

Standardization within NATO

Allied Joint Doctrine Development and Maintenance

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Topics

What is NATO Allied Joint Doctrine?



**Important Documents for Allied Joint Doctrine
Development and Maintenance**



**Allied Joint Doctrine Development and Maintenance
Process**

What is NATO Allied Joint Doctrine?

Allied Joint Doctrine

Defined in NATO Term:

Fundamental principles by which the military forces guide their actions in support of objectives. It is authoritative but requires judgement in application

- focuses on **how not what** to think
- provides a **common way for Alliance forces to think, understand, plan and operate**
- contributes to interoperability of Allied forces

Source: AAP-47

Allied Doctrine Hierarchy

Allied Doctrine Levels

Source: AAP-47

LEVEL 1

- Capstone and keystone publications
- AJP-01 (capstone publication) **links joint doctrine to Alliance strategy**, Keystone publications (AJP-2, -3, -4, -5, -6, -10) provide **doctrinal foundation** for a series of AJPs addressing specific functional areas

LEVEL 2

- Joint Doctrine for **specific functional areas**
- Address operational-level concepts (how, not what to think) relevant to the joint commander
Example: AJP-3.2 Allied Joint Doctrine for Land Operations

LEVEL 3

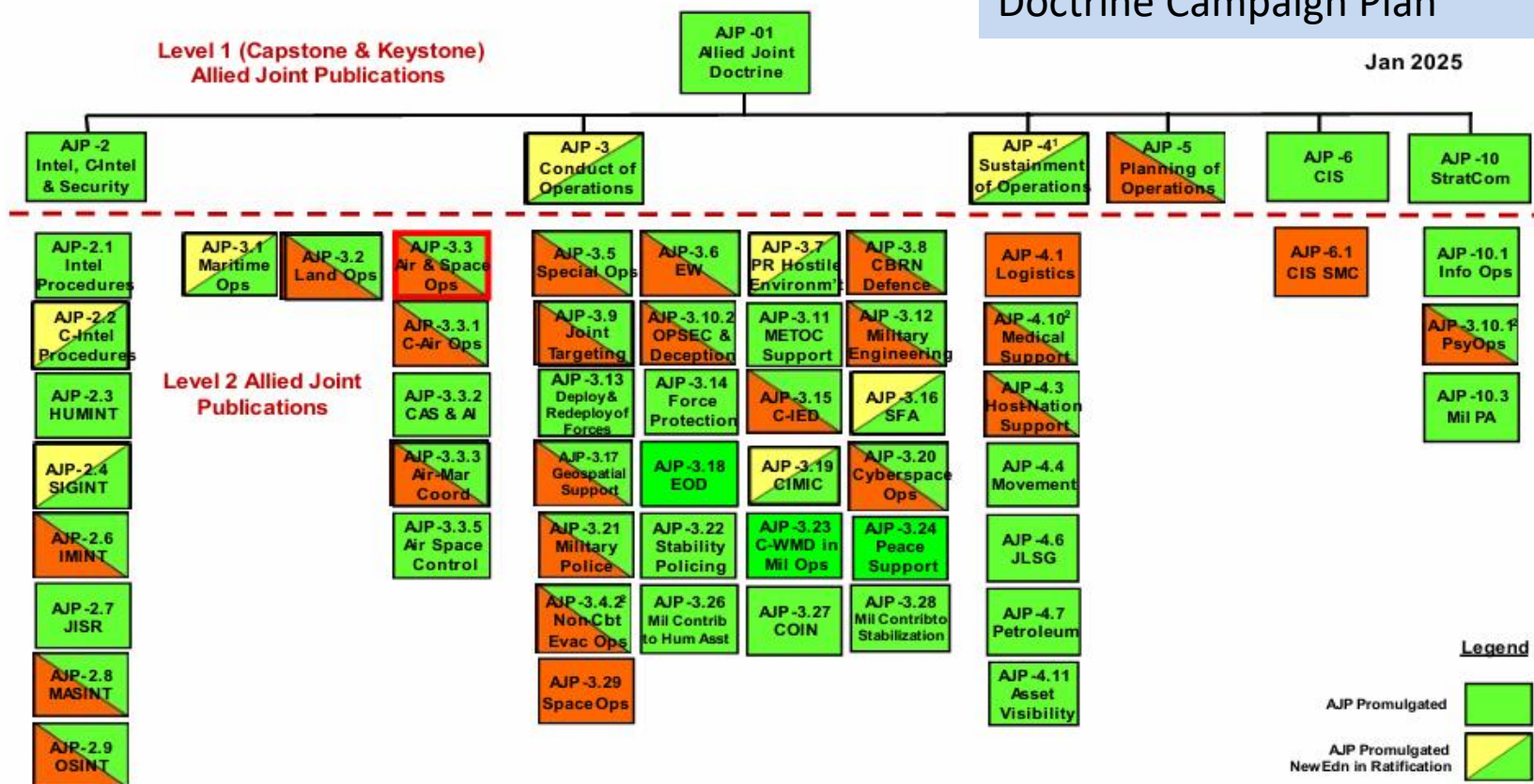
- Publications containing **tactics techniques & procedures** to support and enhance AJPs
Example: AIntP-14 Joint Intelligence, Surveillance and Reconnaissance Procedures in Support of NATO Operations

Allied Joint Doctrine

ALLIED JOINT DOCTRINE ARCHITECTURE

Source: NSO website, Allied Joint Doctrine Campaign Plan

Jan 2025



Legend

AJP Promulgated	
AJP Promulgated NewEdn in Ratification	
AJP Promulgated NewEdn in development process DT issued	
NewAJP in Ratification	
NewAJP in development process DT issued	
AJP stalled	

Notes:

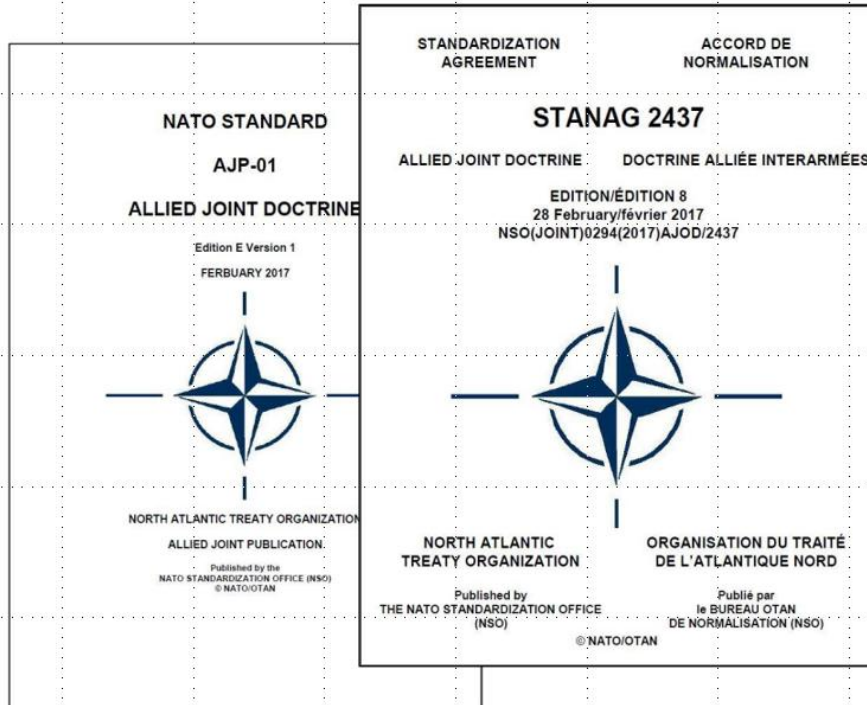
- AJP -4 EdB is currently titled *AJD for Logistics* and AJP-4 EdC will be titled *AJD for Sustainment of Operations* on promulgation.
- Renumbering on promulgation of the next editions:
 - AJP -3.4.2 will become AJP-3.25
 - AJP -4.10 will become AJP-4.2
 - AJP -3.10.1 will become AJP-10.2
 - AJP -4.6, AJP -4.7 development on hold– to be subsumed into AJP-4.1
 - AJP -4.11 development on hold– review level of publication possible level 3

Allied Joint Doctrine

- Summary -

- ‘bookshelf’ of (currently) **55 AJPs**
- **common framework** to help commanders and staff to think, plan and operate
- focus is **operational level**, but has utility for strategic and tactical levels
- **guidance for planning and operations**, but allows commanders to adapt to the specific circumstances (‘how’ not ‘what’)
- contributes to interoperability

STANAGs and Allied Joint Doctrine



AAP-03 has to be applied:

Each AJP is covered by a STANAG

Important Documents for Allied Joint Doctrine Development and Maintenance

Important Documents for Allied Joint Doctrine

NATO STANDARD AAP-47 ALLIED JOINT DOCTRINE DEVELOPMENT

Edition C Version 1
FEBRUARY 2019



NORTH ATLANTIC TREATY
ALLIED ADMINISTRATIVE
Published by the
NATO STANDARDIZATION

AAP-03 DIRECTIVE FOR THE PRODUCTION, MAINTENANCE AND MANAGEMENT OF NATO STANDARDIZATION DOCUMENTS

Edition K Version 1
FEBRUARY 2018



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ALLIED ADMINISTRATIVE PUBLICATION

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27 April 2015

NATO UNCLASSIFIED
NORTH ATLANTIC MILITARY COMMITTEE
COMITÉ MILITAIRE DE L'ATLANTIQUE NORD



MC 0020/11 (Final)

FINAL DECISION ON MC 0020/11

MC POLICY FOR MILITARY OPERATIONAL STANDARDISATION

1. On 24 Apr 15 the MC approved MC 0020/11.
2. This document supersedes MC 0020/10 (FINAL), 27 May 04, and clears IMSWM-0191-2015, 07 Apr 15, and all SDs thereto.

FOR THE MILITARY COMMITTEE:

NATOTerm

NOTE. This Final Decision
the c

020/1

020/11

020/11 (enclosure)

- 10 pages

NATO UNCLASSIFIED

IMS Control Nr: 015002399

Military Committee Joint Standardization Board
ALLIED JOINT DOCTRINE CAMPAIGN PLAN
2025 – 2029
Edition 25-01

