CHAPTER – V

REVIEW OF MODERN ARMIES, THEIR MODELS, TECHNOLOGIES, AND MANAGEMENT

“Logistics transformation is critical as the Army adapts to the new realities”

- General Peter J. Schoomaker, Chief of Staff of the Army, 2003-07

General

Changing dynamics of power balance and emergence of newer powers as also regional responses have enhanced the need of global deployments of world powers in extending Areas of Interest and Influence. This in turn has necessitated major transformations in their ability of faster responses, faster reach and therefore strategic agility. Armies thus must revolutionise their Military logistics. The US Military, the PLA and the Israeli Defence forces have attained logistic dimensions that would have lessons for our Military.

In this chapter, it is intended to review organisations of such advanced armies to draw relevant lessons, both, those drawn from recent operations identified earlier in this study, evaluate and apply them in our context.

UNITED STATES OF AMERICA

Defence Logistics Agency

Organisation.148 As America’s combat logistics support agency, the Defense Logistics Agency provides the Army, Navy, Air Force, Marine Corps, other federal agencies, and combined and allied forces with the full spectrum of logistics, acquisition and technical services. The Agency sources and provides nearly 100 percent of the consumable items America’s military forces need to operate, from food, fuel and energy, to uniforms, medical supplies, and construction and barrier equipment. The Defence
Logistics Agency, headquartered at Fort Belvoir, Va. Boasts of a global presence, is capable of addressing any contingency anywhere\textsuperscript{149}.

**Vision.** The agency's vision is to extend the enterprise forward to meet the needs of the war fighter by providing the right item, right service, right place, right price, right time, every time.

**DEFENCE LOGISTICS AGENCY ORGANIZATION**

This agency comprising three main levels under the Director Support Services, employs nearly 27,000 civilian and military employees, supports more than 2,100 weapon systems, manages eight supply chains and 5 million items, processes nearly 114,200 requisitions and more than 11,000 contract actions a day, and is present in 48 states and 28 countries.

DLA Regional Commands are located in Europe, Africa, Germany, Hawaii, Florida to address European, African, Pacific and Central Command theater of operations.

**Among focal areas of the DLA are** Strategic Sourcing, where DLA will shift to commercial practices, best-value sourcing, acquisition reform, supply chain solutions, and corporate contracting. To ensure a more responsive customer focus, partnerships, on-site representatives, creative stock positioning and an enterprise approach with a supply chain
focus and information as a commodity, workforce development, knowledge management, and Business Systems Modernization, that will facilitate faster decision making and easier management.

**DLA Primary Level Field activities** include Maritime, Aviation, and land weapons system supply chains; among these are logistics functions of Fuel, energy support and services including bulk petroleum, Manages the strategic and critical raw material stockpile that supports national defense needs, and a wide range of logistics information and identification systems.

**Initiatives By DLA**

**Concept of Sense & Respond Logistics (S and RL).** The concept of Sense & Respond Logistics, envisions a network-centric logistics system that can respond to changing demands, and rapidly and accurately deliver support where needed, as discussed in the previous chapter.

**eLog21 Campaign.** Elog 21 or ‘Expeditionary logistics for Twenty-first Century” will drive an expeditionary force by enabling four key effects, that is, enterprise View, Integrated data processing, optimum resources and Integrated technology to revolutionize the way the logistics community conducts its day-to-day and strategic business. Its mission is to chart the course of transformation, leading Air Force logistics to streamline and modernize fundamental business practices. Some initiatives in this direction are “Logistics Enterprise Architecture,” “Portfolio Management,” and “Air Force Knowledge Service.”

**Integrated Data Environment (IDE).** The Joint Staff at the DLA are in the development phase of an IDE which is intended to be a complete integration engine that addresses business processes, data strategy, operations and technologies. The IDE will connect critical logistics functions within an interoperable technology infrastructure that improves data access, communications and cost savings.

**Global Combat Support System (GCSS).** The GCSS concept provides the joint warfighter with a single, end-to-end capability to manage and monitor units, personnel, and equipment from mobilization through deployment, employment, sustainment, redeployment, and demobilization. The GCSS concept forms a family of systems that
incorporate Service efforts to form the GCSS-A (Army), GCSS-MC (Marines Corps), GCSS-CC/JTF (Combatant Commander/Joint Task Force), etc\textsuperscript{152}.

