COUNCIL OF
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Brussels, 11 May 2012

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CSDP/PSDC	**296**
COSDP	**386**

COVER NOTE

from:	EEAS
date of receipt:	11 May 2012
to:	European Union Military Committee
Subject:	EU Concept for Strategic Movement and Transportation for EU-led Military Operations

Delegations will find attached the EEAS document with reference EEAS 00785/12

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Encl.: EEAS 00785/12

**EUROPEAN UNION
MILITARY STAFF**

Brussels, 11 May 2012

EEAS 00785/12

**COSDP
CSDP/PSDC**

NOTE

From:	European External Action Service
To:	European Union Military Committee
No. Prev. doc.:	10967/08 dated 19 June 2008
Subject:	EU Concept for Strategic Movement and Transportation for EU-led Military Operations

Delegations will find attached the EU Concept for Strategic Movement and Transportation for EU-led Military Operations, which was agreed by the EUMC on 10 May 2012.

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EU CONCEPT

FOR

STRATEGIC MOVEMENT AND TRANSPORTATION

FOR

EU-LED MILITARY OPERATIONS

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ANNEXES:

REFERENCES

A. Consolidated version of the Treaty on the European Union (Official Journal of the European Union C83/13 ff., dated 30.03.2010).

B. European Security Strategy (15895/03, dated 8 December 2003).

C. EU Concept for Military Planning at the Political and Strategic level (10688/08, dated 16 June 2008).

D. EU Concept for Military Command and Control (10687/08, dated 16 June 2008).

E. EU Concept for Force Generation (10690/08, dated 16 June 2008).

F. EU Military Rapid Response Concept (5645/09, dated 23 January 2009).

G. EU Battlegroup Concept (13618/06, dated 5 October 2006).

H. EU Concept for Logistic Support for EU-led Military Operations (3853/11, dated 04 April 2011).

I. Host Nation Support Concept for EU-led Crisis Management Operations (7574/12, dated 6 March 2012).

J. Health and Medical Support Concept for Military EU-led Crisis Management Operations, dated 15/06/2007)[1].

K. Concept for the Implementation of a European Air Deployable Operating Base (6908/1/10, dated 19 March 2010).

L. Global Approach on Deployability (10562/05, dated 27 June 2005).

M. EU Concept for Reception Staging Onward Movement and Integration (RSOI) for EU-led Military Operation (9844/12 dated 11 May 2012).

N. Council Decision 2011/871/CFSP, of 19 December 2011 establishing, a mechanism to administer the financing of the common costs of EU operations having military or defence implications (ATHENA).

O. EUMC Glossary of Acronyms and Definitions (Council Doc updated bi-annually (June/December)).

P. General Framework for the use of ESDP Transport Assets and Coordination in Support of EU Disaster Response (CCD 02-15/03 CCM 052/06, dated 29 March 2006).

Q. Suggestions for procedures for coherent, comprehensive EU crisis management (11127/03, dated 3 July 2003).

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[1] Revision 2 to be finalised by June 2012.

A. INTRODUCTION

1. The Common Security and Defence Policy (CSDP) supports the Common Foreign and Security Policy (CFSP) in order to strengthen the EU´s contribution to international peace and security. To meet the full range of tasks as laid down in TEU Articles 42(1) and 43 (Ref. A), and the European Security Strategy (ESS) (Ref. B), and taking account of new challenges with an appropriate degree of flexibility, bestows a significant role for Strategic Movement and Transportation (M&T). The need to support EU rapid response imposes additional requirements on key operational enablers such as strategic M&T.

B. AIM

2. The aim of this document is to provide a conceptual basis for the Strategic M&T support for the entire spectrum of possible EU-led military operations, including military rapid response and standard military response.

C. SCOPE

3. The guidelines set out in this document are in accordance with the provisions established in the EU key and supporting military concepts and in particular with the "EU Concept for Military Planning at the Political and Strategic level" (Ref. C), the "EU Concept for Military Command and Control" (Ref. D), the "EU Concept for Force Generation" (Ref. E), the "EU Military Rapid Response Concept" (Ref. F), the "EU Battlegroup Concept" (Ref. G), the "EU Concept for Military Logistic Support for EU Military Operations" (Ref. H) and the Host Nation Support (HNS) Concept for EU-led Crisis Management Operations (Ref. I). The provisions of this concept do not contradict the "Health and Medical Support Concept for Military EU-led Crisis Management Operations" (Ref. J), and are complemented by the provisions of the "Concept for the Implementation of a European Air Deployable Operating Base" (Ref. K). This concept also encompasses the conclusions from the initial 5 tasks identified by the Military Capabilities Commitment Conference (MCCC) on Global Approach on Deployability (GAD) (Ref. L).

4. This document provides sufficient flexibility for EU actors, Member States (MS) and Troop Contributing Nations (TCN)[2] to co-operate and co-ordinate, if appropriate, with UN, NATO, OSCE, Host Nations (HN) and all relevant International Organisations (IOs).

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[2] The contribution of non-EU TCNs will be governed by a participation agreement.

D. GENERAL

5. Strategic M&T enables inter-theatre initial Strategic Deployment (SD), SD of follow-on-forces, force rotation, sustainment and redeployment of EU Forces.

6. Strategic M&T covers the planning and execution of transportation of personnel and materiel from the Home Base (HB) to the Final Destination (FD) as determined by the Operation Commander (OpCdr). It consists of the national leg[3] between HB and the Point of Embarkation (APOE/SPOE)[4], the strategic leg between APOE/SPOE and the Point of Disembarkation (APOD/SPOD)[5], and the operational leg between APOD/SPOD and FD within the designated Area of Operations (AOO)[6] (See Diagram 1).

