**Finabel**

# "LOGISTIC INTELLIGENCE: PRINCIPLES AND PROCEDURES FOR INFORMATION GATHERING AND ASPECTS TO BE ANALYZED"

**FINABEL**

**Promoting harmonisation of land doctrines**

## FOREWORD OF GENERAL (BE) BERNARD JACOBS
### Chairman of the Finabel Principal Military Experts' Committee

Created in 1953, the Finabel committee is the oldest military organisation for cooperation between European Land Forces; it was conceived as a forum for reflection, exchange, studies development and proposals on common interest topics for the future of its members.

Finabel, as the only regional organisation at this level, strives at:
• promoting interoperability and cooperation of land components while seeking to bring together concepts, doctrines and procedures;
• contributing to a common European understanding of land defence issues. It focuses on doctrine, training and the joint environment.

Finabel aims to be a multinational, independent, apolitical and informal forum at European Land Forces level, based on consensus and equality of member states.

By offering the opportunity to the member states' officers and Land Forces Commanders to meet, Finabel favours fruitful contacts in a spirit of opening and mutual understanding.

It contributes to reinforcing interoperability of Finabel member land forces in the framework of the North Atlantic Treaty Organisation (NATO), the European Union (EU), and ad hoc coalitions; Finabel neither competes with nor duplicates NATO or the EU military structures but contributes to these organisations in its unique way.

Initially focused on cooperation in armament's programmes, Finabel quickly shifted to the harmonisation of land doctrines, starting from the statement that should be first obtained a common vision of force engagement on the terrain before hoping to reach a shared capability approach and the realisation of joint equipments.

Finabel studies are recommendations freely applied by its members. However, these studies are the result of an intensive and in-depth work carried out by many officers from various EU member states, who have applied on them their expertise, operational experience and enthusiasm.

I sincerely wish that Finabel studies will be concretely useful and find the place they deserve in our Land Forces, in order to facilitate interoperability and improve our daily tasks of preparation, training, exercises and engagement in external operations.

Bernard JACOBS

*Working Group Charlie*

# "LOGISTIC INTELLIGENCE: PRINCIPLES AND PROCEDURES FOR INFORMATION GATHERING AND ASPECTS TO BE ANALYZED"

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**BIBLIOGRAPHICAL PAPER C.39.R**

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7. **Title** : **"Logistic Intelligence: principles and procedures for information gathering and aspects to be analyzed"**

| | |
|---|---|
| **8. Lead nation** : SPAIN | **9. Address** :<br><br>DOCTRINE DIRECTORATE.<br>ACERA DE SAN ILDEFONSO S/N<br>18071<br>GRANADA<br>Spain |

10. **Key words** :
   EU BG, logistics, intelligence, information sharing, logistic reports.

11. **Summary**:

The aim of this study is to describe principles and procedures for gathering logistic information and producing logistic intelligence suitable for multinational planning processes focussing the study in quick response small size operations, such as those to be implemented by the EU BG.The purpose of this study is to draw up a list of those logistic aspects to be evaluated during planning and execution of a multinational force to facilitate the logistic planning process.

Logistic Intelligence is a major issue to be studied in multinational operations and makes it necessary to ensure that information is available prior to the deployment for force generation and planning purposes, and ensure that it is also available during operations.

After some relevant definitions, the study analyses the responsibilities in Log Intelligence requirements definition, information gathering and intelligence production.

The results of the study will be useful for EU BG and NRF operations, due to the similar characteristics of both concepts.

# 1. INTRODUCTION

## 1.1 Aim and purpose

The aim of this study is to describe principles and procedures for gathering logistic information and producing logistic intelligence suitable for multinational planning processes focussing the study in quick response small size operations, such as those to be implemented by the EU BG. The purpose of this study is to draw up a list of those logistic aspects to be evaluated during planning and execution of a multinational force to facilitate the logistic planning process.

## 1.2 Field of application

### 1.2.1 Scope

All phases and logistic functions of Theatre Logistic Support for an expeditionary multinational task force are covered.

### 1.2.2 Limitations of the study

The study will focus on each separate phase of an operation in turn.
The focus of this study is on support to Land forces.
This study will be limited to those logistic functions which Finabel nations have existing agreements on: supply, maintenance, transport movement, medical support.