**Joint Staff Focused Logistics.** *In this concept, Joint Staff Logistics* attempts to address the challenges of joint deployment/rapid distribution, joint theatre logistics management, agile sustainment, operation engineering, information fusion, and multinational logistics coordination\textsuperscript{153}.

**Force Centric Logistics Enterprise.** “Force Centric Logistics Enterprise” (FLE) is an integrated set of six collaborative initiatives, namely, depot maintenance partnerships, condition-based maintenance, total life cycle systems management, end-to-end distribution, executive agents and enterprise integration that will compress the processes and facilitate comprehensive outcomes\textsuperscript{154}.

**Outsourcing** by USA in the 1990s followed by the Gulf War, Iraq War, Bosnia, Kosovo, Columbia witnessed increasing reliance on PMCs. Halliburton’s participation and contracts in Iraq and Afghanistan are between US $11-13 Billion, more than twice the first Gulf War cost US tax payers.

**Army Material Command (AMC)**

**Vision/Role.** The vision of the AMC is to Provide America’s War fighters with a Decisive Edge.\textsuperscript{155}

**Mission.** The command’s complex missions range from development of sophisticated weapon systems and cutting-edge research, to maintenance and distribution of spare parts.

AMC operates the research, development and engineering centers; Army Research Laboratory; depots; arsenals; ammunition plants; and other facilities; and maintains the Army’s prepositioned stocks, both on land and afloat. The command is also the Department of Defense Executive Agent for the chemical weapons stockpile and for conventional ammunition.

The AMC handles the vast and complex spectrum from Research, development and Engineering centres, Laboratories and Ammunition production plants, deploys and maintains prepositioned stocks on land and afloat.
Organisation. The U.S. Army Materiel Command is the Army’s premier provider of materiel readiness – technology, acquisition support, materiel development, logistics power projection, and sustainment – to the total force, across the spectrum of joint military operations. More than 70,000 dedicated military and civilian employees, maintain a presence in 50 states and 155 countries, to cater for 11 major subordinate commands.

To develop, buy and maintain materiel for the Army, AMC works closely with industry, academia, other services, and government agencies, and prosecutes contracting and contracting services for deployed units and installation-level services, supplies and common-use information technology hardware and software.
AMC manages the multi-billion dollar business of selling Army equipment and services to its allies as also negotiates and implements agreements for co-production of U.S. weapons systems by foreign nations. With superior technology, acquisition support, and logistics being integrated to assure readiness, AMC makes the Army more responsive, deployable, agile, lethal, and sustainable.

**Army Contracting Command.**

Army Contracting Command (ACC) Soldiers, civilians and contractors support the warfighter worldwide, through the acquisition of goods and services vital to the Soldier's mission and well-being. As the Army's business conduit, ACC offers the contracting expertise of some of the best trained people in the Army, ready to support the warfighter while ensuring responsible stewardship of taxpayers’ funds. ACC ensures contracting support to the warfighter as mission requirements emerge and as the Army transforms and moves within the Continental United States and throughout the globe.

**Logistics Civil Augmentation Program**

**Concept**

Army Regulation 700–137 Logistics, Headquarters, Department of the Army Washington, DC, 28 December 2012, defines this Program as intended to support U.S Military, multinational forces, and other Government and/ or non-Government agencies laying prescribed policies, procedures, and responsibilities for a disciplined approach to managing and using contractors who deploy to support Army requirements.

This regulation establishes the Logistics Civil Augmentation Program (LOGCAP) as a Department of the Army (DA) Regulatory Program to augment the force by providing a service capability to meet externally driven operational requirements for rapid contingency augmentation support.

**Responsibilities**

This programme involves the following appointments with broad responsibilities to facilitate this process-
• **Assistant Secretary of the Army for Acquisition, Logistics and Technology** who will identify, formulate, coordinate, and disseminate acquisition policy and guidance.

• **Assistant Secretary of the Army for Installations, Energy and Environment** who will identify, formulate, coordinate, and disseminate environmental policy and guidance regarding LOGCAP.

• **Commanding General, U.S. Army Materiel Command** who:
  
  o Serves as the lead agent for overall LOGCAP administration, management, and execution.
  
  o Establishes and maintains a PMO for LOGCAP to manage and synchronize program training, planning, execution, and oversight.

• **Commanding General, U.S. Army Training and Doctrine Command** who includes LOGCAP policies and procedures as a part of OCS in the development of Army concepts and doctrine.

**Analysis**

To meet its vast and varied operational needs across the globe, the AMC is a **global organization with sourcing bases for its deployments**, commitment and power projection roles for all possible external contingencies.

