



# STRATEGIC PLANS AND POLICY DIRECTORATE (J-5) MANUAL

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## COALITION MANAGEMENT

### References:

- a. National Military Strategic Plan for the War on Terrorism, 4 March 2005
  - b. Security Cooperation Guidance, 22 November 2005
  - c. National Defense University Handbook, January 2003, "Interagency Management of Complex Crisis Operations"
  - d. Multinational Interoperability Council, "Coalition Building Guide," 26 May 2005
  - e. Joint Publication 1-02, 12 April 2001, "Department of Defense Dictionary of Military and Associated Terms"
  - f. United States Air Force Academy Special Bibliography Series, No. 93, October 1998, "Future War: Coalition Operations in Global Strategy"
  - g. "Coalitions: Building and Maintenance; Gulf War, Kosovo, Afghanistan, War on Terrorism," Andrew J. Pierre, 2002 Institute for the Study of Diplomacy
1. Purpose. To supplement the references and set forth Joint Staff Strategic Plans and Policy Directorate (J-5) policy, procedures, and responsibilities in the development, maintenance, and dissolution of Coalition forces.
  2. Applicability. This manual applies to all military and civilian personnel assigned to J-5, specifically those assigned to manage Coalition affairs.

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3. Procedures. See Enclosure A.
4. Definitions. See Enclosure B and Glossary.
5. Releasability. This manual is approved for public release; distribution is unlimited.
6. Effective Date. This manual is effective immediately.

  
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Enclosures:

A – Procedures  
B – Redefining the Coalition  
GL – Glossary

ENCLOSURE A

PROCEDURES

1. A *coalition* is an ad hoc arrangement between two or more nations for common action. A *coalition action* is a multinational action outside the bounds of established alliances, usually for single occasions or longer cooperation in a narrow sector of common interest. (Joint Publication 1-02)

2. J-5 Coalition Affairs has identified three phases over the life of a coalition: building, sustaining, and ending, and accordingly divided this manual into similar sections: Development, Maintenance, and Dissolution. In addition, the foremost section labeled Business Rules codifies recurrent topics of concern throughout the life of a coalition.

a. Business Rules – are topics that occur throughout the life of a Coalition. It should be mentioned at the outset that when building a coalition, the intent of Coalition building has to be clearly established and weighed within the interagency – are we soliciting Coalition support based on operational need, military capability, or the political dividends accrued by adding international partners? Following lead nation<sup>1</sup> executive intent to define the parameters will reduce time and concern spent discussing these issues.<sup>2</sup>

I. Relationships within J-5: J-5 Regionals and J-5 Coalition Affairs Division have a symbiotic relationship in that many topics cross lanes. The Coalition Affairs Division is not staffed by global desk officers, nor will its action officers hold themselves out to be such. (See Appendix A) It is important to view the Coalition Affairs Division as the conduit to the interagency and the Combatant Commands (COCOMs) for all matters that involve coalitions. J-5 Coalition Affairs Division interfaces with OSD, DOS, and the NSC to ensure unity of effort within the interagency while simultaneously coordinating among supported and supporting Combatant Commands to ensure that coalition policies support operational requirements. With that in mind, a cooperative interdependence between J-5 Regionals and J-5 Coalition Affairs Division can

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<sup>1</sup> The *lead nation(s)* is that nation (or group of nations) with the will and capability, competence, and influence to provide the essential elements of political consultation and military leadership to coordinate the planning, mounting, and execution of a coalition military operation. (Multinational Interoperability Council Coalition Building Guide, 26 May 2005).

<sup>2</sup> For example: POTUS has determined that a new coalition member or “flag” is a valuable contribution. An organization within the interagency questions the value of paying to train, equip, lift, sustain and integrate a small non-English speaking team from Country X with a capability that already exists within the coalition. The debate ensues. This is the nature of building a coalition.

Therefore, executive intent should be defined and agreed upon, in order to avoid wasteful discussion, to help facilitate the end result: a coalition.

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exist. Of specific importance are fluid working relationships between J-5 Coalition Affairs and:

- A. J-5 UN representatives and the UN Military Staff Committee;
- B. J-5 NATO Policy Division; and
- C. J-5 Country Desk Officers.

II. Engaging Current or Potential Coalition Member Countries: - for the purpose of engagement, not all countries will be treated the same, nor will a specific country be treated the same throughout the life of its coalition membership.

A. Initial Inducement period – marked as the ‘honeymoon’ period or the time when the focus is on growing the coalition, there is much concern for military capabilities balanced against political desire for adding a flag to the coalition. Lead Nation executive intent defines the parameters for building a coalition and should be closely followed.

B. Status quo period – once a country has committed to participating in the coalition, has operated successfully in theater for a while, or has participated but subsequently withdrawn from the coalition, other issues arise. (See Appendix B)

i. Military Utility – has it been exhausted? Can the force be re-missioned?

ii. Political Value – is it worth the expenditure of additional political capital to maintain this nation as a coalition member?

iii. Domestic Agenda – elections, bombing, flooding, terrorist threats, etc. all may affect the public support for participation in a coalition, or the ongoing resilience.

iv. Theater Realities - though a Troop Contributing Nation (TCN) may have the greatest intentions when joining a coalition, the realities of what their deployed forces endure may be too much for their political leaders to bear. Thus issues to be cognizant of are where the TCN concerns may lie with respect to:

(a) Logistical fatigue – has the TCN materiel been militarily degraded? Has the TCN exhausted its available troop reinforcements? These are often issues with protracted engagements, smaller or less wealthy nations, or those with niche capabilities.

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(b) Kidnappings/Executions – insurgents may use these methods in conjunction with the power of media to discourage continued participation.

(c) Force casualties - are often more distasteful to the civilian population than to the government of the nation that joined the coalition. The elected officials of a coalition member nation may be forced to account to the populace and withdraw troops. Of particular concern is death by:

(i) Opposing forces;

(ii) Fratricide; and

(iii) Non-battle related injuries in theater.

C. Periodic Gratefulness - Thank you notes from the CJCS expressing gratitude to the Coalition member nation for its contribution are a means to remain engaged and can also be a benefit via a continuing dialogue with the member nation. These notes should be coordinated with official visits by the CJCS. Additionally, sound bites in media press conferences or op-ed written essays can exploit the Strategic Communications spectrum to praise Coalition partner efforts and commitment.

III. Conferences/Meetings – are methods to remain engaged with members of the coalition throughout the life of the coalition. For all of the following, it is advisable to determine the representation level required for the Joint Staff, to discuss and confirm attendance within the interagency, and to circulate Talking Points so that all US delegation representatives speak with a unified message. Often, J-5 Coalitions will confirm representation for the Combatant Commanders.

A. Coalition Engagement Teams – are the heart of interagency engagement with coalition members. The teams are truly representative of interagency membership focusing on coalition issues. Engagement scheduling can occur at any time during the life of a coalition. DOS and JS jointly lead teams whose composition is driven by an interagency agreement based upon the current domestic focus and the schedule coordination of senior leaders General or Flag Officer (GO/FO) and Deputy Assistant Secretary / Principal Deputy Assistant Secretary (DAS/PDAS).

B. Force Generation / Regeneration Conferences – The lead nation of a sector within the Area of Operations where the Coalition forces operate may periodically conduct a conference to discuss troop force rotations, including specific numbers, and garner support for follow-on deployments.

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C. Donors Conferences – are often facilitated by USAID (through DOS) or some other international organization (NATO, EU, etc.) to request financial, civil, or governance support for Host Nation countries. Though JS would rarely attend these, because the topics exclude military support, it is wise to know when these occur so as to deconflict scheduling military-related or TCN conferences.

D. Multi-Lateral Planners' Conference (MPC) – is a worldwide J-5 Strategic Planners' Conference, and not a coalition-specific conference. However, this venue offers an excellent means for J-5 GO/FOs to conduct sidebars with their counterparts to discuss topical coalition issues.

E. Bilateral, Trilateral, and Quadrilateral Meetings – are often directed or requested by the Minister of Defense or Chief of Defense (MoD/ChoD) of one to four countries. The J-5 or OSD Regional Officers usually have visibility as to when these meetings will occur. Depending on the attendee rank and meeting agenda these are also an opportune time to discuss coalition issues.

F. COCOM Conferences – The Combatant Commander may host occasional Coalition conferences to highlight recent successes or to shift a focus to an upcoming or historic event that could be critical to the coalition and the Host Nation country.

G. JS Talks – often countries have existing relationships and ongoing consultative annual talks between their Joint Staff counterparts, usually the regional DD and the desk officer. Dependent on the domestic climate, these talks are a good venue to offer support and pitch coalition issues.

IV. Secure Video Teleconferences (SVTCs) – if conferences and meetings are the broad skeletal structure for political and strategic overviews, regularly conducted SVTCs are the facilitating lifeblood for Coalition Management. The SVTC is an excellent way to maintain contact, exchange information, and coordinate ideas among principal coalition action personnel. The levels and coordinators of SVTCs may vary, however, a recommended tiering is as follows:

A. Coalition Affairs Group (O-6 & below) – this is likely the lowest level SVTC necessary, and is chaired by the J-5 Coalition Division Chief. Action Officer-level issues are discussed and resolved at this level. Recommended invitees/attendees are agenda-driven and may include:

i. All COCOMs- to address specific coalition member or future member domestic concerns or indicate a nation's willingness to participate.

ii. JS – Regionals – to highlight domestic nuances that may not be apparent to other SVTC participants.

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iii. DOS – Political Military/Regional Security Assistance Team (PM/RSAT) or International Security Operations (ISO) Coalition representative – to provide a USG policy perspective.

iv. OSD – Coalition Team and Regionals – to remain engaged.

B. Coalition Working Group (O-8 & below) – this is the entry-level interagency working group, led by the NSC. This could be extended to include the COCOM and Theater specific Deputy-Director-level participants.

i. COCOM specific for Area of Operations (ie CENTCOM)

ii. Force-level (Theater specific - MNF-I)

iii. Corps-level (MNC-I)

iv. National Security Council (NSC)

v. DOS – Deputy Assistant Secretary (DAS)- level

vi. JS Global Strategic Partnerships (GSP) DD and Regionals

vii. OSD Coalition Team and Regionals

C. Major Partner Nation – at the request of a major coalition partner (co-lead nation, operational sector leader, or significant ally – ie UK) participation in a regularly scheduled SVTC is advisable to remain engaged at a level to affect and shape the coalition and to inform US Principals which foreign political and strategic issues are imminent. DOS (DAS-level) will likely chair and coordinate these, and it is advisable to send a J-5 Coalition Action Officer to represent the US military.

V. J-5 Coalition Affairs Products– at the time of publication J-5 Coalition Affairs Division – Coalition Operations Branch is the producer and archivist of five Coalition products: the Coalition Weekly EXSUM, the Coalition Participation Spreadsheet, the Coalition Support to Iraq matrix, the Coalition Support to Afghanistan matrix, and the J-5 Coalition Input [to] CJCS Factbook slide. Excluding the EXSUM, these products are a snapshot of strategic and operational-level matters produced on a biweekly basis. (See Appendix C) To facilitate delivery, a centralized distribution list can be created, saved, and accessed through the Microsoft Outlook Global E-mail Address list. A centralized list is a better method than a Personal Contacts list, because anyone with access to the “Global” can send a message to those that require Coalition information updates. A JS OCIO representative can assist with establishing the list and assigning a manager to make additions or deletions.

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A. Coalition Weekly Executive Summary (Coalition EXSUM) – In lieu of periodic “Virtuals,” the J-5 Coalition Team drafts a weekly EXSUM of coalition events. This highlights political or strategic military matters important to the Coalition and informs the JCS chain of command.

i. E-mails, COCOM reports, DOS updates, SVTCs and other meeting notes are sources used to complete this document.

ii. The EXSUM is distributed weekly throughout the interagency, COCOMS, and Army G-3/5 via a centralized distribution list described above.

B. Coalition Products- (see Appendix C for purpose and instructions)

i. The Coalition Participation Spreadsheet – highlights troop participation numbers for OEF, OIF, NTM-I and ISAF missions in Iraq and Afghanistan.

ii. The Coalition Support to Iraq matrix – diplomatic relations, financial contributions, materiel donations.

iii. The Coalition Support to Afghanistan matrix - diplomatic relations, financial contributions, materiel donations.

iv. The J-5 Coalition Input [to] CJCS Factbook slide – Powerpoint version of the Coalition Participation Spreadsheet.

v. These products are distributed biweekly throughout the interagency, COCOMS, and Army G-3/5 via a centralized distribution list described above.

VI. Coalition Related Products– There are numerous coalition-related products available, but the “J-5 Coalition Participation Spreadsheet” and associated “J-5 Input [to] CJCS Factbook” powerpoint slide described in the previous section, are the Joint Staff and interagency guide to operational numbers and current coalition members. These are produced and distributed on a biweekly basis from many of the products below. (See Appendix C)

A. J-5 Regional Reports

i. NATO SHAPE – biweekly status report on NATO personnel participation available from J-5 NATO

ii. Afghanistan National Security Forces – biweekly presentation includes the status of AFG forces, available from J-5 Central Asia / South Asia Division

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iii. Iraq National Security Forces – biweekly presentation includes IRQ forces status, available from J-5 Middle East Division

B. CENTCOM Reports

i. CCJ5-CCC Iraqi Update – daily operational and strategic coalition military report from CENTCOM Coalition Coordination Center (CCC).

ii. Coalition Participation – produced weekly by CENTCOM– CCC package contains by-country and mission operational asset contribution overview and by-name list of Senior National Representatives (SNR) assigned to CENTCOM.

C. J2/DIA - Coalition Resilience Slides –historical overview by country for recent coalition operation participation.

D. DOS - Troop and Financial Contributions – produced by DOS (PM team) covers current missions and recent financial pledges by country or organization.

E. Strategic Overview Maps

i. CENTCOM - Coalition Participation (see above also) – weekly CCC package also contains strategic overview map of Coalition Contributors in Theater

ii. CIA – The NATO/Military Analyst Desk occasionally updates and distributes coalition related maps and NATO allies spending charts.

iii. OSD(Policy) - US Military Participation in International Missions – depicts a world map with US troop numbers assigned to each mission.

b. Development –Building a Coalition Force

I. Obtaining Coalition Contributions – discussed at length in “Annex G to the National Military Strategic Plan for the War on Terrorism” (see Appendix D). Many nations will base a decision to join a coalition because it is in their national interest to do so, others may join solely for solidarity of support for the mission. Foreign national interests and reasons for joining a coalition or pursuing a mission today may not be valid tomorrow.

A. Accepting an Offer – A country may offer to join a coalition through either military or political channels.

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i. Political Approval – Again, adherence to US Government policy while balancing military capabilities against political concerns is of the utmost importance. Once there is political buy-in to accept the offer, either through DOS or NSC, the process of integration and notification of acceptance commences.

ii. Military-to-Military, Mil-to-Mil (MTM) Authorization – if a country has received the go-ahead from our political side, a MTM Authorization message will then be staffed through the interagency. Military-to-military (MTM) communication and coordination can begin upon release of the message. The authority MTM messages grant will last until directed otherwise. NOTE: The MTM messages in response to events that occurred in 2001 also granted the authority to send a liaison officer or Senior National Representative (SNR) to CENTCOM.

(a) MTM Authority Exists- If MTM between the US military and the military of the offering country has been authorized, the Force Approval process will start.

(b) No MTM Authority - MTM authorization must first be gained. The approval process initiates through J-5 Coalitions garnering interagency (namely DOS and OSD) consensus that granting this authority is in our national interest. Once achieved, a message (DMS) is generated by J-5 Coalitions in coordination with DOS and OSD. This message is finalized and addressed to the US Embassies in each of the particular nations requesting MTM Authority. When the message is released, the Force Approval process commences.

iii. Force Approval- when MTM authority has been granted, the forces must identify the military capability the prospective new Coalition member will provide. Once agreed upon, the official Request For Forces (RFF) begins to formalize the USG invitation to integrate the country into the coalition. (see Appendix E)

(a) Coalition RFF process – This is the official USG process to request incorporation of foreign forces into a US-led coalition. The Coalition RFF may appear seem to be a mere formality, and a paper-work drill for already agreed-upon conditions or for forces that have already deployed or have already even been incorporated into the coalition. A Coalition RFF is not an RFF in the sense that US forces use RFFs. It is important to understand that the Coalition RFF is the documentation that the USG has officially invited these forces to participate in the coalition, and that many of the operational, logistical, and legal details are in order. Also note that during the process, conflicting concerns may arise as to whether the specific RFF being staffed is required by the offering government. Unless the highest levels (MoD, ChoD) of the offering nation's government request to cease and not deliver the message,

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once staffing of the RFF commences, it is advisable to continue the process until completion and ensure delivery/release of the message to DOS, which then delivers a cable to the offering nation.

(1) For some countries the first official USG notification to integrate their forces into the coalition is sufficient to remain and provide those forces for the duration of the operation. Operational deployment details such as size, time on station, rotation time, composition of future forces, etc. can remain in MTM channels only.

(2) Other countries may require a new RFF each time they rotate forces into theater, even if the rotations in and out of theater are regular, scheduled, and understood by both parties.

(b) Official Notification – Since September 2003, the Defense Messaging Service (DMS) is the method in the Coalition RFF process used for official notification to DOS of DOD intent to incorporate foreign forces. (see Appendix F). Once DOS receives the CJCS or DJS released RFF, an official demarche to the foreign government via cable is sent to the resident US Embassy there. (see Appendix E)

## B. Soliciting a Capability

i. Capability Shortfall - For the purposes of strategic coalition building, soliciting a capability is much the same as soliciting a country to become a member of the coalition. The primary issue is to identify the operational need. Pursuing capability requirements could commence at the operational level, with the identification of a necessary mission requirement that needs to be filled.

ii. Solicit within current Coalition Members – the capability search can remain in military channels through queries to the Senior National Representatives (SNR) of each member country assigned to the CCC. If current coalition members cannot fill the capability, a new country should then be pursued to fill the critical capability requirement.

iii. Identification of a non-coalition member country capable to fill the mission requirement – If not readily identifiable through operational channels or through the SNRs, J-2/DIA can query a world-wide database and identify countries that have the required military capability being sought.

iv. Interagency Approval to solicit new nation –The process then flows back to “Accepting an Offer” (above)

C. Joint Manning Document (JMD) for individuals – a country may not be able to offer a complete force structure, or may lack niche capabilities,

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but may still want to participate in the coalition and offers individual troops. These offers can be identified and directed to appropriate J-1 personnel at the COCOM or JS level and should fill staffer vacancies on the Joint Manning Document. J-1 Planners must be informed of any national caveats or restrictions on the use of TCN personnel. In OIF, for example, some nations did not allow their personnel to exit the International Zone.

D. Non-Troop Contributing Coalition Member Nations – perhaps a country is averse to offering forces but still supports the mission and wants to be considered a coalition member. The acceptance process is much the same, in that USG political approval is required, and if an SNR would like to assist, MTM authority is required. However, in rare occasions an RFF would still be required, as in the case of naval or air assets offered in support of coalition military missions. Logistics, governance, or civil support are not under the purview of the Force Approval Process, but it is wise to be aware that such support exists and note the agency monitoring it.

E. Bi-lateral support – a country may be averse to becoming a member of a coalition for distinct national concerns. Perhaps they have issues with the current coalition membership, or may have issues with the mission, or may just not want to be identified as a member of the coalition (which may be the case even if the country has troops performing missions in or has offered support to the Host Nation country under a bilateral agreement with either another coalition member country or with the Host Nation country itself).

