Army Regulation 34–1

Standardization

Multinational Force Interoperability

Headquarters
Department of the Army
Washington, DC
10 July 2015

UNCLASSIFIED

SUMMARY of CHANGE

AR 34–1
Multinational Force Interoperability

This major revision, dated 10 July 2015--

o Changes the title from Multinational Force Compatibility to Multinational
   Force Interoperability (cover).

o Replaces the term "compatibility" with "interoperability" and defines
   interoperability (paras 1-1 and 1-5).

o Prescribes the context and tiering for multinational force interoperability
   and addresses enabling interoperability between partnering Armies (para 1-
   8).

o Prescribes new responsibilities for the management and execution of
   Headquarters, Department of the Army security cooperation programs (chap 2).

o Describes changes to the organization and operating process of the American,
   British, Canadian, Australian, and New Zealand Armies' Program and North
   Atlantic Treaty Organization programs (paras 2-3 through 2-6, 2-14, 2-16
   through 2-18, 2-23, 2-24, 3-1 through 3-4, B-1 and B-3).

Standardization

Multinational Force Interoperability

By Order of the Secretary of the Army:

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General, United States Army
Chief of Staff

Official:

GERALD B. O'KEEFE
Administrative Assistant to the
Secretary of the Army

History. This publication is a major revision.

Summary. This regulation establishes Department of the Army policy for activities that contribute to multinational force interoperability and prescribes responsibilities for resourcing, implementing, managing, integrating, and assessing Army participation in those activities.

Applicability. Applicability. This regulation applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff, G–3/5/7. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority in writing to a division chief within the proponent agency or its direct reporting unit or field operating agency in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Army internal control process. This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix D).

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of Staff, G–3/5/7 (DAMO–SSI), 400 Army Pentagon, Washington, DC 20310–0400.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief of Staff, G–3/5/7 (DAMO–SSI, 400 Army Pentagon, Washington, DC 20310–0400.

Committee management. AR 15–1 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the Office of the Administrative Assistant to the Secretary of the Army, Department of the Army Committee Management Office (AARP–ZA), 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060–5527. Further, if it is determined that an established "group" identified within this regulation, later takes on the characteristics of a committee, as found in the AR 15–1, then the proponent will follow all AR 15–1 requirements for establishing and continuing the group as a committee.

Distribution. This publication is available in electronic media only and is intended for command levels C, D, and E for the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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Chapter 1
Introduction

Section I
General

1–1. Purpose
This regulation defines the concept of multinational force interoperability (MFI) and establishes Department of the Army (DA) policy for achieving MFI through international military standardization and other Army security cooperation (SC) programs and activities. This regulation replaces the term "compatibility" used in the 2004 edition of AR 34–1 with the term "interoperability."

1–2. References
See appendix A.

1–3. Explanation of abbreviations and terms
See glossary.

1–4. Responsibilities
Responsibilities are listed in chapter 2.

Section II
Multinational Force Interoperability Overview

1–5. Definition
a. MFI activity is any initiative, forum, agreement, or operation that improves the Army's ability to operate effectively and efficiently as a member or leader of an alliance or coalition across the full spectrum of military missions. It includes, but is not limited to: the development of North Atlantic Treaty Organization (NATO) standardization agreements (STANAGs); American, British, Canadian, Australian, and New Zealand Armies' Program (ABCA) standards; other MFI agreements; and participation in multilateral and bilateral forums.

b. As used in this regulation, interoperability is "the ability of the forces of two or more nations to train, exercise, and operate effectively together in the execution of assigned missions and tasks..." and "the ability to act together coherently, effectively and efficiently to achieve Allied tactical, operational, and strategic objectives" (see NATO Allied Administration Publication–06).

1–6. Army multinational force interoperability policy
The policy of the Army is to develop MFI to enhance the Army's capability to support U.S. national defense and military strategic goals, which includes operating effectively with some, although not necessarily all allies, coalition partners, and other Armies across the full range of military operations. MFI will be one factor considered and supported as part of Army planning, programming, budgeting, and execution (PPBE); force design; force structure; doctrine; training; weapon systems and materiel requirements; research, development, and acquisition; information and data processes for analysis and assessments; materiel management; and logistics support processes. Additionally, changes in the security environment have created opportunities for the U.S. to strengthen its alliances as some foreign partners build capability. However, some of these opportunities to increase interoperability may be offset as some allies and foreign partners divest themselves of military capacities or capabilities. To support Army MFI policy, Army organizations must have the structure and capability to define proposed requirements for and participate in required MFI activities. See Department of the Army Pamphlet (DA Pam) 11–31 for a methodology to achieve interoperability.

1–7. Strategic context for multinational force interoperability
a. The changing security environment presents a complex range of threats, challenges, and opportunities, making it likely U.S. forces will be called on to operate under a broad variety of conditions and with many foreign partners. U.S. forces will mitigate risks through better force management and increased military-to-military interoperability with allies and foreign partners.

b. The MFI concept provides a comprehensive framework for enhancing the Army's ability to lead or to operate as a member of an alliance or coalition in ways that enhance the Army's support for U.S. national defense and military strategic goals. Distinguishing features of this concept are as follows:

(1) The scope and focus of MFI activities are a function of the specific military mission of the alliance or coalition and of the roles of the participating nations' governmental and/or nongovernmental organizations, international organizations, and other coalition participants.

(2) MFI achievements must be measurable and will be subject to qualitative and quantitative assessment by responsible units on a regular basis. MFI assessment is a sponsoring unit responsibility.

c. MFI enhances the Army's ability to support the National Defense Strategy and conduct key military missions as part of the Joint Force.

d. MFI activities contribute directly to strengthening alliances and partnerships, which are a key tenet of the National Defense Strategy.

e. MFI also contributes to unified land operations, which are defined as how the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations. This occurs through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

1–8. Achieving multinational force interoperability

a. The Army strives for collective multinational land forces interoperability with the level of interoperability dependent on national and/or Department of Defense (DOD) objectives for the partner nation, the expected missions the partner is likely to perform in multinational operations, the partner's current and projected military capabilities, and the partner's own objectives. The Army recognizes four levels of interoperability (interoperability = I below) with partner Armies as outlined in table 1–1.

Table 1–1
Levels of interoperability

I–0: Partner Army has no demonstrated interoperability with Army; command and control (C2) interface with the Army is only at the national level; has no regular engagement with the Army.

I–1: Partner Army shares information or situational awareness through liaison teams with U.S. systems (analog to digital conversion required); requires alignment of capabilities and procedures to establish operational norms; has some routine engagement with Army.

I–2: Partner Army has digital C2 capabilities; actively participates in interoperability solutions with the Army; routinely exercises or operates with the Army.

I-3: Partner Army's interoperability is network-enabled through: shared situational awareness; command and control on-the-move; collaborative planning; networked fires; combat identification; and information collection.

b. Army MFI is an integral part of the Army's SC investments achieved through international engagements managed and conducted by Headquarters, Department of the Army (HQDA) Principal Officials, Army commands (ACOMs), Army service component commands (ASCCs), and direct reporting units (DRUs). These activities include the multilateral and bilateral MFI forums that are the focus of this regulation (see appendix B), as well as other SC activities listed in appendix C. The Army will plan, execute, and assess SC activities that support MFI in accordance with DOD guidance, DOD Directive 5132.03, AR 11–31, DA Pam 11–31, the Army Campaign Support Plan, and Field Manual 3–22 (FM 3–22). Army organizations responsible for managing significant MFI activities and programs will coordinate those efforts with ASCCs and be consistent with theater and country objectives of the geographical combatant commands and the U.S. Chief of Mission's Integrated Country Strategy. A methodology for understanding and planning multinational interoperability is outlined in DA Pam 11–31.

c. NATO STANAGs and ABCA standards are important tools for enhancing MFI with the NATO and allies. All international standardization agreements (ISAs) intended for use in acquisition of materiel are subject to additional review and approval by the Army Standardization Executive (ASE) prior to Army ratification (see chap 3 for more detailed guidance on processing NATO STANAGs and ABCA standards).

1–9. Enabling interoperability between partner Armies and within regional organizations

The Army and especially ASCCs work with partner armies to develop interoperability across regional partners in support of combatant commands' theater strategies and country plans. For example, the Army trains partner militaries to participate and operate together in regional organizations like the African Union or global organizations like United Nations peacekeeping operations. Even though these ground forces are unlikely to participate in coalition operations with the Army, their ability to interoperate with regional partners can further U.S. security interests.

1–10. Resourcing Army multinational force interoperability activities

a. Army MFI activity requirements are integrated into the Army's PPBE process and are validated and approved in the Army program objective memorandum and budget. MFI program proponents will work with the appropriate management decision package managers to prepare materials that identify the requirement for the interoperability effort and demonstrate the outcome (payoff) for the Army.

b. HQDA Principal Officials, ACOMs, ASCCs, and DRUs designated as proponents for individual MFI activities will include associated resource requirements in their program objective memorandum and budget submissions.

c. To ensure essential representation at MFI forums that they directly manage, the Deputy Chief of Staff, G–3/5/7

(DCS, G–3/5/7) and the Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA (ALT)) will support travel and per diem to allow personnel from supporting organizations to participate in MFI activities.

d. For near-term and unanticipated requirements, the responsible HQDA proponent may support travel and per diem to allow personnel from specific supporting organizations to participate in MFI activities. Requests for such support will be reviewed and approved on a case-by-case basis and are subject to the availability of funds.

Chapter 2
Responsibilities

HQDA Principal Officials will ensure ratification review of selected NATO STANAGs, ABCA standards, and other ISAs for which they are responsible. They will also be responsible for delegating representatives and heads of delegation to boards and working groups falling under the purview of their assigned supervisory areas.

2–1. Vice Chief of Staff
The VCSA will serve as the Army representative to the Executive Council of the ABCA Armies' Program.