Diagram 1
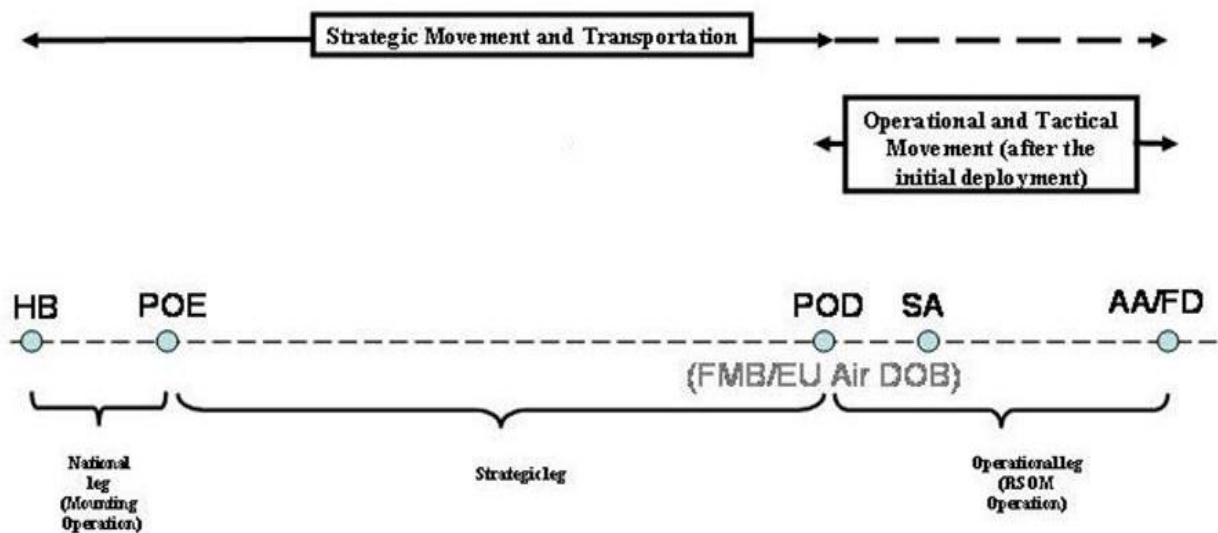
7. Based on the operational requirements, one or a combination of different Modes of Transportation (MoT) can be considered as a means of strategic M&T: Air, Sea, Land (Road, Rail, Inland Waterways).

8. The M&T considerations during the intra-theatre deployment, including Reception, Staging, Onward Movement and Integration process are detailed at the EU Concept for Reception,

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[3] The national leg can extend across national borders.
[4] Airport , Sea Port of Embarcation and Railheads.
[5] If already established, an EU Air Deployable Operating Base (EU Air DOB) can serve as an APOD in order to reduce risks, improve efficiency and to optimise deployment and RSOI processes.
[6] When EU launches Joint Military Operation, the AOO is referred to as Joint Operations Area (JOA).

Staging, Onward Movement & Integration (RSOI) for EU-led Military Operation (Ref. M).

9. For strategic medical evacuation (MEDEVAC) operations, this concept should be read in conjunction with the EU Health and Medical Support Concept (Ref. J).

10. Financial aspects of Strategic M&T in support of EU Military Operations are elaborated upon in TEU Article 41 (Ref. A) and ATHENA Mechanism (Ref. N).

11. The full list of EU Terms and Definitions is available in Ref. O.

E. STRATEGIC M&T PRINCIPLES

12. TCNs are ultimately responsible for obtaining transportation resources and for planning and co-ordinating the movement to deploy, sustain and redeploy their forces and other forces if applicable.

13. The following principles should help to ensure that strategic M&T planning and execution are reliable and efficient. Adherence to these principles will not guarantee success in itself, but is a solid basis for practical planning and execution. The application of these principles may result in bi-lateral or multi-lateral arrangements and therefore greater efficiency.

   a. **Collective Responsibility**. EU HQs and TCNs for EU-led military operations have a collective responsibility for M&T support. This responsibility extends from initial M&T planning through the Strategic Deployment (SD), Reception, Staging and Onward Movement (RSOM) (as part of the overall process of RSOI - See Ref. M), sustainment and to the redeployment stages of operations. Specific responsibilities are:

      i. EU Military Command Structure Responsibility. Military Commanders are responsible for establishing their M&T requirements and for initiating, prioritising, co-ordinating and de-conflicting the deployment (including RSOM), transportation for sustainment (resupply) and redeployment of forces. This must be done in co-operation with TCNs.

      ii. TCNs. TCNs are responsible for obtaining transportation resources, military or civilian, to deploy, sustain and redeploy their forces. They are responsible for the planning, controlling and executing the movement of their components in coordination with the EU HQs.

      iii. Host Nation(s) (HN). Usually, the mandate and/or any type of agreements/arrangements (i.e. Status of Forces Agreements (SOFA), Unilateral Declaration by the HN) grant EU forces freedom of

movement in the HNs[7]. When appropriate, EU force movement may be communicated to and co-ordinated with the HN in accordance with the relevant arrangements with the HN.

b. **Co-operation.** Co-operation between the EU actors, MS and TCNs, both military and civilian authorities, is essential. Such co-operation can be of a bi- or multi-lateral nature. This extends, as required, the UN, NATO, African Union (AU) and other organisations. This incorporates both co-operative and shared use of transportation resources.

c. **Co-ordination**. Co-ordination of M&T between EU operational command structures, MS, TCNs and military and civilian authorities is essential and should be carried out at the appropriate levels. This extends, as required, NATO, the UN and other organisations.

d. **Effectiveness**. Strategic M&T planning and execution should be tailored to satisfy the overall EU operational requirements and thus enhance effectiveness for EU-led military operations.

e. **Efficiency**. Use of military and civilian resources, facilities, existing infrastructure and modes of transportation should be optimised. Economies of scale should be taken into account. The complementary and inter-modular nature of airlift, sealift and inland surface transport resources must be taken into consideration within a multi-modal approach.

f. **Flexibility**. Strategic M&T planning and execution should be capable of providing/pursuing multiple solutions to meet desired requirements.

g. **Responsiveness**. Strategic M&T planning and execution should be capable of reacting in a timely manner to reflect changes in the operational situation and/or requirements. Where possible, all enabling arrangements and contracts should be in place before an operation is launched.

h. **Simplicity**. Plans and procedures should be made as simple as possible.

i. **Standardisation**. Standardisation contributes to successful Strategic M&T. Standardisation applies as much to communications, other systems, data and software as it does to procedures, equipment (including design) and hardware.

j. **Transportability**. When possible, units and formations with a mobility role should have the equipment designed to be compatible with available transport

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[7] Also HNs along the Lines of Communications and EU Area of Interest.

resources.

k. **Visibility and Transparency.** Information exchange of Strategic M&T data between the EU operational command structure, MS and TCNs and military and civilian authorities is essential for the efficient planning and execution of M&T tasks.