II. Equipping a Coalition – J-5 Coalition Affairs Division does not routinely partake in equipping coalition member nations, but it is important to understand the process, the agencies with direct involvement, and highlight some issues J-5 Coalition Affairs Division members may face. Recent transfers to coalition members have proven burdensome: providing up-armored HMMWVs, “Blue-Force” / Friendly Force trackers, Counter Improvised Explosive Device Systems, and Night-vision devices. Transferring equipment concerns have ranged from current or foreseeable availability of the requested item to whether the technology could be reverse-engineered and subsequently given to a country the US would prefer not to have it. Coordination with various agencies is required throughout the process.

#### A. Agencies involved

i. Joint Staff - J-4 and J-5 – have differing roles related to equipping coalition partners. J-4 currently leads all taskers for securing equipment for coalition members. J-5 provides coordination, assists with identifying equipment needs when appropriate, or may assist through the interagency process where necessary. NOTE: even if the authority exists to provide equipment to a foreign country, and there is money available to

facilitate the provision, unless there is equipment available, a transfer will not happen.

ii. Services - when sourcing an item required for the coalition it may be necessary to look beyond theater assets and reach out to all the services to identify available assets. NOTE: Global Sourcing is a lengthy process (months) and should be accomplished in coordination with DSCA which will coordinate with the appropriate program manager for the services:

- (a) USASAC (US Army Security Assistance Command)
- (b) Navy IPO (International Program Office)
- (c) SAF-IA (Secretary of the Air Force International Affairs)
- (d) SCETC (Security Cooperation Education and Training Center – Marines)

iii. Comptrollers – control the money, no one gets anything without Comptroller approval. Please NOTE: even if there exists authority to transfer funds or equipment to a foreign country, unless there is money available to facilitate a transfer, it will not happen.

iv. OSD

- (a) Policy
  - (1) Defense Security Cooperation Agency (DSCA)
  - (2) Defense Technology Security Agency (DTSA)
  - (3) Others (Coalition Affairs Team, Regionals, etc)
- (b) Acquisition, Technology & Logistics (AT&L)

v. DOS – Political-Military/Office of Regional Security and Arms Transfer (PM/RSAT)

vi. Legal Counsel

- (a) JCS Legal
- (b) OSD Legal – Office of General Counsel (OGC)
- (c) DOS Legal

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vii. COCOMs. The COCOM will endorse the request and forward to the Joint Staff, if it cannot be internally fielded.

B. Security Assistance Programs – The authority for Security Assistance programs stems from the Foreign Assistance Act (FAA) and the Arms Export Control Act (AECA). Legal counsel is a good source of information in determining the legality of providing equipment to foreign governments/militaries through a variety of programs. Some of the security assistance programs we can employ are listed next:

(a) Foreign Military Sales (FMS) – Sales authorized under the AECA, as amended, and conducted on the basis of formal contracts or agreements between the U.S. Government and an authorized recipient government or international organization. FMS includes government-to-government sales of defense articles or services, from DoD stocks or through new procurements under DoD-managed contracts. (\*\*Pseudo-FMS is an alternative that uses the FMS process to purchase defense articles or services for a foreign government/military using U.S. Government funds. The Psuedo-FMS is used when a country cannot afford to purchase the item sought – but the USG determines it is critical they have it. Fund sources may be FMF or other, but the process is managed like an FMS).

(b) Direct Commercial Sales (DCS): A sale by industry of defense articles or defense services made under a Department of State issued license directly to a foreign buyer; which is not administered by DoD through foreign military sales procedures.

(c) Excess Defense Articles (EDA): Defense articles that are in excess of the Approved Force Acquisition Objective and Approved Force Retention Stock of all DoD components at the time such articles are dropped from inventory by the supplying agency for delivery to countries or international organizations.

(d) Foreign Military Financing Program (FMF or FMFP): A program of congressionally appropriated grants, and loans which enable foreign governments to purchase U.S. defense articles, services, and training through either FMS or DCS channels.

(e) Emergency Drawdown Authorities: The Foreign Assistance Act authorizes the President to provide U.S. government articles, services and training to friendly countries and international organizations at no cost, to include free transportation. There is a \$100M ceiling per fiscal year for said articles, services and training for military purposes; and a \$200M ceiling per FY in non-military cases such as disaster relief, nonproliferation, antiterrorism, counter-narcotics, refugee assistance, and Vietnam War-era missing in action and prisoner of war location and repatriation.

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(f) Peacekeeping Operations (PKO): Funds authorized under FAA for peacekeeping operations to include Multinational Forces and Observers.

(g) Economic Support Funds (ESF): Funds authorized under FAA and established to promote economic and political stability in areas where the U.S. has special political and security interests, and where the U.S. has determined that economic assistance can be useful in helping to secure peace or avert major economic or political crises,

(h) International Military Education & Training (IMET): The IMET program funds training in the U.S. and in some cases, overseas U.S. military facilities to selected foreign military and related civilian personnel on a grant basis.

(i) Counter-Terrorism Fellowship Program (CTFP): Though not a specific Security Assistance Program, the CTFP is a security cooperation tool that provides education and training to international security personnel as part of the US global effort to combat terrorism. The goal of CTFP is to increase cooperation by foreign governments with the US in the Global War on Terrorism. It is authorized by the National Defense Authorization Act for fiscal year 2004, Public Law 108-136 (10 USC 2249c) reference (e), and is currently funded at \$20 million annually.

(i) Article 98 concerns: Countries that are party to the *17 July 1998 Rome Statute of the International Criminal Court* and refuse to sign an Article 98 waiver are, by law, prevented from receiving assistance through programs authorized by the Foreign Assistance Act, unless waived by the President.

ii. Transfer Mechanism

(b) Sales – FMS, DCS & FMF above

(c) Lease/Loan – for “exceptional circumstances,” used when the USG determines it is critical a country get the materiel sought, but no funds exist to make the purchase outright, or the equipment production backlog will not allow for timely receipt. The USG may enter a Lease/Loan agreement to grant the equipment to the country, charge for use of the equipment, and at the end of the lease recoup the equipment if salvageable. (Alternatively – USG money appropriated, but not yet disbursed, to the country may be “earmarked” prior to entering a Lease/Loan agreement. At the end of the lease, when the equipment is returned, “wear and tear” cost calculations are made, the money is deducted from the original amount appropriated, the balance is then disbursed.)

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(d) Section 9009 of the FY05 Defense Appropriations Act provided a lift and sustain authority to DOD, but is specific to Iraq and Afghanistan only.

(e) Acquisition and Cross-Servicing Agreement (ACSA): Only authorizes transfer of logistics support, supplies, and services and requires reimbursement from the recipient country. ACSA cannot be used for Significant Military Equipment (SME) as defined on the U.S. Munitions List (USML) in the International Traffic in Arms Regulation (ITAR).

### C. Funding Sources

- i. National funds (foreign government pays)
- ii. FMF/IMET – U.S. funds appropriated in the Foreign Operations Budget (DOS) and used to purchase defense articles, services and training.
- iii. PKO – Peace Keeping Operation funds managed by DOS, can be used to purchase SME (as in the case of Add-on Armor to up-armor a HMMWV)
- iv. Coalition Support Funds (CSF) when and if appropriated by Congress. Funds are controlled and disbursed by DOS.
- v. Coalition Solidarity Support Funds (CSSF) when and if appropriated by Congress. Funds are controlled and disbursed by DOS.
- vi. Other – additional specific funds identified in the annual National Defense Authorizations or Appropriations Act or Supplemental that are not a part of the above.

#### (1) FY06 Appropriations Act

- a. Section 9006 – allows use of \$500M to ‘train and equip’ Iraq and Afghan security forces
- b. Section 9007 – allows use of \$500M for the Commander’s Emergency Response Program (CERP) in Iraq and Afghanistan
- c. Section 9009 – allows use of funds to ‘lift & sustain’ coalition forces supporting operations in Iraq and Afghanistan

(2) FY06 National Defense Authorization Act

- authority for FY06-07
- a. 1206 – a worldwide train, sustain, and equip
  - b. 1207 – authorizes DOD transfer of defense articles, services and funds to DOS for capacity building.
  - c. 1208 – coalition reimbursement authority for OIF/OEF.
  - d. 1209 – authority to leave behind equipment in Iraq and Afghanistan.
  - e. 2249c- authority for use of \$20m DOD funds to support the Counter-terrorism Fellowship Program.

D. Process: Coalition Operational Needs Statement (CONS). Is non-doctrinal method intended to assist with determining and validating Coalition materiel/equipment requests – and are done on a case-by-case basis. This process can resolve both political and operational requirements to provide a coalition member the equipment they request. (see Appendix G) NOTE: The CJCSI JUONS process, with J-8 lead, is the codified Joint Operational Needs process to provide US forces required equipment.

- i. There is NO DEDICATED source of funding to support the coalition. The authority exists, but funds have to be researched and identified.
- ii. Fully developed countries are usually not eligible for US funding. (ie. Australia, Denmark, Italy, Japan, Korea...)

III. Training a Coalition- Occasionally the force contributor does not have sufficiently trained personnel for the mission they are about to embark upon. Apart from the funding considerations (ie “Who’s going to pay to get them qualified to perform this mission?”) It is likely that whatever country trains, also validates the training. Finally, the training location is a concern to be addressed. The Combatant Commands from which the TCN originates can assist with these concerns. There are a few options for either the US, another coalition member, or a non-coalition member to train:

- A. In the US
- B. In-theater
- C. In a force contributor country

D. In a third-country

IV. Information Sharing. Consideration must be given for Coalition member access to classified material.

A. SIPR/CENTRIX/GRIFFIN Access – many Coalition members may already have access to and clearance for handling classified material and working on these classified computer networks.

B. National Disclosure Policy 1 (NDP-1) – This is the interagency document that implements the policy that governs disclosure of US classified military information to foreign governments and international organizations. Record of Action (RA) of the Exception to National Disclosure Policy Committee (ENDPC) lists recently added disclosure-authorized countries. A country not on this list can be added, but the approval process is lengthy – months to years. Once a country is added, military classified information in oral, visual or material form can be disclosed. (see DoD Directive 5230.11)

C. Development of a Classification and Control Marking (e.g. Global Counter-Terrorism Forces (GCTF), Multinational Coalition Forces – Iraq (MCFI)). For a specific purpose or Coalition Action, a Classification and Control Marking may be developed to permit the widest dissemination of classified material pertaining to members of that coalition. (see DoD Directive 5200.1)

c. Maintenance – Sustaining a Coalition Force – This section is for coalition actions that include force rotations, equipment reset concerns, and other issues that arise from prolonged engagements. The issues faced are much the same as those encountered during the coalition-building phase. Topics encountered can be found in both the Business Rules and Building a Coalition sections. A few additional concerns are as follows:

I. Coalition Engagement Teams – can be an important vehicle to maintain communication with not just our strongest allies, but all coalition members. The team makeup can be adjusted according to interagency priorities. A periodic visit during this coalition action can pay dividends down the road when future participants are being sought for the next coalition action. (see *section 2.a.III.A.*)

II. Unsourced Requirements (see *section 2.b.II* with additional considerations below). What assistance does the occupied country (Host Nation - HN) need? DOS often leads the campaign to solicit civil support for the country in which a Coalition Action occurs. The Joint Staff, with interagency support, may take the lead to coordinate military materiel support for the HN.

A. Is the HN seeking significant military logistics and equipment support?

B. Does current legislation permit the assistance?

d. Dissolution – Ending a Coalition

I. Remission – When an existing coalition mandate nears or it is appropriate to disband the military coalition, there may be alternate coalition operations elsewhere that the support forces may transfer into. Alternatively, there may be a need for additional support in the current AO, which could be addressed by partnering nations, but not under the auspices of a coalition. Ultimately, the Multinational Force (Lead Nation) Commander will have the final determination on re-missioning decisions for coalition members.

A. Alternative Missions – Lead nations or organizations of other coalition-type operations may require similar forces used and monopolized by the disbanding coalition. It is advisable to address this through the interagency, and the respective regional experts, to determine if some of the capabilities used could be better utilized elsewhere in the world, vice redeploying to home station. (See Appendix B and enter graph at #3)

B. JMD – Depending on whether a lead nation will withdraw when the other members of the coalition disband, opportunities and vacancies may remain within individual staff officer positions with the Joint Manning Document. The interagency may decide a country should/could continue to participate at this individual level. (see *section 2.b.I.C.*)

C. Forming a broader partnership en route to normalization of relations. As mentioned above, additional support of the burgeoning government may be required as the coalition leaves. This support may not be troop contributors, as more troops likely would not be constructive as the coalition draws down. Transitioning the current coalition into a broader partnership redefines the parameters of a contributor and could include an array of contributions such as governance, economic, or political support. (see Enclosure B).

II. Country Completely Withdraws – as with the Business Rules Periodic Gratefulness section (2.a.II.C), when a country completely withdraws, or when the Coalition disbands, a Strategic Communications program should follow. This plan could incorporate 'Thank You' letters, a USG announcement of success, and a visit from a US Interagency Delegation to the Coalition Partner Country.

A. Thank You Notes – SecState/SecDef/CJCS send a notes of gratitude to the equivalent counterpart of the coalition member's government or military.

B. Strategic Communications – This would charge the public affairs directorates within the interagency, to illuminate Coalition contributions and their impact on the strategic objective.

C. Engagement Team Visits – A delegation comprised of similar-level interagency members, could be dispatched to deliver the above Public Affairs message of gratitude, solicit for alternate participation for the same mission, or establish a foundation for future coalition participation.

III. Transferring Equipment – The equipment categories of US concern in a coalition action could broadly be categorized as that which: 1) US-used or 2) US-transferred (to a country for use in the current Coalition Action). The disposition of equipment used in theater is a matter to be considered when the coalition dissolves. In all cases, the corresponding legal and regulatory constraints should be addressed. There are four possible scenarios:

A. Transfer to Host Nation Country. This is considered "Leave Behind Equipment" and is subject to specific legal limitations. JS Legal should be well versed in the current authorities.

i. Abandonment Authority – heads of agencies may authorize the abandonment /destruction /donation of "foreign (U.S.) excess property" if it has no commercial value or if estimated costs of care and handling exceed the estimated proceeds from sale. Security and US foreign policy are considerations.

ii. Excess Defense Articles – Equipment deemed no longer necessary by military department secretaries can be granted (non-reimbursed) through DSCA.

iii. Other Statutory Authorities codified for the specific Coalition Action.

B. Permanent Transfer to Coalition Partner - it is important to review the original intent of the transfer. Was the intent of the equipment transfer to the user-country only for use during the Coalition action (for interoperability measures for example), or was it a permanent transfer?

C. Destroy in place – see above section "Abandonment Authority"

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D. Return to US – if the equipment does not fall into the above categories it will be returned to the US by either the Coalition Forces using it, the Host Nation country, or the US forces.

Appendices:

- A – Position Description for Politico-Military Planner/Coalition Affairs Specialist
- B – Coalition Management Flow Path
- C – J-5 Coalition Reports
- D – NMSP WOT Coalition Management Guidance
- E – Request for Forces (RFF) – Force Approval
- F – Defense Messaging System (DMS)
- G – CONS Review/Approval Process

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APPENDIX A TO ENCLOSURE A

POSITION DESCRIPTION FOR POLITICO-MILITARY PLANNER –  
COALITION AFFAIRS SPECIALIST

This position is located in the Joint Staff, Strategic Plans and Policy Directorate (J-5), Deputy Directorate for Global Strategic Partnerships (DDGSP), Coalition Affairs Division (CAD). Primary functions include:

1. Act as senior planner for the Chairman of the Joint Chiefs of Staff (CJCS); Vice CJCS (VCJCS); Assistant to the CJCS (ACJCS); Director, J-5 (DJ-5); and Deputy Director for Global Strategic Partnerships, J-5. Responsible for providing advice and expertise on politico-military issues concerning coalition partners and assisting in the formulation of CJCS positions on related policy and strategy issues.
2. Provide the CJCS; VCJCS; ACJCS; Director, Joint Staff (DJS); DJ-5; and other Joint Staff offices with expert information, analyses, briefings, studies, and reports on current politico-military issues concerning coalition, current and future. Propose, prepare, review and coordinate politico-military reports and studies, which relate to US interests in various coalitions.
3. Support the CJCS, VCJCS, ACJCS, and DJ-5 on appropriate interagency groups. Participate in politico-military working groups and associated ad hoc committees, where appropriate. Coordinate unified command (COCOM) and Service positions and roles in fulfilling US Government (USG) strategic objectives and national military strategy for continued coalition building.

Major Duties

Keep abreast of current developments and issues in US coalition policy, keying on issues which bear on US national military strategy, military-to-military engagement, force protection, and military cooperation with nation states and other multilateral organizations such as NATO and the United Nations.

Prepare CJCS, VCJCS, ACJCS, DJ-5, or DDGSP for participation in interagency discussions and congressional hearings regarding coalitions. Preparation to include oral or written briefings, slide presentations, reports, technical analyses, and prepared statements, as required.

When required and designated, represent CJCS and the Joint Staff at discussions and meetings with other USG agencies or with other foreign governments on coalition matters.

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Prepare material for interagency discussions or congressional hearings regarding coalition building, maintenance and policy.

Research and prepare recommendations pertaining to the formulation and implementation of US national policy and politico-military actions toward coalition members.

### Factor 1 - Knowledge Required by Position

Expert knowledge of current international events and their historical background, especially regional conflicts, internal and external political relations of regional states, military organization, doctrine, capabilities, and vulnerabilities of major states within current and prospective coalitions. Mastery should be sufficient to provide authoritative assistance to senior military decision makers in considering policy proposals during the executive decision-making process.

Comprehensive knowledge of US relations with nations of existing coalitions, focusing on the current status of security assistance and other military cooperation programs, current political issues between the US and each nation, and areas of policy convergence and divergence in international fora.

Thorough knowledge of the US interagency deliberative process.

Working knowledge of the US legislative process.

### Factor 2 - Supervisory Controls

Supervisor is the Head, Coalition Affairs Branch. Specific tasks are frequently generated by the DJ-5, DDGSP, ADDGSP, and other Joint Staff offices or will be generated out of the scope and objectives of projects with senior military policy makers or staff. Taskings will be subject to general Joint Staff policies and operating requirements. Incumbent selects and develops sources of information, analytical methodologies, and appropriate procedures. Incumbent assumes responsibility for planning, coordinating, and implementing projects under his/her supervision. The work is considered to be authoritative, technically accurate, and is not subject to substantive review.

### Factor 3 - Guidelines

Functions within broad guidelines of mission and responsibilities of the Strategic Plans and Policy Directorate, Joint Staff, as they apply to the Deputy Directorate for Global Strategic Partnerships. Incumbent functions within the broad guidelines imposed by the mission and responsibilities of the DDGSP, but these specific policies and procedures are typically stated in general terms.

Appendix A  
Enclosure A

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The incumbent is often required to deviate from traditional professional methods and develop new evaluative criteria and methodology. The incumbent's increasing visibility and ongoing professional relationships with senior interagency policy makers requires judgment and ingenuity in maintaining objective, professional standards.

#### Factor 4 - Complexity

Conceives, plans, and conducts studies that involve military and political aspects of coalition events and issues as they interact with USG policy decisions and implementation, often involving the multi-disciplinary skills of a variety of analysts and experts throughout the national security policy making community. Incumbent must continually monitor developments within the USG, within existing coalitions, in international fora, and worldwide that could affect US policy formulation toward coalitions, as a whole, or as a group of individual nations. This effort will focus on proposed or pending legislation, bilateral and multilateral negotiations relating to security issues, and changes in regional military establishments. Incumbent must then synthesize information for presentation to appropriate individuals within the Joint Staff. Problems are often undefined at the outset of a mission. The work will aid policy makers in interpreting and analyzing policy problems of national or international significance. The incumbent will organize and present options and will often be required to anticipate the direction of policy questions.