**Strategic sourcing, customer focus, enterprise approach, development and modernization are key operatives of AMC.**

Modernisation concepts and programmes both **comprehensively integrate National resources and the Military** simultaneously to maximize outcomes and impact. Material management and procurement are dealt with as one entity.

**Readiness at the Strategic, Operational and logistics** levels is interlinked.

In the recent conflicts, the Military, despite its impressive organization and resources, experienced visible shortcomings in the pace of logistics, fragmented supply
chains, lack of real time supply and demand situations and delayed transformation, that indicate the growing complexity in this field.

Material Management emerges perhaps, as the singular greatest strength which has pervasive and comprehensive control over the entire spectrum of resources required by the war fighter.

The contracting command empowers the system by its single point ability to outsource and contract services across the world.

UNITED KINGDOM

Defence Equipment and Support (DE&S)

Organization. Defence Equipment and Support (DE&S) is the new single point Agency manned by trained experts and outcome of merged procurement and support organization within the UK Ministry of Defence. It came into being on 2 April 2007, bringing together the MoD's Defence Procurement Agency and the defence logistics. An updated chart as drawn from the government website is placed alongside.

The organization had a civilian and military workforce of around 29,000 (77 per cent civilian and 23 per cent military) till 2007, to 24,500 by 2008 and to 20,000 in 2012 under the ‘PACE’ business improvement programme. The organization is under the Chief of Defence Materiel, a four-star officer from any service or even a civilian, has four three-star posts, ie, Chief of Materiel (Fleet), Chief of Materiel (Land), and Chief of Materiel (Air), and a Chief of Materiel (Joint Enablers).

The functional chart of CDM as illustrated in the figure. It would be observed that the organisation has two major Divisions, One dealing with capital acquisitions and subdivided on functional basis into DG Ships, DG Submarine, DG Combat Aircraft, DG Land Equipment etc. The second Division - deals with support infrastructure - with three Chief of Material (COMs) in the rank of three-star generals heading their respective service support division.
Chief of Defence Material (CDM)

The CDM is a four star general/equivalent, same as the Chiefs of Naval/General/Air Staff, who is the authority in charge of the logistics operations.

The most remarkable feature or achievement of the present organisation and system is the **graduated and time bound evolution** of the revolution in military logistics. These are ;- 

- Computerized logistics management.
- Integration of all intra-service activities on conventional logistics.
- Corporatizations of repair infrastructure- till then, an in-house service.
- Privatization of repair infrastructure followed by outsourcing of other support infrastructure.
- Integration of all inter-service logistics, under broad heads of Defence Logistics Organisation (DLO) and Defence Procurement Agency (DPA).
- Merger of DPA, DLO and Defence Commercial Service Agency (DCSA) into Defence Equipment & Support Agency (DE&SA), with the Chief of Defence Material (CDM) in charge, as a four star General/ equivalent.\textsuperscript{158}

Analysis

The entire process of resourcing, procurement and support functions are consolidated in one central agency that integrates the Military and the Civil agencies in the larger context of integration with National Resources and Jointness between the Services.

The **CDM**, quite akin to the AMC, is the **steering force behind Procurements, outsourcing and support services** empowering the warfighter in any mission across the globe.
The evolution of the modernisation process of logistics has been time bound and by progressive steps bringing it to a status of Integration and Jointness at all levels of engagement.

CHINA

The developments in the evolution of PLA has been more than revolutionary, and in fact, in some perspectives, exponential in capability when compared with its parallels in the Indian Military, the US and UK Militaries. It is for this reason that PLA has been given additional space in this analysis.

With the aim of turning the PLA into an Advance Military Power, the People’s Liberation Army’s new five-year plan relates to the main thrust on modernization, making it a more professional fighting force, particularly its officer class, and, second, to turn it into a more integrated tri-service force, commensurate with the needs of china’s growing global presence and better equipped to fight what are being called information wars. The military five-year plan is predicated on a continuation of developing leaner, more technologically sophisticated armed forces with a leading combat edge.

Major measures amongst China’s 12th FYP for its defence and logistics readiness involves a joint warfare command structure towards its commitment to planning and executing joint operations Increased focus on defence modernization, procurement and induction of more state-of-the-art weapons, indigenization of China’s industries and the increased role of civilian experts in the defence science and technology.

General Logistics Department (GLD)

Organization. The GLD system is distributed in three levels with head departments as Capital Construction & Barracks Department, Finance Department, Health Department, Political Department, Production Management.

