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**INTERNATIONAL EXPERIENCE OF PUBLIC-PRIVATE PARTNERSHIP
IN THE SPHERE OF LOGISTICS
SECURITY FORCES**

Theoretical aspects of implementation of public-private partnership in logistics support of NATO member states were studied. The opinion of the scientific community regarding the development of public-private partnership in the components of the security and defense sector of Ukraine has been taken into account. The necessity of implementation of public-private partnership in the sphere of logistics security forces of Ukraine has been established according to positive examples of international experience.

Key words: *public administration, public-private partnerships, logistics, security forces, state security*

Problem setting. Today's development of our state is constantly accompanied by the emergence of crisis situations. The armed aggression of the Russian Federation is a direct proof. The current security threats have forced the Government to implement reforms in the security sphere of Ukraine. The main direction of this movement is the reform of the security sector in accordance with EU and NATO standards. The key stage in the process of modernization and renewal of the security forces of Ukraine is the formation of a modern logistics system.

The logistic support of troops and forces in most NATO countries is considered to be one of the main factors of successful combat operations. The importance of the logistic support system is generally recognized and under present-day conditions, according to western experts, it becomes even more important. The course and outcome of the operation depend on how full and timely the troops will be provided with all necessary things, when the wounded will be returned to operation, as well as the damaged weapons and military equipment. Therefore, it is no coincidence that the troops, which are not provided in a logistical context, are not able to realize their combat capabilities for the specialists.

The logistics system is the link between the front and the economy of the country. At the same time, it is one of the important factors that allow to carry out military tasks. According to the leading western military experts, strategy and tactics are the basis for planning combat actions, and logistics provides the means for their conduct. At the same time, the strategy defines the purpose of the operation and the ways of its achievement, the system of logistic support is intended for the supply of troops with material means, and the tactics is connected with specific use of military forces and means to achieve the assigned goal.

Over the last decades, the importance of logistical support for troops has grown dramatically. NATO forces have emerged and are continuing to develop fundamentally new means of armed conflict, which have led to increased military needs in material means and thus expanded the scope of logistics. The lists of supplies contain hundreds of thousands of names, which has expanded the range of tasks of logistics bodies, increased requirements to supply, repair, military transportation and medical support services. The specific weight of the personnel, units and logistics units of the ground troops in NATO countries reaches 20% of their total number, except for civilian personnel employed in various types of security. Thus, it should be noted from the mentioned above that without the introduction of a large-scale public-private partnership, it is almost impossible to create an effective system of logistics support.

Recent research and publications analysis. The term "public-private partnership" appeared in the USA after 50 years and first belonged to the joint state and private financing of educational programs and financing of public objects, and in 60 years it began to be used much more often, marking joint state-private enterprises engaged in modernization and renewal of cities [1]. In Western Europe, interest in public-private partnerships has arisen much earlier than in the US [2].

The first project of the state-private partnership was sanctioned by King Henry II in France, during which the channel was built (in the form of concession). The famous Eiffel tower in Paris is also the result of the mechanism of public-private partnership [3]. The theory of public-private partnership has acquired further fundamental development in the middle of the 20th century, but its active implementation in practice had to be in 1980. Since then the mechanism of public-private partnership has been used in an increasing number of countries [4].

However, without taking into consideration the evolution of the state-private partnership in the world, today the research of the development of the state-private partnership in the sphere of logistics provision of the security sector components is almost ignored, which has caused the relevance of this research.

Paper objective. The purpose of the research is to study international experience of public-private partnership organization in the sphere of logistics provision, as well as to justify the relevant proposals for its implementation in Ukraine.

Paper main body. The logic is theory and practical activity according to organization and management of the movement of a single aggregate of material, financial, labor, information and law directions in the system of market economy. Logistics today appears as:

- modern competitive strategy of economic entities, the whole forming factor of which is resource-saving algorithm of entrepreneurship;
- a systematic approach representing the movement and development of material, information, financial and labor resources in the categories of flows and

reserves;

- algorithm of organization of rational movement of material flows and related information and finance flows at all stages of the reproduction process;

- a type of business activity specialized in purchasing, storage and delivery of raw materials, materials and products to the consumer.