2–2. Assistant Secretary of the Army (Acquisition, Logistics and Technology)
The ASA (ALT) will—

a. Incorporate MFI considerations and requirements in Armywide technology-based strategy, policy, guidance, planning, and acquisition programs.

b. Support HQDA Principal Officials, staff elements, ACOMs, and agencies in the development and processing of PPBE and other funding submissions to support participation in research, development, and acquisition (RDA)-related international MFI forums and agreements.

c. Designate U.S. Army Heads of Delegation (HOD) and materiel developer representatives for—

(1) The NATO Army Armaments Group (NAAG).

(2) NAAG land groups.

(3) Ad hoc forums that report to the NAAG.

(4) Five Power and bilateral Senior National Representative (SNR) (A) meetings.

(5) Five power SNR (A) working groups.

(6) Other RDA-related MFI forums.

d. Maintain and distribute information on the organization, objectives, processes, and representational duties for the MFI forums in paragraph 2–2c.

e. Oversee and support the technical development and pre-ratification policy coordination of NATO STANAGs developed by NAAG subordinate bodies.

f. Provide materiel-related STANAGs and ABCA standards to the ASE for review and approval in accordance with DOD Manual 4120.24.

g. Develop procedures for developing and ratifying NATO STANAGs developed by NAAG subordinate bodies.

h. Develop procedures to review for ratification of ABCA standards and reviewing ABCA publications developed by the ABCA for release to NATO.

i. Review, coordinate, and process for Army or OSD approval those RDA-related MFI agreements designated as international agreements in accordance with AR 550–51 and AR 70–41.

j. Sign agreements for the loan of Army materiel and technology authorized under Title 22, United States Code, 2796d (22 USC 2796d).

k. Approve attendance of nongovernment representatives at meetings of MFI forums for which ASA (ALT) has proponency.

l. Monitor the establishment and effectiveness of Army delegations to RDA-related MFI forums and resolve conflicts with appropriate HQDA Principal Officials, ACOMs, ASCCs, and DRUs, concerning requirements for Army participation.

2–3. Assistant Secretary of the Army (Installations, Energy and Environment)
The ASA (IE&E) will—

a. Incorporate MFI considerations and requirements into Army installation, military construction, energy security, operational energy, water security, contingency basing and environment, safety, and occupational health programs.

b. Provide strategic guidance, supervision, and facilitation for DOD and Army MFI policies, plans, programs, and activities on matters related to ASA (IE&E) functional areas identified in this paragraph.

c. Designate Army HOD, team leaders or subject matter experts (SMEs), as required, for MFI activities and forums related to ASA (IE&E) functional areas identified in this paragraph.

d. Coordinate with ASA (ALT), DCS, G–3/5/7, Deputy Chief of Staff, G–4 (DCS, G–4), and/or other Army Staff

elements and ASCCs as appropriate to develop Army positions and MFI initiatives on emerging and nontraditional security issues related to ASA (IE&E) functional areas identified in this paragraph.

2–4. Chief Information Officer/G–6
The CIO/G–6 will—

a. Develop, review, coordinate, and distribute Army international command, control, communications, and computers (C4) interoperability policy.

b. Provide an Army Coalition Interoperability Assurance and Validation (CIAV) Team to participate as an element of the U.S. CIAV Team to address combatant command mission partner environment information exchange issues.

c. Distribute reports on Army CIAV Team findings to appropriate HQDA Principal Officials (Deputy Chief of Staff, G–1 (DCS, G–1), Deputy Chief of Staff, G–2 (DCS, G–2), DCS, G–3/5/7, DCS, G–4, Deputy Chief of Staff, G–8 (DCS, G–8), ACOMs, and ASCCs).

2–5. The Deputy Chief of Staff, G–2
The DCS, G–2 will—

a. Develop and distribute policies and procedures for disclosure of classified military information and controlled unclassified information to foreign representatives associated with participation in MFI activities. This task is performed in accordance with AR 380–10.

b. Assist in the review of NATO STANAGs, ABCA standards, and ABCA publications for foreign disclosure considerations prior to ratification or release to NATO.

c. Serve as the final release authority for classified Army models and simulations to foreign governments or international organizations in accordance with AR 5–11.

d. Manage the foreign liaison officer program in support of MFI.

e. Assist the DCS, G–3/5/7 and the ASCCs in identifying the degree to which regional MFI objectives have been met.

f. Assist the DCS, G–3/5/7 with MFI planning for Chief of Staff of the Army (CSA) Counterpart Visit (CPV) Program.

2–6. Deputy Chief of Staff, G–3/5/7
As the proponent and/or oversight authority for integrating Army MFI activities, the DCS, G–3/5/7 will—

a. Develop, review, and distribute Army MFI policy and priorities.

b. Provide administrative oversight of Army MFI activities to ensure that United States, DOD, and Army goals and objectives are supported and to eliminate duplication among MFI activities. This responsibility does not imply direct control of those MFI activities overseen by other HQDA Principal Official elements, ACOMs, ASCCs, or DRUs.

c. Develop and distribute institutional country and/or program support plans that parallel ASCC plans with an emphasis on MFI management.

d. Integrate and disseminate institutional Army priorities and objectives for MFI to responsible ACOMs and agencies.

e. Ensure that Army MFI objectives and positions are included in the Army submissions to Office of the Secretary of Defense (OSD), Joint, and multinational planning, policy guidance, programming, and budget documents.

f. Conduct ongoing assessment of MFI programs in order to inform the SC program managers, senior Army leaders, and the budget processes.

g. Act as an advocate for all Army MFI activity resource integration during the program objective memorandum and budget building processes in accordance with AR 1–1.

h. Support essential participation (travel and per diem) of Army SMEs to MFI forums for which the DCS, G–3/5/7 is the proponent.

i. Provide guidance for the development of Army objectives for MFI programs and activities.

j. Distribute detailed procedures for Army participation in NATO and ABCA MFI forums and for developing NATO STANAGs and ABCA standards.

k. Act as the single ratification authority within the Army for NATO STANAGs generated by the NATO Military Committee Land Standardization Boards and for ABCA standards generated by the ABCA Armies' Program.

l. Designate HQDA Principal Official elements, ACOMs, ASCCs, or DRUs with responsibility for supporting individual MFI forums for which the DCS, G–3/5/7 is the proponent.

m. Designate Army HODs for MC Land Standardization Board working groups and subordinate bodies.

n. Designate capability group and support group leaders, as required and SMEs for ABCA forums and meetings.

o. Implement policy for the designation of MFI forum HODs.

p. Oversee the SECARMY Latin American Cooperation (LATAM COOP) Fund under the provisions of 10 USC

1050. Pursuant to this delegation, DCS, G–3/5/7 may provide for the expenses of travel, subsistence, special compensation of officers and students of Latin American countries, and other expenses that the Secretary considers necessary for Latin American cooperation.

q. Execute specified bilateral Army-to-Army Staff Talks. In fulfilling this responsibility, the DCS, G–3/5/7 will—

(1) Develop an overall strategy for staff talks to include identifying staff talk partners and associated interoperability objectives.

(2) Ensure that staff talks address current and future strategic, operational, and tactical security interoperability requirements for ACOMs with select allied and coalition partners.

(3) Designate the Army HOD for each HQDA staff talk.

(4) Establish priorities to ensure that staff talks enhance mutual understanding, influence the development of future unified land operations requirements, and contribute to our ability to conduct multinational operations.

(5) Synchronize all Army-to-Army Staff Talks agreed-to-actions with key partners, appropriate ACOMs, DRUs, and ASCCs, as appropriate, across the doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF).

(6) Establish assessment and management metrics to help manage the Staff Talks Program.

(7) Note that nothing in this regulation regarding foreign visits supersedes the foreign disclosure requirements outlined in AR 380–10.

(8) Delegate to selected ASCCs the authority to conduct bilateral Army-to-Army Staff Talks with identified partner nations.

r. Provide guidance for those planning the CSA CPV Program.

(1) Develop an overall strategy for the CSA's CPV Program in conjunction with DCS, G–2, and coordinated with the applicable ASCCs. The strategy will include interoperability objectives for the CSA's use during each CPV that complement the strategies for other HQDA Principal Officials that oversee SC programs.

(2) Recommend CSA CPV engagements that address likely U.S. partner strategic, operational, and tactical challenges.

(3) Establish priorities to ensure that CSA CPV engagements enhance mutual understanding, influence the development of future battlefield requirements, and contribute to our mutual ability to conduct multinational operations.

(4) Integrate the results of CSA CPV engagements into pertinent Army SC programs.

(5) Establish assessment and management metrics.

s. Provide policy guidance for the Military Personnel Exchange Program (MPEP).

(1) Note that nothing in this regulation supersedes the implementing regulation AR 614–10.

(2) Develop an overall strategy for HQDA Principal Officials MPEP that includes interoperability objectives.

(3) Ensure that MPEP addresses current and future strategic, operational, and tactical security challenges that will confront both the Army and likely allied and coalition partners.

(4) Establish priorities to ensure that MPEP enhances mutual understanding, influences the development of future battlefield requirements, and contributes to U.S. ability to conduct multinational operations.

(5) Establish end of MPEP tour assessment tools and assessment and/or management metrics.

t. Provide guidance for the Schools of Other Nations (SON) Program.

(1) Note that nothing in this regulation supersedes the implementing regulation AR 350–1.

(2) Develop an overall strategy with interoperability objectives for the SON Program.

(3) Ensure that the SON Program addresses current and future strategic, operational, and tactical security challenges that will confront both the Army and likely allied and coalition partners.

(4) Establish priorities to ensure that SON enhances mutual understanding, influences the development of future battlefield requirements, and contributes to our ability to conduct multinational operations.

(5) Establish assessment and management metrics.

u. Perform the following regarding MFI forums:

(1) Monitor the establishment and effectiveness of Army delegations to all MFI forums and resolve conflicts with appropriate ACOMs and agencies concerning unfulfilled requirements for Army participation.

(2) Establish metrics to support a regular assessment of MFI activity effectiveness that is linked with the PPBE process.

(3) Maintain and distribute information on the organization, objectives, processes, and representational duties for the MFI forums.