The GLD and PLA are linking civilian and military logistics to provide what the former chairman of the Central Military Commission, Jiang Zemin, called “precision logistics.” The PLA is gaining momentum in developing new and high-tech weaponry and equipment, says the white paper, issued by the Information Office of the State Council, As shown in the chart on opposite page.
A unified joint military command is envisaged for tighter integration between the PLA and internal security forces that the national five-year plan envisions for ensuring domestic stability as also “winning local wars under conditions of high technology and informationalisation.

**Logistics Force Structure.** In late 1999 General Wang Ke, GLD Director. The new structure integrates fragmented logistics units of the PLA Army, Navy and Air Force to provide regional joint support under the “joint battle zone logistics support” concept. Under the new joint logistics system, the military regions logistics departments and branches...will be responsible for the nified supply of materials and general services” to units within the three battle zones or where required. The joint logistics systems is charged with providing “unified leadership, management, management, planning, construction, and use of ... home-front facilities (such) as warehouses, hospitals and material stations” to support joint operations.

**Research and Development.** Industrial companies now account for two-thirds of the institutions that are licensed for weapons R&D and production. Beijing is consolidating the country’s defense contractors into fewer than 10 giant state-owned
groups. State funds are also being allocated to them to attract top science, technology and engineering talent to the R&D effort, and to match similar incentives for scientists and technical personnel in PLA research and weapons plants.

**Public Private Partnerships (PPP).** Defense companies have more expertise and experience than the PLA in aviation, electronics, transportation, machine-building and especially the IT necessary for info war and electronic espionage. These companies will be able to tap into the $1.5 trillion being earmarked under the national five-year plan to expand seven strategic industrial sectors, most of which have technologies with joint military-civilian applications.

China pursues the principles of combining peace time needs with wartime needs, integrating military with civilian purposes and combining military efforts with civilian support. It strengthens national defence mobilization and reserve force building, enhances national defence mobilization capabilities, and reinforces its defence strength.\(^{162}\)

**Organizational Structure and Leadership System of National Defence Mobilization.** According to the Constitution and related laws, the Standing Committee of the National People's Congress (NPC) decides on general or partial mobilization. The president of the People's Republic of China, pursuant to the decisions of the Standing Committee of the NPC, issues mobilization orders. The State Council and the CMC work in combination to direct nationwide mobilization, formulate principles, policies and regulations, and organize the implementation of mobilization in accordance with the decisions of the Standing Committee of the NPC and mobilization orders issued by the president.\(^{163}\)

**Reserve Force Building.** The Reserve Force Concept has been a core component of China’s Force Structures. Its evolution towards better organizational models on a regional basis, involvement of new and high-tech industries, and a trans-regional disposition are in its focused and objective strides.\(^{164}\)

**Information Based Combat Effectiveness.** Improving combat effectiveness on the basis of better information systems is the basic focus area under the current doctrine of winning local wars under conditions of informationalisation (LWUCI).\(^{165}\)
A “notable improvement in the PLA’s capabilities of equipment support is in long-distance and trans-regional manoeuvres, escort operations in distant waters and complex battlefield environments”. Continuing with the model of integrated civilian-military development, the Chinese government is working to “integrate combat-readiness as an element in the national transportation grid” and aims at synchronized construction of military transportation facilities and urban development.

Acceleration of the development of an overall modern logistics system for the PLA will entail increased use of computers, information technology, civilian involvement and outsourcing in the PLA supply chain. Development of China's reserve forces and enhancing their capabilities for restoring normalcy during exigencies and terrorist campaigns has been mentioned. The 12th FYP mentions Completing the development of the PLA joint warfare command structure, and scientific development and management of the PLA and the Chinese defence establishment.

Sending warships as part of the anti-piracy operations for the past two years was an exercise in China’s growing global reach. But the prompt and orderly evacuation of nearly 40,000 Chinese from Libya was a masterful demonstration that China had entered the big leagues, as far as global logistics was concerned.166

Transportation. Transportation is a PLA specialty that leaders have improved in order to keep pace with the U.S. military. According to the Department of Defence, the PLA is purchasing heavy lift assets from Russia to move their heavy brigade combat teams (HBCTs) to outlying provinces, including Fuzhou. In turn, the Chinese defence industry complex is building cargo planes and ships that will replace foreign-purchased ships and aircraft by 2012.