14. **<u>Application of Strategic M&T Principles.</u>** The application of the M&T principles requires common understanding on the following concepts:

a. **Policy**. The EU political and strategic   level institutions and HQs and EU MS are responsible for the development of M&T policies, doctrine, and procedures for EU-led military operations.

b. **Shared Use.** The execution of TCNs' responsibility to provide sufficient M&T resources could be hampered by a shortage of required lift assets. Consequently TCNs should, where appropriate and possible, make resources and surplus capacity available for co-operative and shared use. These resources should be responsive to the operational requirements and co-ordinated at the appropriate level. When TCNs make transportation resources or their surplus capacity available to a co-ordinating body, these resources are provided free of charge, under reimbursement arrangements, or under other agreements covering exchanges of services.

c. **Co-operative Use**. When TCNs make transportation resources or their surplus capacity available for co-operative use, compensation and/or reimbursement will be subject to arrangements between parties involved if required.

d. **Movement**. Movement across international borders should be supported by standardised and harmonised arrangements.

e. **Availability**. In addition to the planning of availability and use of military assets, Strategic M&T planning should explore the use of civilian resources and assured access arrangements. All M&T needs should be defined as early as possible.

f. **Quality and Reliability.** All civilian strategic M&T assets that may be used in an EU-led military operation should be certified by reputable and recognised classification authorities for their veracity and effectiveness as well as compliance with International Maritime Organisation (IMO)/International Civil Aviation Organisation (ICAO) regulations and EU standards and directives, if applicable.

F. CHARACTERISTICS AND FACTORS AFFECTING M&T REQUIREMENTS

15. **General Characteristics**. The operational environment for EU-led military operations is likely to be characterised by great distances and consequently long Lines of Communication (LOC), together with potentially difficult terrain, a hostile climate, a scarcity of basic facilities and limited HNS. This might have a considerable impact on the size and mode of Strategic M&T required to deploy, sustain and recover the force. The M&T requirements to support EU-led military operations are framed by the four logistic determinants (known as the 4 Ds). These are demand, distance, destination and duration. All four logistics determinants have a direct relevance to the overall characteristics, requirements and provision of Strategic M&T.

16. **Demand**. There are 4 main issues that affect the demand for Strategic M&T requirements. These are: the size and composition of a specific force; the timings for deployment; redeployment requirements and concurrent operations.

    a. **Size**. The utility of forces across the full range of CSDP military missions, will obviously involve the tailoring of requirements for specific EU-led military operations, resulting in differences to the size of the force package and strategic lift requirements.

    b. **Timing**. The most demanding ambition set out the EU Military Rapid Response Concept (Ref. F) and EU Battlegroup Concept (Ref. G) is that the EU should be able to take the decision to launch an operation within 5 days of the approval of a Crisis Management Concept (CMC) and that forces start implementing their mission on the ground no later than 10 days after that decision, with the necessary deployment of forces to provide this operational capability being actioned within this timescale. Though the actual timings required for force deployment in support of a specific EU-led military operation will vary, timings will greatly influence the strategic lift requirements.

    c. **Redeployment**. It would normally be anticipated that the redeployment of forces could be planned for in a less demanding timescale, therefore being a determining factor in choosing the most appropriate mode of transport to be used. However, emergency extraction/recovery requirements may also influence the mode of strategic lift transportation required.

    d. **Concurrency**. Should a second EU-led military operation be launched, whilst the first EU-led military operation is either still deploying or being sustained,

there might be limiting implications due to the additional competition for scarce transportation assets.

17. **Distance**. The distance to the Joint Operational Area (JOA), between Ports of Embarkation (POE) and Ports of Disembarkation (POD), will have a significant impact on Strategic M&T requirements, mostly in terms of the quantity and type of assets required to meet required timescales.

18. **Destination**. Once the destination of an EU-led military operation has been determined, consideration of PODs, available infrastructure and the characteristics (length, security, condition, etc) of the LOCs from PODs to final destinations (FDs) will assist in determining the optimum Strategic M&T requirements for the deployment of the force.

19. **Duration**. The duration of the EU-led military operation will have a significant impact on Strategic M&T requirements to sustain the force. Requirements for M&T post initial deployment of the force will therefore be influenced by the type of the mission, the operational theatre and the availability of HNS.

G. M&T STRUCTURES

20. **General**. M&T are integral aspects of military operations. To assist Commanders and military authorities in carrying out their tasks and responsibilities, specialised M&T personnel should be integrated into staffs/commands at all levels. Forces, in general, have at their disposal sufficient organic transport capacity to carry our their mission once deployed. However support from higher military echelons may be required for deployment, sustainment and redeployment.

21. **Permanent M&T Structures:**

    a. **EU Movement Planning Cell (EUMPC)**. The EUMPC is established within the Resources Support Branch of the Logistics Directorate, EU Military Staff. It is the hub of M&T expertise at the political-strategic level and executes its defined tasks during all phases of EU-led military operations. The EUMPC can also be activated in support of Directorate General ECHO within the EU Commission with regard to the provision of military M&T for EU Disaster Response operations.

    b. **Non-EU Multinational Movement Co-ordination Centres (Non-EU MMCCs)**. The non-EU MMCCs[8] primary role is to provide coordination

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[8] The term "non-EU MMCCs" refers to but is not restricted only to the currently existing Athens Multinational Sealift Coordination Centre (AMSCC) and Movement Coordination Centre Europe

services to their participating Member States (pMS). On request and after authorisation from their governing bodies, or in support of a pMS acting on behalf of EU, non-EU MMCCs can provide services to EUMS and EU HQs. They can offer coordination, monitoring of military, government owned or chartered transportation assets and market overview support, by comparing military movement requirements and available transport assets[9].

22. **<u>M&T Structures Activated for an EU-led Military Operation</u>**. The structures described below will be activated during the EU military operational planning process, as determined by the activated Operational Headquarters (OHQ). The organisation and functions of the OHQ for EU-led military operations are set out in the EU Concept for Military Command and Control (Ref. D) and the Generic OHQ Standard Operating Procedures (SOP). Since the nature of any EU-led military operation is difficult to predict, it will be decided, on a case by case basis, which of the structures will be activated depending on the particular circumstances of each crisis. This will also include the use of non-EU MMCCs, appropriate to the requirements of the EU-led military operation.

   a. **EU Movement Co-ordination Centre (EUMCC)**. An EUMCC should be established at the OHQ level[10] and be composed of M&T experts from TCNs and the HN if required.

   b. **Force HQ (FHQ) Logistic Staff (CJ-4 LOG).** Once the FCdr is appointed, a multinational logistic staff cell is activated; this FHQ should include a logistic staff element with M&T planning capability.

   c. **National Movement Co-ordination Centre (NMCC).** A NMCC is a national organisation, which co-ordinates the movements of a MS assets worldwide. The NMCC of the HN plays a central role in coordination movements within and through HN territory as well as across its borders in close cooperation with M&T Staff at FHQ/ Component Command HQ level.

   d. **National Support Element (NSE).** A NSE is a national organisation positioned normally in theatre to support forces that TCNs have contributed to the operation. The size and related level depends on the contribution to the

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(MCCE).