#### Factor 5 - Scope and Effect

The analyses and conclusions reached through monitoring these developments provide the framework for development of CJCS, Joint Staff, and COCOM positions on these issues and help to formulate USG policy on national security issues of either national or international interest, scope, and impact. They frequently must anticipate the nature and direction of national security questions and organize and present options for use by CJCS or the COCOMs. The work performed by the incumbent will provide a basis for decisions affecting major current and long-range USG policies for dealing with coalition countries. Incumbent may also be assigned special projects, which involve close coordination with various agencies within and external to the Joint Staff and include detailed analyses, review, evaluation, recommendations, prepared statements and presentations that may be oral, written, or both.

#### Factor 6 - Personal Contacts

Frequent and recurring contacts with officials at the policy-making level and their senior staffs within the Departments of Defense and State, the National Security Council (NSC), the intelligence community, and the legislative branch;

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and with senior military officials of coalition partners and their representatives in Washington, DC.

Regular contact is maintained with action officers, planners, and strategists assigned to the Joint Staff, COCOMs, Services, DOS and the Office of the Secretary of Defense. Contact with academic, defense, and foreign affairs expert communities is helpful. Contacts are often characterized by their unstructured settings, by the presence and participation of policy-making support staff, by the flexibility of approach and breadth of subject matter, and by the need to establish during the contact the role and authority of the participants.

#### Factor 7 - Purpose of Contacts

Contacts are used to present information and balanced analyses representing the views of CJCS and the Joint Staff on current developments and complex issues with regard to coalition building and maintenance. Incumbent represents CJCS and the Joint Staff in meetings and conferences on sensitive issues and policies. These meetings and conferences frequently involve senior US military decision makers and their counterparts from coalition nations. The incumbent will frequently be required to anticipate emerging issues and prepare senior policy makers to deal with them in an extremely limited period of time. The incumbent will advise policy makers on appropriate approaches to be taken on national security issues concerning coalitions and coordinate solutions within the Joint Staff, Department of Defense, and the interagency.

#### Factor 8 - Physical Demands

Work is largely sedentary. Some local, regional, and international travel will be required.

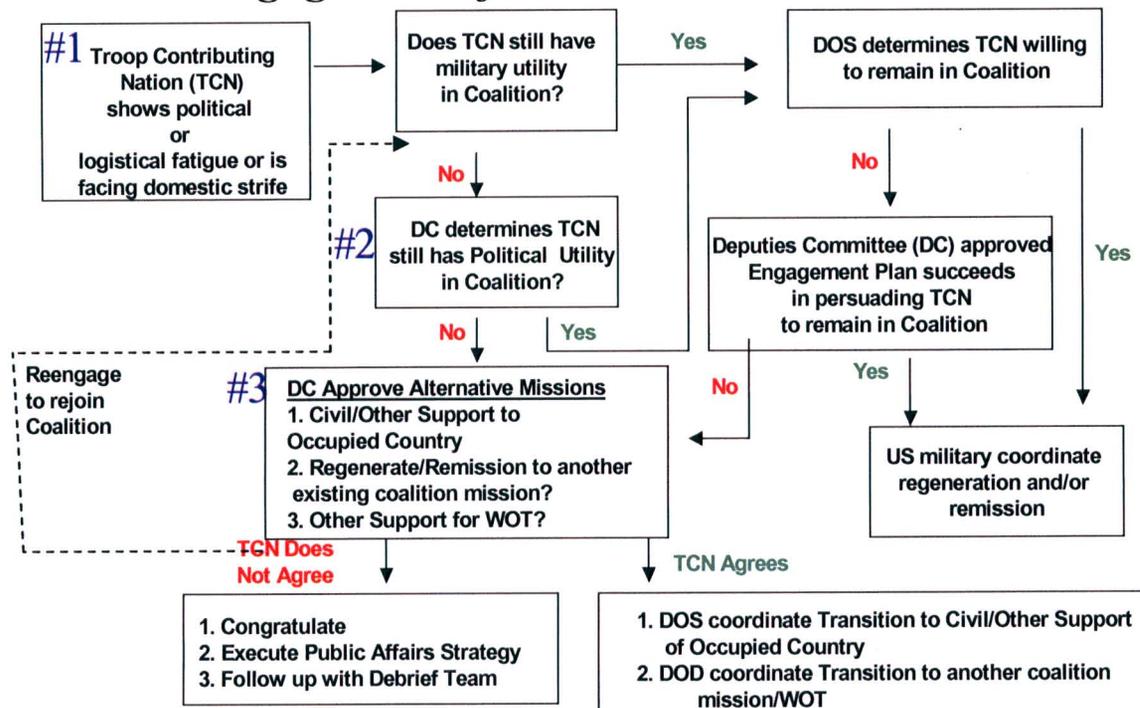
#### Factor 9 - Work Environment

Work is performed in a very demanding, high-visibility, office environment.

APPENDIX B TO ENCLOSURE A

COALITION MANAGEMENT FLOW PATH

*Engagement of Current Coalition Member*



1. The above graphic depicts a recommended process to manage Coalition members with the given assumption that US Policy would sustain or increase coalition membership. Enter the flowchart at #1.

2. If at all possible, it is advisable to run each TCN through this process before there are indications of political/logistical fatigue or domestic strife. This will assist in developing a battery of options to present to both the Deputies Committee (DC) and the TCN.

3. Former TCNs, those countries that were members of the coalition as TCNs but have left the coalition, may be put through this management process by entering the flowchart at #2.

4. Current or Former Coalition Member Nations, those that are/were not TCNs but still were considered members of the coalition can also be managed through this process by entering the flowchart at #3.

APPENDIX C TO ENCLOSURE A

J-5 COALITION REPORTS

**At time of publication, the timeline for production and distribution of coalition reports:**

- ◆ **Every other Monday:** Deliver 27 hard copies of the “Coalition Participation,” “Coalition Support to Iraq” and “Coalition Support to Afghanistan” spreadsheets to CJCS standup by 0700. In the G: drive, post the CJCS Factbook Slide and update the CJCS LA Fast Facts by 1600.
- ◆ **Every Thursday:** The Coalition Weekly Report (EXSUM) is forwarded to the Division Chief NLT COB. Must be chopped by CENTCOM.
- ◆ **Every Friday:** Forward Coalition Weekly Report (EXSUM) to the Coalition Weekly update distribution list, along with the “Coalition Stability” PowerPoint slide and “Coalition Participation” Excel spreadsheet.
- ◆ **Every other Friday:** Prepare the “Coalition Participation,” associated “Coalition Support to Iraq” and “Coalition Support to Afghanistan” spreadsheets and “J-5 Coalitions Input [to] CJCS Factbook” slide.

Every coalition product created within the J5 uses our numbers. We only update our numbers every other week.

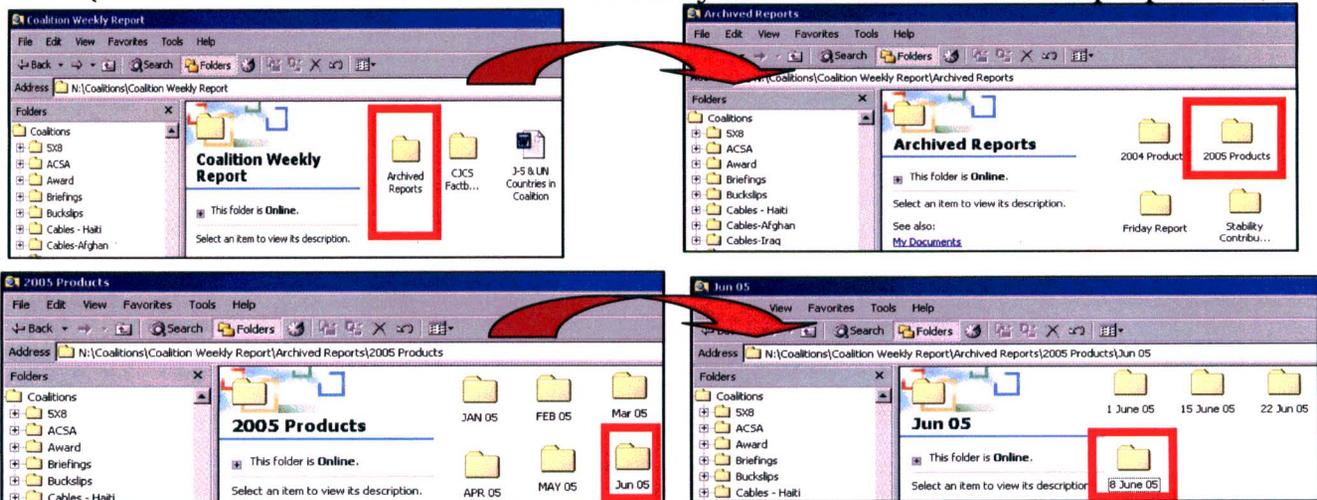
**Coalition Participation Spreadsheet**

**PRODUCT PROCEDURE:**

**Coalition Folder:**

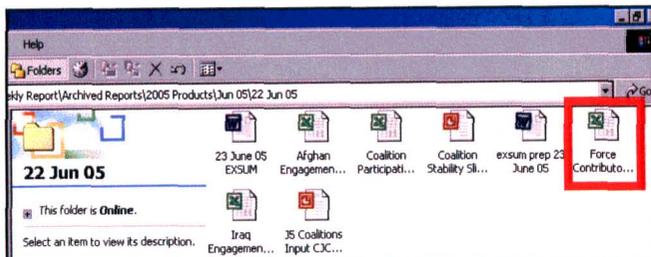
1. Right click on start. Open the N drive. From the N drive choose the Coalition folder. Open the Coalition Weekly Report folder. The J5 coalition products are contained in this folder. Open up the archived reports folder. Choose the appropriate year subfolder. Choose the folder with the current month. Select the folder listing the current week.

(Note: The current month and week may need to be added to keep updated.)

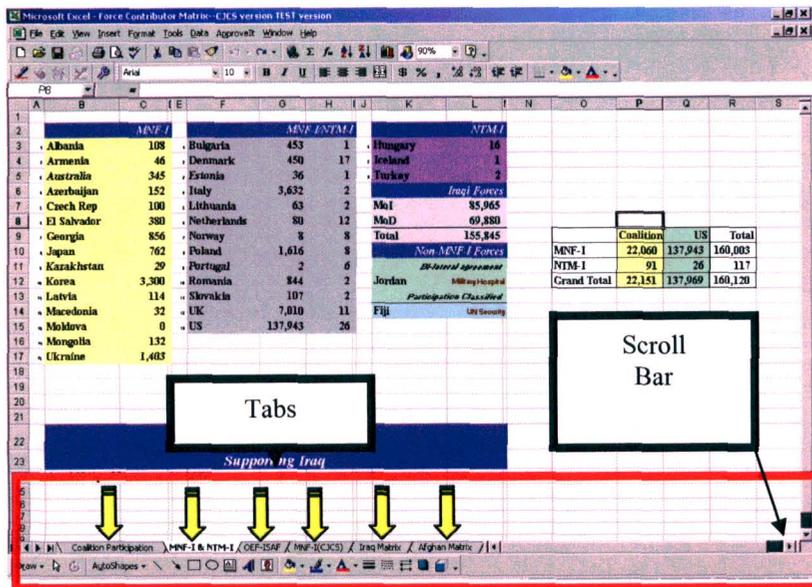


Enclosure A

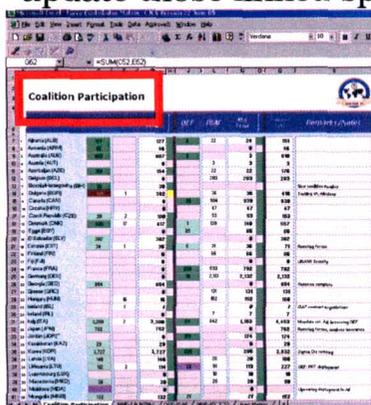
2. Open the Force Contributor spreadsheet.



3. The yellow arrows at the bottom of this display show the various tabs that correspond to different spreadsheets within the Force Contributor matrix. These spreadsheets are used to update the J5 Coalition Participation product and Stability Contributors slides.

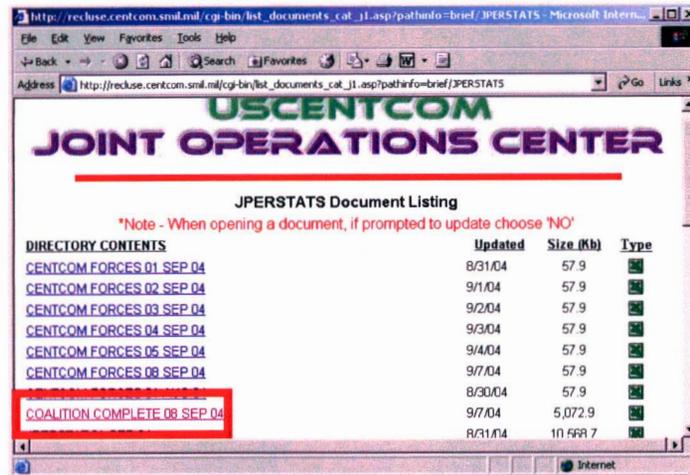


4. Open the Coalition Participation spreadsheet tab from the Force Contributor matrix. The Coalition Participation spreadsheet is the main spreadsheet used to update numbers from the current JPERSTAT. The Coalition Participation spreadsheet contains links to the other spreadsheets within the Force Contributor matrix and will automatically update those linked spreadsheets whenever new numbers are posted.



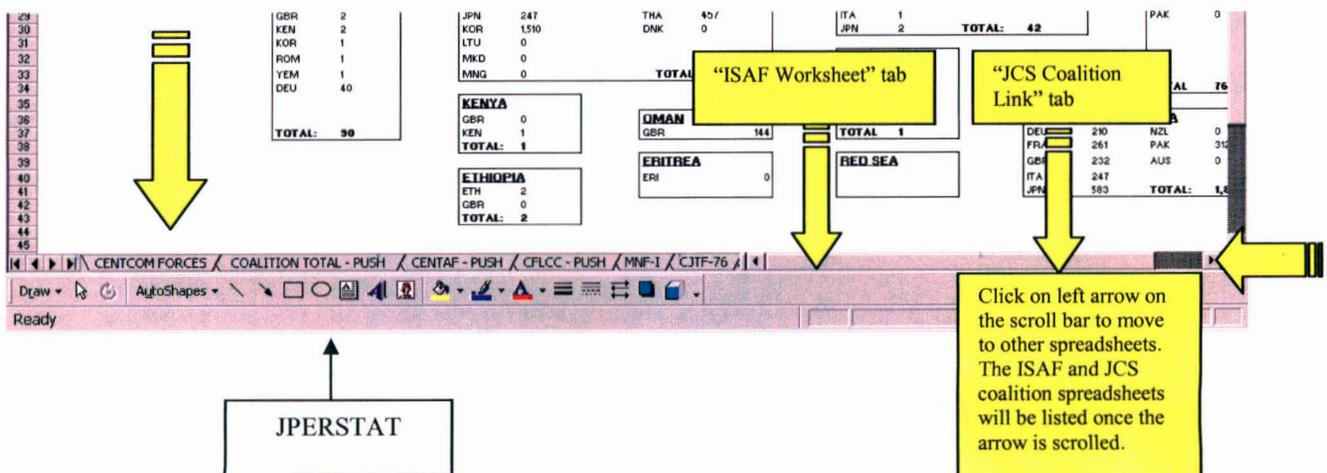
**JPERSTAT:**

5. Open the classified network. Open up CENTCOM's Joint Operations Center homepage found at the following hyperlink:  
([http://hqsweb03.centcom.smil.mil/cgi-bin/fsoFiles/list\\_documents.asp?Area=jperstats](http://hqsweb03.centcom.smil.mil/cgi-bin/fsoFiles/list_documents.asp?Area=jperstats))  
Double click on the current coalition complete spreadsheet. (Note: Save this hyperlink to your favorites folder)



6. The above hyperlink opens a spreadsheet with several tabs. The following spreadsheets need to be printed: "CENTCOM Forces" (gives US numbers in Iraq and AFG), "JCS Coalition Link" (complete coalition rundown by contributing country and their deployed location), and "ISAF Worksheet" (NOTE: this provides ISAF numbers for AFG, these numbers may also be found on the SHAPE report – see NTM-I instruction section). The "Coalition Slide" tab can be used in lieu of the "JCS Coalition Link," it simply has a different layout.

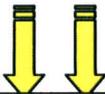
See below for screen shot:



**OIF & OEF Column:**

7. Use the coalition spreadsheet found under the JCS Coalition Link JPERSTAT tab to input the current number of troops from coalition countries for OIF and OEF. Highlight the IRQ column, KWT column, and AFG column.

8.  Add numbers from "IRQ" and "KWT" column together for each coalition country. Some countries may only have troops in Iraq and will not need to go through this process. Once the IRQ and KWT numbers are combined the numbers can be updated to the OIF column on the Coalition Participation spreadsheet in the Force Contributor matrix.



Example: AUS---30 + 351 = 381 in Iraq Theater of Operations

COALITION	KWT	IRQ	QAT	BAH	UAE	SAU	AUS	OMN	GOR	GOA	RAB	GULF
AUS	30	351	128	1	0	0	158	0	0	0	0	223
ALB	0	73	0	0	0	0	0	0	0	0	0	0
AZE	0	353	0	0	0	0	0	0	0	0	0	0
BEL	0	0	0	0	0	0	0	0	0	0	0	0
BGR	1	474	0	0	0	0	0	0	0	0	0	0
BHR	0	0	0	1	0	0	0	0	0	0	0	0
CAN	0	0	3	1	0	0	0	0	0	0	0	0
CZE	0	92	0	0	0	0	0	0	0	0	0	0

Put the JPERSTAT Afghanistan column numbers into the Coalition Participation OEF spreadsheet.

Country	OIF	NTM-1	Iraq Total	OEF	ISAF	AFG Total	Combined Total	Remarks/Notes
Albania (ALB)	127		127	2	22	24	151	
Armenia (ARM)	46		46			0	46	
Australia (AUS)	381		807	3		3	810	
Austria (AUT)					3	3	2	

[Note: When inputting the new numbers from CENTCOM's JPERSTAT into the Coalition Participation spreadsheet check numbers for accuracy.

- A great comparison check is to compare numbers with last week's product.
- Rule of thumb: Determine whether to use the JPERSTAT number or Joint Staff assessed number if numbers reflect a fluctuation greater than 25% of a countries' typical number.
- Contact country desk officer if country of concern has questionable numbers.
- Contact CENTCOM POC on questionable JPERSTAT numbers. Their current POC is LTC Bob Henderson at DSN: 651-2871]

**ISAF:**

9. Highlight the today column listing the current numbers from the ISAF tab spreadsheet. Update the numbers from the JPERSTAT ISAF sheet into the OEF ISAF column on the Coalition Participation spreadsheet.

COUNTRY	TODAY	YESTERDAY	DELTA
ALB	22	22	0
AUT	1	1	0
AZE	23	23	0
BEL	285	285	0
BGR	38	38	0
CAN	938	938	0
CHE	3	3	0
CZE	56	56	0
DEU	2050	2050	0

Country	OIF	NTN-I	Req Total	OEF	ISAF	AFG Total	Combined Total	Remarks/Notes
Albania (ALB)	17		127		22	24	151	
Armenia (ARM)	16		46		0	0	46	
Australia (AUS)	807		807		3	3	810	
Austria (AUT)			0		1	1	1	

**U.S. Forces:**

10. Highlight the Afghanistan and Iraq column on the CENTCOM Forces tab sheet. Add the US MIL DEP and US MIL PP together to find the amount of US soldiers in the OIF and OEF. Take the numbers from the JPERSTAT CENTCOM Forces tab and input the numbers on the Coalition Participation sheet in the United States row.