To fix the shortfall for the time being, the PLA bought enough lift assets from Russia to move a division’s worth of personnel and supplies to any province in mainland China and to remote parts of the world. But the long-term solution will be with the civilian sector defence industry, which will produce enough lift capability to move three corps by 2012.167 The PLA’s current modernization campaign will enable China to support future offensive operations outside of its mainland. PLA precision logistics is modernizing rapidly in context of threats.
**Integrated Command Platform.** This office is responsible for the joint logistics support task of the troop units under the PAL Army, Navy, Air Force and Second Artillery Force in its region. The command platform of field logistics connects the three service in one network, and monitors the storage, distribution and circulation of main military materials simultaneously and in real time.168

**Privatization.** The privatization of several components of PLA logistics is similar to how the U.S. military shifted many of its own logistics responsibilities to private sector vendors. The PLA and GLD are making progress toward privatizing procurement, transportation, and building construction and maintenance.

**Analysis**

China’s logistics’ perspectives are perhaps, the most formidable transformation in terms of resource integration, generation and response capability. Defence logistics modernisation is being formulated on the pillars of information, data visibility, strategic partnerships and civil industry participation.

China has effected two organisations, that is, the GLD with its comprehensive components, and the PLA that link civilian and military logistics to ensure National Level Integration and readiness, and Inter services Jointness.

The organisation ensures linking of the Strategic Civil Industries to the defence needs to exploit both, the dual civil–mil applications, peace time needs with wartime needs, and to maximise synergy towards force mobilisation, reserve force building and therefore overall defence strength.

“We believe that in the 21st century, when high technology warfare becomes the main form of war, precision oriented logistics in inevitably the way forward. Precision oriented logistics reflects the nature of military logistics in the information age...to achieve effective support...with relatively small input, but relatively high efficiency.”169

*Cheng Kuale and Zhang Ping*
ISRAEL DEFENCE FORCES

Logistics Branch

Role. The Corps is responsible for IDF's logistics organization, and acts as the superior authority responsible for control measures, enlisting vehicles, supplies, volunteers, construction, licensing and driving, food, equipment, and fuel. The Logistics Corps allows combat forces to concentrate on their mission and complete it in the best manner possible, without having to worry about logistics pertaining to their mission.

Mission. The Logistics Branch's mission is to carry the responsibility for the readiness of IDF's logistics alignment at a time of war and to provide a solution for logistic issues that may arise during a time of peace and emergency which would allow continuous warfare on the ground, in the air, and in the sea, in the routine, in special and emergency situations. Prominent among these is to Prepare for war and to increase IDF logistic alignment's readiness and competence in a case of a breakout of war.

Organization. The Logistics Branch is a General Staff branch responsible for addressing the entire IDF’s logistics issues, in regards to needs and missions. The Branch's industry includes many improvement, production, rehabilitation and maintenance, computerization, medical services, construction services, transport services, etc.

The Branch has three levers of control: the staff, the corps, and the executing bodies. The logistics staff determines its organizational strategies, its command and control concepts, the financial plans, etc. The branch acts as the professional authorities in the logistic centers, and in medicine. The executing bodies execute the organization's policies. They are divided according to three subjects:-

- Rehabilitation and maintenance- providing a maintenance solution for weapons.
- Services- providing construction, transport, and medical services.
- Storage- supplying ammunition, spare parts, individual equipment, food, and fuel.
Outsourcing. A project to outsource the revamping of the inventory to make it more efficient, of better quality and cost-effective is underway. A key part of the project will be performed in a development area, as part of the Israeli Government's policy to develop industries in the periphery, providing employment for dozens of local residents.\textsuperscript{171}

The Medical Corp (MC) has outsourced the primary care services required by career soldiers to a skilled civilian health care provider, in an attempt to improve efficiency, quality and “image” of the MC care system, while controlling expenses. Outsourcing of medical services can serve as a model to military corps worldwide.\textsuperscript{172}

Israel Defence outsources hospitalization of soldiers to civilian health providers. Finland outsources ancillary services and takes vehicles and materials on lease.

Logistics Cadre. Functionally, the US, French and the British systems are similar to each other. All of them have created a dedicated logistics cadre. The US and British army’s have opted for inducting officers at the junior levels from the Quarter masters (QM) and Master General Order (MGO’s) branches into the logistics branch. But they have been allowed to retain their parent branch status and specialisation – to enable them continuity, promotional prospects, and also to retain their skills and emotional/regimental bonding with their original branch.