(4) Ensure that appropriate education and training is provided for all Army participants in MFI activities.

v. Maintain an office of record for international standardization agreements (NATO STANAGs and ABCA standards). This office will—

(1) Oversee and support the technical development and pre-ratification policy coordination of NATO STANAGs developed by the NATO Military Committee (MC) land standardization boards and the other Services, ABCA standards; and other international standardization agreements affecting the Army.

(2) Provide STANAGs and ABCA standards intended for use in acquisitions to the ASE for review and approval in accordance with DOD Manual 4120.24.

(3) Maintain the Army record of each Army-ratified NATO STANAG and ABCA standard and associated documentation.

(4) Develop procedures to ensure the implementation and periodic evaluation of each NATO STANAG and ABCA standard by the designated implementing Army organization.

w. Ensure that MFI agreements designated as international agreements (generally, those agreements that signify an intention of the Parties to be bound by international law, for example, agreements that provide for mutual support of cross-serving of military equipment, ammunition, and supplies) are processed in accordance with the provisions of DODD 5530.3 and AR 550–51.

x. Provide the U.S. representative to the Land Standardization Board of the NATO MC.

y. Provide the following representation to the ABCA:

(1) The U.S. member of the ABCA national directors.

(2) The U.S. deputy member to the ABCA national directors.

(3) The U.S. National Coordination Officer.

(4) The Chief of Staff to the ABCA Board of Directors (who also serves as the director of the ABCA Office) (in rotation with other ABCA armies: that is, every 12 years for a 3-year tour beginning in 2014).

(5) A U.S. military staff officer and an executive officer to the ABCA Program Office.

z. Ensure that Army MFI Program objectives are consistent with DOD guidance and geographical combatant command theater security cooperation strategies. MFI objectives and MFI accomplishments are included and reported in the Army's Campaign Support Plan.

aa. Identify and/or assist ASCCs to identify MFI objectives for partner countries and make certain those objectives inform applicable HQDA Principal Officials SC programs.

ab. Develop and distribute MFI policies and procedures that promote and assess partner interoperability.

ac. Provide MFI policies, strategies, doctrine and administrative procedures that advance Army interoperability interests.

ad. Provide training and doctrine support to bilateral and multilateral MFI forums, such as ABCA forums and meetings, and other MFI activities, when requested.

ae. Approve attendance of nongovernment representatives at meetings of MFI forums for which DCS, G–3/5/7 has proponency.

2–7. The Deputy Chief of Staff, G–4
The DCS, G–4 will—

a. Incorporate MFI considerations and requirements in Army bilateral and multinational logistics planning.

b. Designate U.S. Army HOD and/or representatives to the Senior NATO Logisticians' Conference (SNLC) if required by Under Secretary of Defense for Acquisition, Technology, and Logistics (USD (AT&L)).

c. Designate U.S. Army HOD for the NATO MC land standardization board working group.

d. Provide ABCA capability and/or support group leaders, project team leaders or SME, as required, and technical review and input to logistics-related NATO STANAGs and ABCA standards.

e. Monitor the establishment and effectiveness of Army delegations to international logistics interoperability forums and resolve conflicts with appropriate ACOMs and agencies concerning unfulfilled requirements for Army participation.

2–8. The Deputy Chief of Staff, G–8
The DCS, G–8 will—

a. Assess, integrate, and synchronize MFI considerations in Army security cooperation plans, PPBE process, and current and future force development.

b. Provide representation to all MFI forums for assessment and recommendation of proposed activities for consideration in the Army program.

c. Provide U.S. Army HOD to NATO Modeling and Simulation Group and synchronize support to MFI projects and interoperability standards toward I–2 to I–3 levels.

d. Serve as the final release authority for unclassified Army models and simulations to foreign governments or international organizations in accordance with AR 5–11. DCS, G–8 may delegate approval authority one level lower.

e. Leverage quantitative data and processes related to operational assessments in accordance with Army international agreements.

2–9. Chief of Engineers
The COE will direct U.S. Army Corps of Engineers (USACE) to —

a. Integrate MFI where appropriate in all Army overseas facility planning, engineering, and construction for allies and potential coalition partners and keep DCS, G–3/5/7 informed of programs with MFI implications.

b. Provide engineering and technical support both to MFI forums and for execution of construction in support of MFI agreements.

2–10. The Surgeon General
TSG will—

a. Incorporate MFI consideration and requirements in Armywide medical technology base strategy, policy, guidance, planning, and acquisition programs in coordination with the ASA (ALT).

b. Serve as the DOD focal point for NATO medical actions, to include chemical, biological, radiological and nuclear (CBRN) medical actions assigned to the Army in CJCSI 2700.01.

c. Coordinate with DOD, the Joint Staff, Army Headquarters, and other Services on medical aspects of MFI in general and with particular reference to CBRN defense and medical countermeasures.

d. Provide U.S. Army HOD and lead agent representation for NATO medical standardization working groups for which TSG is the lead.

e. Coordinate requests from the Joint Staff and NATO nations for review, comment and ratification recommendation of NATO Allied Medical Publications.

f. Develop and coordinate U.S. positions within the general medical and CBRN medical functional areas, including ratification, promulgation and implementation of all Allied medical standardization documents in accordance with established policies and procedures.

g. Monitor the establishment and effectiveness of Army delegations to medical-related MFI forums and resolve conflicts with appropriate ACOMs and agencies concerning requirements for Army participation.

h. Integrate MFI where appropriate in all assigned medical DOTLMPF development activities.

i. Ensure that medical operations requirements stated in Army requirements documents integrate operations with NATO and/or ABCA, coalition partners and other armies when appropriate.

j. Ensure that Allied and ABCA medical standardization doctrine is incorporated into Army and Joint doctrinal publications.

2–11. The Judge Advocate General
TJAG will—

a. Act as the Army office of record for those MFI agreements designated as international agreements in accordance with DODD 5530.3 and AR 550–51.

b. Review NATO STANAGs and ABCA standards for legal sufficiency prior to ratification or release to NATO and ABCA.

2–12. Provost Marshal General
PMG will integrate MFI in all assigned biometrics and forensics DOTMLPF development activities.

2–13. Headquarters Department of the Army Principal Officials, and Commanders of Army commands, Army service component commands, and direct reporting units
HQDA Principal Officials, and Commanders of ACOMs, ASCCs, DRUs will—

a. Designate and provide contact details to DCS, G–3/5/7 for a primary point of contact with responsibility for coordination, reporting and support of MFI activities within their assigned functional area of responsibility.

b. Exercise authority, direction, and control over all MFI activities for which the staff element, ACOM, ASCC, or DRU has responsibility.

c. In coordination with the DCS, G–3/5/7, program, budget, and execute funding for all costs directly associated with participation in MFI activities for which the HQDA Principal Officials, ACOM, ASCC, or DRU has responsibility.

d. Provide U.S. Army HODs, NATO, and ABCA group and project leaders, subject matter experts, and other representatives to MFI forums when directed by the DCS, G–3/5/7.

e. Provide an organizational position on the technical development and/or ratification of NATO STANAGs, ABCA standards, and other MFI agreements or other MFI actions within their assigned functional area of responsibility.

f. Implement and periodically evaluate U.S.-ratified NATO STANAGs, ABCA standards, and other MFI agreements within their assigned functional area of responsibility.

g. Evaluate and report on the effectiveness of MFI activities for which the HQDA Principal Officials, ACOM, ASCC, or DRU has responsibility in accordance with guidance provided by the DCS, G–3/5/7.

h. Note that nothing in this regulation regarding foreign visits supersedes the foreign disclosure requirements outlined in AR 380–10.

i. The initiating organization for an MFI activity will create and update as appropriate an entry in the Global-Theater Security Cooperation Management Information System.

2–14. Commanding General, U.S. Army Training and Doctrine Command
The CG, TRADOC will—

a. Act as the Army lead for MFI requirements determination and capability development. Integrate MFI where appropriate in all assigned DOTMLPF development activities.

b. Ensure that operational requirements stated in Army requirements documents integrate operations with allies, coalition partners and other armies, when appropriate.

c. Act as action agent for training and doctrine talks with selected allies and coalition partners and for subject matter expert exchanges (SMEEs).

d. Provide support to bilateral Army-to-Army Staff Talks.

e. Provide training and doctrine support to bilateral and multilateral MFI forums and other MFI activities, when requested.

f. Ensure that ratified NATO STANAGs and ABCA standards are incorporated in the appropriate Army field manuals and other doctrinal publications.

g. Be responsible for integrating Army professional military education and functional training with knowledge and skills necessary for Army leaders to plan and execute MFI.

h. Provide NATO and ABCA capability and/or support group leaders, project team leaders or SMEs, as required, and technical review and input to NATO STANAGs and ABCA standards.

2–15. Commanding General, U.S. Army Materiel Command
The CG, AMC will—

a. Provide logistics and technical support for the development of international logistics and operational support agreements.

b. Designate U.S. Army HOD for NATO MC land standardization board working groups.

c. Provide science, technology, and materiel support to bilateral and multilateral MFI forums and other MFI activities, when requested.

d. Ensure ratification review of selected NATO STANAGS, ABCA standards, and other international standardization agreements (ISAs) by the ASE. In carrying out this responsibility, the ASE will—

(1) Assess NATO STANAGs, ABCA standards, and publications, and other ISAs for conformance to DOD and Army acquisition policy in accordance with DOD Manual 4120.24.

(2) Ensure that NATO STANAGS, ABCA standards, and other ISAs intended for use in acquisitions are implemented by military or adopted in nongovernment standards when appropriate, and that the ISA and the implementing document are cross-referenced to each other.

e. Integrate MFI where appropriate in the preparation and implementation of Army, multi-Service, and multinational plans and agreements for RDA and logistics support of materiel to be used by the U.S., its allies, and potential coalition partners.

f. Provide supervision and direction for Army international technology centers (ITCs). Under the direction of the CG, AMC, the commanders of the ITCs will—

(1) Keep Army materiel developer organizations fully informed of technology advances and research and development (R&D) activities taking place in their areas (countries) of responsibility.

(2) Promote MFI by assisting in establishing international agreements that address, harmonize, and advance technology development, materiel interoperability, logistics, concepts, doctrine, organization, training, and operations in coalitions.