## 1.3 Study Definition

### 1.3.1 Concept

The study will cover the organisation of logistic support to a multinational expeditionary task force dealing with any type of operation carried out by FINABEL nations under an international organisation's mandate.

### 1.3.2 The challenge

Logistic Intelligence is a major issue to be studied in multinational operations. However this aspect of operations gains special relevance in the case of quick response and small size operations, due to the limited time available for gathering information, prior to deployment and the reduced C2 deployed in theatre during operations. The analysis of these factors makes it necessary to ensure that information is available prior to the deployment for force generation and planning purposes, and ensure that it is also available during operations.
This study includes aspects about sharing the relevant logistic information, included national data among the logistic community.
The results of the study will be useful for EU BG and NRF operations, due to the similar characteristics of both concepts.

## 2. GENERAL CONCEPTS

### 2.1. Definition of Logistic Intelligence (LogInt).

Logistic intelligence is the result of the collection, elaboration, integration, analysis, evaluation and interpretation of the available information gathered on friendly and hostile forces, geographical, social and economic aspects, which are useful to a Commander in planning and execution phases of Combat Service Support/Logistic operations.

### 2.2. Logistic Intelligence levels

Logistic intelligence can be split into three different levels: strategic, operational and tactical. Each level should articulate its *modus operandi* within the broad spectrum of the five phases: pre-deployment, deployment, entry, enabling/decisive actions and redeployment.
Although we consider these different levels, LogInt should be considered as a whole and be studied under a comprehensive approach. The existence of different levels does not imply separation, but only means that every level does not need all information collected by LogInt and that every level is not able to collect all kind of information.

### 2.3. Logistic Common Operational Picture (LCOP).

An up to date picture of the key logistic capabilities within Theatre providing visibility to the operational commander in order to support his effective decision making.

## 3. LOGISTIC INTELLIGENCE RESPONSIBILITIES

### 3.1. Log Intelligence requirements

The EUMS or the appropriate allied Command at strategic level, the OHQ at Military-Strategic level, the FHQ at Operational tactical level and the CCHQ at Tactical level should be in charge of determining Log Intelligence requirements. Logistic chain (J4/G4/S4 and Log. Units) is mainly responsible for gathering the logistic information from all responsible areas.

### 3.2. Log Intelligence production

J2/G2/S2 cells at different levels are in charge of collating intelligence, including logistics intelligence. To support this effort, during the operation, all logistic elements in the field coordinated and supervised by J4 cells at the different levels, should report any data relevant for logistic intelligence production.
Information requirements should be fulfilled by asking information to J2/G2 cells or by embedding a J4/G4 liaison officer into those cells when necessary, for instance during the pre-deployment planning phase. In such a case there are mutual benefits since the information available by the J4/G4 liaison officer can be synergistic to the J2/G2 cells.

Moreover, it would be necessary to train personnel of the logistics branch in order to work as liaison officers to all functional areas, at different levels, both during the planning and the execution phases of an operation.

There is no need to have specific multinational means to produce intelligence out of the AOR.

## 3.3. Log. Data gathering

There is no need to have specific multinational means to gather logistic information. The allied Command at the strategic level is responsible for sharing this information given by nations. EUMS or the appropriate allied Command deliver useful logistic information outside the AOR (for instance use of SPOD/APOD in neighboring countries outside the AOR).

## 4. INFORMATION TO BE INCLUDED.

### 4.1 Planning process

To start the planning process for a specific operation it is necessary to gather all the necessary information to get a good overview of the AOR, which is important to keep the logistic footprint as small as possible.

The information required, in relation to geography, social and economic aspects and friendly and hostile forces, is detailed in Annex A.

### 4.2. Logistic preparation of the battlefield.

The Logistic Preparation of the Battlefield is a strategic level planning. It includes a series of steps aimed at identifying and determining the amount of logistic capabilities that are required in a specific operational environment. In general, anything is needed to identify, plan and prepare forward operating and logistic bases, determine first and second line logistic assets, select and improve the LOCs, foresee operational stock assets and anything else that can reduce the logistic footprint.

During the pre-deployment phase all the information gathered during the previous phase of the planning process (See above) should be confirmed and/or completed. See Annex.