We will consider further the origin of the term "logistics". Most researchers agree that semantics of the word go to ancient Greece, where "logisticke" meant "counting art" or "thinking art, calculation." In Roman Empire, the rules of distribution of food were considered as logistics. In the period of Byzantine Emperor Lev VI (866-912) logistics was defined as the art of providing the army and managing its movements. Today, the scientific community has established that there are two directions of the definition of logistics [5].

The first is connected with the use of logistics in the military area. Fundamental works of the famous military theorist of the XIX century served as an impetus to the development of military logistics. Baron Henrich Jomini (1779-1869), in the classical work "Strategy and tactics in military Art", in section VI, defined logistics as a practical art of military management, which includes a wide range of issues related to planning, management, supply and location of military deployment, transport service of the army [5]. In 1884, the American Institute of Navy introduced the concept of "logistics" for navigation needs. Wide development of principles of logistics received during the Second World War in the process of solving tasks of material and technical support of the American army, stationed in Europe, as well as organization of interaction between suppliers of arms, food, transport and troops.

The second interpretation of logistics as mathematical logic was used in works of famous German mathematician H. Leibnitz (1646-1716), and was fixed at the philosophical Congress in Geneva in 1904 [5].

Therefore, the basic interpretation of the concept "logistics" is practically in all European languages. In the framework of our research we will consider more thoroughly the first direction.

The system of logistics support for NATO land forces includes the following types: material, transport, technical and medical. The main place is given to first of them, which is intended to satisfy the needs of arms and military equipment, ammunition, fuel and oil materials, food and water, as well as in technical, clothing and other assets. Transport support is aimed to optimal use of all kinds of communication with the involvement of military and civilian means for carrying out military transportation. Technical support should help to increase the efficiency of use and operational reliability of arms and military equipment, their evacuation from the battlefield to the appropriate repair bodies of rapid recovery and return of arms and military equipment to the order. Medical support is organized with the purpose of preservation of the personnel's ability, rendering medical assistance to the wounded and sick, their evacuation, further treatment and return to troops, prevention of occurrence and spread of epidemic diseases.

With the start of fighting, the initial base of military support is the creation of stocks of material means, as well as heavy weapons and military equipment for units and strengthening components. Developed within the framework of the equipped theater of combat operations, the advanced groups are almost always supported by a high degree of combat readiness and have a fully developed system of logistic support.

That is why the US military leadership is taking a leading role in logistical support of the armed forces when they resolve their tasks in modern military conflicts. And, as the Pentagon believes, the importance of logistical support is increasing and becoming even decisive in operations of "low intensity" (such as peacekeeping, civil authority assistance, disaster relief and humanitarian crises), when the activities of logistics units become one of the main actions of the military (forces).

According to the command of the US Armed Forces, the logistics system creates a material and technical basis for rapid reaction of national armed forces to crises all over the world, providing strategic depth of the Armed Forces' actions and their ability to conduct expedition actions for a long time. The confirmation of

this situation is that a number of unified and functional concepts of building and combat use of US armed forces are devoted directly to logistics, as are many of the resolutions of the Committee of Chiefs of Staff, as well as to manuals of branches of armed forces.

The conceptual basis of the logistical support of the US Armed Forces is especially evident in the evolution of the provisions of the Committee of Chiefs of Staff and the conceptual documents of the American Army as the most numerous and resource-intensive in all types of logistics support.

The key in this area is the resolution of the Committee of Chiefs of Staff of JP 4 Joint Logistics [6]. Other documents of this series specify questions of logistics support organization. Examples include JP 4-02 Health Service Support [7] and others. These documents apply to all forces, and are required to be performed by both prominent components and united commanding teams.

The main conceptual documents of the American Army are the Doctrine Publications (ADP). Among them logistics is dedicated to the management of the Armed Forces headquarters "All-rounded Support" (ADP 4-0 Entertainment) [8].