Example: US MIL DEP ( 18,919 ) + US MIL PEP ( 33 ) = 18,952 US troops in OEF

ASORE (ALL COMPONENTS)	US MIL DEP	US MIL PP	COALITION	TOTAL	YESTERDAY	DELTA
AFGHANISTAN	18,919	33	1,603	20,555	20,854	1
BAHRAIN	915	1,118	69	2,102	2,174	3
DIEGO GARCIA	763	0	0	763	763	0
DUBOUTI	1,107	2	92	1,201	1,201	0
EGYPT	0	33	0	33	33	0
ERITREA	1	1	0	2	2	0
ETHIOPIA	66	2	0	68	68	0
IRAQ	18,919	33	22,749	41,601	41,601	0
JORDAN	41	1	0	42	42	0
KAZAKHSTAN	1	2	0	3	3	0
KENYA	96	5	0	101	101	0
KUWAIT	10,422	932	1,640	12,994	12,994	0
KYRGYSTAN	175	4	56	235	235	0
LEBANON	1	0	0	1	1	0
OMAN	2	6	144	152	152	0
PAKISTAN	21	5	0	26	26	0
QATAR	5,918	246	424	6,588	6,588	0
SAUDI ARABIA	146	17	0	163	163	0
SEYCHELLES	2	0	0	2	2	0
SOMALIA	0	0	0	0	0	0
SUDAN	3	0	0	3	3	0
SYRIA	0	0	0	0	0	0

Country	OIF	NTN-I	Req Total	OEF	ISAF	AFG Total	Combined Total	Remarks/Notes
Ukraine (UKR)			895			0	895	
United Kingdom (GBR)	11		7,894	544	572	0	8,466	
Totals	22,467	93	23,066	2,917	3,053	11,350	34,378	
United States	138,288	24	136,951	18,952	187	18,456	155,407	

Appendix C  
Enclosure A

**NTM-I:**

11. Get the latest NATO Training Mission-Iraq from the J-5 NATO division (DD-ENRA). Annex 1 to SHAPE NATO Excel spreadsheet is an email attachment. Open the Annex 1 attachment. Choose the General Table tab on the scroll bar. The NATO/NATO-Led Operation Personnel Situation spreadsheet will open. Highlight the IRAQ NTM-I column. Input the JPERSTAT NTM-I numbers into the Coalition Participation NTM-I column.

(Note: Highlight the Afghanistan ISAF column. Do NOT input NATO ISAF numbers into Force Contributor matrix. Use NATO ISAF spreadsheet only as a cross reference to compare JPERSTAT numbers.)

NATO/NATO-LED OPERATION PERSONNEL SITUATION							
BALKANS				AFGHANISTAN	MEDITERRANEAN	IRAQ	TOTAL
NATO NATIONS	KFOR	NHQSa	NHQsk	NHQTl	ISAF	OP ACTIVE END.	TROOPS*
1 BELGIUM	224	0	3		283	0	51
2 BULGARIA	42	0	1		36	0	8
3 CANADA	0	9	0		898	0	90
4 CZECH REPUBLIC	410	1	0		53	2	46

Participation		
	NTM-I	Iraq Total
127		127
46		46
743		743
0		0
154		154
0		0
38		38
381	1	382
	1	1
		0
98	2	100
388	15	413

**Remarks Section:**

12. Update the remarks/notes section with coalition updates that come through email. These updates will help classify what color a coalition country is contingent upon its contribution or mandate.

Country assessment color code								
57	Totals:	22,967	99	23,066	2,231	3,053	11,390	34,378
59	United States	136,927	24	136,951	18,269	187	18,456	155,407
61	DIF/OEF Column Key:							** Participation classified
62	Mandate lasts beyond 2005	[Green]						
63	Mandate ends 2005	[Yellow]						
64	Likely to reduce forces	[Red]						
65	Likely to withdraw forces	[Dark Red]						
66	Likely to increase forces	[Purple]						
Assessment column:								
[Green] Likely to remain in coalition								
[Yellow] Status uncertain								
[Red] Likely to withdraw from coalition								

Go to view on the taskbar. Choose Header and Footer. In the Header and Footer view change the “as of” date and declassification date to keep spreadsheet current.

Once the Coalition Participation Spreadsheet is complete, forward document to Branch Chief for final edits.



### Coalition Participation

Country	OIF			NTM-I			Iraq	Total	OEF			ISAF	AFG	Total	Combined Total	Remarks/Notes
	Assessment			Assessment												
1 Albania (ALB)								0						0	0	
2 Armenia (ARM)								0						0	0	
3 Australia (AUS)								0						0	0	
4 Austria (AUT)								0						0	0	
5 Azerbaijan (AZE)								0						0	0	
6 Belgium (BEL)								0						0	0	
7 Bosnia/Herzegovina (BIH)								0						0	0	
8 Bulgaria (BGR)								0						0	0	
9 Croatia (HRV)								0						0	0	
10 Czech Republic (CZE)								0						0	0	
11 Denmark (DNK)								0						0	0	
12 Egypt (EGY)								0						0	0	
13 El Salvador (SLV)								0						0	0	
14 Estonia (EST)								0						0	0	
15 Finland (FIN)								0						0	0	
16 Fiji (FJI)								0						0	0	
17 France (FRA)								0						0	0	
18 Germany (DEU)								0						0	0	
19 Georgia (GEO)								0						0	0	
20 Greece (GRC)								0						0	0	
21 Hungary (HUN)								0						0	0	
22 Iceland (ISL)								0						0	0	
23 Ireland (IRL)								0						0	0	
24 Italy (ITA)								0						0	0	
25 Japan (JPN)								0						0	0	
26 Kazakhstan (KAZ)								0						0	0	
27 Korea (KOR)								0						0	0	
28 Latvia (LVA)								0						0	0	
29 Lithuania (LTU)								0						0	0	
30 Luxembourg (LUX)								0						0	0	
31 Macedonia (MKD)								0						0	0	
32 Moldova (MDA)								0						0	0	
33 Mongolia (MNG)								0						0	0	
34 Netherlands (NLD)								0						0	0	
35 New Zealand (NZL)								0						0	0	
36 Norway (NOR)								0						0	0	
37 Poland (POL)								0						0	0	
38 Portugal (PRT)								0						0	0	
39 Romania (ROU)								0						0	0	
40 Singapore (SGP)								0						0	0	
41 Slovakia (SVK)								0						0	0	
42 Slovenia (SVN)								0						0	0	
43 Spain (ESP)								0						0	0	
44 Sweden (SWE)								0						0	0	
45 Switzerland (CHE)								0						0	0	
46 Tonga (TON)								0						0	0	
47 Turkey (TUR)								0						0	0	
48 Ukraine (UKR)								0						0	0	
49 United Kingdom (GBR)								0						0	0	
50								0						0	0	
51								0						0	0	
52								0						0	0	
<b>Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
United States																

OIF/OEF: Assessment Key: Mandate lasts beyond 2006 Mandate ends 2006 Likely to reduce forces Likely to withdraw forces Likely to increase forces

\*\* Participation classified

This is an example of the Coalition Participation Spreadsheet (without numbers, remarks, or classification/declassification data.)



Coalition Support to Iraq

Country	Diplomatic Support		Economic Support			Governance Support		Equipment Support	
	Dip Relations	Mission	Iraq Debt Held/ Forgiven (\$)	Frozen Assets	Iraqi Assets	Financial Assistance Pledged/ Delivered US\$	Civil Service Training	Law Enforcement Training	Equipment Donated
Albania (ALB)									
Armenia (ARM)									
Australia (AUS)									
Austria (AUT)									
Azerbaijan (AZE)									
Belgium (BEL)									
Bosnia/Herzegovina (BIH)									
Bulgaria (BGR)									
Canada (CAN)									
China (PRC)									
Croatia (HRV)									
Cyprus									
Czech Republic (CZE)									
Denmark (DNK)									
Egypt (EGY)									
El Salvador (SLV)									
Estonia (EST)									
Finland (FIN)									
Fiji (FJI)									
France (FRA)									
Germany (DEU)									
Georgia (GEO)									
Greece (GRC)									
Hungary (HUN)									
Iceland (ISL)									
India									
Iran									
Ireland (IRL)									
Italy (ITA)									
Japan (JPN)									
Jordan (JOR)									
Kazakhstan (KAZ)									
Korea (KOR)									
Kuwait									
Latvia (LVA)									
Lithuania (LTU)									
Luxembourg (LUX)									
Macedonia (MKD)									
Malta									
Moldova (MDA)									
Mongolia (MNG)									
Netherlands (NLD)									
New Zealand (NZL)									
Norway (NOR)									
Oman									
Pakistan									
Poland (POL)									
Portugal (PRT)									
Qatar									
Romania (ROU)									
Saudi Arabia									
Singapore									
Slovakia (SVK)									
Slovenia (SVN)									
Spain (ESP)									
Sweden (SWE)									
Switzerland (CHE)									
Turkey (TUR)									
UAE (ARE)									
Ukraine (UKR)									
United Kingdom (GBR)									
Vietnam									
<b>KEY:</b>			<b>Equipment Codes</b>						Updated Data
b-Billion	Y=yes		A-ammo	H-heavy	P-personal	sm-small	W-weapons		
m-million	N=no, N, not offered		C-commo	L-light	R-armor	T-tanks			
k-thousand	O-offered, pledged		cpt-computers	M-medical	S-services	V-vehicles			
Par-Paris Club			E-equipment						

This matrix is also distributed with the above Coalition Participation Spreadsheet, and is completed from various sources to include desk experts from JCS, OSD, and DOS.

The regularly distributed DOS Pol-Mil product (“PM\_Update\_Troop\_& Financial Contributions”) is an excellent resource to keep this document current.



Coalition Support to Afghanistan

Country	Dip Relations	Mission	Financial Assistance Pledged / Donations to Afghanistan National Army USS	Civil Service Training	Law Enforcement Training	Equipment Donated
Afghanistan						
Albania (ALB)						
Armenia (ARM)						
Australia (AUS)						
Austria (AUT)						
Azerbaijan (AZE)						
Belgium (BEL)						
Bosnia/Herzegovina (BH)						
Bulgaria (BGR)						
Canada (CAN)						
China (PRC)						
Croatia (HRV)						
Cyprus						
Czech Republic (CZE)						
Denmark (DNK)						
Egypt (EGY)						
El Salvador (SLV)						
Estonia (EST)						
Finland (FIN)						
Fiji (FJI)						
France (FRA)						
Germany (DEU)						
Georgia (GEO)						
Greece (GRC)						
Hungary (HUN)						
Iceland (ISL)						
India						
Iran						
Ireland (IRL)						
Italy (ITA)						
Japan (JPN)						
Jordan (JOR)						
Kazakhstan (KAZ)						
Korea (KOR)						
Kuwait						
Latvia (LVA)						
Lithuania (LTU)						
Luxembourg (LUX)						
Macedonia (MKD)						
Moldova (MDA)						
Mongolia (MNG)						
Netherlands (NLD)						
New Zealand (NZL)						
Norway (NOR)						
Oman						
Pakistan						
Poland (POL)						
Portugal (PRT)						
Catar						
Romania (ROU)						
Russia						
Saudi Arabia						
Singapore						
Slovakia (SVK)						
Slovenia (SVN)						
Spain (ESP)						
Sweden (SWE)						
Switzerland (CHE)						
Taiwan						
Turkey (TUR)						
UAE (ARE)						
Ukraine (UKR)						
United Kingdom (GBR)						
United States						

**KEY:**  
 B-Billion  
 M-Million  
 K-thousand  
 P-Paris Club  
 Y-yes  
 N-no, none, not offered  
 O-O, pledged  
 A-armor  
 C-commo  
 E-equipment  
 P-personal  
 L-light  
 M-medical  
 R-armor  
 S-services  
 sm-small  
 T-tanks  
 V-vehicles  
 Updated Data

This matrix is also distributed with the above Coalition Participation Spreadsheet, and is completed from various sources to include desk experts from JCS, OSD, and DOS.

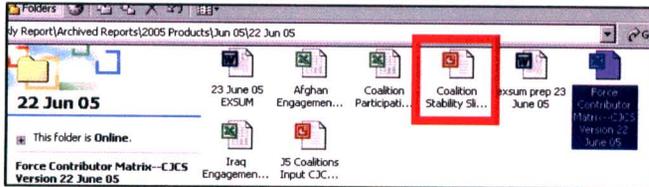
The regularly distributed DOS Pol-Mil product ("PM\_Update\_Troop\_& Financial Contributions") is an excellent resource to keep this document current.

**“J-5 Coalitions Input CJCS Factbook” Slide**

**PRODUCT PROCEDURE:**

**Coalition Stability PowerPoint:**

1a. Open the “J-5 Coalitions Input CJCS Factbook” Side from the appropriately dated folder under the coalition weekly report on the N drive.



J-5 Coalitions Input  
CJCS Factbook Slide

CLASSIFICATION UPDATED: 3 Feb 06

**Contributors - MNF-I/NTM-I**

**32 Countries**  
*Supporting Iraq*

MNF-I	MNF-I/NTM-I
1 Albania #	1 Bulgaria*** # #
2 Armenia	2 Czech Rep
3 Australia	3 Denmark
4 Azerbaijan	4 Estonia
5 Bosnia/Herz	5 Italy**
6 El Salvador	6 Lithuania
7 Georgia	7 Netherlands
8 Japan	8 Poland**
9 Kazakhstan	9 Portugal
10 Korea	10 Romania
11 Latvia	11 Slovakia
12 Macedonia	12 UK
13 Moldova	13 US
14 Mongolia	
15 Ukraine	
16 Singapore***	

\* Participation classified  
\*\* Likely to withdraw or drawdown  
\*\*\* Likely to plus up

NTM-I	Totals:
1 Hungary #	Iraqi Forces (xx%) #
2 Iceland	US Forces (%)
3 Turkey	MNF-I Forces (%)
	NTM-I Forces (%)
	<b>Grand Total</b> #

**Non-MNF-I Forces**

*Bi-lateral agreement*

Xxx\* Mil. Hospital  
Fiji UNAMI

CLASSIFICATION Tab 9

CLASSIFICATION UPDATED: 3 Feb 06

**Contributors – ISAF/OEF**

**41 Countries**  
*Supporting Afghanistan*

ISAF	ISAF/OEF
1 Austria #	1 Albania # #
2 Azerbaijan	2 Canada
3 Belgium	3 Denmark
4 Bulgaria	4 France
5 Croatia	5 Germany
6 Czech Rep	6 Italy
7 Estonia	7 Lithuania
8 Finland	8 New Zealand
9 Greece	9 Netherlands
10 Hungary	10 Norway
11 Iceland	11 Poland
12 Ireland	12 Romania
13 Latvia	13 Slovakia
14 Luxembourg	14 Turkey
15 Macedonia	15 UK
16 Portugal	16 US
17 Slovenia	
18 Spain	
19 Sweden	
20 Switzerland	

Totals:	OEF
Afghan Forces (xx%) #	1 Australia #
OEF Forces (%)	2 Egypt
US Forces (%)	3 Xxx*
ISAF Forces (%)	4 Korea
<b>Grand Total</b> #	5 Mongolia
	6 Xxx*

\*Participation classified.

CLASSIFICATION Tab 9

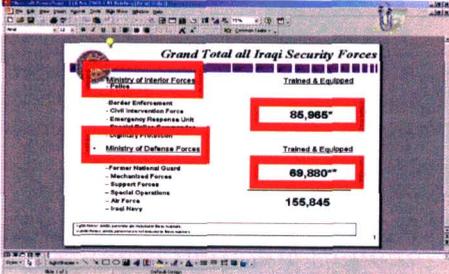
Note: CJCS and DJ5 approved the current version of these slides. Do not change the layout unless directed to do so.

**OIF Security Forces:**

2a. Open the MNF-I & NTM-I tab in the Force Contribution matrix. Input numbers from Iraqi Security Forces slide into MNF-I & NTM-I spreadsheet. The latest numbers for the Ministry of Interior and Ministry of Defense (MOI and MOD) Iraqi forces are derived from the ME division. Find the ISF slide (below) from their biweekly PowerPoint presentation:

Iraq  
Security Forces

MNF-I CJCS  
Spreadsheet



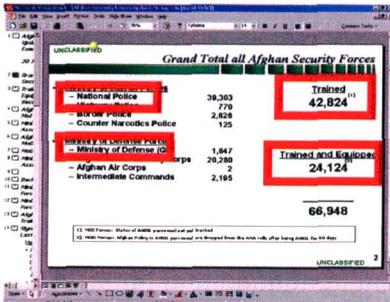
17	Iceland	1
1	Turkey	2
2	<i>Iraqi Forces</i>	
2	MoI	85,965
12	MoD	69,880
8	<b>Total</b>	<b>155,845</b>
8	<i>Non-MNF-I Forces</i>	
6	<i>Bi-lateral agreement</i>	
2	Jordan	1

**OEF Security Forces:**

3a. Open the OEF-ISAF tab in the Force Contribution matrix. Input numbers from Afghan Security Forces slide into OEF/ISAF spreadsheet. The latest numbers for the MOI and MOD Afghan forces are derived from the J5 Afghanistan division. Find the ASF slide below from their biweekly distributed PowerPoint presentation:

Afghanistan  
Security Forces

OEF/ISAF  
spreadsheet



1	<i>Afghan Forces</i>	
145	MoI	36,962
98	MoD	23,033
463	<b>Total</b>	<b>59,995</b>
10		

**Excel to PowerPoint Process:**

4a. Copy and paste the updated information from the “Force Contributor Matrix” workbook (Tabs “MNF-I & NTM-I” and “OEF – ISAF”) into the “J-5 Coalitions Input CJCS Factbook” Slide.

5 July 2006

- First slide is for Iraq. Get information from “MNF-I & NTM-I” worksheet.
- Second slide is for Afghanistan. Get information from “OEF & ISAF” worksheet.

[Note: Copying and pasting the information from Excel into PowerPoint links the information. When external customers open the slides without updating the link they receive outdated information, which causes some amount of trouble for the Coalition Affairs Section.]

**Verification:**

5. MNF-I:

- a. Check to see that the coalition MNF-I total from the Stability Slide is identical to the Coalition Participation OIF total.
- b. Check to see that the U.S. MNF-I total from the Stability Slide is identical to the Coalition Participation United States total under the OIF column.

6. NTM-I:

- a. Check to see that the coalition NTM-I total from the Stability Slide is identical to the Coalition Participation NTM-I total.
- b. Check to see that the U.S. total from the Stability Slide is identical to the Coalition Participation United States total.

7. Grand Total:

- a. Check to see that the combined coalition MNF-I and NTM-I total is identical to the coalition Iraq total on the Coalition Participation spreadsheet.
- b. Check to see that the combined United States OIF and NTM-I forces on the Stability Slide is identical to the United States Iraq total on the Coalition Participation spreadsheet.

Note: If the totals on the Stability Slide do not match the totals from the Coalition Participation spreadsheet exactly an error has occurred. Check the following information to locate the error:

- Make sure to add a country on the Stability Slides when it is added to the Coalition Participation spreadsheet.
- Add a country to the proper table according to mission if they have begun contributing forces.
- The Stability Slides contain tables that categorize countries by mission. Check to see that countries are placed in the right mission category in

Appendix C  
Enclosure A

5 July 2006

the Stability Slide table to ensure that the formulas on the slide will not count numbers twice or leave out numbers.

For Example: MNF-I/NTM-I Stability slide - A country may participate in MNF-I and NTM-I missions. Another country may only participate in MNF-I missions alone. These two countries will be placed in separate tables. Make sure that the country that only supports MNF-I missions is not also accounted for on the MNF-I/NTM-I missions' table, etc.

- Ensure that all cells listing countries are summed up in the totals formula for the appropriate category.
- Check formulas to ensure that country is linked to the right corresponding country cell on the Coalition Participation spreadsheet.]

8a. Check automatically updated NATO numbers for accuracy by adding the Coalition NTM-I total with the U.S. NTM-I total to get total NATO forces.

9a. Change the as of date to keep the slides current with the day the slides were modified for the weeks products.