2–16. Commanding General, U.S. Army Forces Command
The CG, FORSCOM will—

a. Include MFI considerations in the development of Army training scenarios, opportunities, and objectives.

b. Provide support to ABCA and other MFI-related exercises, simulations, and experiments.

c. Coordinate with the ASCCs, Army liaison officers, Army exchange officers, standardization representatives (StanReps), and other members of the MFI community in the region or area of interest to ensure cohesion of country- and region-specific Army MFI activities.

d. In coordination with the DCS, G–3/5/7, periodically assess progress made in meeting FORSCOM-identified MFI objectives and requirements. This assessment will identify causes of shortfalls and propose measures to address them.

e. Source Regionally Aligned Forces to selected ASCC as an enabler in support of MFI.

2–17. Commanding Generals, Army service component commands
The CGs, ASCCs will—

a. Develop and propose Army MFI issues for inclusion in their respective regional combatant commanders' integrated priority lists, theater security cooperation plans, regional strategies and/or country support plans, and respective sections of the Army Campaign Support Plan.

b. Develop and inform the DCS, G–3/5/7 of the combatant commanders' Army MFI requirements, objectives, and priorities.

c. In coordination with the DCS, G–3/5/7, periodically assess progress made in meeting ASCC MFI objectives and requirements. This assessment will identify causes of shortfalls and propose measures to address them.

d. Coordinate with Army liaison officers, StanReps, and other members of the MFI community in the region to ensure cohesion of country-specific and region-specific Army MFI activities.

2–18. Commanding General, U.S. Army Africa

This responsibility is delegated by Secretary of the Army (SECARMY) to CG, USARAF: Oversee the SECARMY African Cooperation Fund under the provisions of 10 USC 1050. SECARMY may provide for the expenses of travel, subsistence, special compensation of officers and students of African countries, and other expenses that the Secretary considers necessary for African cooperation.

2–19. Commanding General, U.S. Army North

The CG, ARNORTH will—

a. Serve as the U.S. Army HOD for the Mexico-U.S. Border Commanders Conference, Conference participation must be approved in accordance with Army Conference Policy prior to executing or obligating any funds.

b. Serve as the U.S. Army HOD for the Fifth Army Inter-American Relations Program to improve mutual understanding, cooperation, and communication between the U.S. Army and the Mexican army and gain conference approval, as required. Conference participation must be approved in accordance with Army Conference Policy prior to executing or obligating any funds.

2–20. Commanding General, U.S. Army South

The CG, USARSO will—

a. Serve as action agent for Army-to-Army Staff Talks with Brazil, Chile, Colombia, and El Salvador.

b. Execute Army-to-Army Staff Talks in accordance with Army Conference Policy.

2–21. U.S. Army Heads of delegation for multinational force interoperability programs

U.S. Army HODs will—

a. Coordinate, with appropriate Army and other DOD organizations, the proposed agenda, U.S. positions, and U.S. delegation membership for meetings of the MFI forum for which they are responsible.

b. Ensure that any disclosure of U.S. military information planned for an MFI meeting is properly cleared for release in accordance with AR 380–10 and that U.S. classified information is protected in accordance with AR 380–5.

c. Ensure coordination of travel arrangements, transmit security clearances, and obtain theater and/or country clearance for the delegation, if required.

d. Ensure that the delegates and delegation support personnel understand the organization and processes of the forum to which they are appointed and their duties relative to that forum.

e. Present and discuss the U.S. position at meetings of MFI forums.

f. Provide a report on the outcome of meetings to the DCS, G–3/5/7 or ASA (ALT), and other interested Army and DOD organizations, as directed.

g. Coordinate Army actions required as a result of meetings, including preparation, technical review, ratification, and implementation of any NATO STANAGs, ABCA standards, and publications, or other MFI agreements developed by the forum.

Chapter 3
Army Policy for Participation in Multinational Force Interoperability Forums and Agreements

3–1. Designating Army responsibility for multinational force interoperability forums

a. The DCS, G–3/5/7 will designate HQDA Principal Officials, ACOMs, ASCCs, or DRUs with responsibility for new or ongoing MFI forums. An Army organization will participate in all MFI forums for which the organization has responsibility and has been tasked to provide representation.

b. HQDA Principal Officials, ACOMs, ASCCs, or DRUs that have responsibility for an MFI forum will identify, in writing, a Army HOD, ABCA capability and/or support group, and project team leaders, SMEs, and other representatives to MFI forums and provide contact information on these individuals to the DCS, G–3/5/7.

c. When the Army is requested to nominate a person to serve as the international chair, secretary, or other similar

position of an MFI forum, committee, working group, or panel, the HQDA Principal Officials, ACOM, ASCC, or DRU that has been designated with responsibility for the forum will propose personnel to DCS, G–3/5/7 or ASA (ALT), as appropriate, for U.S. nomination.

3–2. Army participation in multinational force interoperability forums

a. Personnel selected to represent the Army in MFI forums, including supporting delegates, will be of the appropriate grade and possess the requisite skills and experience for those positions. In particular, they must be knowledgeable about the organization, objectives, processes, and duties relative to the forum to which they are appointed. Information on MFI forums can be obtained from the DCS, G–3/5/7 or ASA (ALT), as appropriate.

b. To enhance stability of Army representation, U.S. Army HODs, ABCA capability and/or support group leaders, and senior representatives will be appointed for 2 years or for the duration of the activity.

c. U.S. Army HODs and senior representatives will obtain the approval of DCS, G–3/5/7 or ASA (ALT), as appropriate, before agreeing to Army leadership of, or participation in, new or additional subordinate groups to the MFI forum to which they are appointed. This will ensure that the resource requirements associated with the proposed expanded Army leadership or forum participation role are fully considered before agreement to assume such a role is finalized.

d. Army HODs, ABCA capability, and/or support group and project team leaders, and senior representatives for MFI forums will maintain records and/or reports on the activities of those forums. These records will be made available to the DCS, G–3/5/7, who will distribute them to Army personnel involved in other related MFI forums in order to facilitate integration and coordination of Army MFI activities.

e. Contractor representatives may attend MFI forum meetings as technical experts in support of Army delegations when the progress or quality of the work will be enhanced. Attendance will be subject to the guidance and control of the Army HOD, ABCA team project leaders, and senior representatives.

3–3. Development and presentation of agendas and Army positions

a. Detailed procedural guidance for participation in MFI forums for which DCS, G–3/5/7 designates Army HODs and team leaders is maintained by the DCS, G–3/5/7. Guidance for participation in other MFI forums is provided by the HQDA Principal Officials, ACOM, ASCC, or DRU that designates the U.S. Army HOD or senior representative. General guidelines for developing agendas and Army positions are presented below.

(1) Agendas for meetings of international MFI forums will be coordinated by the U.S. Army HOD, ABCA project team leader, or senior representative and forwarded for information through command, activity, or forum channels to the HQDA Staff element, ACOM, ASCC, or DRU that has proponency for the forum prior to the meeting.

(2) Proposed Army positions for meetings of MFI forums will be coordinated for technical accuracy by the Army HOD, ABCA project team leaders, and senior representatives. They will forward proposed position papers to HQDA Principal Officials and other impacted agencies at least 30 days prior to the meeting for review and approval. These papers will be reviewed and coordinated by HQDA Principal Officials to ensure consistency of Army or national positions. For purely technical or administrative topics, a synopsis of the positions will be forwarded to the HQDA Principal Officials proponent for review.

(3) U.S. Army positions in MFI forums will be presented and discussed as approved during the coordination process. On issues for which an Army position has not been established, or on proposals contradictory to the approved Army position, the Army HOD, ABCA team leader, or senior representative may enter into discussion solely for the purpose of making recommendations for further action or resolution of the issue to the HQDA Principal Officials forum proponent.

b. Disclosure of classified information and/or controlled unclassified information associated with an international forum will be approved in accordance with AR 380–10. Public disclosure of information associated with an international forum will be coordinated with, and made through, the Office of the Chief of Public Affairs in accordance with the AR 360–1.

3–4. Development of multinational force interoperability agreements and publications

a. Those MFI agreements classified as international agreements will be developed in accordance with AR 70–41, AR 550–51, and DODD 5530.3. Such guidance requires, among other things, obtaining prior OSD or HQDA Principal Officials approval through the ASA (ALT) to negotiate and conclude the agreement. Detailed guidance on the development of these agreements will be provided by the ASA (ALT) and TJAG.

b. NATO STANAGs and ABCA standards that document the acceptance of similar military equipment, ammunition, supplies, and stores or operational, logistical, and administrative procedures and do not provide for mutual support or cross-servicing of military equipment, ammunition, supplies, or stores or for the mutual rendering of defense services, including training are not considered international agreements for purposes of compliance with AR 550–51.

c. NATO STANAGs that provide for mutual support or cross-servicing of military equipment, ammunition, supplies, or stores or for the mutual rendering of defense services, including training, are considered international agreements requiring compliance with the requirements of AR 550–51.

d. NATO guidance on the preparation, format, and content of NATO STANAGs is contained in production, maintenance, and management of NATO standardization documents. Comprehensive ABCA guidance on the preparation, format, and content of ABCA standards is contained in the ABCA standard operating procedures (SOP).

e. All NATO STANAGs and ABCA standards will be coordinated for technical accuracy with all affected Army and other DOD organizations during both the technical development and ratification phases of the development process. During the ratification phase, NATO STANAGs and ABCA standards will also undergo a policy and legal review within HQDA Principal Officials. The development and ratification of NATO STANAGs and ABCA standards will be documented on DA Form 4797 (International Standardization Agreement Ratification - Implementation Data Sheet). Evaluation and review of disseminated NATO STANAGs and ABCA standards will be documented on DA Form 4797–1 (International Standardization Agreement Review Data Sheet). Additional guidance for developing, ratifying, and evaluating NATO STANAGs and ABCA standards are maintained by the DCS, G–3/5/7. The ABCA guidance is available at http://www.abca-armies.org/.

f. As stated in paragraph 1–8c, NATO STANAGs and ABCA standards intended for use in acquisition of materiel are subject to additional review and approval by cognizant Army organizations in accordance with DOD Manual 4120. 24. Such guidance states that standardization agreements intended for use in acquisition of materiel should be ratified only if the proposed agreement—

(1) Is consistent with the policies and laws of the United States.