### 4.3. Drawing the logistics common operating picture (LCOP)

The Logistic Common Operating Picture should only include information regarding operations and identify key factors for logistic operations. The generation of a LCOP should provide rapidly the required information to be integrated into the intelligence cycle, in order to have immediate situational awareness and visibility of risks of a particular operational environment (such as road conditions, communications, logistics support, etc.).

The main aim should be to provide quickly all the information required during the OPP and execution phase, and should mainly include information regarding likely support in the AOR. The updating should be focused on LOC's and logistic troop's skills and available capacities, including in theater assets and stocks in different logistic installations (as PODs and assembly areas) and visibility of MILUs/MIMUs and NSE's capacities. If possible, information should include stocks in stovepipe and national stocks.

## 5. INFORMATION SHARING

### 5.1. Permanent logistic intelligence database,

It is not useful to create a permanent logistic intelligence database, unrelated to any specific operation. If there is a kind of database in each country, Nations should exchange information, in case of need, on a bilateral/multilateral basis, including the use of existing systems like LOGBase.

### 5.2. TCN-owned logistic information sharing.

Information can be shared among Nations, in compliance with the different security obligations. Although a few countries foresee problems in sharing some information, it would be preferable if any kind of information was shared. As it was done in the past, this will be decided case by case, but nations should be encouraged to share information. (BE is even trying to connect national logistic database to the LOGREP tool, making national logistic stockpile information available to other nations).

## 6. LOGISTIC REPORTS

Logistic reports are the normal way to share logistic information among national contingents. The operation Admin/Log Order is to include the information to be provided by national contingents, once agreed during the OPP.

NATO logistic reports as LOGASSESSREP, LOGSITREP, MOVSITREP, PERSREP, are useful and applicable in Non-NATO MN operations and there is no need for any other different logistics report format. Modified SITREPs and J2 means are also useful for the purpose of sharing relevant information. (EUFOR Mission ALTHEA is one example of said procedure, and it shows that these reports are applicable in non-NATO missions).

**SUMMARY OF LOGISTIC INTELLIGENCE ASPECTS**

**1. Geography**

    1.1.  Climate:
- Sunrise/sundown (daylight hours)
- Moon state
- Temperatures
- Precipitation
- Wind
- Sight
- Weather (Current condition of climate)
- Seasonal variations

    1.2.  Terrain:
- Relief
- Hydrology
- Vegetation
- Geology
- Contaminated areas (Pollution)

    1.3.  Infrastructures
- Build up areas
- Roads and routes
- Railways
- Bridges
- Waterways
- Dams
- Pipeline
- Real estate useful as marshalling areas, staging areas, bases, training areas, PODs

    1.4.  Natural/Industrial hazards
- Earthquake
- Flooding
- Etc

2. **Hostile forces**

   2.1. Capacity to interdict our log operations and disrupting LOCs
   - Ambush
   - Road blocks
   - IEDs
   - Disposition

   2.2. Support by local population
   2.3. Logistic requirements
   2.4. Vetting civilian workers
   2.5. Deep operations
   2.6. Comint capabilities

3. **Social**

   3.1. Human environment.
   - Population: total figures, distribution on territory.
   - Ethnic, political and religious division.
   - Existence and probability of DPRs movements in AOR.
   - Education level.
   - Corruption.

   3.2. Cultural aspects relevant for the deployed force.
   - Most significant historical aspects of the area
   - Own languages used in the HN.Need of interpreters.
   - Other languages commonly used, as English, French, Spanish,…
   - Gender situation.
   - Religious customs.

   3.3. Political.
   - Political organization at national, regional and local levels.
   - Real power stakeholders.
   - General attitude of authorities and population towards own forces.
   - Politically hostile groups.
   - Justice system: reliability, rule of law, respect of human rights.
   - Mass media situation.

   3.4. Security situation. Risks for own forces due to:
   - Criminality situation in the area. Criminal groups.
   - Local Police capacities and attitude.
   - Hostile groups.
   - Health threats (AIDS, malaria,…)

**4. Economic** General economic situation.

    4.1. Covering of local population needs.
    4.2. Industrial capabilities
    4.3. Natural and industrial resources
    4.4. Agriculture
    4.5. Transportation resources.
    4.6. Contractors: reliability.
    4.7. Financial market.
    4.8. Existence and size of black market.

**5. Friendly forces.**

    5.1. Mandate.
    5.2. Check existing SOFA, MOU, TA, etc,
- Need for amendments
- Specific agreements on contracting, customs, real estate availability.