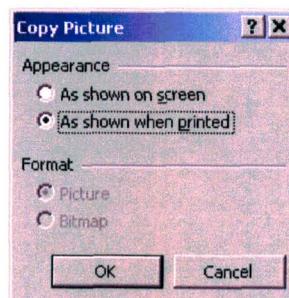
10a. Email Division Chief the updated Coalition Stability slides.

◆ **Copying Excel spreadsheet into a PowerPoint document:**

- Open up Excel
- Highlight cells to be selected.
- Hold shift key down and click on Edit pull-down menu on the toolbar.
- A "copy picture" option dialog box will open.
- Choose the radio button "As shown when printed" and press O.K.
- Open up PowerPoint
- Paste the selected information using either Ctrl. V or selecting paste on the toolbar edit menu.

Country	NTM-I	MNF-I	Total
Australia	31	0	31
Egypt	45	0	45
Japan	178	0	178
Korea	220	0	220
Malaysia	23	0	23
UAE*	124	0	124
Italy	847	311	1,158
UK	41,824	0	41,824
Mal	24,124	0	24,124
Total	66,948	311	67,259

Copying a Spreadsheet



Country	NTM-I	MNF-I	Total
Australia	31	0	31
Egypt	45	0	45
Japan	178	0	178
Korea	220	0	220
Malaysia	23	0	23
UAE*	124	0	124
Italy	847	311	1,158
UK	41,824	0	41,824
Mal	24,124	0	24,124
Total	66,948	311	67,259

### **J-5 Coalition Weekly EXSUM" (Executive Summary)**

In lieu of periodic "virtuals", the J-5 Coalition Team drafts a weekly Executive Summary of coalition events. This is a one-stop-shop to highlight matters important to the Coalition and to inform the JCS chain of command.

Appendix C  
Enclosure A

The format is simply a word document with various categories. Items are bulletized. New inputs are in **Bold format**, while continuing notes are deemphasized.

E-mails, CENTCOM reports, DOS updates, SVTC and other meeting notes are sources used to complete this document.

Once a draft version is completed, forward to CENTCOM CCC for chop, then e-mail to Division Chief. Div Chief will then forward to the Deputy Director, who in turn forwards to the DJ5. Once the EXSUM is approved through the DD, it is ready to distribute.

NOTE: The EXSUM is distributed on a weekly basis to the "J5 Coalition Weekly Update" and "J-5 Coalition Working Group" distribution lists on the global address list.

### **DISTRIBUTION:**

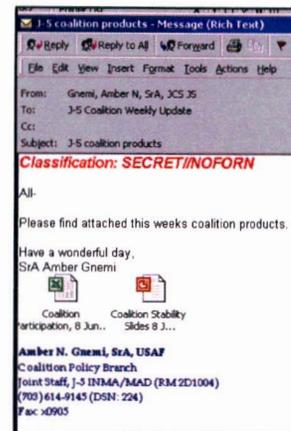
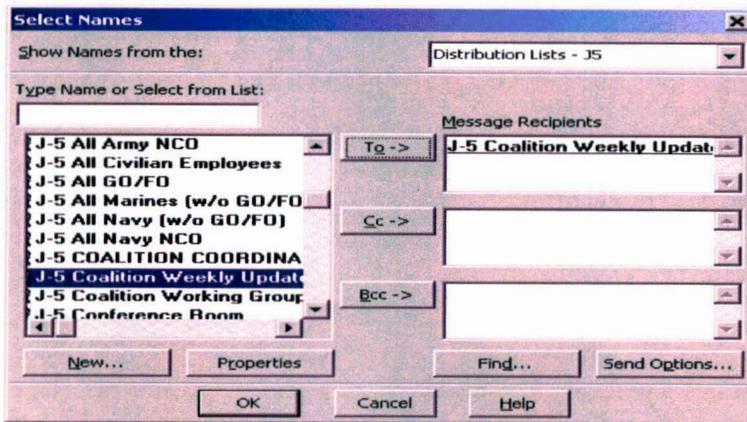
#### PRODUCT PROCEDURE

The coalition products are ready for distribution once the Branch Chief returns them with edits made.

- Deliver twenty-seven (27) hard copies of the Coalition Participation spreadsheet and associated Contributor matrices to DJ5 executive assistant.
- Insert the "J-5 Coalition Input CJCS Factbook Slide", "Coalition Participation spreadsheet", associated "Contributor Matrices," and the (DD-approved) EXSUM as attachments into a new email.

(NOTE: The EXSUM is the only product distributed weekly.)

- Email approved documents (the "J-5 Coalition Input CJCS Factbook Slide", "Coalition Participation spreadsheet", associated "Contributor Matrices," and the weekly EXSUM) to the J5 Coalition Weekly Update and J-5 Coalition Working Group distribution lists on the global address list.



Open the G: drive, open the CJCS Factbook Folder. Post the CJCS Factbook Slide into the following week's folder.

While in the CJCS Factbook Folder (on the G: drive), open the LA Fast Facts folder, manually update Coalition data into the most recent version of LA Fast Facts. Save and close folder.

### **COALITION PARTICIPATION SPREADSHEET FORMAT CHANGE**

#### **Add coalition country**

#### PRODUCT PROCEDURE

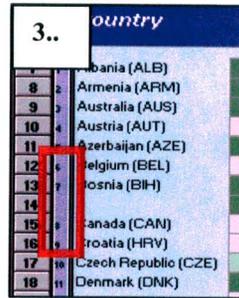
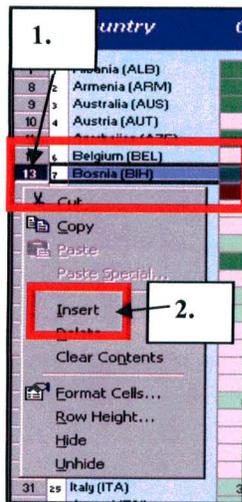
#### **Insert new country to Coalition Participation spreadsheet:**

**{OIF exercise example: Insert country of Bulgaria into Coalition Participation spreadsheet.}**

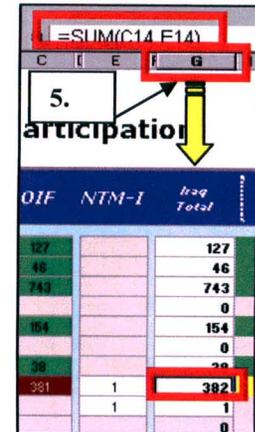
1. Right click on the numbered vertical column where the new coalition country will be posted accordingly to alphabetical classification.

2. Click insert row. Will sometimes be given the option to choose to shift row up or down.

3. In column A change the number of coalition countries to include new country.



4. In column B add name of country into selected cell.

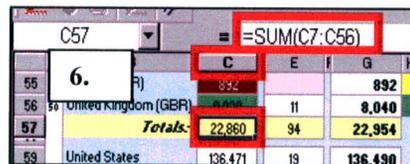


5. Total OIF and NTM-I forces in Iraq total forces column. In column G enter the formula =SUM(C#ofselectedcell, comma, E#of selected cell).  
For example: Bulgaria is listed in row 14 for the exercise so the formula will be =SUM(C14,E14)

[Note: Check to make sure that new row is included in the coalition forces totals. Total cells for columns C, E, and G. Formulas should include all rows that list the name of a country.

For example: =SUM(C7:C56)

- C7 is the first country at the beginning of the list, and C56 is the last country at the bottom of the list.]



**J-5 COALITION Input CJCS Factbook SLIDE**

**FORMAT CHANGE**

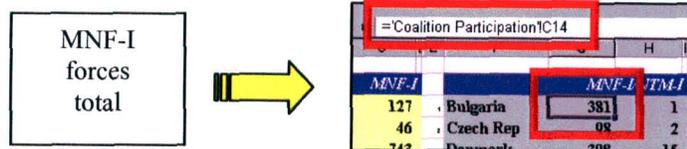
**MNF-I/NTM-I Spreadsheet:**

{OIF exercise example: Insert country of Bulgaria into Coalition Stability slide.}

1. Insert country name into either the MNF-I or MNF-I/NTM-I table based on the mission support of the country.

2. In this example, Bulgaria participates in both MNF-I and NTM-I missions. In column G insert the cell number for Bulgaria for MNF-I and NTM-I forces from the Coalition Participation spreadsheet into a formula ='Coalition Participation'!# of selected cell.

For example: MNF-I force ='Coalition Participation'!C14 and NTM-I forces ='Coalition Participation'!E14



3. Total the number of coalition forces by adding the forces from the MNF-I and NTM-I table together by entering the first and last cell numbers for the MNF-I table and the first and last cell numbers for the NTM-I table into the coalition MNF-I cell. Do NOT include U.S. numbers (last cell in table) in the total NTM-I number.

For Example: =SUM(C3:C17, G3:G15)

		MNF-I		MNF-I	NTM-I
2					
3	Albania	127	Bulgaria	381	1
4	Armenia	46	Czech Rep	98	2
5	Australia	743	Denmark	398	15
6	Azerbaijan	154	Estonia	36	1
7	Bosnia/Herz	38	Italy	3,221	2
8	El Salvador	382	Lithuania	112	2
9	Georgia	854	Netherlands	3	14
10	Japan	866	Norway	10	6
11	Kazakhstan	29	Poland	1,630	6
12	Korea	3,555	Portugal	2	7
13	Latvia	136	Romania	849	3
14	Macedonia	39	Slovakia	98	2
15	Moldova	0	UK	8,029	11
16	Mongolia	132	US	136,471	19
17	Ukraine	892			

	Coalition	US	Total
MNF-I	22,860	1,6471	159,331
NTM-I	94	19	113
Grand Total	22,954	136,490	159,444

**LINK CHANGE:**  
PRODUCT PROCEDURE

Changes to the coalition, slide style, layout, etc may necessitate changes to the links. Process is easy:

1. Type "=" either within the appropriate cell or the formula bar (destination cell).

1	1
=	23
289	289

2. Click on the "source" cell and press enter (If you did it correctly, the cell should be highlighted as below). The cell you are linking to can be anywhere within the workbook.

olia	132
ne	1,403

(Cells can also be linked between different workbooks. There are certain problems doing so, especially in an office where several people may work with the files. For that reason, different workbooks are not linked together, only worksheets within the same workbook.

However, this method also raised another issue. See figure below. Excel changed the fill colors when I tried to copy the worksheet into separate documents. (Joint Staff Training Center could not fix it, and identified it as a program error).

This leaves two options: 1) as above, link different workbooks or 2) keep the three reports (Coalition Participation, Iraq Matrix and Afghan Matrix ) as separate files and copy and paste the numbers from the "Force Contributor Matrix" workbook into the appropriate files (as listed above). The current process is option 2, see below sections for further instructions.)

**Coalition Participation**

Country	OIF	NTM-I	Eng Total	OEF	ISAF	AFG Total	Combined Total
1 Albania (ALB)	100		100	2	22	24	132
2 America (AFM)	46		46			0	46
3 Australia (AUS)	441		441	3		3	444
4 Austria (AUT)			0		1	1	1
5 Azerbaijan (AZE)	152		152		23	23	175
6 Belgium (BEL)			0		285	285	285
7 Bolivia (BOF)	453	1	454		38	38	492
8 Canada (CAN)			0	20	938	958	958
9 Croatia (CRV)			0		47	47	47
10 Czech Republic (CZE)	100	1	101		56	56	157
11 Denmark (DNK)	491	17	508	1	166	167	675
12 Egypt (EGY)			0		65	65	65
13 El Salvador (ESV)	381		381			0	381
14 Estonia (EST)	36	1	37	5	17	22	59
15 Finland (FIN)			0		57	57	57
16 FR (F-R)			0			0	0
17 France (FFA)			0	271	590	861	861
18 Germany (DEU)			0	24	2,050	2,074	2,074
19 Georgia (GEO)	856		856			0	856
20 Greece (GRG)			0		131	131	131
21 Hungary (HUN)		36	36		151	151	167
22 Iceland (ISL)		1	1		11	11	12
23 Ireland (IRL)			0		7	7	7
24 Italy (ITA)	1,575	3	3,479	222	537	759	4,438
25 Japan (JPN)	783		783			0	783
26 Jordan (JOR)			0	174		174	174
27 Kazakhstan (KAZ)	29		29			0	29
28 Korea (KOR)	3,300		3,300	206		206	3,506
29 Latvia (LVA)	114		114		10	10	124
30 Lithuania (LTU)	63	2	65	1	20	21	86

APPENDIX D TO ENCLOSURE A

NMSP WOT COALITION MANAGEMENT GUIDANCE

(excerpted from *The National Strategic Plan for the War on Terrorism*,  
Annex G, 4 March 2005)

“1. (U) Situation.

a. (U) The war on terrorism will be fought with all instruments of national power. To achieve its national goals, the United States must synchronize the application of these instruments of power in coordination with other nations. To that end, depending on military requirements derived from specific missions given to U.S. forces by the President or Secretary of Defense, it is important that the United States have the capability to form multinational coalitions that can adapt, change, and evolve throughout the execution of the conflict.

b. (U) Although the United States should be prepared to act unilaterally if necessary, coalitions can contribute significantly to mission accomplishment. Military contributions from these coalitions provide assets that: 1) enhance the ability to strike simultaneously against terrorism in multiple regions; 2) allow sustained focus of military power on a main effort while supporting operations globally; and 3) effectively extend the reach of U.S. forces by taking advantage of the special access or authorities other nations may enjoy. Politically, mission-specific coalitions lend legitimacy to the Nation's efforts by demonstrating a unified resolve to fight terrorism.

c. (U) Additionally, through the careful use of coalition forces, the United States can mitigate risk of over-commitment to regional hot spots (e.g., the Korean Peninsula, Iraq, and China-Taiwan). Use of coalition forces may assist in reducing the impact of military operations on Operational Tempo (OPTEMPO), Personnel Tempo (PERSTEMPO), Global Military and Naval Force Power Projection (GMFPP/GNFPP), and help offset the impact of budget expenditure reductions on force levels and ultimately contribute to creating the conditions for global rejection of terrorism.

2. (U) Managing Coalition Contributions.

a. (U) Having the capability to build and maintain coalitions is an essential part of the GWOT. Every offer of support is politically important, no matter how militarily insignificant. It is important for combatant commands to recognize the political value of force offers while balancing their military requirements. Although COCOMs are not required to accept offers of coalition support, careful consideration of both coalition force offers and regional restrictions on overflight, access, and basing are necessary.

b. (U) The types of support offered by coalition participants are displayed graphically in Figure G-1. Relative military importance is displayed by support area. From the purely military perspective, the top three or four are most significant and have been the focus of the Joint Staff efforts. The absence of identified offers of coalition support should not constrain combatant command requirements.

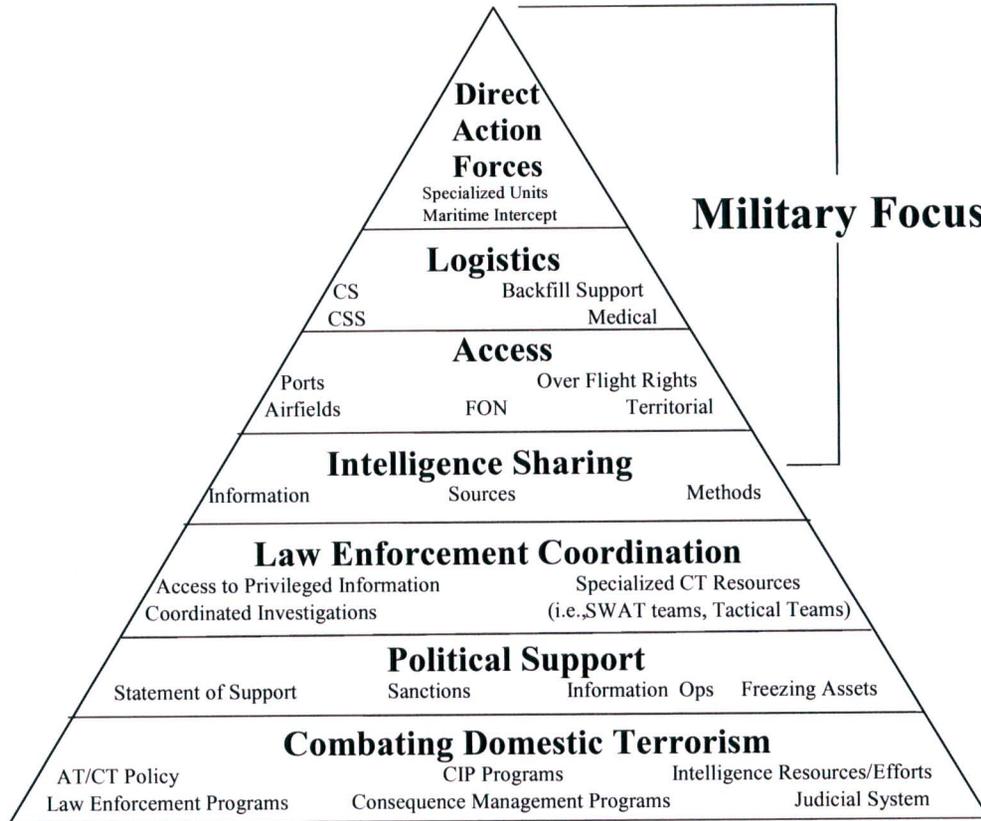


Figure G-1. Notional Hierarchy of Coalition Support (U)

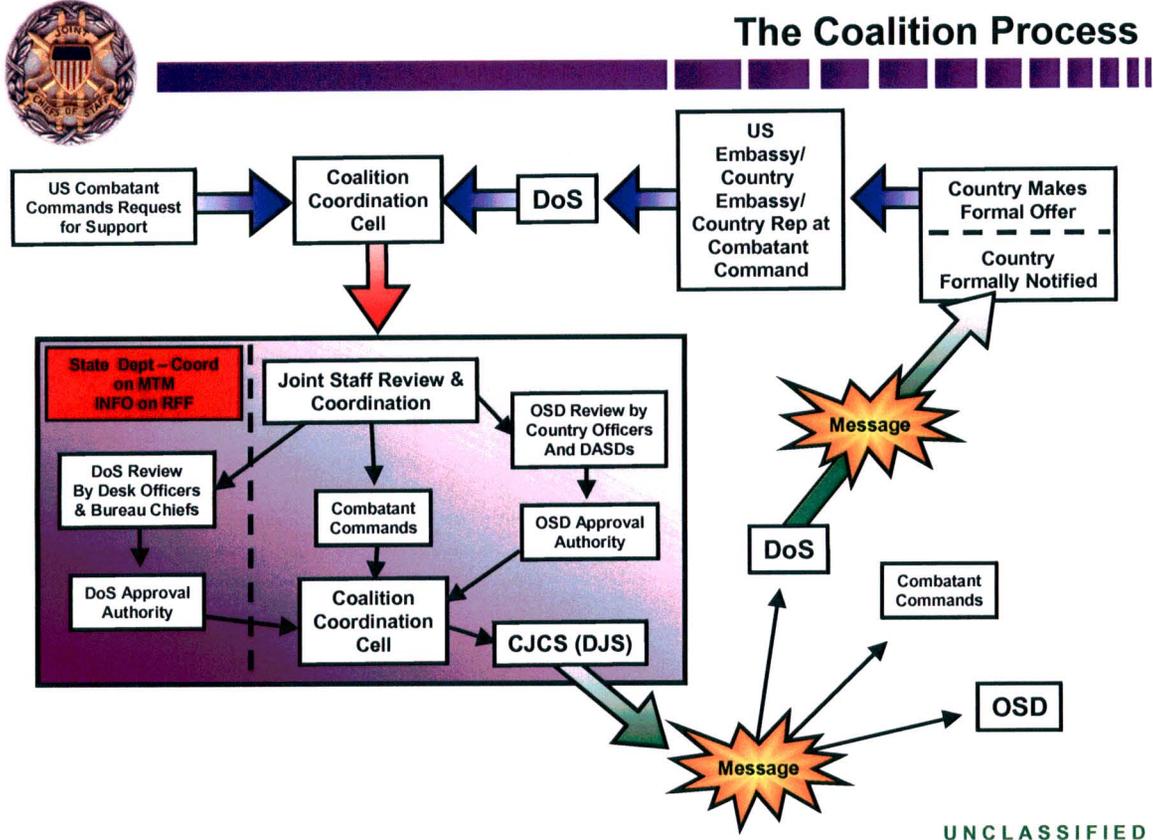
c. (U) As combatant commands develop their detailed operational plans, they are strongly encouraged to identify requirements, particularly potential basing, access, and over flight requirements, to the Chairman of the Joint Chiefs of Staff as early in the planning process as practical. Experience shows that the diplomatic coordination for partnership country access to other host nations can be problematic and often requires additional time for negotiation.

d. (U) In addition to support to be received from coalitions, combatant commanders must consider and estimate the support required by these coalitions from the United States. The costs of accepting offers of support must be weighed against the anticipated military and/or political benefits to be gained...”