(2) Is technically correct and adequate to meet DOD needs.

(3) Will not adversely affect the performance, quality, cost, or reliability of U.S. materiel.

(4) Will be consistent with existing DOD standardization documents.

(5) Will not require extensive reservations.

(6) Is supported by a viable implementation plan.

Appendix A
References

Section I
Required Publications

AR 5–11
Management of Army Modeling and Simulation (Cited in para 2–5*c*.)

AR 11–31
Army Security Cooperation Policy (Cited in para 1–8*b*.)

AR 70–41
International Cooperative Research, Development, and Acquisition (Cited in para 2–2*i*.)

AR 380–5
Department of the Army Information Security Program (Cited in para 2–21*b*.)

AR 380–10
Foreign Disclosure and Contacts with Foreign Representatives (Cited in para 2–5*a*.)

AR 550–51
International Agreements (Cited in para 2–2*i*.)

DOD Manual 4120.24
Defense Standardization Program (DSP) Procedures (Cited in para 2–2*f*.) (Available at http://www.dtic.mil/whs/directives.)

DODD 5530.3
International Agreements (Cited in para 2–6*w*.) (Available at http://www.dtic.mil/whs/directives.)

TTCP 201
The Technical Cooperation Program (Cited in para B–4*d*.) (Available at http://www.acq.osd.mil/ttcp/guidance/documents/TTCP_201.pdf.)

Section II
Related Publications
A related publication is a source of additional information. The user does not have to read a related reference to understand this publication. DOD publications are available at http://www.dtic.mil/whs/directives. USCs are available at http://www.gpo.gov/fdsys/browse/collectionUScode.action?collectionCode=USCODE.

Allied Administrative Publication–1
NATO Organization and Command (Available at the Central U.S. Repository, U.S. NATO Document Repository, 3072 Amy Pentagon, Washington, DC 20310–3072.)

Allied Administrative Publication–3 (J)
Procedures for Development, Preparation, Production, and Updating of NATO Military Standardization Agreements and Allied Publications. (Available at http://nso.nato.int/nso/.)

Allied Administrative Publication–6
NATO Glossary of Terms and Definitions (English and French)

Allied Administrative Publication–15
NATO Glossary of Abbreviations Used in NATO Documents and Publications (Available at the Central U.S. Repository, U.S. NATO Document Repository, 3072 Army Pentagon, Washington, DC 20310–3072.)

AR 1–1
Planning, Programming, Budgeting and Execution System

AR 11–2
Managers' Internal Control Program

AR 12–1
Security Assistance, Training, and Export Policy

AR 15–1
Department of the Army Federal Advisory Committee Management Program

AR 25–30
The Army Publishing Program

AR 25–400–2
The Army Records Information Management System (ARIMS)

AR 350–1
Army Training and Leader Development

AR 570–9
Host Nation Support

AR 614–10
Army Military Personnel Exchange Program with Military Services of Other Nations

AR 700–131
Loan, Lease, and Donation of Army Materiel

DA Pam 11–31
Army Security Cooperation Handbook

CJCSI 2700.01A
International Military Agreements for Rationalization, Standardization, and Interoperability (RSI) Between the United States, Its Allies, and Other Friendly Nations (Available at http://www.dtic.mil/cjcs_directives.)

DOD 7000.14–R
Department of Defense Financial Management Regulation

DOD International Armaments Cooperation Handbook
(Available at http://www.acq.osd.mil/ic/Links/handbook.pdf.)

DODD 5132.03
DOD Policy and Responsibilities Relating to Security Cooperation

DODD 5230.20
Visits and Assignments of Foreign Nationals

DODI 2015.4
Defense Research Development, Test and Evaluation (RDT&E) Information Exchange Program (IEP)

DODI 4120.24
Defense Standardization Program (DSP)

International Armaments Cooperation Handbook.
(Available at http://www.acq.osd.mil/ic/handbook/handbk.pdf.)

International Cooperation in Acquisition, Technology and Logistics Handbook
(Available at http://www.acq.osd.mil/ic/Links/handbook.pdf.)

Joint Publication 1–02
DOD Dictionary of Military and Associated Terms (Available at http://www.dtic.mil/doctrine/.)

Military Committee Policy on Standardization
(Available from the Central U.S. Repository, U.S. NATO Document Repository, 3072 Army Pentagon, Washington, DC 20310–3072.)

NATO Allied Medical Publications
(Available at http://nso.nato.int/nso/.)

NSDD
NATO Standardization Documents Database (The NSDD replaces Allied Administrative Publication-4, NATO Standardization Agreements and Related Publications, and is available on NATO Standardization Agency, NSDD (http://nsa.hq.nato.int).

NSOP
NATO Standardization Office Procedures (The NSDD replaces Allied Administrative Publication-4, NATO Standardization Agreements and Related Publications, and is available on NATO Standardization Agency, NSDD (http://nsa.hq.nato.int).

QDR 2014
Quadrennial Defense Review 2014 (Available at http://www.defense.gov/pubs/2014_Quadrennial_Defense_Review.pdf)

10 USC 1050
Latin American cooperation: payment of personnel expenses

22 USC 2778–2780
Arms Export Control Act

22 USC 2796d
Loan of materials, supplies, and equipment for research and development purposes

Section III
Prescribed Forms
Except where otherwise stated, DA Forms are available on the APD Web site (http://www.apd.army.mil).

DA Form 4797
International Standardization Agreement Ratification - Implementation Data Sheet (Prescribed in para 3–4*e*.)

DA Form 4797–1
International Standardization Agreement Review Data Sheet (Prescribed in para 3–4*e*.)

Section IV
Referenced Forms
Except where otherwise stated, DA Forms are available on APD Web site (http://www.apd.army.mil).

DA Form 11–2
Internal Control Evaluation Certification

DA Form 2028
Recommended Changes to Publications and Blank Forms

Appendix B
International Multinational Force Interoperability Forums

B–1. General
a. Purpose. This appendix identifies and describes the major international MFI forums in which the Army participates. These forums are important for achieving the Army's objective of enhancing its ability to effectively lead or participate in multinational operations across the spectrum of military missions.

b. Scope. This appendix describes the NATO, ABCA, bilateral, and other MFI forums whose primary purpose is to enhance MFI. The Army may participate in these forums either as the lead or supporting DOD component. It does not describe those international forums that primarily support other national or Army political, strategic, economic, or technical objectives.

B–2. North Atlantic Treaty Organization forums
The Army participates in several NATO forums whose primary purpose is to enhance MFI (events determined to fall under the Army conference policy must be mission critical and approved in accordance with Army conference policy prior to executing the meeting or obligating funds in support of the meeting). They are as follows:

a. The Military Committee. Operating under the authority of the North Atlantic Council (NAC), the MC is the highest military authority within NATO. Its membership includes Chiefs of Staff and, when designated, their permanent military representatives at NATO headquarters. The MC, in coordination with the Committee on Standardization and other NATO committees, provides input into NATO standardization policy. In particular, it serves as the focal point for operational standardization proposals and acts as the tasking authority for its subordinate bodies.

b. The Committee for Standardization. The Committee for Standardization (CS) is the senior NATO authority on all standardization matters and reports directly to the NAC. It is supported by national CS representatives, who provide harmonization and guidance at the delegate level under the overall direction and management of the CS. The main task of the CS is to harmonize standardization activities between NATO and national bodies and promote interaction between them in the standardization field. The NATO Committee for Standardization is chaired by TSG (available at http://www.nato.int/docu/handbook/2001/hb1003.htm), who is normally represented by two permanent co-chairpersons, the Assistant Secretary General for Defense Support, and the Director of the International Military Staff. The U.S. HOD to the CS is provided by the Office of the Secretary of Defense; the Army representative is provided by the DCS, G–3/5/7.

c. The Military Committee Land Standardization Board. The MC Land Standardization Board is comprised of a national representative and a board chairman with staff officers. The Army Representative to the Land Standardization Board is provided by the DCS, G–3/5/7. The Board oversees the work of approximately 14 working groups responsible for proposing and developing STANAGs and other allied standardization publications. The Army representatives to these forums are provided by HQDA Principal Officials, AMC, TRADOC, and DRUs, as appropriate. Meetings of Land Standardization Board working groups are usually conducted twice a year in various NATO countries.

d. The Military Committee Joint Standardization Board. The Army also participates in the MC Joint Standardization Board. The Joint Standardization Board deals with Joint and overarching operational standardization policy matters, affecting two or more Services. It manages Working Groups dealing with allied joint operations doctrine, joint intelligence, information exchange requirement/message text format harmonization, environmental protection, and Nuclear Biological Chemical (NBC) defense operations. Like MC Land Standardization Board Working Groups, these bodies propose and develop STANAGs and other allied standardization publications. The Army representatives to these forums are provided by HQDA Principal Officials, AMC, TRADOC, and DRUs, as appropriate. Meetings of MC Joint Standardization Board working groups are usually conducted once a year at NATO headquarters in Brussels, Belgium.

e. The Conference of National Armaments Directors. The CNAD coordinates the development of armaments by member countries. It reports directly to the NAC and oversees a number of subordinate bodies charged with promoting cooperative research and development and the production of future military equipment. These bodies also develop materiel-related NATO STANAGs. The CNAD main groups include the NAAG, the NATO Naval Armaments Group, the NATO Air Force Armaments Group, and the NATO Industrial Advisory Group. In addition to the main groups, the CNAD oversees a number of cadre groups that work on functional issues related to research, development, and procurement of military equipment.

f. The North Atlantic Treaty Organization Army Armaments Group. The NAAG supports the work of the CNAD by coordinating armaments cooperation and standardization in land-based systems and related technologies. It is the CNAD body involving the most extensive Army participation. Its membership includes senior Army officials responsible for RDA. The principal Army representative to the NAAG is provided by the ASA (ALT). The NAAG includes nine land groups and 35 subpanels, working groups of experts, project groups, and similar bodies. Meetings of the land groups are conducted once or twice a year, usually at NATO headquarters in Brussels, Belgium. The U.S. representatives to these forums are provided by HQDA Principal Officials, AMC, TRADOC, and DRUs, as appropriate.