According to the US concept, three groups of logistics and logistics bodies are allocated at the level of which the state-private partnership is organized: service and financial providers and material and technical means of strategic level; ensuring military readiness and deployment in the areas of combat actions; ensuring the functioning of troops (forces).

The strategic level of service and financial providers and material and technical means include: enterprises of the U.S. military-industrial complex; logistics management of the Pentagon; United command of strategic emissions of the USA; Financial and audit service of the Ministry of Defense; Command of human resources (manning) and finances of the US Army.

Logistics bodies for military readiness and deployment in the areas of combat actions are: Command of material and technical support of Army; medical command of Army; command of educational and scientific researches on building

of Army. At that, part of the subdivisions of command of material and technical support belongs to the second, and part - the third component.

The operational support bodies, intended for deployment in the area commands, include: Command of supply; expedition command; supply brigades and other logistic support units, including under three command: supply of military command of material and technical support of Army; under contracts of command of material and technical support of Army; military transportation of Army. In addition, the Human Resources (Manning) Resource Center, the Financial Management Center, and other structures are the components of the operation.

Thus, by studying the structure of logistics bodies and logistics units at the level of which the state-private partnership is organized, it becomes clear that the state-private partnership is organized on tactical, operational and strategic levels of military administration in the US Armed Forces.

Examining the state of the organization of public-private partnership in the field of logistics support for NATO troops, it is possible to note that the main difficulty of organizing this process is the complex organization of logistics administration functions. The functions of logistic administration are called to allocation and tracking of resources necessary for carrying out tasks of logistics. The complexity of logistics administration is due to the wide geography of logistics operations, which sometimes stretch to many time zones and cover many aspects of activity.

Logistic administration begins with a clear indication of strategic goals and the adoption of a policy of continuous improvement. The first requirement to be met by the organization is the continuous improvement of the performance evaluation system. Effective planning is the foundation for an objective assessment of the actual results of logistics operations. Particular attention is required to combine control over daily activities with reorganization of organizational structure.

Thus, achievement of logistical goals largely depends on the quality of operational planning. The operational plan is a short-term "product" of the

reasonable process, the basis for gradual approach to long-term strategic goals. This integration of short-term and long-term capabilities requires careful coordination of data, which is usually not provided by the usual systems of cost calculation and accounting.

The operational plan is a mean of coordination of all types of logistic activity of the organization. The logistic operational plan is usually short-term. This means that some operations are not usually planned for a period beyond the budget's budget. Unlike a strategic plan (in the typical case of a few years), operational plans (usually calculated for a year with a monthly break) are generally used to manage daily activities. Long-term strategies set dynamic goals in which short-term operational plans detail objectives for a specific period of time. Typical strategic goals outline the final result and stages of system reorganization, the normative level of economic activity and budget indicators. Each goal finds reflection in the set of short-term tasks of logistics management.

Thus, the operational plan is a practical mechanism for achieving the strategic goals of the organization during the organization of logistical support of troops on the principles of state-private partnership.

Conclusions. In general, according to foreign experts, the existing system of logistic support of troops in the NATO forces is able to provide timely and complete supply of units and parts to all necessary for fighting in the conditions of modern war. An organization of public-private partnership makes an important contribution to this.

Recent arguments about the advantages of public-private partnership in the sphere of logistics security forces confirm the actual situation. With all the importance of high results in certain areas of operational activity, the main priority in the work should be complex logistics integration. The priority on which the state-private partnership is based is the contribution of high-quality logistics activities to the overall strategic success of the security sector's service and combat activities. Representatives of the public-private partnership can achieve strong competitive advantages only if they convince the authorities and military authorities that they are able to solve logistical problems better than the state bodies.

This experience is certainly positive for the use in the components of the security and defense sector of Ukraine. The directions of further scientific research will be directed on development of effective mechanisms of development of public-private partnership in the sphere of logistics support.

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