AAP-03

AAP-03
**DIRECTIVE FOR THE PRODUCTION,
MAINTENANCE AND MANAGEMENT
OF NATO STANDARDIZATION
DOCUMENTS**

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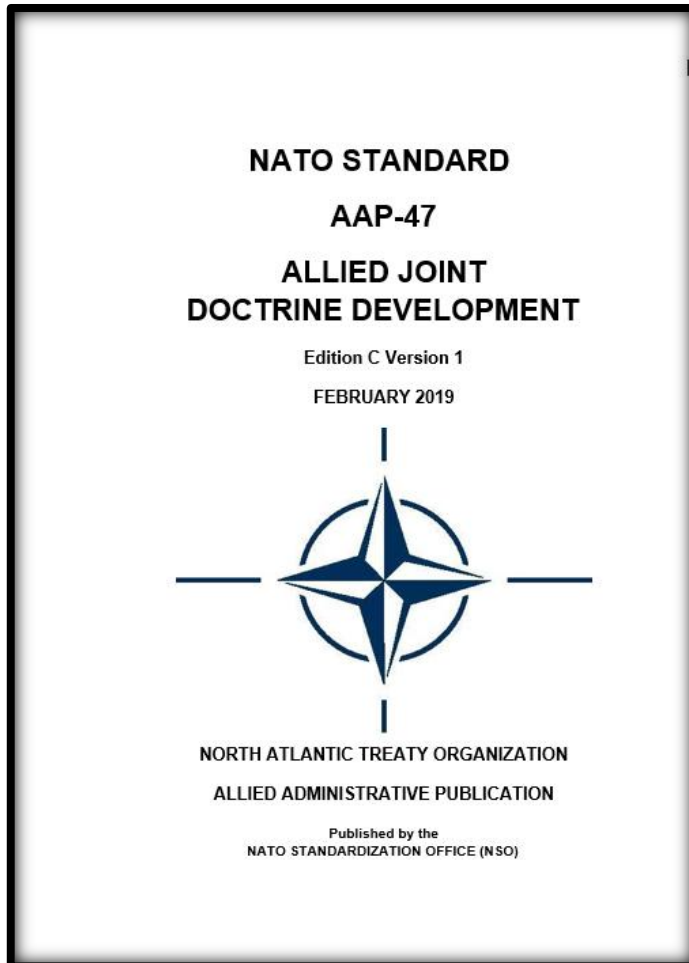
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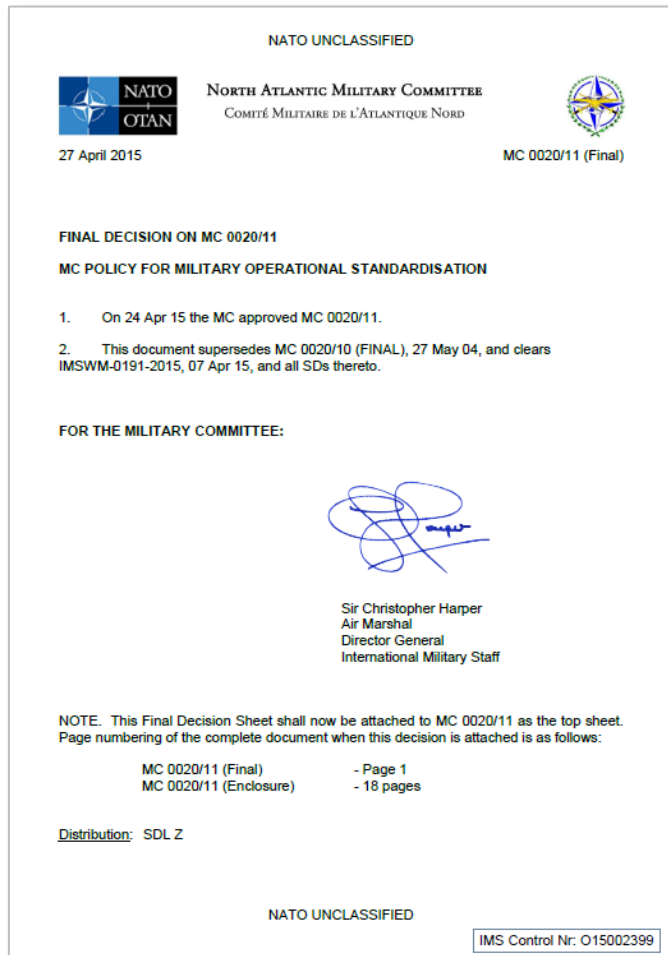
- Procedures mandatory for TAs/DTAs, WGs, **custodians**, ...
- Defines NATO standardization documents
- Describes NATO standardization process
- Addresses roles/responsibilities of standardization actors
- Provides guidance for **selection of cover documents**, content of SP and ST, **determination of promulgation criteria**, content of **implementation paragraph**
- **Templates for** SP, SP inquiry, ST, **STANAG**, **STANREC**, ...

AAP-47



- Supplement to AAP-03
- Specific procedures for development of Allied Joint Doctrine

MC 0020/11



- Policy for development and management of NATO standardization documents under MC
- Describes MC standardization structure (MC Standardization Boards)
- Addresses roles/responsibilities (TOR for MC SBs)

(Amendment IMSM-0197-2019, dtd 24 May 2019: addresses required positive ratification responses for Capstone and Keystone AJP)

Allied Joint Doctrine Campaign Plan

- **Managed by ACT on behalf of MCJSB**
- **Programs revision of AJPs over 5-year cycle**
- **Reviewed and updated every six months**