[9] The existing Framework Arrangements and SOPs outline the scope of possible cooperation and interaction between the non-EU MMCCs and EU.

[10] Allied Movement Co-ordination Centre (AMCC), when NATO ACO at SHAPE is acting as EU OHQ.

multinational force. The organisation and size of a NSE may vary within each TCN. The NSE's tasks and responsibilities are at the discretion of the TCNs.

23. **The M&T Organisation within the EU**. See Diagram 2 .

Diagram 2
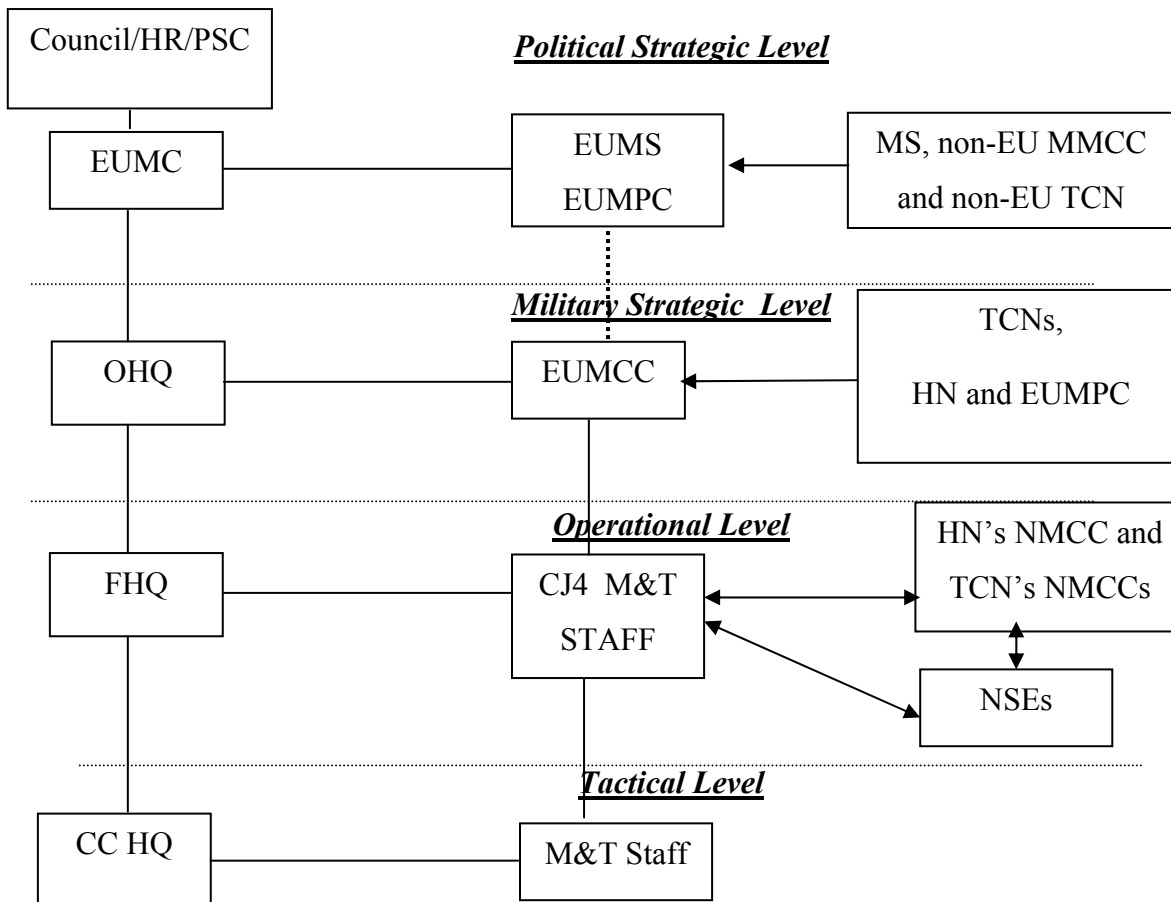
H. TASKS AND RESPONSIBILITIES

24. **General**. TCNs are ultimately responsible for obtaining transportation resources and for planning and co-ordinating the movement to deploy, sustain and redeploy their forces and other forces if applicable. The responsibility for the deployment of multinational Headquarters and units with a high degree of multinationality may be assigned to a Framework Nation (FN) or a Logistic Lead Nation (LLN.)[11]. They are to ensure that the appropriate arrangements or contracts are in place to fulfil this responsibility.

25. One of the principles defined in this concept is that EU actors, TCNs and HN have a collective responsibility for M&T across the spectrum of EU-led military operations. Cooperation and

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[11] LLN is defined in Ref. H, paragraph 91 (I.3.b).

coordination among MS is strongly encouraged. The M&T tasks and responsibilities for EU actors and non-EU MNCCs are detailed in this Section.

26. **EUMPC**. The EUMPC is responsible for undertaking advance military strategic planning and crisis response military strategic planning with regard to Strategic M&T issues. Key M&T considerations will include the constraints imposed by strategic lines of communication and the transportation enablers envisaged being available to MS in support of an EU-led military operation. Following the Military Strategic Option Directive (MSOD) from the EUMC, the EUMS is responsible for drafting Military Strategic Options (MSOs) to describe the possible outline military engagement through the identification of military tasks, the required resources in broad terms, and relevant constraints. The identification of required resources will demonstrate the broad strategic transportation requirements. Operational Analysis (OA) on these M&T aspects, initiated by the EUMPC, will assist in determining the art of the possible to inform the MSOs. Experience gained in the specific crisis response military strategic planning will be transferred to the OHQ EUMCC, once activated, through the short-term detachment of an element of the EUMPC. EUMPC coordinate Military Transport Support to EU Disaster Response Operations (Ref. P)

27. **OHQ EUMCC**. The EUMCC is responsible to the Operational Commander (OpCdr) and is the primary point of contact for the M&T process, in relation to the operations envisaged, from the time the Council appoints the OpCdr and nominates the OHQ. The EUMCC is responsible for supporting Concept of Operations (CONOPS) and Operation Plan (OPLAN) development and should develop the Multinational Detailed Deployment Plan (MNDDP) having identified, co-ordinated and prioritised the M&T requirements. The HNs capabilities have to be analysed and taken into account at this stage. This is to be done in consultation with TCNs and non-EU MMCCs as appropriate. The EUMCC is also responsible for planning the M&T support for the sustainment of the Operation and for the redeployment of forces. As deployment/redeployment is fundamentally a TCN responsibility, the EUMCC exercises a form of overarching coordination to ensure that TCN contingents movements are appropriately synchronised. Since operational planning is significantly influenced by M&T capabilities and possibilities, key EUMCC personnel should be activated at the earliest opportunity. Close cooperation is required between the EUMCC and the staff of the FCdr to ensure that the FCdr's desired order of arrival is taken into account. The EUMCC is responsible for the following functions:

   a. **Initiation**. Multi-national movement planning is initiated by the EUMCC chaired movement conferences.