    5.3. Access to Legal Advice
    5.4. Availability of diplomatic support.
    5.5. TCN capabilities, which have to give a complete overview about all personnel and equipments from nations involved in a multinational operation.
    5.6. NSE logistic information should cover the areas where national logistic support is focused to sustain the multinational logistic support (by bilateral or multinational technical agreements, i.e. RSN) and to reduce the consequences of national caveats.
    5.7. Host nation support:
- legal aspects and regulations
    - Market and financial. Contracting, customs, taxes, labour
    - Environmental
    - Dangerous goods management.
    - Traffic
- Currency (Currencies used, acceptance of Euro and Dollar, exchange rates and how currency is obtained)
- the availability, quality, loyalty and payment of local labour;
- the availability of basic resources/ energies and communication means (construction materials, fresh food, water, electricity, POL, internet etc);
- access to local facilities (air/ seaports, hospitals, accommodation, real estate, warehousing, workshops, storage etc);
- the availability of transportation network and means.

**6. Others**

    6.1. International organizations (governmental and non-governmental) present in the AOR. What are they doing and what could they need from us. Existing coordination.
    6.2. Civil contractors/ agencies from the contributing nations or third party nation/ agency and level/ type of support provided by them to the multinational force.
    6.3. International mass media attitude.

# Annex B

## LEXICON

### ACRONYMS AND ABBREVIATIONS

A
AOR                         Area of responsibility

C
C2                          Command and Control

D
DPR                         Displaced personnel and refugees

E
EUBG                        European Union Battle Group
EUMS                        European Union Military Staff

F
FHQ                         Force Headquarters

H
HN                          Host Nation
HQ                          Headquarters
HUMINT                      Human Intelligence

I
IMINT                       Imagery derived Intelligence

L
LOC                         Lines of Communications
LOGBASE                     Logistic Data Base
LOGFAS                      Logistics Functional Area Services
LOGREP                      Logistic Reporting System

M
MILU                        Multinational Integrated Logistic Unit
MIMU                        Multinational Integrated Medical Unit
MOU                         Memorandum of Understanding

N
NATO                        North Atlantic Treaty Organisation
NRF                         NATO Response Force
NSE                         National Support Element

O
OHQ                        Operational Headquarters
OPP                        Operational Planning Process

P
POD                        Port of Debarkation
POE                        Port of Embarkation
POL                        Petroleum, Oils and Lubricants

R
RSN                        Role Specialist Nation

S
SN                         Sending Nation
SOFA                       Status of Forces Agreement
SPOD                       Seaport of Debarkation

T
TA                         Technical Arrangement
TCN                        Troop Contributing Nation
TOA                        Transfer of Authority

# Annex C

## NATO LOGISTIC REPORTS

NATO reports templates included in this Annex are:

1. LOGASSESSREP.
2. MOVASSESSREP.
3. MOV SITREP
4. TPT SITREP

# LOGASSESSREP

## (LOGISTIC ASSESSMENT REPORT)

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LOGISTIC SITUATION ASSESSMENT / GENTEXT / //

SUBORDINATE LOGISTIC SUSTAINABILITY / //

SEVLOG / GENTEXT / //

LOGISTIC CONCERNS / GENTEXT / //

ASSEREQ / - / - / - / - //

POC / - / - / - / - //

# MOVASSESSREP

## (MOVEMENT ASSESSMENT REPORT)

FROM:
TO:
INFO:

CLASSIFICATION

OPERATION/EXERCISE

REPORT: MOVASSESSREP

DTG:

ORIGINATOR: LCC

1. General Situation of Lines of Communication    **GREEN**    **YELLOW**    **RED**

       a. Roads
       b. Railways
       c. Inland Waterways
       d. Maritime
       e. Air
       f. M&T related Infrastructure
       g. M&T Theatre Resources

       h. Movement Communication Systems

2. Assessment

       a. Roads
           i. Actual figures (today)

| NATION | ORIGIN | DEPARTURE | DESTINATION | ARRIVAL | # VEHICLES |
|--------|--------|-----------|-------------|---------|------------|
|        |        |           |             |         |            |

           ii. Planned figures (next 24 h)

| NATION | ORIGIN | DEPARTURE | DESTINATION | ARRIVAL | # VEHICLES |
|--------|--------|-----------|-------------|---------|------------|
|        |        |           |             |         |            |