APPENDIX E TO ENCLOSURE A

REQUEST FOR FORCES (RFF) – FORCE APPROVAL PROCESS

UNCLASSIFIED



The above is a graphic depiction of the Request For Forces (RFF) process. The desired end result is a CJCS Message<sup>3</sup> released by DJS to DOS, and info copied to others. State Department then formally delivers a demarche to notify the country of the US government intent to integrate the requested forces.

Often times, because of foreign or domestic military or political necessity, the forces may deploy before the staffing process is complete and a final DOS cable is released. The RFF process should continue unabated until complete and the foreign country is officially notified.

Annex G, section 3 of the 2005 NMSP WOT details the Force Approval process further.<sup>4</sup>

<sup>3</sup> The message format may change. At time of publication, the DJS releases a Defense Messaging Service (DMS) message (see Appendix F for DMS Procedures). A DD Form 173 was previously used to convey a similar message, but was superseded by the DMS in September 2003.

<sup>4</sup> Excerpted from Annex G of the NMSP WOT, 4 March 2005:

---

“3. (U) Coalition Approval Process. The responsibility for building coalitions rests jointly with both the Departments of Defense and State. The Interagency (IA) approval process for specific offers of support requires the approval of both the Secretary of Defense and Secretary of State. The process is structured in two phases. During the first phase, "Political Approval," the U.S. Government will either 1) decide whether a country offering assistance should be admitted into the coalition and subsequently accept or decline that country's offer of support, or 2) determine that a country should be invited to join the coalition after identifying it as a potential Troop Contributing Nation (TCN). The second phase, "Force Approval," reviews combatant command requests of coalition forces and approves or disapproves the combatant commander's request of forces.

a. Political Approval.

(1) (U) Foreign government offers of support are received through the White House, DOS, DoD, or other channels. The receiving agency informs DOS of the offer and DOS validates and acknowledges the offer through diplomatic channels. Once validated, the Joint Staff is notified and tracks the offer.

(2) (U) DOS, OSD and the Joint Staff review the offer from both the foreign policy and military utility perspective based on current and potential future military operations. Offers are considered for a broad range of missions including direct support for humanitarian assistance operations.

(3) (U) Once the political decision is made to accept the offer of foreign military support, a SECDEF-approved Joint Staff message is transmitted to combatant commands granting permission to initiate military-to-military contact with the country to determine specific military capabilities of the support offered. This message may further authorize combatant commanders to accept liaison officers from those nations, and if authorized to participate in mil-to-mil discussions, COCOMs begin to coordinate mission, deployment, sustainment, and command and control relationship issues with the offering nation-state. However, this message precludes combatant commanders from accepting military force offers at this phase of the process. In addition, certain countries that the U.S. Government identifies as potential TCNS may also be invited by DOS cable to participate in the coalition. If the country identified accepts this invitation, then it will be granted permission to participate in military-to-military contact in the same manner described above.

b. (U) Force Approval.

(1) (U) Following the determination of coalition force requirements, COCOMs forward a Request for Forces (RFF) message through the Chairman of the Joint Chiefs of Staff (may be delegated to the Director, Joint Staff) to the Secretary of Defense (may be delegated to the Under Secretary of Defense for Policy) requesting foreign military capability in support of both current and potential future operations.

(2) (U) The Joint Staff coordination process begins with the COCOM RFF. All offers are staffed with the combatant commands, Services, internally within The Joint Staff, and OSD for comment prior to forwarding to the Chairman of the Joint Chiefs of Staff for decision. The Chairman recommends approval or disapproval of military use of foreign force offers to the Secretary of Defense. The Chairman will recommend a course of action to deconflict RFFs from different COCOMs for the same coalition forces to the Secretary of Defense.

(3) (U) Once the staffing process is completed, a Joint Staff message is sent to the State Department. This message authorizes DOS to formally accept the country's offer of forces. Additionally, DOS informs the foreign government of acceptance of specific forces through diplomatic channels. If the country's support is not presently required, DOS informs the foreign government and the option for future acceptance of the offer for other missions is left open.

(4) (U) Combatant commands must identify the preferred bed down requirements at the time that the RFF is submitted. DOS will solicit initial diplomatic authorization for base access and over flight from the governments of deployment locations concurrent with the RFF approval process.

(5) (U) Overflight and access agreements, International Criminal Court Article 98 Waivers, and Acquisition and Cross Servicing Agreements (ACSA) should be initiated before or in parallel with other steps in the Coalition Approval Process. Security cooperation activities must be focused and prioritized in support of GWOT operations. Agreements must be secured with nations along strategic approaches to anticipate future operations and with those most likely to provide the required operational capabilities. Early and ongoing security cooperation activities build the trust and understanding necessary to complete the required negotiations.

(6) (U) Combatant command concerns and questions regarding the development of agile partnerships should be directed to the Joint Staff, J-5, Coalition Policy Branch for resolution.”

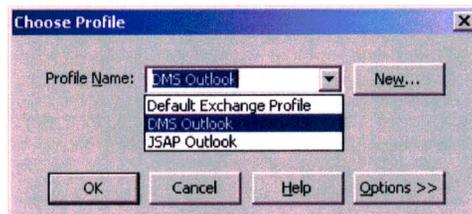
APPENDIX F TO ENCLOSURE A  
DEFENSE MESSAGING SYSTEM (DMS)

The following outlines the process for creating a DMS message, which is the current messaging format for the RFF process:

**Open DMS**

Opening DMS:

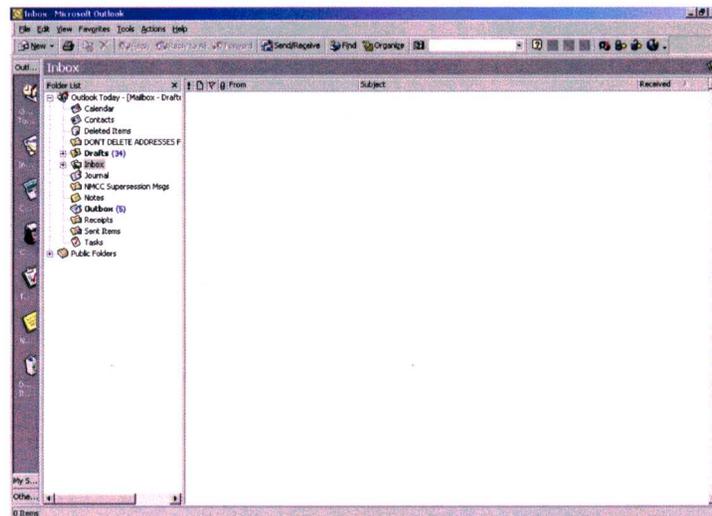
- Open Microsoft Outlook
- Select DMS Outlook profile
- Click "OK"



*If you are already logged into (JSAP) Outlook, ensure that you exit and log off before logging into DMS!*  
*If you have Outlook open, click on "File" and then select "Exit and Log Off."*

**Welcome to DMS**

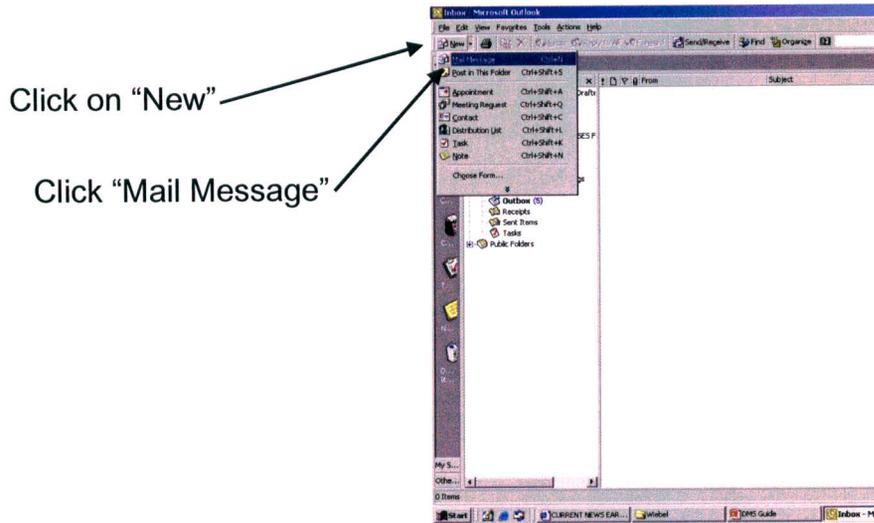
DMS looks just like your regular Outlook:



2

## Create a new DMS Message

To make a message!

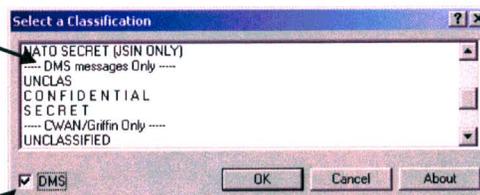


3

## Create a new DMS Message

Choose the classification of your DMS message

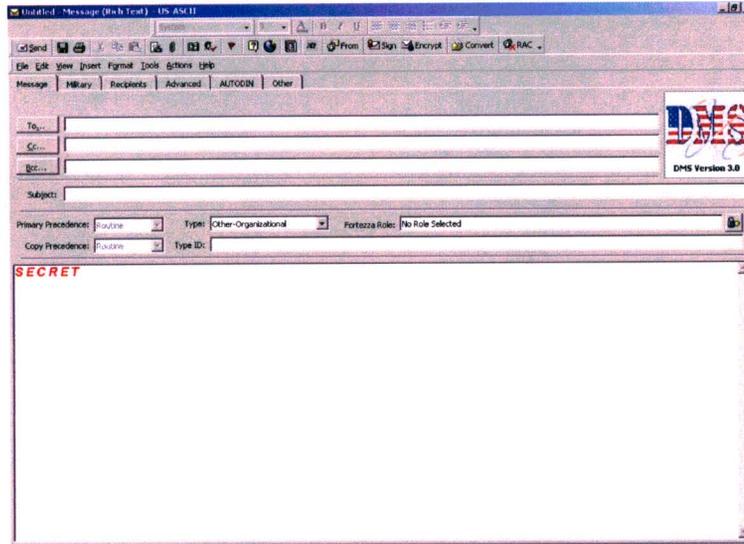
Ensure you scroll down to  
"DMS messages only"



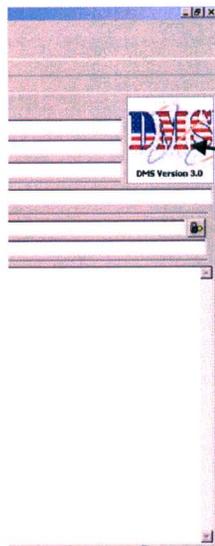
4

## Create a new DMS Message

A blank DMS message should look like this:



## Create a new DMS Message

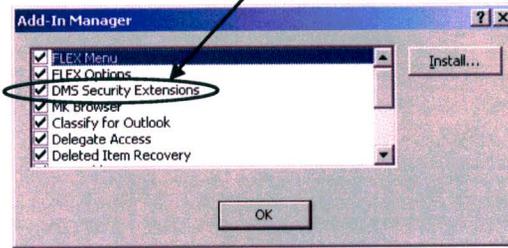


If you do not see the Stars and Stripes DMS logo in the corner, follow the steps in slide 7. Otherwise, skip to slide 8

6

### Create a new DMS Message

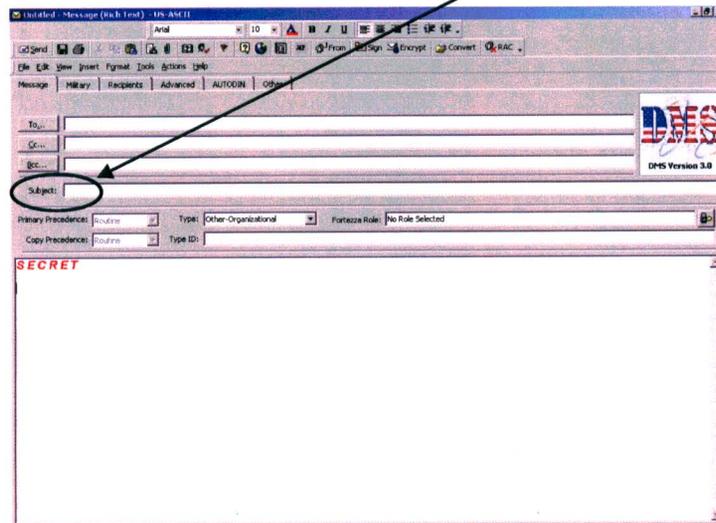
1. Click on "Tools"
2. Click on "Options"
3. Select the "Other" tab
4. Click "Advanced Options"
5. Click on "Add-In Manager"
6. Ensure the "DMS Security Extensions" box is checked and click "OK"



7

### Create a new DMS Message

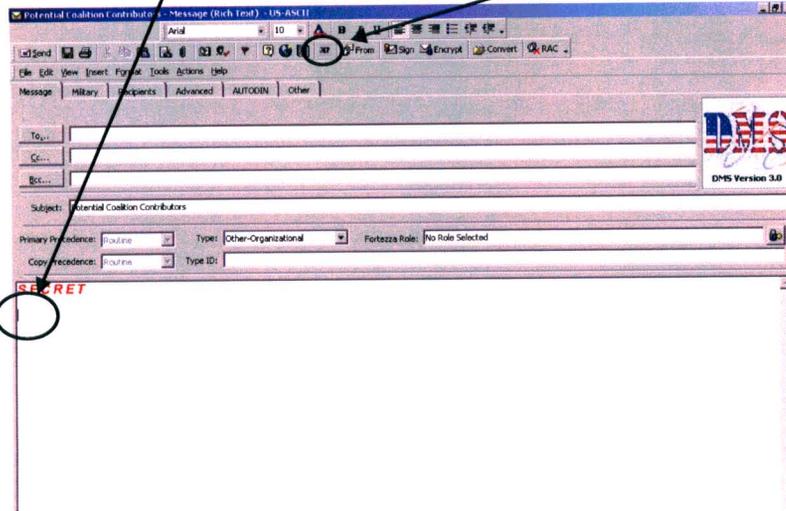
Type the message subject in the "Subject" line:



8

### Create a new DMS Message

Place your cursor below the classification in the message body and click the "JMP" or globe button.



9

### Create a new DMS Message

After you click "JMP" you will get this window:



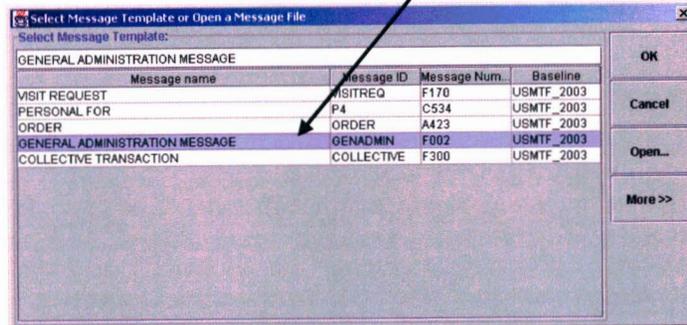
This is a reminder that the location of your cursor is where your final message will be pasted. This is why it is important to ensure that the cursor is below the classification in the message body.

Click "OK"

10

## Joint Message Processor (JMP)

Select your message type. It will usually be a "General Administration Message" (GENADMIN)

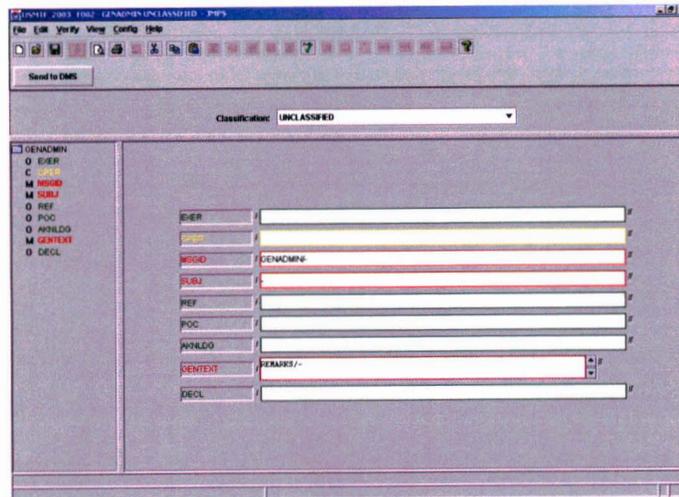


Click "OK"

11

## Joint Message Processor (JMP)

This is what the JMP window should look like:



This is where you will input your message information and perform all message editing

12

## Joint Message Processor (JMP)

The screenshot shows the JMP interface with the following fields and values:

Field	Value
CLASS	UNCLASSIFIED
EXER	
MSGID	0ENADMIN
SUBJ	
REF	
POC	
ANLDDG	
REMARKS	
DECL	

The red fields are mandatory. The only mandatory green field is "POC"  
Let's take each field one at a time...

13

## Joint Message Processor (JMP)

As you navigate the fields, look in the bottom left corner of the screen. It tells you what information goes in the field your cursor is in.

The screenshot shows the JMP interface with the following fields and values:

Field	Value
CLASS	UNCLASSIFIED
EXER	
MSGID	0ENADMIN
SUBJ	POTENTIAL COALITION CONTRIBUTORS
REF	
POC	
ANLDDG	
REMARKS	
DECL	

Annotations: A red box highlights the 'OPER' label in the bottom left corner. A red circle highlights the 'ENDURING FREEDOM' text in the 'SUBJ' field.

14

### JMP Fields "EXER" & "OPER"

In the unlikely event this message is related to an exercise, input the exercise name (Bright Star, etc.) under "EXER"

EXER / /  
OPER / ENDURING FREEDOM //

In the likely event this message is related to an operation (such as OEF/OIF), input it under "OPER"

15

### JMP Field "MSGID"

The "MSGID" field is where you input the message identification:

MSGID / GENADMIN- //

Double click on the field to break it down into it's sub-fields:

MSGID / GENADMIN / [red] / [green] / [green] / [green] //

Note that there is only one red sub field that is mandatory (ORIGINATOR). The subsequent green fields are serial number and DTG. They will be left blank, as these are filled in by the message center when it is released.