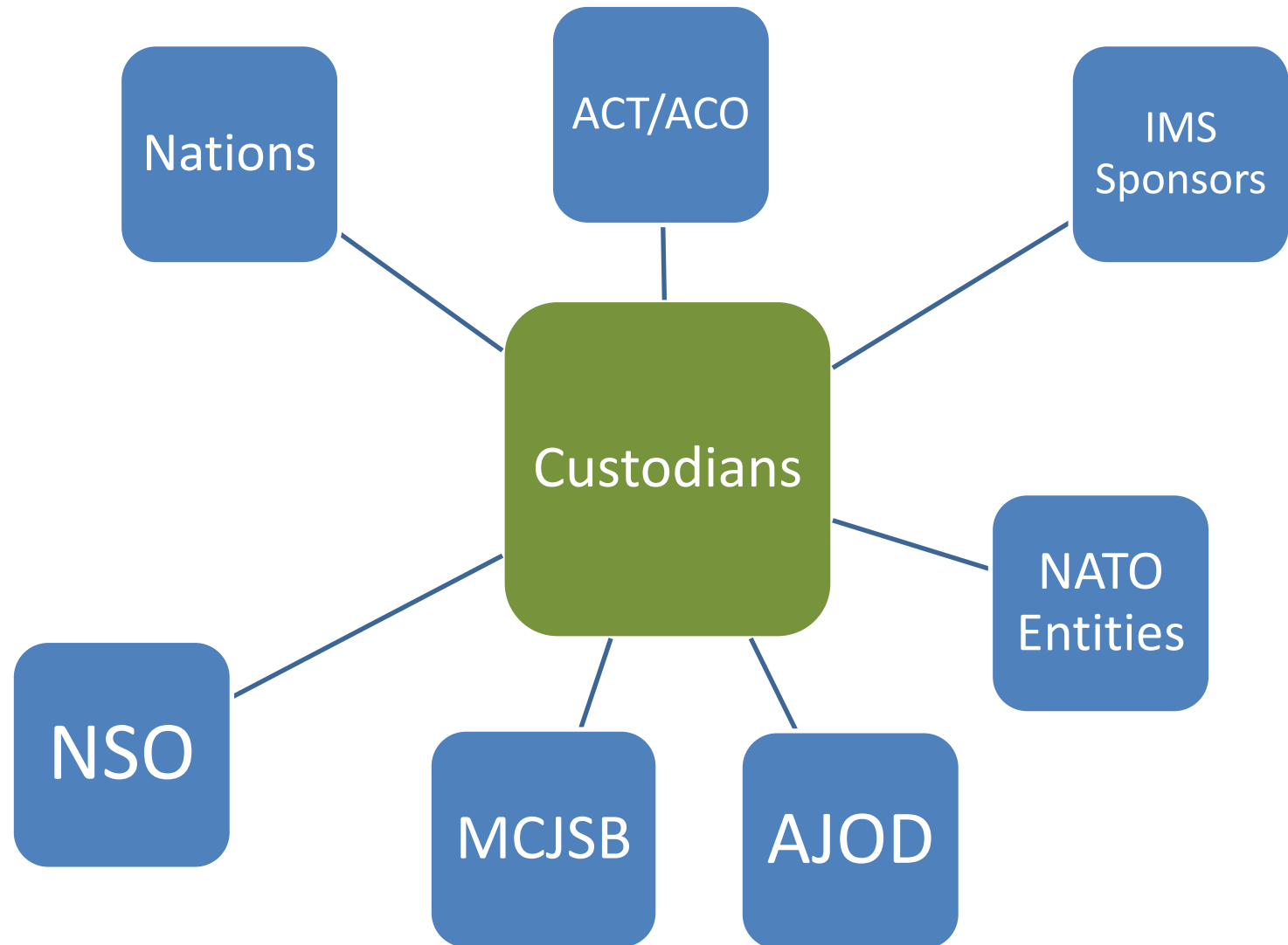


Allied Joint Doctrine Development and Maintenance Process

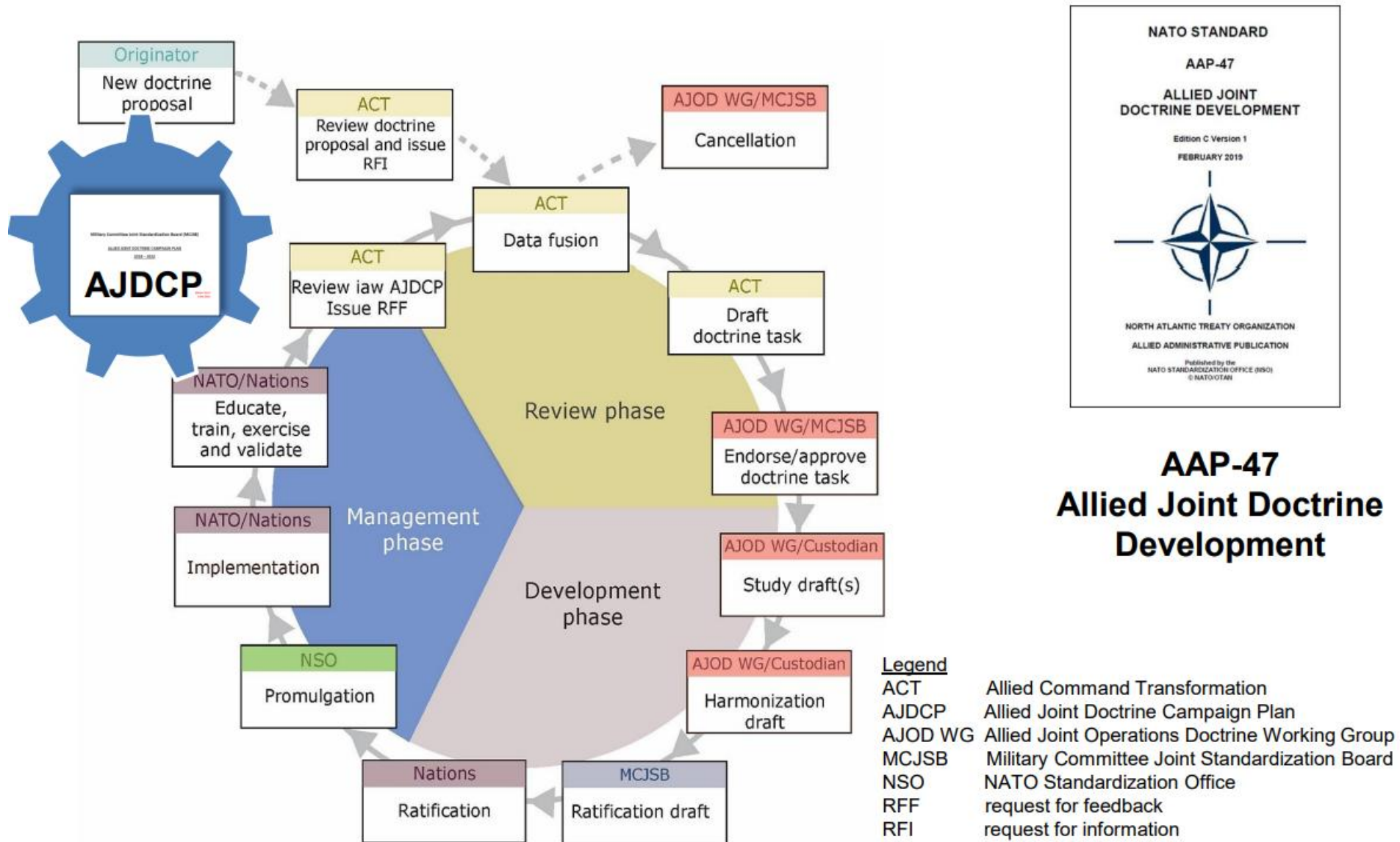
Drivers for Allied Joint Doctrine



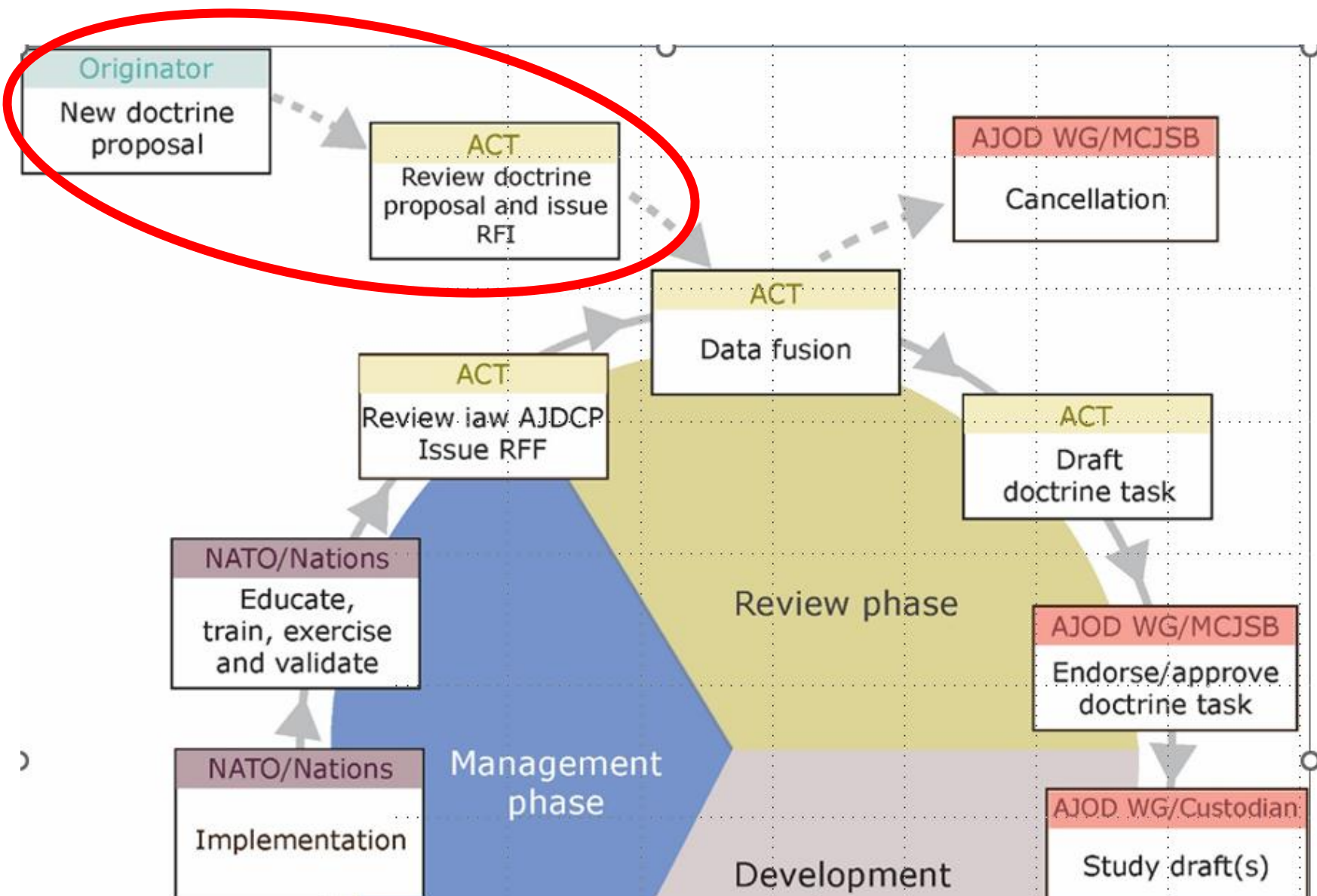
Allied Joint Doctrine Stakeholders



Development & Maintenance Cycle IAW AAP-47



New Allied Joint Doctrine Development

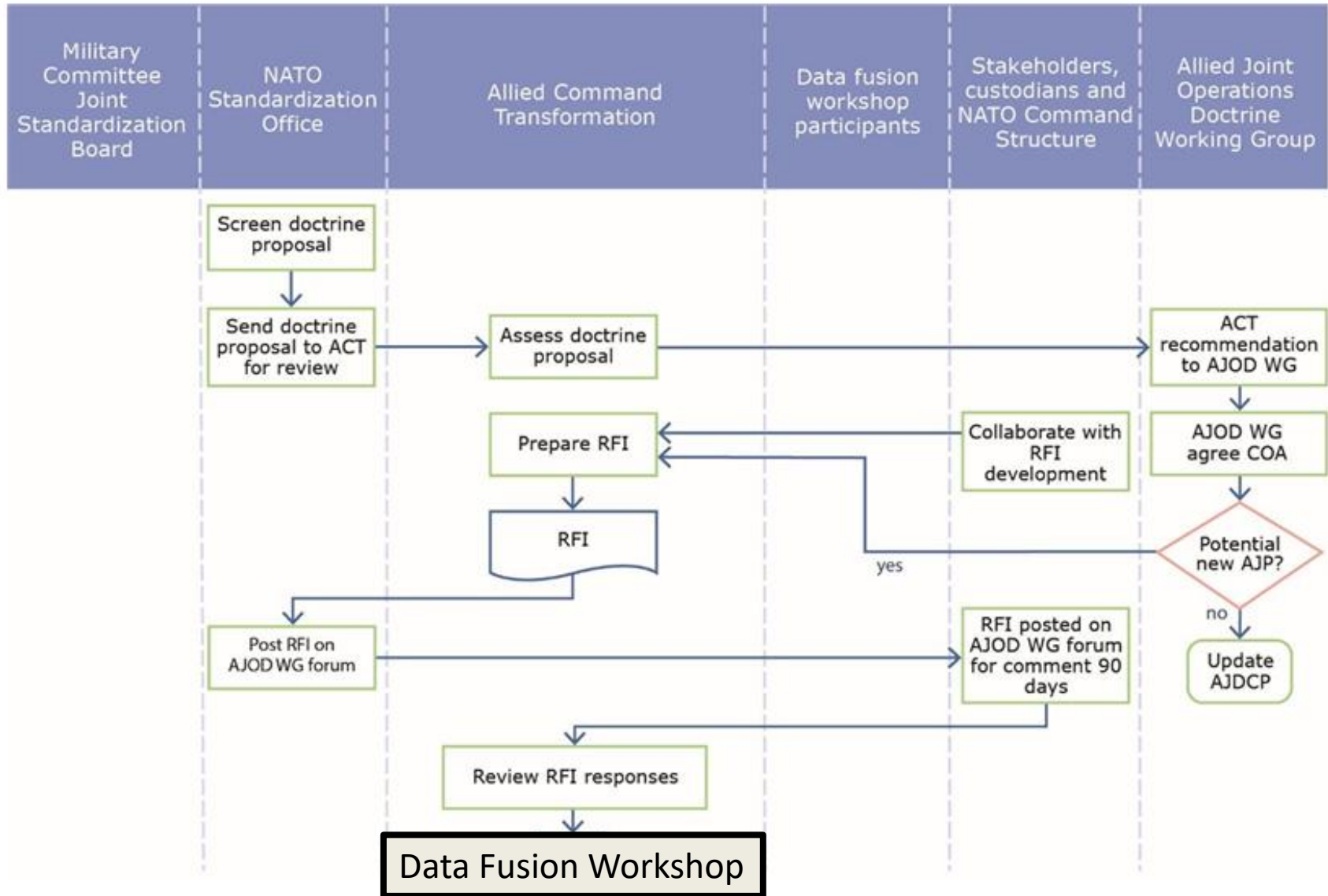


New Allied Joint Doctrine Development

New Doctrine Proposal

- **Originator should state:**
 - ✓ Rational for development.
 - ✓ AJP scope purpose and application
 - ✓ AJP proposed title and outline
 - ✓ Development particulars
 - ✓ Links with NDPP and CC/CS
- Initial submission to the NSO for quality control then to ACT for review
- ACT to AJOD WG for endorsement
- **Validation** with request for information (RFI) issued by ACT and Data Fusion Workshop

Staffing of Allied Joint Doctrine Proposal



Allied Joint Doctrine Review

- DATA Fusion Workshop -

Expert workshop, to:

- Discuss key issues raised in the RFI responses
- Resolve contentious issues
- Provide recommendations
- Adjudicates all comments
- Decides whether a new Allied Joint Doctrine publication is required

Aim:

- Deliver an informative and complete **doctrine task** to guide the custodian.
- Reduce timelines for development
- Improve quality of doctrine