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b. **Prioritisation**. Movements are prioritised in accordance with the OpCdr's operational requirements. The EUMCC should maintain these priorities by coordination with TCNs to enable deployment plans to fit with the operational planning.

c. **Co-ordination**. Op Cdr through EUMCC exercises a coordination role over the strategic deployment, based on operational priorities and demands. TCNs' National Detailed Deployment Plans (DDP) are co-ordinated and combined into a MNDDP by the EUMCC. The EUMCC is also responsible for facilitating the transparency of information between the different non-EU MMCCs supporting the EU-led military operation.

d. **Deconfliction**. The EUMCC deconflicts movements in close co-operation with all TCNs and the HN.

e. **Co-ordination of Resources**. Co-ordination of strategic transportation assets for deployment, sustainment and redeployment is a very challenging process, where national imperatives and operational needs can come into conflict. Though the provision of strategic transportation remains a national responsibility, the EUMCC facilitates co-operative and shared use of transportation resources, facilities and infrastructure through extensive liaison with all TCNs, HNs and non-EU MMCCs made available in support of an EU-led military operation.

f. **Monitoring of Movement**. Movements are monitored by the EUMCC in order to determine the status and to take remedial measure in co-operation with the TCNs if required.

28. **The FCdr**. After nomination, the FCdr should participate in the force generation process and provide the OpCdr with inputs to the deployment plan; appropriate attendance at the Movement Planning Conferences should assist in this regard. The FCdr should be tasked to conclude the execution of the MNDDP and report regularly on the deployment, sustainment and redeployment. The staff of the FCdr is to incorporate M&T planning into the integrated logistic support planning and when subordinate military Commanders are appointed they are to be tasked to report on the force build up. The availability of intra-theatre transportation to conduct RSOM will be instrumental in enabling deployment, sustainment and redeployment. The FCdr should therefore ensure that the intra-theatre transportation be tailored to the mission and size of the force to be deployed and the availability of these assets should be secured before

deployment starts, wherever possible.

29. **TCNs**. TCNs will control all aspects of their own LOCs unless they have made other arrangements. In doing so, TCNs will take into account the agreed operational priorities set out by the OpCdr. The M&T organisation may vary within each TCN. TCNs work and co-ordinate their efforts with the EUMCC. Importantly, TCNs should be represented at all Movement Planning Conferences to ensure that national movement planning coincides with the operational planning. Particular emphasis is placed on the need to co-operate in the effective and shared use of transportation assets to meet the OpCdr and FCdr requirements. Within the theatre of operations (TO) TCNs may use their NSE to co-ordinate their requirements within the NMCC. Specifically, they will:

     a. Develop their National Detailed Deployment Plan (NDDP).

     b. Provide national liaison/augmentation to the EUMCC and as necessary to the NMCC.

     c. Determine the movement requirements and make the necessary transportation arrangements, then work with the EUMCC to identify shortfalls and surpluses in national M&T resources to meet the OpCdr's requirements.

     d. Respond to requests to allocate/share transport resources to/with other TCNs in order to meet the overall EU military priorities.

     e. Control the strategic movement of national forces and national components of multinational forces, taking into account the operational priorities of the OpCdr.

     f. Through their NSE, under national control, support and co-ordinate the RSOM, transportation for sustainment and redeployment of forces with the HN and appropriate EU Military Commander as required.

30. **HN**. Depending on the relationship with the HNs, extensive planning and co-ordination are required in the areas of logistic, medical and M&T support. In cooperation with the FCdr, the HNs may control and co-ordinate the movement of forces on their own territory, facilitate border crossings, control and operate national civil and military transportation resources to support force movement, and review plans and legislation to facilitate the use of resources. Consequently the process of planning, negotiating and obtaining Host Nation Support (HNS) is critical to the successful movement of forces. The HNS Concept for EU Crisis Management Operations (Ref. I) allows for the formulation of bi-lateral and multilateral HNS agreements and arrangements in order for the military commanders to develop HNS plans. The tasks and responsibilities of HNs might include the following:

a. Co-ordinate movement of forces on its territory, taking into account the OpCdr's priorities, TCNs' requirements and HN capabilities.

b. Establish a HN NMCC and appropriate executive movement control (MOVCON) organisation for the co-ordination of M&T.

c. Support and execute their portions of the RSOM plan which have been made in close co-ordination with the OpCdr, FCdr, TCNs.

d. Identify to the EUMCC the status of M&T resources and infrastructure in support of an operation.

e. As required, make and/or implement necessary arrangements and co-ordinate with neighbouring states to facilitate border crossings.

f. Control and operate national civil and military transportation resources (e.g. personnel, facilities, equipment, infrastructure) for EU-led military operations.

g. Provide liaison/augmentation to the EUMCC as necessary.

31. **Host Nation National Movement Co-ordination Centre (HN NMCC)**. The HN NMCC should approve, co-ordinate and control air, sea and inland surface movements within the HN's territory in support of the EU-led military operation in order to ensure that all movements are executed in cooperation with the FCdr, in accordance with the TCNs' requirements and the overall OpCdr's priorities. The organisation is at the discretion of the HN and if established should include representatives of the TCNs involved (e.g. NSE).

32. **Non-EU Multinational Movement Co-ordination Centres (Non-EU MMCCs)**. The non-EU MMCCs might be requested to assist the EUMPC/EUMCC for an EU-led military operation. Pending the respective non-EU MMCCs' governing body approval, this will mainly include the provision of some or all of the planning requirements detailed below, tailored according to the EU-led military operation and EUMCC/EUMPC needs:

a. Support Movement Planning Conferences.

b. Act as facilitator for transportation support requirements.

c. Produce consolidated transportation flying/sailing programmes.

d. Propose options to co-ordinate and optimise the utilisation of strategic lift assets.

e. Offer a co-ordination role for strategic lift assets.

f. Manage residual strategic lift capacity in accordance with EUMCC/EUMPC requirements.

g. Put in place appropriate liaison arrangements (which may or may not take the form of permanently posted staff) between the MMCC and the OHQ.