g. The Joint Communications, Command, and Control Program Requirements and Concepts Subcommittee. The Joint Communications, Command, and Control Program Requirements and Concepts Subcommittee supports the NATO Command, Control, and Communications Board and the major NATO commanders by harmonizing operational

requirements and developing standard policies and procedures for tactical communications in air, land, and maritime operations. Army participation in Joint Communications, Command, and Control Program Requirements and Concepts Subcommittee activities is coordinated by the CIO/G–6.

h. The Senior North Atlantic Treaty Organization Logisticians' Conference. The SNLC is the principal NATO committee for consumer logistics. Reporting to both the NAC and the MC, this body comprises uniformed and civilian logistics specialists from NATO nations. The SNLC provides a high-level forum for considering logistics matters within NATO and for furnishing advice to the NAC and the MC on the development of alliance logistics policy. The SNLC also oversees the development of logistics-related STANAGs and other standardization publications. The Army co-HODs to the SNLC are provided by the Joint Staff J–4 and USD (AT&L). Army support to the SNLC is generally provided by the DCS, G–4.

i. The Land Electronic Warfare Working Group. The Land Electronic Warfare (EW) Working Group supports the MC and the major NATO commanders through the NATO EW Advisory Committee. This forum develops NATO land EW policies and standardizes land EW concepts, doctrine, tactics, and procedures. Army representation on the Land EW Working Group is normally provided by the DCS, G–3/5/7.

B–3. American, British, Canadian, Australian, and New Zealand Armies' Program

a. Background. The ABCA dates back to 1947, when the United States, Britain, and Canada agreed to continue the military cooperation and standardization efforts begun during World War II. Australia joined the program in 1963. The four armies further codified their cooperative activities in the Basic Standardization Agreement, dated 1 October 1964. The New Zealand Army became associated with the program as an observer through Australia in 1965 and became a full member in March 2006. In 2004, the U.S. Marine Corps became an associate member of the ABCA.

b. Program. The ABCA is a product-focused organization founded on deliberate analysis of interoperability gaps and the development of products required by armies to close or mitigate those gaps in accordance with top-down direction. The aims of the ABCA are as follows:

(1) ABCA vision: The ABCA will achieve the effective integration of the capabilities necessary to enable ABCA armies to conduct the full spectrum of coalition land operations successfully in a joint environment, now and into the future.

(2) ABCA mission: To optimize ABCA armies' interoperability in order to deliver success on coalition operations.

(3) ABCA focus: To achieve interoperability using doctrine, technology and materiel solutions to close or mitigate gaps.

c. Key organizational components.

(1) *Executive council.* The council is the senior executive body for the ABCA and provides national ownership of the Program. The Council is comprised of senior national officers at the Vice and/or Deputy Chief of Staff of the Army or equivalent level. The executive council meets every year in an ABCA member nation on a rotational basis and provides strategic direction and guidance. Events determined to fall under the Army conference policy must be approved in accordance with Army conference policy

(2) *National directors* The ABCA Board of National Directors is comprised of representatives from each of the five member armies and is the senior oversight body for the ABCA, by initiating, influencing and monitoring program operations.

(3) *Program office.* The office is the full-time secretariat for the ABCA located in the Washington, DC area. It is staffed by representatives of all ABCA armies and headed by the Chief of Staff, who is a military officer (colonel/06) assigned on a rotational basis from each of the member countries and manages the day-to day activities of the program through program management, direction and execution. That officer also serves as the Chief of Staff for the ABCA Board of National Directors.

(4) *National coordination officer.* Each ABCA nation has an officer in its own headquarters to oversee and coordinate its army's participation in the ABCA. This officer is the single point of contact for the ABCA in the armies and is responsible to their own army's national directors for overseeing, coordinating, and facilitating national program work.

(5) *Capability groups.* These groups are the standing operational bodies in the ABCA. Composed primarily of national SMEs in their specific capability area, the capability groups conduct interoperability gap analyses, propose tasks to the Board of National Directors to mitigate identified gaps, establish project teams to conduct board-approved tasks, and manage the program products that belong to the capability groups in accordance with their 5-year plans. Capability Group leadership is allocated to one of the armies on a standing basis and typically assigned to a colonel by that army. There are five capability groups:

(a) Capability Group Command. All aspects of the command and control of coalition forces within an operational battlespace, including all of the related processes, systems and tools (including communication and information systems), such as planning, decisionmaking, information exchange, battlespace management, and situational awareness.

(b) Capability Group Sense. All aspects of the provision of knowledge and understanding of the coalition operational battlespace, especially of adversaries, neutrals, non-combatants, weather and terrain. It includes all of the related

processes, systems, and tools (including EW) that manage and integrate coalition data collection assets and that fuse and analyze the respective output.

(c) Capability Group Act. All aspects of the employment of coalition forces and the exercise of coalition combat power, especially through the synchronization of maneuver, firepower and information, within a tactical or operational battlespace to achieve desired effects.

(d) Capability Group Shield. All aspects of the protection of coalition forces, resources and facilities in order to ensure the force's survivability, conserve its fighting potential, facilitate its freedom of action and degrade the adversaries' ability to carry out hostile actions.

(e) Capability Group Sustain. All aspects of the provision, distribution and management of the logistics, personnel and other support required to maintain and prolong the operations of a coalition force within an operational battlespace.

(6) Support groups. These groups comprise national SMEs who are knowledgeable in the group's support area. Support Group leadership is allocated to one of the armies on a standing basis and typically assigned to a colonel by that Army. Support groups are primarily focused on providing advice and support to the program, especially to the capability groups, in relation to their support area. Support groups also propose tasks, establish project teams and manage their program products. There are 3 support groups—

(a) Training.

(b) Concepts and capabilities development.

(c) Lessons and validation.

(7) Project teams. These teams are established by the capability group and/or SG and approved by the Board of National Directors and are both responsible to an applicable capability group or SG for the development and delivery of an ABCA product (for example, standard, publication, report, database or architecture) intended to mitigate an identified interoperability gap. Project teams may work by correspondence or meet through video teleconference, or directly when physical collocation is determined to be both mission critical and the most cost effective method to accomplish the mission. Events determined to fall under the Army conference policy must be approved in accordance with Army conference policy.

(8) Standardization representatives Each ABCA army has designated StanReps to serve in each of the other member countries for the purpose of facilitating information exchange, materiel transactions, and standardization activities. Duties include liaison with army and other staff agencies to which they are attached and the provision of information and reports to their own army. Other StanReps may be stationed at materiel and doctrine development commands of the member armies.

d. American, British, Canadian, Australian, and New Zealand Armies' Program references. The ABCA armies' SOP contains a complete description of the ABCA structure and components. This publication is available at the ABCA Web site (http://www.abca-armies.org).

B–4. Other American, British, Canadian, and Australian-like forums

a. Events must comply with the Army conference.

b. The Air and Space Interoperability Council. The ASIC (formerly known as the Air Standardization Coordinating Committee) is similar to the ABCA and was established by the air forces of the ABCA countries. The ASIC provides a forum for discussion and development of air STANAGs, known as Air Standards. The Army provides delegates to selected ASIC working parties. The objectives of the ASIC are to—

(1) Ensure that in the conduct of combined air operations, there are minimal operational, materiel, and technical obstacles to full cooperation among ASIC air forces.

(2) Enable essential support facilities to be available for aircraft of other ASIC air forces.

(3) Enable justifiable logistics support to be available for aircraft of other ASIC air forces.

(4) Promote economical practices in the use of national air forces.

c. The Australia, Canada, New Zealand, United Kingdom, United States Naval Command, Control, Communications, and Computers Organization. The ABCA navies have established the Australia, Canada, New Zealand, United Kingdom, United States (AUSCANZUKUS) Naval C4 Organization to create a seamless information infrastructure to enable AUSCANZUKUS navy commanders to access information required to accomplish their assigned missions. The main tasks of the organization are to—

(1) Promote interoperability between member nations by adopting standards and agreeing to minimum operational capabilities.

(2) Exchange information on issues of interoperability.

(3) Provide a forum to highlight issues to national authorities.

(4) Use national resources to cooperatively coordinate studies to resolve long-term and complex interoperability matters.

d. The Technical Cooperation Program. TTCP is a multilateral program comprising Australia, Canada, New Zealand, the United Kingdom, and the United States. It is intended to acquaint participating countries with the military R&D programs conducted by other TTCP members and to provide a means to combine resources and share tasks in

carrying out international cooperative RDA ventures. TTCP works primarily through activities covered under the TTCP memorandum of understanding (MOU) of 24 October 1995, as amended on 16 October 2000. This MOU establishes a mechanism among the participants that provides for the continuation and enhancement of all TTCP efforts. TTCP efforts include: exchange of science and technical information; harmonization and alignment of national science and technology programs; collaboration through TTCP project arrangements; equipment and materiel transfers; assignments of cooperative program personnel; trials and testing; personnel visits; and other TTCP activities whose maturation may lead to enhancements in defense technologies. (TTCP documents, policies, organization, and procedures are available in TTCP 201, dated 10 March 2009). The program is headed by the chiefs of defense for R&D of the participant countries, also known as the nonatomic military research and development (NAMRAD) principals. The NAMRAD principals provide strategic guidance for the program and, as individuals, appoint national representatives to TTCP subgroups. Day-to-day management of the program has been delegated to representatives of the participating countries located in Washington, DC (known as the Washington deputies). The Washington deputies, assisted by a secretariat, monitor the information exchange activities of TTCP subgroups and other subordinate bodies. The Army submits nominations to the U.S. NAMRAD principal for appointments of chairpersons for and technical representatives to selected TTCP bodies.

e. The Combined Communications Electronics Board. The goal of the CCEB is to enhance the interoperability of communications systems among the military forces of Australia, Canada, New Zealand, the United Kingdom, and the United States. The CCEB directs the activities of subordinate working groups charged with exchanging operational, procedural, and technical information in defined areas. CCEB products include allied communications publications, information exchange action items, and CCEB publications. The U.S. CCEB representative is the Joint Chiefs of Staff Director for C4 Systems (J–6). The Army provides technical representatives to selected CCEB working groups at the request of the U.S. CCEB representative.

f. Chief, Army Reserve American, British, Canadian, and Australian (and New Zealand thru an agreement with Australia) Reserve Information Team. The Chief, Army Reserve serves as the U.S. Army HOD for the ABCA Reserve Information Team which is intended to optimize interoperability between reserve forces from participating countries through the discussion of reserve issues, identification of best practices, and information exchange on the operational experiences of reserve forces with a view to assisting member nations to better provide and sustain reserve force support to operational capabilities.