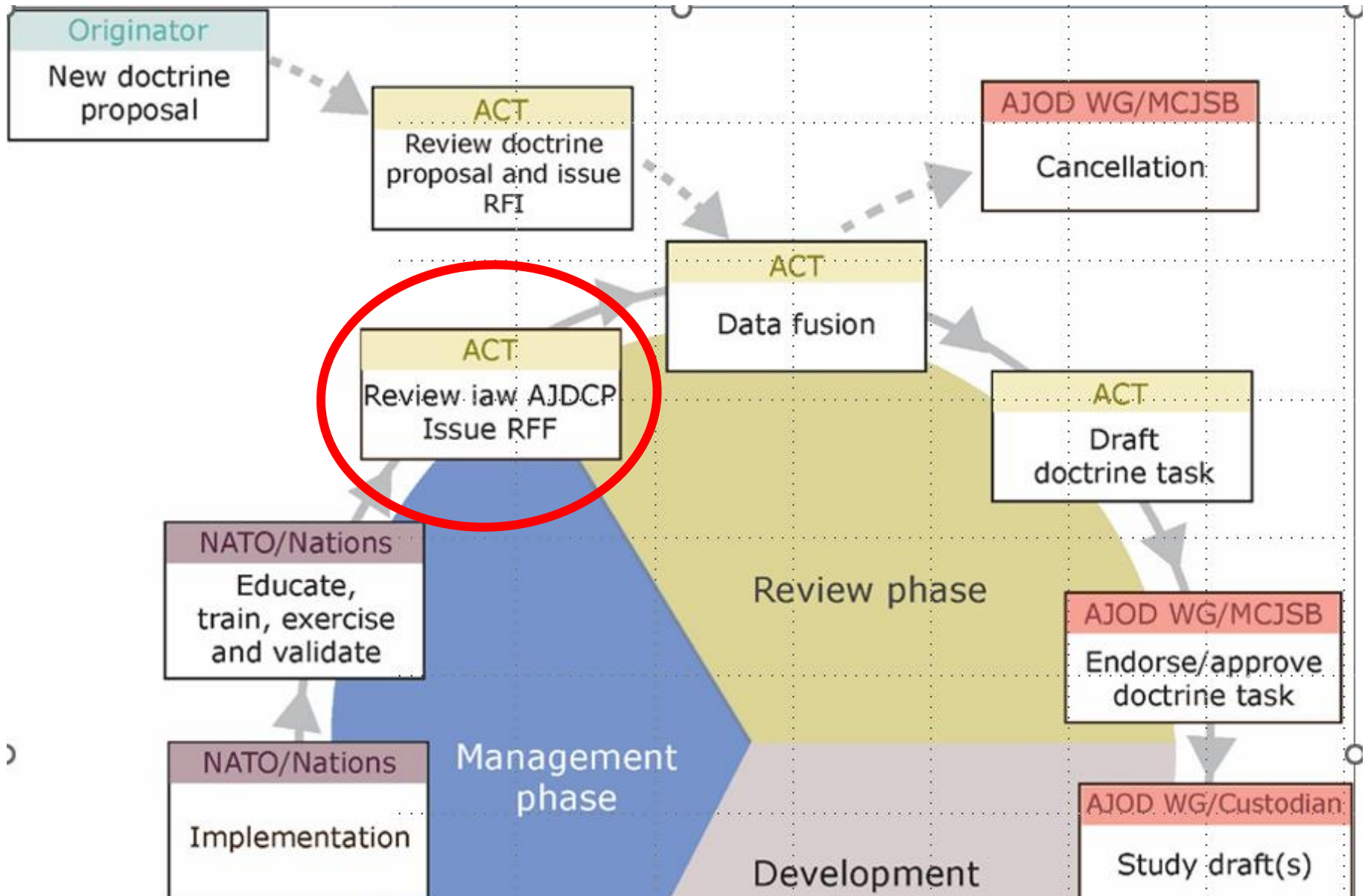
The Doctrine Task

Developed by ACT, approved by MCJSB

- Assigns custodianship
- Sets the framework and timeline for completing the AJP
- Defines the title, AJP number and place in the AJDA
- Confirms scope and purpose
- Confirms classification ('no classification' marking preferred)
- Addresses terminology to be reviewed
- Sets promulgation criteria

! Guides custodian !

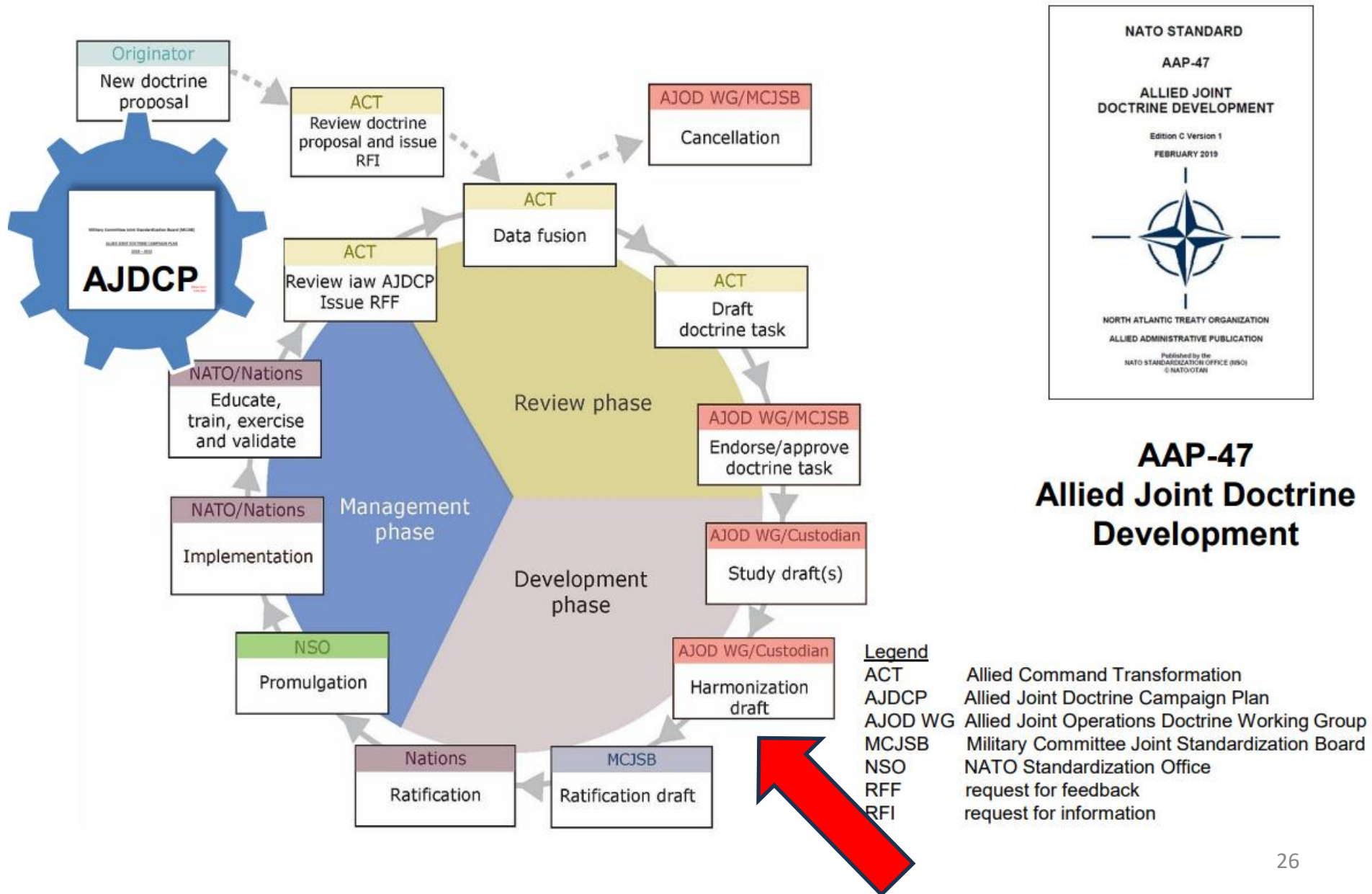
Allied Joint Review



Allied Joint Doctrine Review - Request for Feedback (RFF) -

- Formally starts 'review' phase for Allied Joint Doctrine
- Questionnaire prepared by ACT and submitted to all stakeholders with a 90 day suspense period.
- Questions specifically tailored to address issues:
 - ✓ Identify doctrine voids
 - ✓ Explain doctrine inaccuracy
 - ✓ Point out harmonization issues
- RFF responses should support the need for a data fusion workshop