MSGID / GENADMIN / VJ5 / [green] / [green] / [green] //

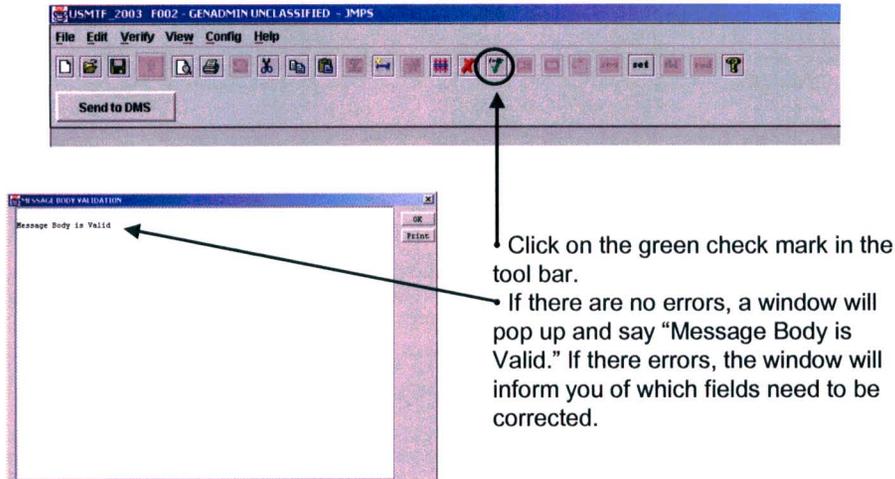
Once you fill in the required field, anywhere on the screen and the field should default to normal:

MSGID / GENADMINVJ5 //

16

## QUICK TIP!

As you complete fields, it is important to check as you go to ensure they are valid and do not contain errors.



Click on the green check mark in the tool bar.

If there are no errors, a window will pop up and say "Message Body is Valid." If there are errors, the window will inform you of which fields need to be corrected.

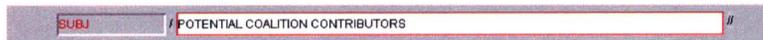
17

## JMP Field "SUBJ"

The "SUBJ" field is the subject of the message. It is red, denoting a mandatory field:



Try and keep the subject line short and simple:



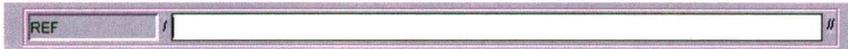
DMS will only allow 69 characters on each line of the message. If the subject line is unusually long and you need more space, you can double click it for a line extension:



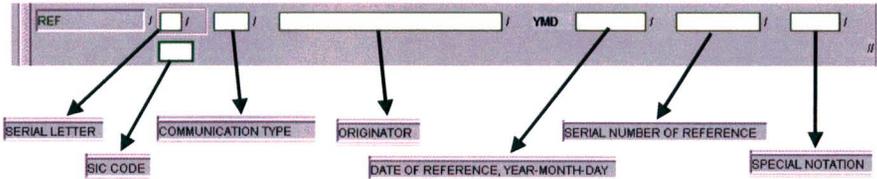
18

### JMP Field "REF"

The "REF" field is where your references go (if you have any):



Double click on the field to break it into it's sub fields:

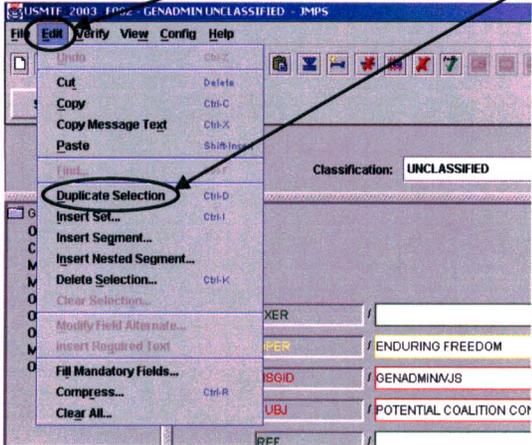


Chances are, you will not need to fill in all of the fields, that is why they are all optional. Remember to check down at the left corner of the screen to verify you're entering the correct info in the field. Some of the sub-fields break down even further (like the DTG). The next slide explains what to do if you have more than one reference.

### Multiple "REFs"

Here's what you do if you have multiple references:

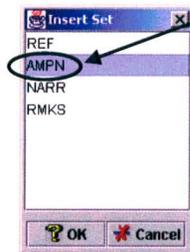
Click on "Edit" and then click on "Duplicate Selection"





### Add Field "AMPN"

From the "Insert Set" window you can add the "AMPN" field.

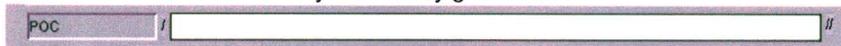


You will also notice that the "REF" is listed. This is another method of creating additional reference fields. Other fields available to add are narrative (NARR) or remarks (RMKS). These are all optional fields, and may not be needed in your message.

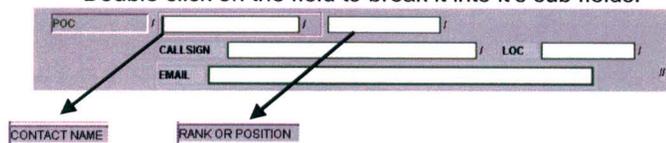
23

### JMP Field "POC"

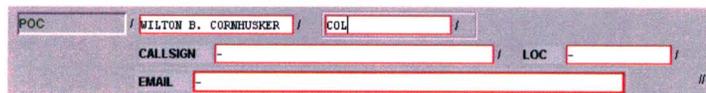
The "POC" field is where your Point of Contact(s) go. This is the only mandatory green field:



Double click on the field to break it into it's sub fields:



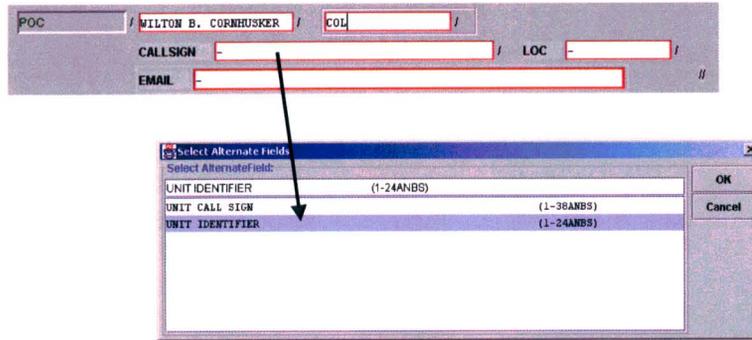
Notice that after you enter in the contact's name and rank the rest of the fields turn red. They are now mandatory.



24

### JMP Field "POC"

Most of the default settings of the sub-fields need to be changed.  
You can change them by right clicking on the sub-field and  
changing the name of the field:

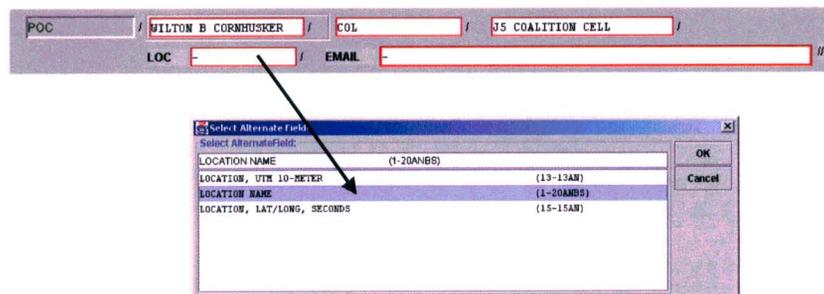


Right click on "CALLSIGN and change it to "UNIT IDENTIFIER."  
This way you can enter in the unit name, such as "J5 Coalition Cell."

25

### JMP Field "POC"

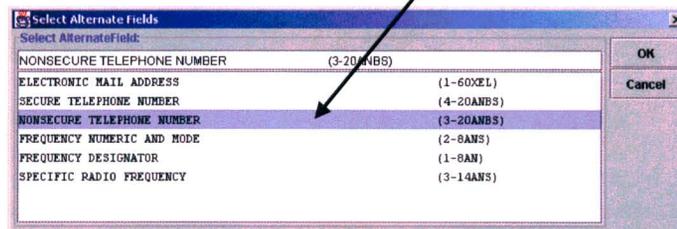
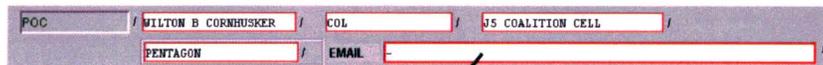
Right click on "LOC" and change it to "LOCATION NAME." This way  
you can enter in an actual location, such as "Pentagon."



26

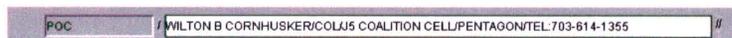
## JMP Field "POC"

It may not be necessary to change the final field. It depends on how you, as the POC of the message, want to be contacted. We will change it to a nonsecure phone number for now.



Select Alternate Field:	
NONSECURE TELEPHONE NUMBER	(3-20ANBS)
ELECTRONIC MAIL ADDRESS	(1-60XEL)
SECURE TELEPHONE NUMBER	(4-20ANBS)
NONSECURE TELEPHONE NUMBER	(3-20ANBS)
FREQUENCY NUMERIC AND MODE	(2-8ANS)
FREQUENCY DESIGNATOR	(1-8AN)
SPECIFIC RADIO FREQUENCY	(3-14ANS)

When you are finished entering in the POC info, click anywhere to take the field back to its normal setting. It should look like this:

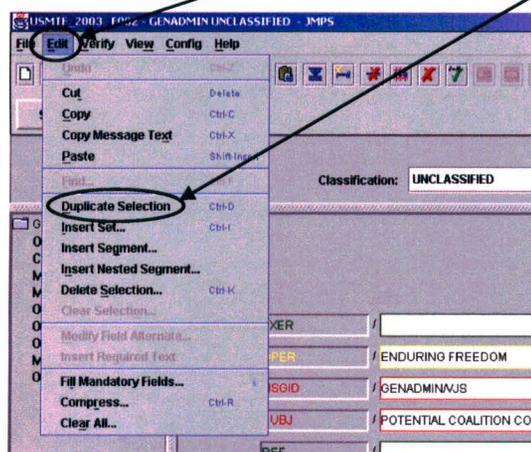


27

## Multiple "POCs"

Here's what you do if you have multiple points of contact for a message. It's just like what we did for multiple REFs:

Click on "Edit" and then click on "Duplicate Selection"



28

### Multiple "REFs"

Duplicate as many POC fields as you need (you shouldn't need more than two):

The screenshot shows a software window titled "JPMHF 2003 1002 GENADMIN UNCLASSIFIED - PWS". The classification is set to "UNCLASSIFIED". On the left, a tree view shows fields: GENADMIN, EXER, OPER, MSGID, SUBJ, REF, POC(1 of 2), AKNLDO, GENTEXT, and DECL. The main form area contains the following fields:

EXER	
OPER	ENDURING FREEDOM
MSGID	GENADMIN-VIS
SUBJ	POTENTIAL COALITION CONTRIBUTORS
REF	
POC	WILTON B. CORNHUSKER/COLJUS COALITION CELL/PENTAGON/TEL:703-814-1355
POC	
AKNLDO	
GENTEXT	REMARKS /-
DECL	

29

### JMP Field "GENTEXT"

Okay! See, this isn't so bad! This is what your DMS message should look like. Let's check it for errors one more time before Moving on to the message body.

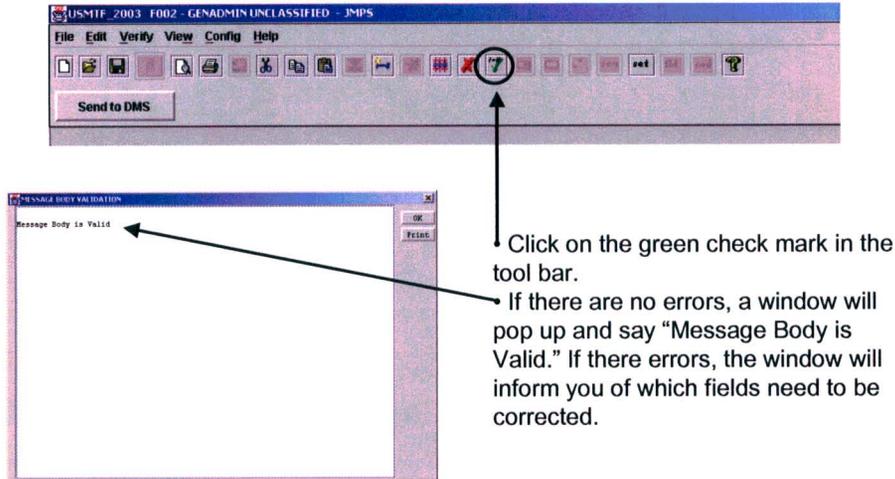
The screenshot shows the same software window as above. The classification is "UNCLASSIFIED". The tree view on the left is the same. The main form area contains the following fields:

EXER	
OPER	ENDURING FREEDOM
MSGID	GENADMIN-VIS
SUBJ	POTENTIAL COALITION CONTRIBUTORS
REF	
POC	WILTON B. CORNHUSKER/COLJUS COALITION CELL/PENTAGON/TEL:703-814-1355
POC	BILL DAUTERIVE/SOTJUS COALITION CELL/PENTAGON/TEL:703-814-1356
AKNLDO	
GENTEXT	REMARKS /-
DECL	

30

## Check for Errors!

As you complete fields, it is important to check as you go to ensure they are valid and do not contain errors.



Click on the green check mark in the tool bar.

If there are no errors, a window will pop up and say "Message Body is Valid." If there are errors, the window will inform you of which fields need to be corrected.

31

## JMP Field "GENTEXT"

It looks like our message is good so far. The message body goes in the general text, or "GENTEXT" field. The easiest way to do it is to have your message body already pre-generated and edited in a word document. Copy the message body from your word document and paste it here:

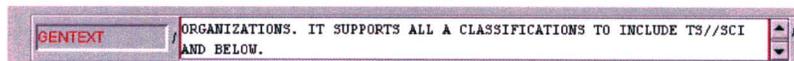


Before doing so, however, make sure you delete this little dash!

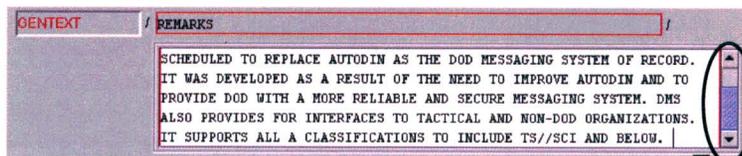
32

### JMP Field "GENTEXT"

Okay, we have pasted our message body into the GENTEXT field, but it is difficult to view if you need to make some on the spot corrections:



No problem! Double click on the field to expand it:

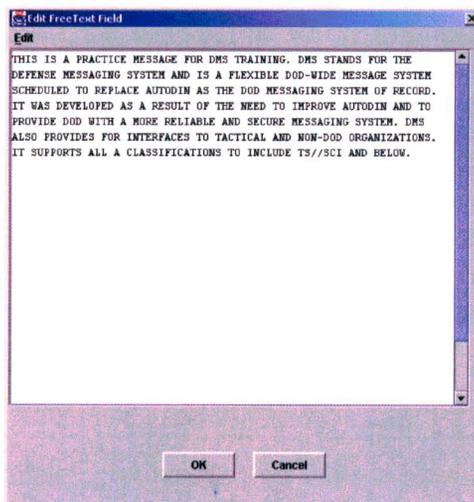


Use the scroll bar to navigate through the text.

33

### JMP Field "GENTEXT"

Still not enough room? No problem! Double click on the field again to open the "Edit FreeText Field."

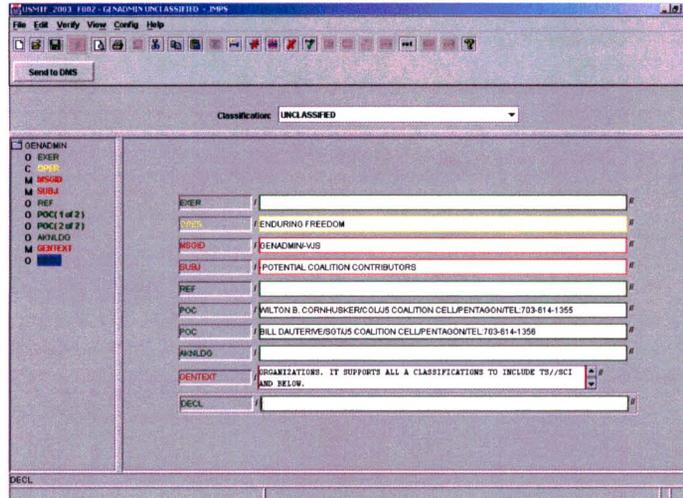


When you are finished editing your text, click "OK."

34

### Almost done!

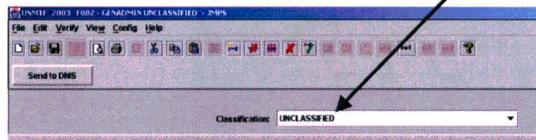
How about that! We are almost finished! At this time your JMP should look like this:



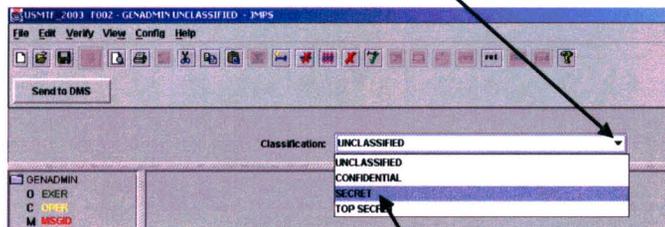
If you were drafting an unclassified message, you would be finished. But chances are it's classified, so we have one more field to complete. 35

### Change Message Classification

Change this block to "SECRET"



Click here for the drop down



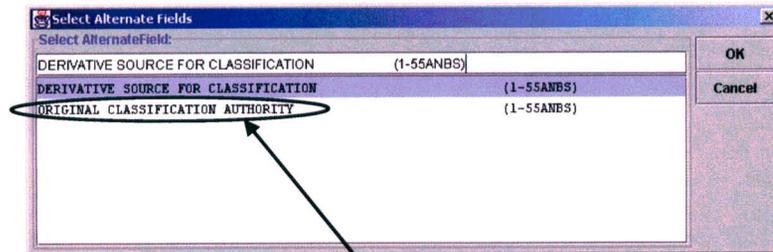
Select "SECRET"

36



### JMP Field "DECL"

The first field needs to be changed. Right click on the "DERI" field for the alternative field:

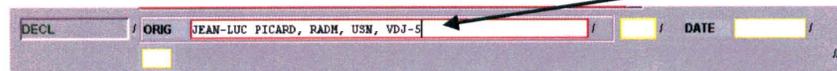


Select "Original Classification Authority"

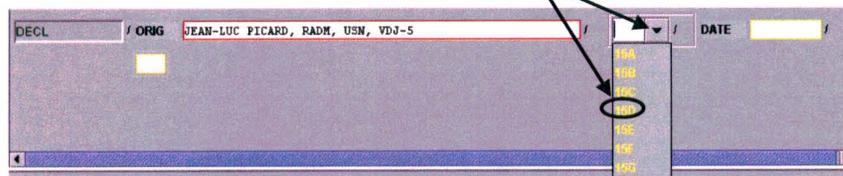
39

### JMP Field "DECL"

Input the source of the classification. It will normally be the VDJ-5.



Double click to activate the "reason for classification" drop down. It will usually be 15D.



40

### JMP Field "DECL"

Leave the date blank.

Double click to activate the "downgrading or declassification exemption code" drop down. It will usually be X5.

41

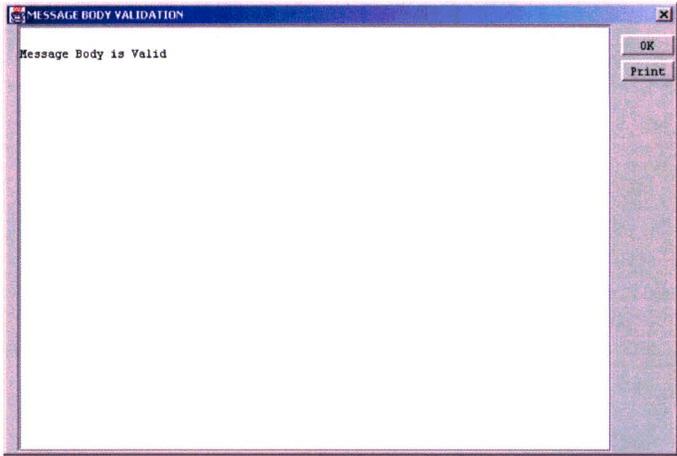
### Final Validation

Just about there! Let's validate it one last time!