I. M&T PLANNING

33. **Phases of an EU-led military operation**. It is important to link M&T planning activity to the procedures and planning requirements set out in the "Suggestions for procedures for coherent, comprehensive EU crisis management" (Ref. Q) and the EU Concept for Military Planning at the Political Strategic Level (Ref. C). The EU Crisis Management Procedures identify 6 phases of an EU-led military operation. These are as follows:

  a. **Phase 1 – Routine**. This includes the monitoring and analysis of the situation and early warning, advance planning and preparatory actions (including Civil - Military Co-ordination (CMCO) and information activities.

  b. **Phase 2 – Crisis Build-up / Elaboration of the Draft Crisis Management Concept (CMC)**. This includes the detection of the crisis, consideration that EU action is appropriate and development and finalisation of the CMC.

  c. **Phase 3 – Approval of the CMC and Development of Strategic Options**. This includes the approval of the CMC, development of the military and civilian elements of the EU approach (including the development of MSOs), the evaluation of MSOs and a recommendation to the Council.

  d. **Phase 4 – Formal Decision to Take Action and Development of Planning Documents**.   This includes the Council decision to take action; the development and approval of the CONOPS force generation/activation, the development and evaluation of the OPLAN and the decision to launch the operation.

  e. **Phase 5 – Implementation**. This includes the proper execution of the military operation(s).

  f. **Phase 6 – Refocusing of EU Action and Termination of Operations**. This includes decisions to either refocus or terminate the EU-led military operation.

34. **Groups of activity**. In the context of M&T, these 6 phases fall into 4 main groups of activity. These are: advance planning; crisis response planning; operational planning; and execution. Effectively, Phase 1 falls into the category of advance military strategic planning, Phases 2 – 3 fall into crisis response military strategic planning, Phase 4 into operational planning and Phase 5 into execution; Phase 6 could span the last 3 main groups of activity. The EUMPC is primarily responsible for Phases 1 – 3, since these activities are most likely undertaken in advance of an OHQ activation. The EUMCC is primarily responsible for Phases 4 – 6, although there might be a requirement for EUMPC involvement in the event of concurrent EU-led

military operations.

35. **Advance Planning at the Political and Strategic level**. Advance planning is conducted with a view to preparing the EU to deal with possible future security risks. The EUMS monitors a potential crisis by relying on appropriate national and multinational intelligence capabilities and performs early warning and situation assessment, including analysing the available information and providing evaluation and assessment on M&T aspects. These M&T issues should be covered by the EUMPC for advance planning. Therefore, establishing and maintaining contacts and consultation with MS, NATO, UN and other international and regional organisations and third countries on M&T aspects is required, as well as establishing and updating a M&T database within the overall logistic database.

36. **Crisis Response Planning**. Crisis response planning is conducted in response to an existing or emerging crisis. Once the attention of the PSC is drawn to a mounting crisis, the PSC may decide to address that crisis situation. To obtain accurate and up to date information and to establish contacts with authorities in or near the area where the EU-led military operation might take place, a decision could be made to launch an Information Gathering Mission (IGM). IGM would normally include a logistics component with M&T expertise[12]. If the Council, based upon preliminary work, decides to consider possible EU involvement in a crisis situation, this entails further development and assessment of selected options, especially MSOs. This must include M&T considerations. The EUMPC is responsible for including all relevant aspects of M&T into the Initial Military Directive (IMD), thus providing the base for the next step, military operational planning.

37. **Operational Planning**. Based on the selected MSO and IMD the OpCdr will include in the CONOPS and the OPLAN the plans for strategic deployment. Operational Planning will include the development of the MNDDP and planning the M&T support for the sustainment of the Operation and for the redeployment of forces.

38. **Execution**. TCNs and military commanders of an EU-led military operation must ensure that reporting is adhered to in order that plans may be activated in the event of delays in deployment, sustainment and redeployment. Overall co-ordination will rest with the EUMCC and with the EUMS in a monitoring role.

39. **Main Components and Sequence of Movement Planning**. Movement planning is part of the Operational Planning Process (OPP). The development of deployment/movement plans in support of EU-led military operations will be an iterative process. The force generation process

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[12] On request by OpCdr, PSC can also authorise Military Strategic Information Gathering Mission (MSIGM) on Military Strategic level, and/or Operational Liaison and Reconnaissance Team (OLRT) on Operational Level.

should identify all forces needed to fulfil operational requirements, which will be elaborated in the CONOPS, in order to arrange the arrival of these forces into the area of operations in accordance with the OpCdr's priorities and timelines.
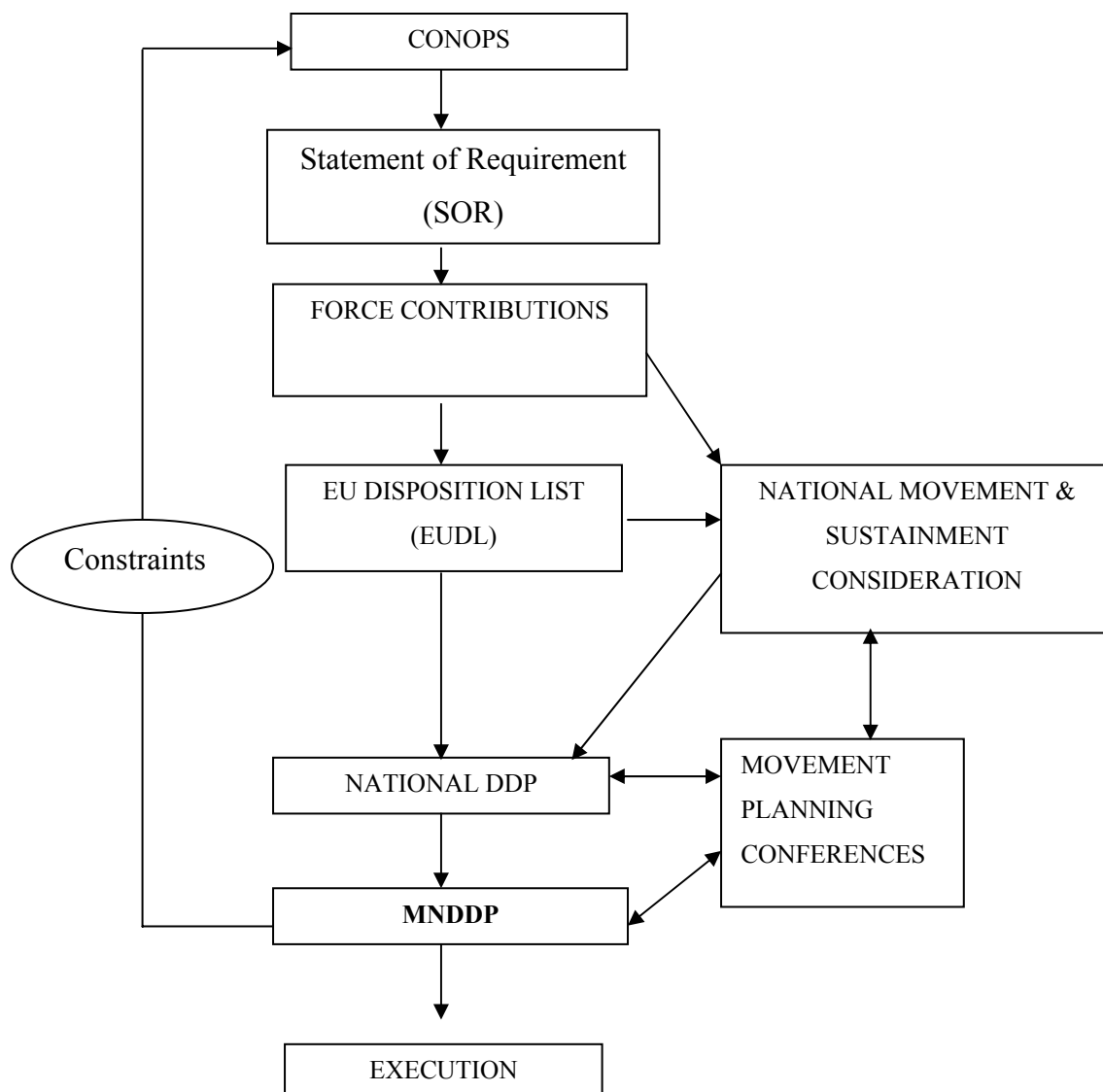
The end product of deployment planning will be a MNDDP, co-ordinated and de-conflicted by the EUMCC to meet the OpCdr's operational requirements. The planning process, sequentially, for the main deployment is:

a. **Statement of Requirement (SOR)**. The appropriate EU body will, in close co-ordination with the OpCdr, provide the SOR to the MS and invited third states (if required). The SOR lists the forces required by the OpCdr for the mission. The SOR is normally refined in consultation with the MS and invited third states at force generation/balancing conferences. A unique SOR Serial Number will identify each specific force requirement. Based on the SOR the MS and invited third states identify and offer forces they can provide in support of the mission. The SOR Serial Numbers then identify the particular units the TCNs offer to fill the specific requirements. TCNs may also identify other forces needed for national support.

b. **EU Disposition List (EUDL)**. The EUDL is an expression of the time-phased requirements for deploying the contributed forces. The EUDL specifies the OpCdr's operational requirements by listing the OpCdr's Required Date (CRD), priority, POD and FD for each unit. The development of the EUDL should take into account, to the extent possible, time phasing based on inter alia: available force strength, civil market assessment and throughput capacities. The EUDL specifies the CRD with reference to an operational day.

c. **DDP**. Based on the EUDL and identified constraints, TCNs develop their national DDP considering:

    i. Force Packaging

    ii. Time Phasing

    iii. Lines of Communications (LOCs).

    iv. Mode of Transportation (MOT).

    v. Assignment of Transportation assets both military and civilian (sourcing).

    vi. RSOM.

d. **MNDDP**. National DDPs are then combined by the EUMCC into a MNDDP and deconflicted, in accordance with the OpCdr's requirements, the TCNs priorities, HN restrictions and non- EU MMCCs considerations, as

appropriate. The de-conflicted MNDDP, based on the national DDPs might lead to constraints regarding the OPLAN, which will need to be represented by the EUMCC to the OpCdr. RSOM planning is an integral part of the deployment planning process. The HN may, in conjunction with the TCNs, OpCdr and FCdr, conduct RSOM planning to maximise the throughput capacity of PODs, reception, marshalling, staging and assembly areas, routes to final destinations to meet the CRD. It is therefore important to carry out early identification of HNS and infrastructure capabilities. HN considerations in M&T planning are referenced in Annex A.

40. **M&T Planning Support**. A series of EUMCC chaired Movement Planning Conferences will be held to support the iterative process to develop the MNDDP. De-confliction and information exchange should take place as early as possible to assist further national planning. Sequential simulations and evaluations of planned national movements will determine gross feasibility, provide data for analysis and refinement of the movement flow and identify any shortfalls for resolution in subsequent planning cycles. RSOM capability and the availability of M&T resources are key elements and may necessitate the refinement of national DDPs. Other issues to be taken care of during those conferences will be an agreement of the movement concept as defined in the OPLAN, to include movement architecture, command and control and the definition of agreed responsibilities. During execution TCNs will continue to provide DDP updates to the EUMCC.

41. **Rapid Response Planning for EU BGs**. Within the rapid response planning spectrum EU BG operations pose particular challenges for M&T planning. The ambition that the EU should be able to take the decision to launch an operation within 5 days of the approval of a CMC, and that forces start implementing their mission on the ground no later than 10 days after that decision, requires that BGs are to be built on assets and capabilities held at a readiness of 5 – 10 days. The EU BG Concept (Ref. G) outlines the M&T issues to be taken into consideration with regard to BGs.

42. **RSOM**. RSOM issues, which effect Strategic M&T, are detailed in the EU Concept for Reception Staging Onward Movement & Integration (RSOM&I) for EU-led military operation (Ref. M).

43. **The Deployment Planning Process**. Diagram 3 depicts the deployment planning process.

Diagram 3

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                    ┌─────────────────────┐
                    │       CONOPS        │
                    └──────────┬──────────┘
                               │
                    ┌──────────▼──────────┐
                    │ Statement of Requirement │
                    │        (SOR)        │
                    └──────────┬──────────┘
                               │
                    ┌──────────▼──────────┐
                    │ FORCE CONTRIBUTIONS │──────────┐
                    └──────────┬──────────┘          │
                               │                     │
   ┌────────────┐   ┌──────────▼──────────┐   ┌──────▼──────────────┐
   │ Constraints │   │ EU DISPOSITION LIST │──▶│ NATIONAL MOVEMENT & │
   └────────────┘   │       (EUDL)        │   │     SUSTAINMENT     │
                    └──────────┬──────────┘   │   CONSIDERATION     │
                               │              └──────────┬──────────┘
                               │                         │
                    ┌──────────▼──────────┐   ┌──────────▼──────────┐
                    │    NATIONAL DDP     │◀─▶│     MOVEMENT        │
                    └──────────┬──────────┘   │     PLANNING        │
                               │              │    CONFERENCES      │
                    ┌──────────▼──────────┐   └─────────────────────┘
                    │       MNDDP         │◀──────┘
                    └──────────┬──────────┘
                               │
                    ┌──────────▼──────────┐
                    │     EXECUTION       │
                    └─────────────────────┘
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G. LOGISTIC INFORMATION SYSTEM (LOG IS) IN SUPPORT OF DEPLOYMENT PLANNING AND EXECUTION

44. The LOG IS should as a whole cover all logistics functions, supporting the different levels with required information and it should also be interoperable. In order to achieve this the core of the LOG IS for any EU-led military operation is the Logistics Functional Area Service (LOGFAS)[13].