Development & Maintenance Cycle IAW AAP-47



Allied Joint Doctrine Development & Revision

- The Harmonization Phase for Study Drafts -

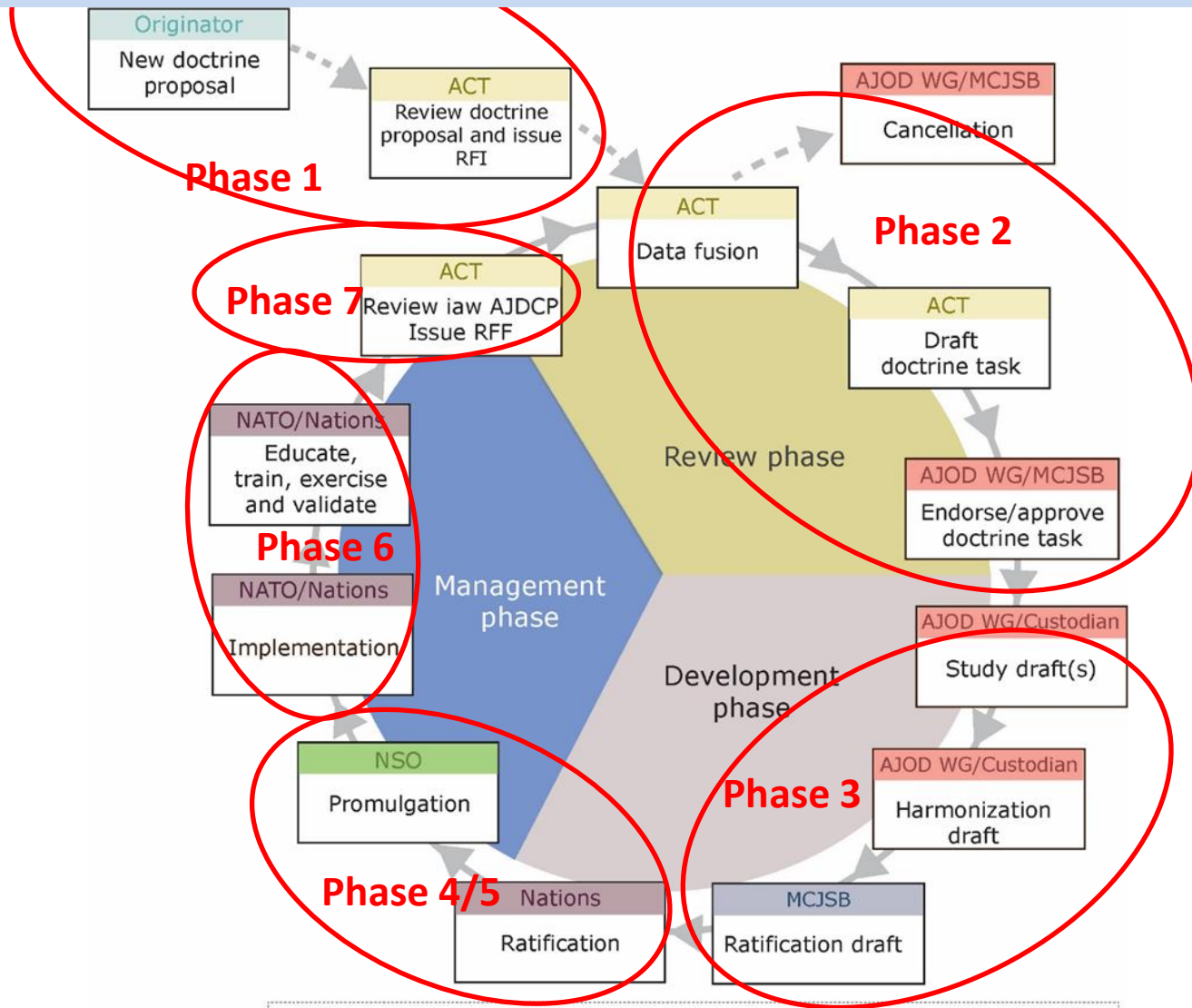
Harmonization

- SD^{final} is posted on the AJODWG forum for 30 days
- Content review to ensure
 - ✓ Compliance with extant policy
 - ✓ Coherency with doctrine both across (horizontal harmonization) & up / down (vertical harmonization)
- Comments accepted only for harmonization purposes
- Harmonized draft submitted for MCJSB approval (Ratification Draft (RD))

Allied Joint Doctrine Approval

- **Level 1 AJP**s endorsed by MCJSB, approved by the MC
- **Level 2 AJP**s approved by MCJSB

AAP-47 vs AAP-03



Legend			
ACT	Allied Command Transformation	MCJSB	Military Committee Joint Standardization Board
AJDCP	Allied Joint Doctrine Campaign Plan	NSO	NATO Standardization Office
AJOD WG	Allied Joint Operations Doctrine Working Group	RFF	request for feedback
		RFI	request for information

AAP-47 vs AAP-03

AAP-03 (K)

Standardization Proposal
SP

Standardization Inquiry
SI

Standardization Task
ST

Final Draft

AAP-47 (C)

Doctrine Proposal
DP

Request for Information
RFI

Request for Feedback
RFF

Doctrine Task
DT

Harmonization Draft

Allied Joint Doctrine Development

- Take Away -

- ✓ AAP-47 complements AAP-3, provides more thorough guidance & clarifies ownership of the various stages in AJD development.
- ✓ Requests for Information / Feedback & Data Fusion Workshops are means to:
 - Reduce development timelines
 - Ensure AJP's are coherent & harmonized with emerging concepts and policy,
 - Incorporate of Lessons Identified (LI) in operations, training & exercises
- ✓ ACT is the process manager, AJODWG is the coordinating forum, NSO provides admin support and MCJSB approves all level 2 AJP's (MC for level 1).
- ✓ AJD review timelines are described in the AJDCP, available on NSO website

Your questions...