B–5. Regional Chiefs of Army conferences
The CSA, Army, or the appropriate theater Army commander in the CSA's stead will periodically participate in the following gatherings of Army leaders from particular AORs: Conference of American Armies, Conference of European Armies, Pacific Armies Chiefs Conference, Land Forces Symposium, and African Land Forces Summit. The purpose of these conferences is for the CSA and the applicable theater Army commander to discuss subjects of mutual interest in a frank and open forum to promote cooperation and understanding.

B–6. The Five Power National Armaments Directors forum and Five Power Senior National Representatives forums
a. The Five Power NADs forum provides a separate vehicle for discussion among the NADs of France, Germany, Italy, United Kingdom, and the United States on issues relevant to the full CNAD. In addition to CNAD issues, the forum addresses cooperative projects and interoperability issues involving only the Five Power countries. The U.S. delegation consists of the NAD (USD (AT&L)), the Deputy NAD, and a small support staff. The Five Power NADs meet semiannually, shortly before the full CNAD meeting. The Five Power Deputy NADs also meet separately twice a year.

b. To facilitate the coordination and effective management of international programs at the working level, the Five Power NADs directed the establishment of separate forums for senior national representatives from each nation's army, navy, air force, and command, control, and communications organization. These forums, referred to as Five Power SNR forums, oversee, and guide the management of specific information exchange agreements and cooperative projects among the participants. Each Five Power SNR (A) forum operates through a network of separate working groups established (and terminated) by the respective SNRs to address specific issues or areas of interest. Each Five Power SNR forum meets regularly throughout the year.

c. The ASA (ALT) designates the Army HOD to the Five Power SNR (A) forum. This individual is responsible for appointing the U.S. co-chairperson for each working group. Five Power SNR(A) objectives have been codified in a memorandum of understanding that also spells out the procedures for establishing and managing working groups. Among other things, it defines a process for documenting, in separate MOU annexes, terms of reference for each working group.

B–7. Bilateral forums
A number of formal and informal bilateral MFI forums and activities complement the multilateral MFI forums described above. The most important of these forums and activities are as follows:
a. Bilateral Staff Talks Program. The BST Program comprises Army-to-Army Staff Talks with selected allies and

friendly nations. The goal of this program is to harmonize doctrine, concepts, training, operational procedures, and requirements. The BST Program also promotes cooperative materiel RDA and standardization. Individual talks focus initially on common concepts and then progress toward bilateral cooperation in any areas deemed beneficial for collaboration. In accordance with the ASCG, the BST Program also should advance the work of related multilateral forums; agreements reached in talks may serve as the basis for pursuing other forms of security cooperation or multilateral MFI agreements. Individual talks conducted under the BST Program are managed by bilateral steering committees, with formal preparation conferences and meetings of delegations headed by general officers. The Army action agent for the BST Program is the DCS, G–3/5/7.

b. Training and doctrine talks. A bilateral forum conducted by TRADOC to address DOTMLPF issues within TRADOC's domain with selected allies and coalition partners.

c. U.S. and Canada Reserve and Guard forums. The Chief, Army Reserve serves as the U.S Army HOD for the annual CAN and/or U.S. Reserve Force General Officer Conference to improve mutual understanding, cooperation, and communication between the Canadian Army Reserve, the U.S. Army Reserve, and the Army National Guard. The CAN and/or U.S. Reserve Force General Officer Conference provides a forum for intellectual discussion on the transformation of reserve armies, and the employment of reservists in support of operations. Output from the CAN and/or U.S. Reserve Force General Officer Conference informs the activities of national reserve component staffs and headquarters with the aim of improving interoperability between the reserve forces of both nations.

d. Subject matter expert exchanges. Bilateral SMEEs are conducted to enhance Army-to-Army contacts and mutual understanding, provide partner armies with insights concerning specific Army programs, obtain insights into areas of mutual interest, and assist partner armies in selected areas of modernization or reform. SMEEs normally focus on a specific issue that can be resolved in one meeting and cannot be used as a means of training. They may be conducted under the auspices of the BST Program, the Latin American Cooperation Program, or other regional sponsorship. Responsibility for execution of bilateral MFI SMEEs is generally assigned to an ACOM or DRU.

e. Other bilateral forums and activities. Bilateral forums and activities whose primary purpose is to support other national or Army political, strategic, economic, technical, or other objectives but which may also enhance MFI includes the following:

(1) CSA CPVs and other senior leadership activities.

(2) Bilateral Army school commandant meetings with counterparts to exchange information on training requirements, techniques, materiel, and methods.

(3) Regional component command exercise planning conferences to enhance MFI through harmonization of tactics and operational procedures.

(4) Logistics conferences conducted by the staffs of regional component commands and AMC to enhance MFI by coordinating logistical support requirements, procedures, and policies with alliance and potential coalition partners.

(5) Bilateral SNR(A) meetings with Australia, Canada, France, Germany, Italy, Singapore, Sweden, and the United Kingdom.

(6) Data exchange agreements and similar information exchange.

f. References. Additional information and general guidance on participation in bilateral forums is contained in AR 11–31, AR 70–41, and the DOD International Armaments Cooperation Handbook.

Appendix C
Army Security Cooperation Activities Contributing to Multinational Force Interoperability
The following is an alphabetized list of Army SC programs and activities that may contribute to MFI:

ABCA.
Administrative and Professionals Exchange Program.
Army International Visit Program.
Army-to-Army Staff Talks.
Army War College International Fellows Program.
Cadet Culture and Language Immersion Deployments.
Canada-U.S. Military Cooperation Committee.
Center for Army Lessons Learned – International Engagements
Center for Military History International History Programs.
Center for Military History International Intern Program.
Coalition Interoperability Assurance and Validation Working Groups.
Command and General Staff College International Fellows Program.
Cooperative programs personnel.
CSA CPV Program.
CSA Regional Conferences – African Land Forces Summit.

CSA Regional Conferences – Allied Chiefs of Army Staff Talks.
CSA Regional Conferences – Central Region Chiefs of Army Staff Talks.
CSA Regional Conferences – Conference of European Armies.
CSA Regional Conferences – Conference of American Armies.
CSA Regional Conferences – Land Forces Symposium.
CSA Regional Conferences – Pacific Armies Chiefs Conference.
CSA Regional Conferences – Southern Region Chiefs of Army Staff Talks.
Defense Research, Development, Test and Evaluation Information Exchange Program.
Distinguished Foreign Visits.
Engineers and Scientists Exchange Program.
Fifth U.S. Army Inter-American Relations Program.
Foreign Area Officer In-Country Training.
Foreign Comparative Testing Program.
Foreign Liaison Officer Program.
Foreign Technology Assessment Support Program.
Future Battlefield Annual Talks.
Global Peace Operations Initiative.
Habitual Unit Relationships.
In the Spirit of the Partnership for Peace Exercises.
International Cooperative Research, Development and Acquisition.
International Technology Centers.
Institutional Training and/or Education of Foreign Military and Selected Civilians.
Joint Combined Exchange Program.
Joint Contact Team Program.
Kermit Roosevelt Lecture Exchange Program.
Mark Clark Lecture Exchange.
Mexico-U.S. Army Border Commanders' Conference.
Military Observer Group Program – United States.
Military Personnel Exchange Program.
Multilateral Interoperability Program.
Multinational exercises.
National Guard Bureau State Partnership Program.
NATO Army Armaments Groups.
NATO Article V Exercises.
NATO Conference of National Armaments Directors.
NATO Military Committee Land Standardization Program.
NATO Partnership for Peace Exercises.
NATO Smart Energy Team
NATO Standardization Agency.
Pacific Armies Management Seminar.
Reciprocal Unit Exchange Program.
SC training teams.
Schools of Other Nations Program.
SECARMY LATAM COOP.
Security Assistance Programs - Excess Defense Articles.
Security Assistance Programs - Expanded International Military Education & Training.
Security Assistance Programs - Foreign Military Financing Grants.
Security Assistance Programs - Foreign Military Sales.
Security Assistance Programs - International Military Education & Training.
Security Assistance Programs - Loans and Leases of Defense Equipment.
SNR(A).
The G.C. Marshall European Center for Security Studies.
The Judge Advocate General's Strategic Legal Engagements Program.
The Technical Cooperation Program .
Training and Doctrine Talks.
U.S. Army Attachés Program (Assigned Abroad).
U.S. Army Corps of Engineers Interagency and International Services.
U.S. Army Medical Department International Programs.
U.S. Army Sergeants Major Academy International.
U.S.-Canada Defense Development Sharing Program.
U.S.-Canada Permanent Joint Board on Defense.

USMA Foreign Academy Exchange Program.
USMA International Programs.
USMA International Cadet Program.
Western Hemisphere Institute for Security Cooperation.

Appendix D
Internal Control Evaluation

D–1. Function
The function covered by this evaluation is effective conduct of Army support of the combatant command.

D–2. Purpose
The purpose of this evaluation is to assist HQDA Principal Officials in evaluating key internal controls listed. It is not intended to cover all controls.

D–3. Instructions
Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, and simulation). Answers that indicate deficiencies must be explained and the corrective action identified in supporting documentation. These internal controls must be evaluated at least once every 5 years. Certification that the evaluation has been conducted must be recorded on DA Form 11–2 (Internal Control Evaluation Certification).