b. Railways

      i.      Actual figures (today)

| NATION | ORIGIN | DEPARTURE | DESTINATION | ARRIVAL | CARGO |
|--------|--------|-----------|-------------|---------|-------|
|        |        |           |             |         |       |

      ii.      Planned figures (next 24 h)

| NATION | ORIGIN | DEPARTURE | DESTINATION | ARRIVAL | CARGO |
|--------|--------|-----------|-------------|---------|-------|
|        |        |           |             |         |       |

c. Inland Waterways

      i.      Actual figures (today)

| NATION | ORIGIN | DEPARTURE | DESTINATION | ARRIVAL | CARGO |
|--------|--------|-----------|-------------|---------|-------|
|        |        |           |             |         |       |

      ii.      Planned figures (next 24 h)

| NATION | ORIGIN | DEPARTURE | DESTINATION | ARRIVAL | CARGO |
|--------|--------|-----------|-------------|---------|-------|
|        |        |           |             |         |       |

d. Maritime

      i.      Actual figures (today)

| NATION | SHIP TYPE | ORIGIN | DEPARTURE | DESTINATION | ARRIVAL | CARGO |
|--------|-----------|--------|-----------|-------------|---------|-------|
|        |           |        |           |             |         |       |

      ii.      Planned figures (next 24 h)

| NATION | SHIP TYPE | ORIGIN | DEPARTURE | DESTINATION | ARRIVAL | CARGO |
|--------|-----------|--------|-----------|-------------|---------|-------|
|        |           |        |           |             |         |       |

e. Air

    i.      Actual figures (today)

| NATION | PLANE TYPE | ORIGIN | DEPARTURE | DESTINATION | ARRIVAL | CARGO |
|--------|-----------|--------|-----------|-------------|---------|-------|
|        |           |        |           |             |         |       |

    ii.      Planned figures (next 24 h)

| NATION | PLANE TYPE | ORIGIN | DEPARTURE | DESTINATION | ARRIVAL | CARGO |
|--------|-----------|--------|-----------|-------------|---------|-------|
|        |           |        |           |             |         |       |

f. M&T related Infrastructure

g. M&T Theatre Resources

h. Movement Communication Systems

# MOVSITREP

## (MOVEMENT SITUATION REPORT)

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MAP / - / - / - / - / - / - //

1 - OVERALL MOVEMENTS SITUATION, OPERATIONAL AND LOGISTIC //
     1A - ROADS / - //
     1B - RAILWAYS / - //
     1C - INLAND WATERWAYS / - //
     1D - MARITIME / - //
     1E - AIR / - //
     1F - MOVEMENTS COMMS SYSTEMS / - //

2 - SUMMARY INFORMATION //
     2A - ROAD NETWORKS / - //
     2B - RAIL NETWORKS / - //
     2C - INLAND WATERWAYS, PORTS / - //
     2D - MARITIME WATERWAYS, PORTS AND BEACHES / - //
     2E - AIRPORTS / AIRHEADS / - //
     2F - MOVEMENTS COMMUNICATIONS SYSTEMS / - //

3 - REMEDIAL ACTION //
     3A - ACTION / - //
     3B - PROGRESS / - //

4 - ASSESSMENT OF THE COURSE / - //

5 - IMPACT ON FORECAST MOVEMENTS //
    5A - ARRIVALS / - //
    5B - INTERNAL MOVES / - //
    5C - DEPARTURES / - //

6 - POC / - / - / - / - //

# FTREP (TPT SITREP)

## (FORMATION TRANSPORT REPORT)

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MAP / - / - / - / - / - //

1/ ASSIGNED FORMATION LIFT CAPACITY
1 A/ GENTEXT /LIFT CAPACITY ON GENERAL TRANSPORT (GT) AND CARGO LIFT/ ON HAND:0 /
TASKED :0 /AVAILABLE :0 //
1B/ GENTEXT /LIFT CAPACITY ON BULK FUEL ASSETS IN M3/ ON HAND:0 /
TASKED :0 /AVAILABLE :0 //
1C/ GENTEXT /LIFT CAPACITY ON BULK WATER ASSETS IN M3/ ON HAND:0 /
TASKED :0 /AVAILABLE :0 //