42

### Final Validation

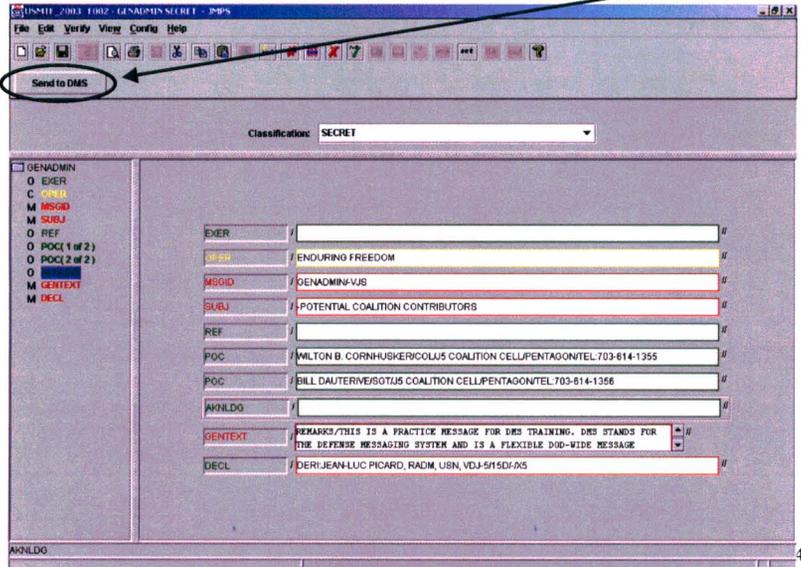
Good to go!



43

### Send to DMS

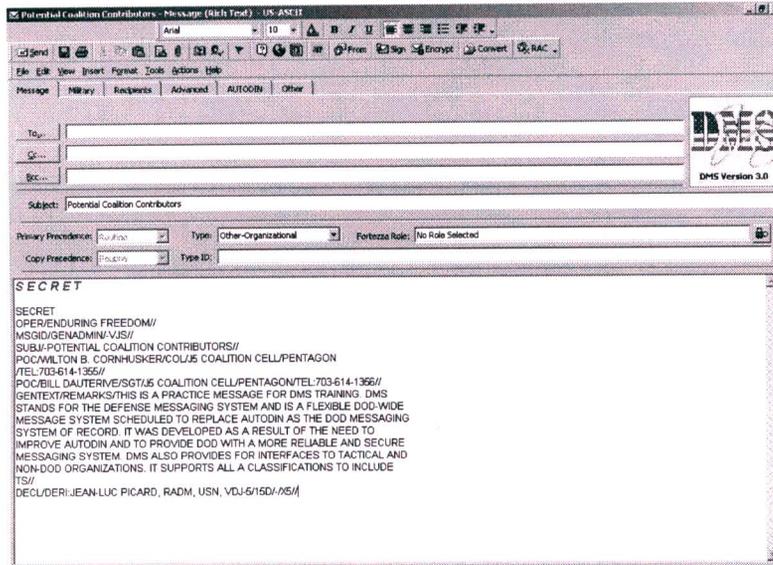
We have complete the JMP portion of the DMS message. Click on "Send to DMS."



4

## Send to DMS

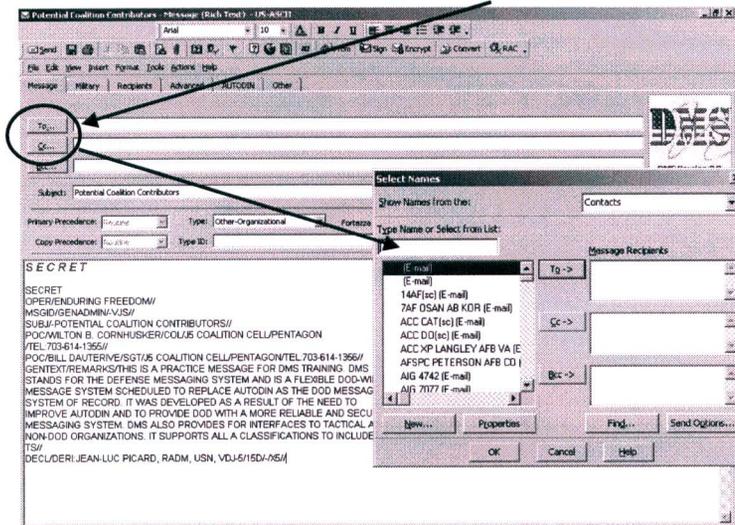
Your DMS message should look like this:



45

## Addressing the Message

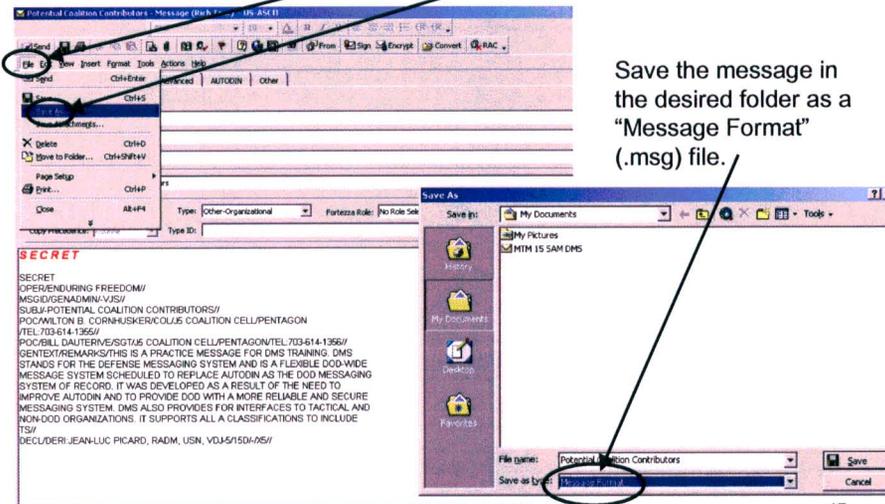
Addressing the message works just like regular Microsoft Outlook. Click on the "To" or "Cc" buttons to access the DMS address book.



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### Saving the Message

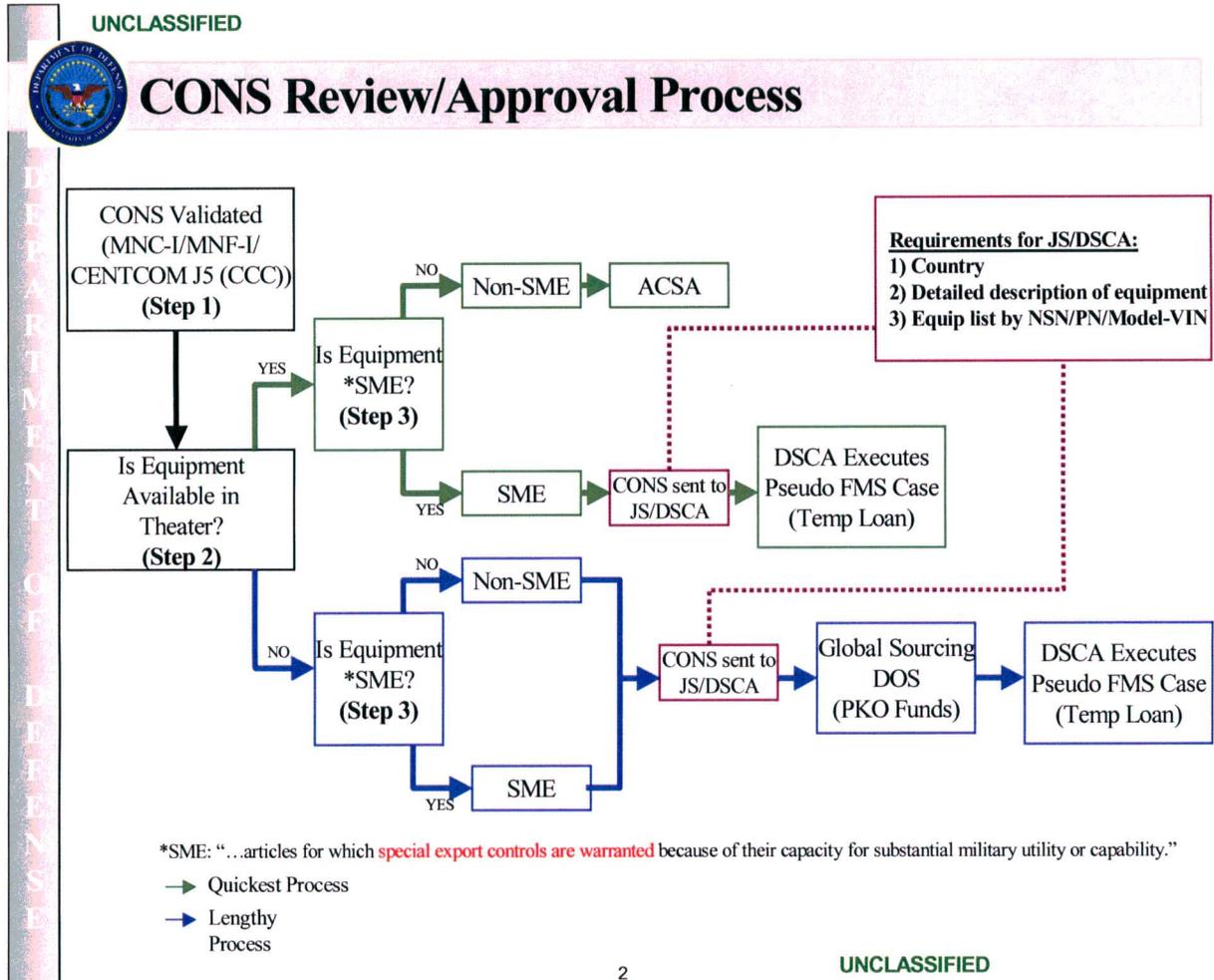
Since we do not release messages, the final step is saving the message for future editing, final approval and release. Click "File" and "Save As..."



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If additional assistance is required, please call the OCIO Help Desk (695-2000) and request the DMS Team.

APPENDIX G TO ENCLOSURE A  
CONS REVIEW/APPROVAL PROCESS



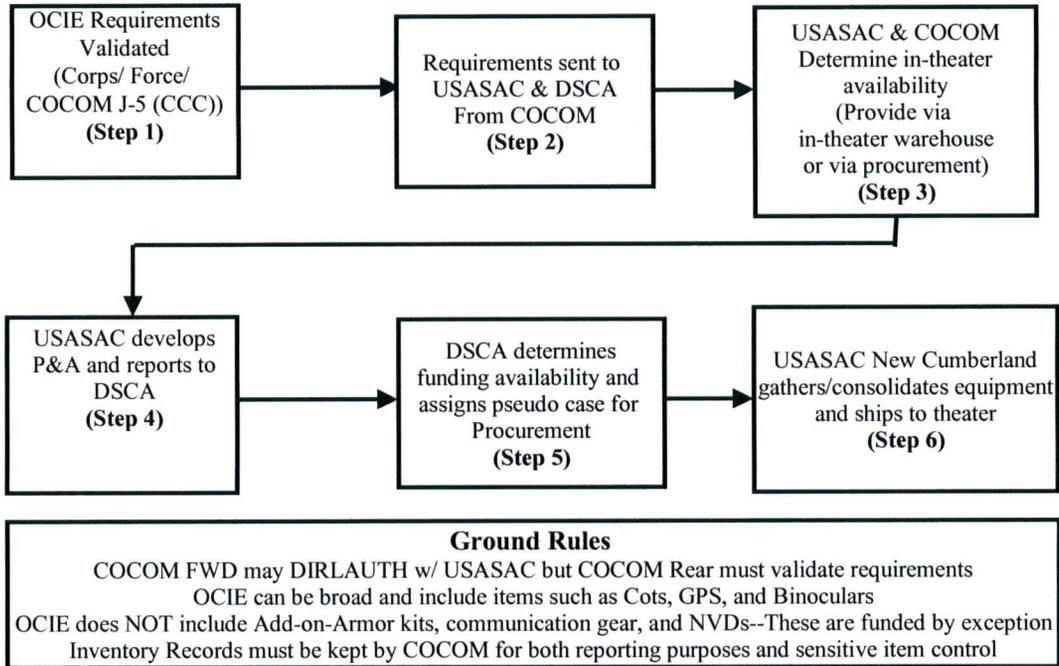
The graph above depicts the non-doctrinal Coalition Operational Needs Statement (CONS) process that was developed for OIF. The CONS assists with determining and validating Coalition materiel/equipment requests and can resolve both political and operational requirements to provide a coalition member the equipment they request.

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DEPARTMENT OF DEFENSE

## Normal Rotation OCIE Requirements Process (CONS NOT REQUIRED!)



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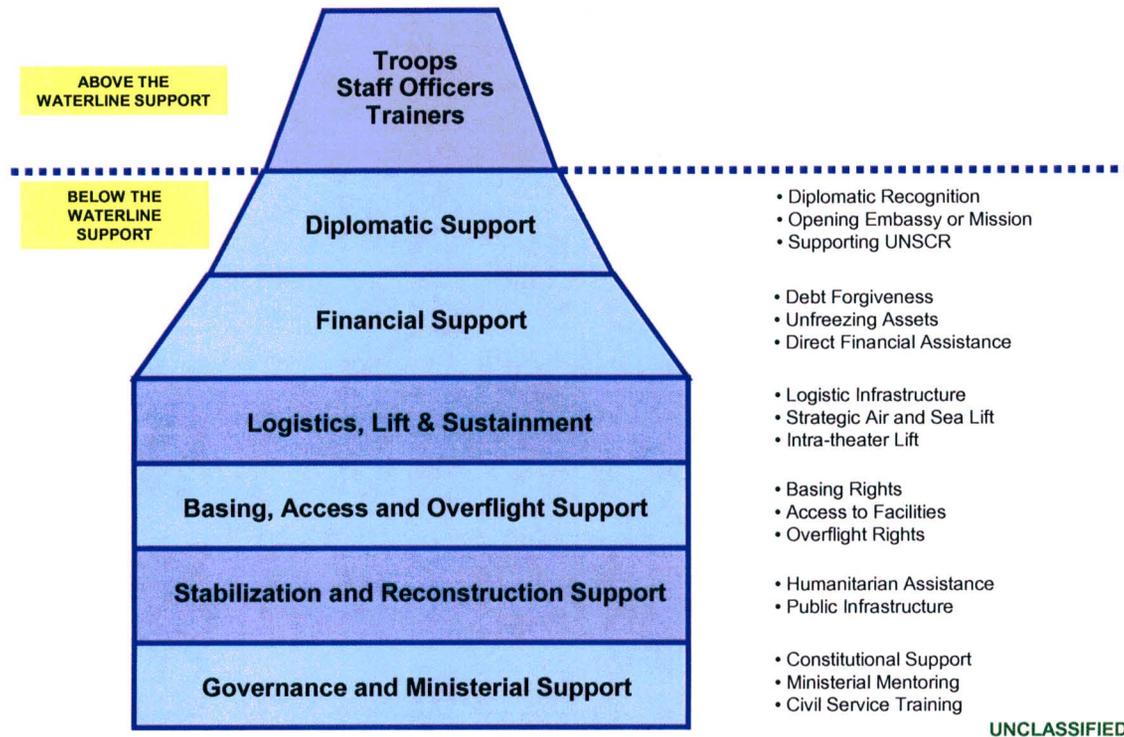
This chart indicates the process for procuring normal OCIE for Coalition members. A CONS is not required for OCIE.

ENCLOSURE B

REDEFINING THE COALITION

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## Requirements for Coalition Success



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1. This graphic represents a depiction of the iceberg analogy of the definition of Coalition Participation. The current working interagency definition of coalition contributor only includes those nations that offer troops, or have “Boots on the Ground” (including aircraft and naval assets operating in theater). This highly visible contribution to the coalition is only the “tip of the iceberg” of all support often required for a Coalition Action.

2. As can be seen from the picture, many others contribute significant support “Below the Waterline” but are not included in a snapshot of a Coalition Contributor.

3. Expanding the definition of Coalition Contributor to include this additional support may also facilitate greater “Coalition” participation.

4. Regardless of how a coalition is defined for a specific coalition action, it is important to know of the other types of support. It is especially important when a coalition may be dissolving to direct some of the troop contributing nations to parlay support into some of the other categories.

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## GLOSSARY

### ABBREVIATIONS, ACRONYMS, AND DEFINITIONS

- ACSA – Acquisition and Cross Servicing Agreement. A statute enacted to simplify exchanges of logistic, support and services between the US and other nations of the world.
- Article 98 – bi-lateral immunity agreements between the US and other nations to shield US citizens from prosecution in the International Criminal Court.
- BOG – “Boots on the Ground” defines nations contributing forces to the coalition action.
- CCC – coalition coordination cell. An ad hoc unified or sub-unified staff organization composed of staff elements required to integrate staff contributions (forces and capabilities) into a contingency operation.
- CENTRIX – Combined Enterprise Regional Information Exchange system. A classified computer network requiring a dedicated terminal/box.
- COCOMS – Combatant Commands. EUCOM, PACOM, JFCOM, CENTCOM, NORTHCOM, SOUTHCOM, SOCOM, STRATCOM, TRANSCOM
- CONS – Coalition Operational Needs Statement. A method for determining the source to fill an operational materiel requirement for a coalition country.
- CSF – Coalition Support Fund
- CSSF – Coalition Solidarity Support Fund.
- DAS/PDAS - Deputy Assistant Secretary / Principal Deputy Assistant Secretary. A general officer level equivalent rank at DOS.
- DMS – Defense Messaging Service. Message format for Coalition RFFs.
- DOD – Department of Defense
- DOS – Department of State
- EU – European Union. A family of 25 democratic European countries, committed to working together for peace and prosperity.
- EXSUM – Executive Summary
- GCTF – Global Counter-Terrorism Forces. A classification releaseability marking used during GWOT.
- GO/FO - General or Flag Officer. Uniformed officers above the rank of O-6.
- GRIFFIN – a classified Wide Area Network computer system through the SIPR net with “5 Eyes” accessibility (Australia, Canada, New Zealand, UK, US)
- GWOT – Global War on Terror

Interagency coordination- coordination between elements of Department of Defense, and engaged US Government agencies, nongovernmental organizations, and regional and international organizations for the purpose of accomplishing an objective.

ITAR – International Trafficking in Arms Regulation (22 CFR 120-130)

JMD – Joint Manning Document. A manning document of unfunded temporary duty positions constructed by or for a supported Combatant Commander that identifies the specific individual augmentation positions to support an organization during contingency operations.

JPERSTAT – Joint Personnel Status Report

JTF – Joint Task Force. A joint force, composed of two or more Military Departments assigned or attached under a single commander, constituted and designated by the SecDef.

MPC – Multilateral Planners' Conference. An international J-5 conference

MTM – Mil-to-mil; Military-to-Military. Authorization to communicate between the US military and the military of another country.

NATO – North Atlantic Treaty Organization, 26 Countries.

NIPR – Non-secure Internet Protocol Router

NDP – National Disclosure Policy.

OSD – Office of the Secretary of Defense

PKO – Peacekeeping Operations Fund

RFF – Request For Forces. Process used to officially request foreign forces when US is the lead nation during a coalition action.

SIPR – Secured Internet Protocol Router

SNR – Senior National Representative. The Senior ranking military representative from each country assigned to the CCC.

SME- Significant Military Equipment. ITAR restrictions applied to certain types of materiel (eg armament, weaponry, etc)

SVTC – Secure Video Teleconference

TCN – Troop Contributing Nation. A country, usually a member of the coalition, that has donated military personnel for the operation.