D–4. Test questions
a. Does DCS, G–3/5/7 review this regulation at least once every 5 years and update, as necessary?

b. Does DCS, G–3/5/7 update this regulation as command relationships change?

c. Do organizations requiring 10 USC SC funding use the PPBE process to channel requests to DCS, G–3/5/7 for prioritization and submission?

d. Do Theater Armies and/or ASCCs integrate and leverage authorities in order to achieve combatant command campaign plan objectives?

D–5. Supersession
This evaluation replaces the checklist, previously published in AR 34–1, dated 6 January 2004.

D–6. Comments
Help make this a better tool for evaluating internal controls. Submit comments to DCS, G–3/5/7 (DAMO–SSI), 0400 Army Pentagon, Washington DC, 20310–0400.

Glossary

AAP
Allied Administrative Publication (NATO)

ABCA
American, British, Canadian, Australian, and New Zealand Armies' Program

ACOM
Army command

ARNORTH
U.S. Army North

ASCC
Army service component command

AMC
U.S. Army Materiel Command

AR
Army Regulation

ASA (ALT)
Assistant Secretary of the Army (Acquisition, Logistics and Technology)

ASE
Army Standardization Executive

ASIC
Air and Space Interoperability Council (formerly Air Standardization Coordinating Committee)

AUSCANZUKUS
Australia, Canada, New Zealand, United Kingdom, United States

BST
bilateral staff talks

C2
command and control

C4
command, control, communications, and computers

CBRN
chemical, biological, radiological, and nuclear

CCEB
Combined Communications Electronics Board

CG
commanding general

CIAV
Coalition Interoperability Assurance and Validation

CIO/G–6
Chief Information Officer/G–6

CNAD
Conference of National Armaments Directors (NATO)

CPV
counterpart visit

CS
Committee for Standardization

CSA
Chief Staff, Army

DA
Department of the Army

DCS, G–1
Deputy Chief of Staff, G–1

DCS, G–2
Deputy Chief of Staff, G–2

DCS, G–3/5/7
Deputy Chief of Staff, G–3/5/7

DCS, G–8
Deputy Chief of Staff, G–8

DOD
Department of Defense

DODD
Department of Defense directive

DOTMLPF
doctrine, organization, training, materiel, leadership and education, personnel, and facilities

DRU
direct reporting unit

EW
electronic warfare

FORSCOM
U.S. Army Forces Command

HOD
head of delegation

HQDA
Headquarters, Department of the Army

ISA
International standardization agreement

ITC
international technology center

LATAM
Latin America

MC
Military Committee (NATO)

MFI
multinational force interoperability

MOU
memorandum of understanding

MPEP
Military Personnel Exchange Program

NAAG
NATO Army Armaments Group

NAMRAD
Non-Atomic Military Research and Development (TTCP)

NAC
North Atlantic Council (NATO)

NATO
North Atlantic Treaty Organization

OSD
Office of the Secretary of Defense

PPBE
planning, programming, budgeting, and execution

R&D
research and development

RDA
research, development, and acquisition

SC
security cooperation

SME
subject matter expert

SMEE
subject matter expert exchange

SNLC
Senior NATO Logisticians' Conference

SNR
senior national representative

SON
Schools of Other Nations

SOP
standard operating procedures

STANAG
standardization agreement (NATO)

StanRep
standardization representative (ABCA)

TRADOC
U.S. Army Training and Doctrine Command

TTCP
The Technical Cooperation Program

USARAF
U.S. Army Africa

USD (AT&L)
Under Secretary of Defense for Acquisition, Technology and Logistics

Section II
Terms

American, British, Canadian, Australian, and New Zealand Armies' Program publication
An ABCA publication is a lower level of ABCA standardization document used when a formal agreement between member armies to achieve and maintain specified levels of standardization in a specified field is not necessary or achievable but the listing of national data or information would promote MFI. ABCA publications include handbooks, architectures, databases, and reports.

American, British, Canadian, Australian, and New Zealand Armies' Program Standard
An ABCA standard is a formal ratified agreement among member armies of the ABCA Armies' Program that defines the levels of standardization to be achieved and maintained in specified materiel, procedural or technical areas.

Army action agent
The Army office, agency, or command responsible for day-to-day planning, participation, direction, coordination (to include tasking other agencies for support), monitoring, and budgeting for specific international MFI forums or related activities. These functions may be performed on behalf of the OSD, defense agencies, other Services, or the Army.

Coalition interoperability assurance and validation
The personnel, methodology, and processes that provide an interoperability assessment and validation of process, training, and technical capability gaps by conducting comprehensive reviews of data flows between applications and systems that support a specific coalition mission thread. Included in the CIAV analysis is architecture reviews; gap assessments; reviews of SOPs and tactics, techniques, and procedures; and, effectiveness of information exchange requirements. CIAV does not provide interoperability testing or certification.

Commonality (North Atlantic Treaty Organization)
The state achieved when the same doctrine, procedures, or equipment are used.

Compatibility (North Atlantic Treaty Organization)
The suitability of products, processes, or services for use together under specific conditions to fulfill relevant requirements without causing unacceptable interactions.

Data exchange agreement
The general formal agreement used in bilateral exchanges involving the areas of models, simulations, knowledge management, operations research, operations assessments, and similar quantitative analytical processes.

Five Power Armies
The Armies of the United Kingdom, France, Germany, Italy, and the United States.

Head of delegation
The individual appointed by the HQDA Principal Officials, ACOM, ASCC, or DRU that has responsibility for an MFI forum to represent the Army in that forum. The HOD is the only individual authorized to speak for the Army and communicate approved Army positions in an MFI forum. Army HODs for most MFI forums are appointed by the DCS, G–3/5/7 or ASA (ALT).

Implementation
The fulfillment by a nation or Service of its obligation under the terms of a ratified NATO or ABCA standardization agreement, which usually requires a documented national action that meets the terms of the agreement.

Interchangeability (North Atlantic Treaty Organization)
The ability of one product, process, or service to be used in place of another to fulfill the same requirements.

International agreements
These include agreements with allies and potential coalition partners on such matters as the standardization of doctrine, training, and operational procedures. They also may address international cooperative RDA and may serve as the basis for broader MFI agreements in related forums. Generally, such agreements are considered international agreements and are subject to the processing and reporting requirements of AR 550–51, AR 70–41, and DODD 5530.3. Examples of this category of MFI agreement include, but are not limited to, international cooperative RDA agreements such as Information Exchange Program agreements, MPEP agreements, project arrangements and/or agreements, and MOUs, and/or memorandum of agreement; reciprocal procurement MOUs; and acquisition and cross-servicing agreements, as well as MOUs and/or memoranda of agreement established to promote alliance and/or coalition operations.

Interoperability (North Atlantic Treaty Organization)
The "ability of the forces of two or more nations to train, exercise, and operate effectively together in the execution of assigned missions and tasks..." and "the ability to act together coherently, effectively and efficiently to achieve Allied tactical, operational and strategic objectives" (See NATO Allied Administrative Publication-06, 2013).

Mission partner environment
Capability framework in which combatant command partners plan, prepare and execute operations at an appropriate, single security classification level, with a common language. It provides strategic, operational and tactical flexibility for all commanders to execute C2 by providing the means to clearly communicate commander's intent to achieve maximized operational effects with all mission partners.

Multinational force interoperability
MFI activity is any initiative, forum, agreement, or operation which improves the Army's ability to operate effectively and efficiently as a member or leader of an alliance or coalition across the full spectrum of military missions. It includes, but is not limited to, the development of NATO STANAGs, ABCA standards, and other MFI agreements, as well as participation in multilateral and bilateral forums.

Multinational force interoperability agreement
An agreement between the Army and/or other Services and armies or other governmental agencies of an ally or potential coalition partner that specifically contributes to MFI. MFI agreements include NATO STANAGs and ABCA standards that document the acceptance of like or similar military equipment, ammunition, supplies, and stores or operational, logistic, and administrative procedures. Other MFI agreements may be considered international agreements and are thus subject to the processing and reporting requirements of AR 70–41, AR 550–51, and DODD 5530.3.

North Atlantic Treaty Organization standardization agreement
A NATO STANAG is the record of an agreement among several or all the member nations to adopt like or similar military equipment, ammunition, supplies, and stores, as well as operational, logistic, and administrative procedures.

North Atlantic Treaty Organization Allied Publication
A NATO Allied Publication is an official NATO standardization document that some or all NATO nations agree to use as an implementing document and that is distributed down to the user level.

Promulgation
The formal issuance by the responsible international organization of a standardization agreement ratified or signed by a sufficient number of nations.

Ratification
In NATO and the ABCA, the declaration by which a member nation formally approves, with or without reservation, the content of a standardization agreement. As used in this regulation, a process coordinated by the Army (or other Service) through which the U.S. accepts the content of a standardization agreement. In this context, it may involve coordination with other DOD components but does not involve review and/or approval by other agencies or branches of the Government.

Standardization (North Atlantic Treaty Organization)
The development and implementation of concepts, doctrines, procedures and designs in order to achieve and maintain the compatibility, interchangeability or commonality which are necessary to attain the required level of interoperability, or to optimize the use of resources, in the fields of operations, materiel and administration.

Standardization agreement
The record of agreement among 12 or more nations to adopt like or similar military equipment, ammunition, supplies, and stores or operational, logistic, and administrative procedures. As used in this regulation, standardization agreements include NATO STANAGs, ABCA standards (formerly known as Quadripartite Standardization Agreements), ASIC Air Standards, and AUSCANZUKUS Navies' STANAGs. NATO STANAGs, and ABCA standards are not generally considered international agreements as defined in DODD 5530.3 and AR 550–51.

Subject matter expert exchange
An MFI forum involving Army and foreign specialists that is intended to enhance Army-to-Army contacts and mutual understanding, exchange information on programs and activities of mutual interest, and otherwise enhance MFI with foreign armies. SMEEs are limited to a specific issue or topic that can be addressed in one meeting of less than 1 week's duration. They may be conducted under the auspices of the BST Program, the LATAM, or other regional sponsorship. SMEEs may not be used for training purposes.

Section III
Special Abbreviations and Terms
This section contains no entries.