2.- ASSIGNED FORMATION SPECIALIST VEHICLES
2A/ - TANK TRANSPORTER 60 UP TO 30 TN//
2B/ - LOW LOADER (LO LO//)
2C/ - CONTAINER TRAILER //
2D/ - DLCP TRUCKS //
2E/ - DLCP TRAILERS//
2F/ - FUEL TRAILERS (TTF) UP TO 15 M3//
2G/ - FUEL TRAILERS (TTF) ABOVE 15 M3//
2H/ - TIPPER TRUCKS//
2I/ - COACHES UP TO 40 PAX//
2J/ - COACHES ABOVE 40 PAX//
2K/ - AMBULANCES//
2L/ - REFRIGERATORS
2M/ - MATERIAL HANDLING EQUIPMENT//
2N/ - ISO CONTAINER//

3./GENTEX/SHORTFALLS/PROBLEMS/SURPLUSES AREAS/- //
4/GENTEXT / IMPLICATIONS/- //
5/GENTEX/ - //
POC / - / - / - / - //

# FINABEL: AN EXPERTISE FORUM CONTRIBUTING TO EUROPEAN LAND ARMIES INTEROPERABILITY SINCE 1953

## THE ONLY MILITARY ORGANISATION IN EUROPE TO DEAL WITH LAND DOCTRINE

* When the committee was set up the name Finabel was chosen as being an acronym of the first letter of each of the founding nations, and was written in capital letters. Following the expansion of the committee it was decided that Finabel would become a proper noun, no longer referring to the founding countries' initial letters, and be written in lower case.

The Finabel* Committee was created in October 1953 on the initiative of the Army Chiefs of Staff of France, Italy, the Netherlands, Belgium and Luxembourg. Germany joined Finabel in 1956, the United Kingdom in 1973, Spain in 1990, Greece and Portugal in 1996. In 2006, Finabel decided to enlarge itself to the whole European Union. This is a dynamic process and more than the two thirds of land forces of the EU members have already joined Finabel (for example, Poland and Slovakia as soon as 2006).

Initially focused on cooperation in armament's programmes, Finabel quickly shifted to the harmonisation of land doctrines, starting from the statement that should be first obtained a common vision of force engagement on the terrain before hoping to reach a shared capability approach and the realisation of joint equipments.

The studies carried out by Finabel take the form of:
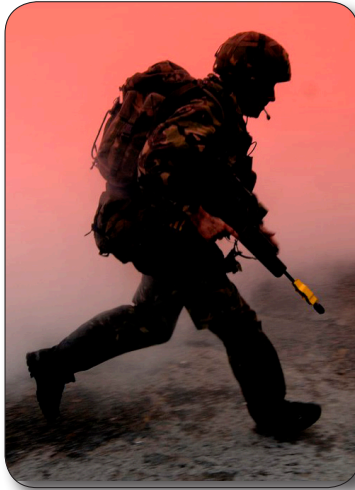


- **Reports**, which re-present the results of conceptual studies entrusted to the Working Groups;
- **Agreements**, which relate to the military characteristics of equipment;
- **Conventions**, which standardise procedures, testing methods and glossaries in order to facilitate exchanges between member states.

## AN ACTIVE NETWORK CONTRIBUTING TO THE DEVELOPMENT OF A JOINT EUROPEAN UNDERSTANDING OF DEFENCE ISSUES

Finabel contributes to the development of a joint European understanding of defence issues focusing on interoperability, doctrine and the joint environment, while keeping its land specificity. Finabel neither competes with nor duplicates NATO or the military structures of the EU but contributes to these organisations, with which it has tight links, in its unique way.

As an independent, apolitical and informal reflection forum, Finabel offers its land doctrine expertise at the disposal of European land forces.



Finabel COS meeting in Athens - 2009

For over 50 years the Finabel Committee has operated in a spirit of fairness, consensus and openness. It is also:
• a working method which has proven its worth: Finabel studies are generally carried out within a few months;
• an active and efficient network: Finabel enables staff officers from its member states to discuss freely about operational issues they encounter, in an atmosphere which encourages the exchange of views;
• an enduring spirit of camaraderie: the special atmosphere within Finabel creates a strong personal relationship with the institution as well as a feeling of solidarity and friendship between its members. We can rightly speak of a true "Finabel spirit" which gathers all its members.