SINGAPORE ARMED FORCES

The researcher visited Singapore as part of the logistics delegation in 2006, and observed the magnitude of Integration, Jointness and coordination at the National Level. Enunciated below is an extract of relevant segment on logistics that helps draw useful levels in our context.

Combat Service Support (CSS)

Combat Services Support Command (CSSCOM) integrates all functions of CSS expertise for the Army and provides support to Army units across full spectrum of operations. It is both task-organised to support Army in operations and training, as also type-organised to deepen specialisation and domain competencies. CSSCOM aims to
achieve resource optimisation and reap process efficiencies while allowing the Army to better raise, train and sustain their forces through the integrated management of all CSS resources.

Organisational Excellence. CSSCOM leads the army in embracing the Public Service 21 (PS21) initiatives to meet increasing demands for good governance, accountability and transparency and thus, sustain public confidence through prudent resource management for optimum and effective management of logistic resources. By establishing the foundation for system/process improvement, units can achieve organisational goals in the spirit for excellence.

Enterprise System (ES)

ES is a first class defence global information system to enable MINDEF/SAF users to perform end to end automated logistics and financial transactions. It increases the effectiveness and efficiency of the Singapore Armed Forces (SAF) through the integration of information, processes and people, as well as collaboration with strategic partners.

It has been developed to meet the objectives of being a single and integrated system for engineering/maintenance/ supply and financial business, and supports all functions comprehensively.

Defence Science and Technology Agency (DSTA)

DSTA is a statutory board set up under the ministry of Defence (MINDEF) and aims to provide leading-edge technological solutions to the Singapore Armed Forces so that it continues to be a formidable fighting force for defence and security of Singapore.

The scope of work encompasses a multitude of areas include technology, acquisition systems development management for the armed forces, managing defence research and development, Developing military infrastructure, providing engineering and related services in defence areas and promoting and facilitate the development of defence science and technology in Singapore.
Analysis

SAF utilizes technology as “force multipliers”, especially for C4I integration, to enable its various formations to fight an integrated battle. Today MINDEF is one of the largest employers of engineers and scientists in Singapore and continues to devote considerable resource/s to R&D and experimentation i.e., 5% and 1% of defence budget respectively.

An Integrated Online Logistics Inventory Management System, that enables online forecasting, planning, warehousing and issue of the entire range of general stores and items in the Armed Forces, and an Army Logistics Base (ALB), a Public Private Partnership venture, where in the authority and control of the establishment rests with the army and responsibility of running the facility rests with a civilian vendor. The system software is controlled with minimum manual interface and extensively utilised for material management, warehousing, distribution and maintenance services.

Analysis Of Modern Armies

The logistics organization of modern armies worldwide are adaptive, and in step with emerging threats and challenges. While the US has extremely dedicated, integrated and efficient logistics not only across their services but also their industry, private production agencies and institutions that end state R&D and technology applications for both Service and Civil needs.

China in our security context and perspectives has elevated logistics to the National level as early as 1960, and has the entire nation drawing this factor from mobilisation to R&D under one potent logistics authority. PLA’s capability building targets the capacity for a tactical lift of approx 2 to 3 Brigades to a strategic lift of 3 Airborne Corps by 2017. To fix the shortfall for the time being, the PLA bought enough lift assets from Russia to move a division’s worth of personnel and supplies to any province in mainland China and to remote parts of the world. The long-term solution lies with the civilian sector defense industry, which will produce enough lift capability to move three corps by 2012.\textsuperscript{173}
Manning of Logistics Branches

The French and the Germans have an Armament Branch separate from the Combat Arms. The point to note here is, that in all these countries, the promotion prospects in the Combat Arms and the Support Services are comparable.

USSR and China have had a dedicated logistic branch to support the military. The erstwhile Soviet military had a dedicated Marshal of Soviet Union as Deputy Minister of Defence, responsible for the logistics of the entire Armed Forces. He was also the coordinating authority at the national level.

Military logistics is being processed vigorously at the Integrated and Joint Services Levels by countries who seek to project both peace and power from global to regional levels.

Indian military is perhaps the only military in the world, which lacks both Integration with national resources, and desired level of joint logistics readiness.

Comprehensive changes in organization, management and execution need to be integrated to enhance our logistics and therefore combat readiness to meet emerging challenges and contingencies in the future.

India’s changing logistics organization is today short of its capability and aspirations for meeting its increasing role in the 21st century. Any slippages in our readiness to rise to geopolitical contingencies would be a costly mistake and embarrassment no Nation can afford.
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