document is subordinate to the covering Technical Arrangement and gives a first overview of the requirements by military Commanders of (EUFOR X).

**Assumptions**

3. (Host Nation) could be able to provide all or part of the requirements as indicated below.

**Supplies/Services**

4. The following supplies and services are required. This list will be further specified by a list of Statements of Requirements (SOR).

Nr.	Requirement	Location/Date	Quality <sup>25</sup>	Quantity

**Priorities**

5. Priority is requested for the following supplies and/or services as indicated above:
  - a.

**Procedures**

6. The procedures to be followed are as indicated in the covering Technical Arrangement.

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<sup>25</sup> If applicable

STATEMENT OF REQUIREMENTS (SOR) FORM

<b>STATEMENT OF REQUIREMENTS (SOR)</b>		Page 1 of ___ pages
<input type="checkbox"/> Initial	<input type="checkbox"/> Final	<input type="checkbox"/> Change
<b>INITIATOR</b>		<b>Operation: Administrative Data</b>
<b>1. Requisition Number and Date:</b>	<b>HOST NATION RESPONSE</b>	<b>ACCEPTANCE</b>
<b>2. Support Agreement :</b>	5.a. Payment to be received by:	8.a. Payment to be made by:
<b>3.a. Type of Support Required:</b>	5.b. Account Number:	8.b. Address:
<b>3.b. Likely Timeframe:</b>	5.c. Address:	8.c. Tel/Fax:
<b>3.c. Requested Location:</b>	5.d. Tel/Fax:	<b>9.a. Receiving (User) Party /Unit:</b>
<b>4.a. From (Receiving/Initiating Party):</b>	<b>6.a. Supplying Party/Unit :</b>	9.b. POC authorised to request changes to SOR:
<b>4.b. Receiving Official (Initiator):</b>	6.b. POC authorised to accept changes to SOR :	Name/Rank:
Name/Rank:	Name/Rank:	Address:
Address:	Address:	Tel/Fax:
Tel/Fax:	Tel/Fax:	<b>10.a. For (Requesting/Accepting Party):</b>
Signature & Date:	<b>7.a. To (Supplying Party):</b>	10c. State:
	7.c. State:	
	<b>7.b. Supplying Official</b>	<b>10.b. Requesting Official (Authoriser):</b>
	Name/Rank:	Name/Rank:
	Address:	Address:
	Tel/Fax:	Tel/Fax:
	Signature & Date:	Signature & Date:

## SUPPORT REQUIRED

## SUPPORT OFFERED

11. Number	12. Requirement (includes start and end date if different from 3.b.)	13. Qty	14. Unit of issue	15. Unit Cost	16. Total Cost Estimate	17. Method of Reimbursement	18. Qty received	19. Remarks
1								
2								
3								
4								
5								

### Key to SOR form:

Block no.	Content	Block no.	Content
1.	Unique identification number, to be filled in by the receiving party	8.a.	Financial office responsible for payments
2.	HNS Technical Arrangement which authorises the support requested	8.b.	Address of the financial office responsible for payments
3.a.	Brief description of the general type of support (i.e. lodging, meals, fuel, etc.)	8.c.	Telephone and fax number of the financial office responsible for payments
3.b.	Duration of the requirement for support	9a.	Unit/agency that will receive/use the services/supplies
3.c.	Preferred location/area where support is needed	9b.	POC of the receiving unit/agency authorised to request changes to the SOR
4a.	Office authorised to request support from a Host Nation	10a.	Official agency authorised to submit HNS requests to a Host Nation
4b.	Contracting Officer's representative	10b.	Official POC authorised to make commitments
4c.	State requesting support	10c.	Committed state
5a.	Financial office that will receive payments (usually the Ministry of Defence)	11.	Line item number
5b.	Account number of the receiving financial office	12.	Detailed description of required support
5c.	Address of the receiving financial office	13.	Quantity
5d.	Telephone and fax number of the receiving financial office	14.	Unit of issue (i.e. litres, boxes, items, days, etc.)
6a.	Host Nation unit or organisation that will provide the actual service/supplies	15.	Estimated cost per unit
6b.	Host Nation representative authorised to accept changes to the SOR (identified by Host Nation POC)	16.	Total estimated cost per line item
7a.	Official agency authorised to receive HNS-requests	17.	Method of reimbursement (i.e. cash, replacement in kind or equal value exchange)
7b.	Official POC authorised to receive HNS requests	18.	Quantity of support received (to be identified after the support operation has ended)
		19.	Remarks