For over 50 years the Finabel Committee, by stimulating and encouraging the harmonisation of national concepts, has played a role in the creation of a comprehensive and consistent doctrinal resource for European armies. It continues to provide their Chiefs of Staff with an exceptional, unique and inventive tool.

## A UNIQUE LEGAL STATUS REFLECTING THE FINABEL SPIRIT

The Finabel organisation is an international *de facto* association whose members are selected by their respective governments on the basis of their qualities.

Finabel provides recommendations, freely applicable by the land components of its members.

There is no supranational or international body leading or directing the work of Finabel. Rather it is solely the responsibility of the Chiefs of Staff of the land forces. The agreements reached within Finabel remain objectives that the member states strive to achieve within the limitations of their national doctrines and resources.

Thanks to its specific status, Finabel enjoys a level of independence, autonomy in its work and freedom of speech which does not exist in other multinational military bodies.

## A SIMPLE STRUCTURE AND EFFECTIVE AND FLEXIBLE OPERATION

| | |
|---|---|
| **The Army Chiefs of Staff Committee** | Executive Committee of Finabel, this is the highest level. It meets once a year to summarise work of the past year and to establish the objectives for the coming year. The chairmanship of this committee changes annually. |
| **The Principal Military Experts' (PME) Committee** | This steering committee is made up primarily of officers responsible for doctrine, planning and studies within the staffs of the land components of Finabel member states.<br><br>The committee meets twice a year to analyse the directives of the Chiefs of Staff and reformulate them in terms of missions to be distributed among the Working Groups. Belgium has provided a chairman for this committee since the creation of Finabel. |
| **The Permanent Secretariat** | Located in the Belgian general staff in Brussels, it is the only permanent structure of the Finabel Committee and deals with administrative and organisational matters. |
| **The Working Groups** | Working Groups, which are the mainstay of Finabel, carry out studies in various areas of interest to the Armies. |
| **Coordination Commission** | Chaired by the Head of the Permanent Secretariat, it gathers all Working Groups' chairmen. Its aim is to provide a better coordination between all Finabel members and a close collaboration between the groups. |

## THE HEART OF FINABEL: THE STUDIES AND THE WORKING GROUPS

The Finabel Working Groups' delegates are knowledgeable staff officers who, over the years, have developed an extensive body of European doctrine in the fields considered a priority by the Chiefs of Staff in the full spectrum of military operations. The flexible operation of the institution and the rapid production of studies allow the Chiefs of Staff to take into account urgent topics.

The freedom which prevails in Finabel creates conditions to cover a lot of questions concerning land operations and makes Finabel's studies even more relevant. Although the studies themselves do not constitute formal doctrine in its true sense, they do allow all member states to participate in establishing a consensus in a number of important areas of future collaboration.

As the Finabel meetings take place in each member state in turn, the experts of Finabel have created an informal, friendly and active community. Moreover, even if the participation in all Working Groups is highly recommended, it is no longer mandatory.

The corpus made up by Finabel (encompassing hundreds of reports, agreements and conventions in at least two languages) is made available by each member state to the staffs, major commands and schools, reflection and doctrine bodies.

In order to allow the fast consulting and sharing of information, all promulgated documents are available through a secure website, which is managed by the Finabel Permanent Secretariat.

## SIMPLE LINGUISTIC AND BUDGETARY ARRANGEMENTS DESIGNED TO FAVOUR EXCHANGES

It is important to stress the fact that, in the interests of fairness, all participants in Finabel meetings have the opportunity to use their national language, which is translated into French or English by interpreters.

The language used in the Working Groups is English.
All Finabel documents are written at least in French and in English.

In budget matters, the annual national contribution is minimal: each country belongs to one of the three contribution groups (200€, 3000€ or 16 000€) based on population.

## FINABEL EMBLEM

This emblem includes two swords crossed, which represent the Finabel land identity since its origin. The twelve stars remind the strong link with Europe that Finabel has had since its creation. The shield embodies defence of peace, foundation of our forces. The centre of the emblem shows two antiquity divinities in front of a shield. On the left you find Mars, Roman God of War, expressing its violence. On the right you find Minerva who personifies the ordered side of War abiding by rules which characterise our democracies. This Symbol can be summarised by the expression "Reflection serving military action", which is the goal of Finabel.

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**NOTES**

# FINABEL

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