45. The LOGFAS suite movement planning and movement tracking applications[14] should be available to all M&T staff in EU OHQs and FHQs. A regular training regime followed by the
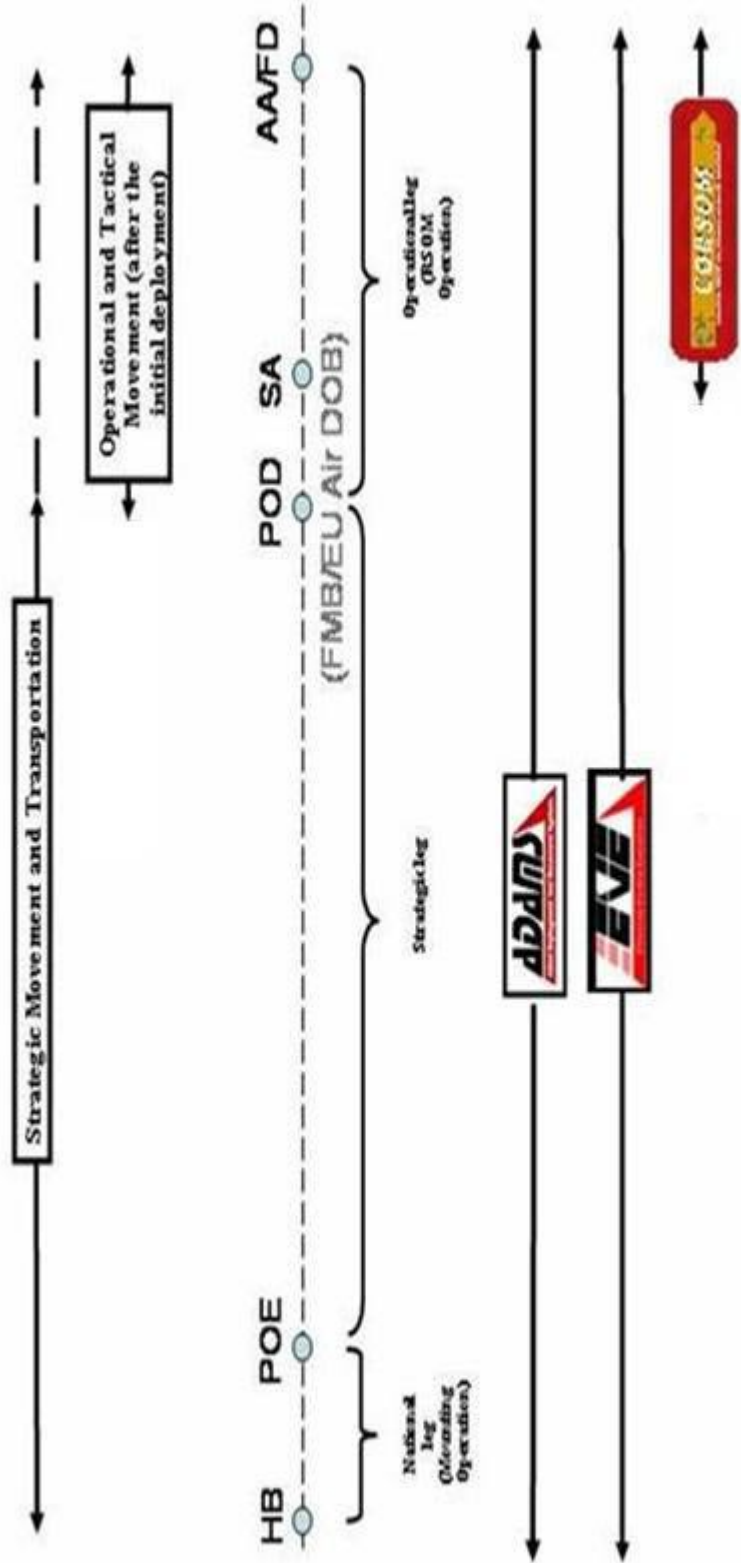
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[13] NATO IMS granted the EU LOGFAS user rights in January 2006.
[14] GeoMan, LDM, ADAMS, EVE and CORSOM.

M&T staff would ensure fully functional and effective use of the relevant LOGFAS functionalities in support of the overall deployment process in all types of EU-led military operations.

46. LOGFAS is undergoing constant development, tracked and influenced by EU, where appropriate functionality are added over time. To complement LOGFAS capabilities TCNs and EU commanders are also encouraged to implement additional information tools, ensuring that the LOG IS as a whole supports decision makers at each level with relevant and correct information and data in a timely manner as basis for a proper deployment planning.

47. A schematic depiction of the available IT Tools in support of the SD and RSOM processes is shown in Annex A:

   a. Allied Deployment and Movement System (ADAMS) is used to design, deconflict and manage deployments, including dissemination of information and monitoring of the progress.

   b. Effective Visible Execution (EVE) provides capabilities to modify movement plans created in ADAMS and, most importantly, visibility of the execution.

   c. Coalition Reception, Staging and Onward Movement (CORSOM) is an IT tool to support the control and visibility of the arriving forces at the destination points.

48. The M&T Data Exchange requirements are detailed in Annex B of this document.

49. The Information Exchange Requirements are detailed in Annex C of this document.

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IT TOOLS IN SUPPORT OF SD AND RSOM

Strategic Movement and Transportation

Operational and Tactical Movement (after the initial deployment)

HB POE

POD SA AA/FD

(FMB/EU Air DOB)

National leg (Mounting Operation)

Strategic leg

Operational leg (RSOM Operation)

ADAMS

EVE

CORSOM

M&T DATA EXCHANGE REQUIREMENTS

1. **Introduction**. The deployment planning process is described in Chapter I of this document. The purpose of this Annex is to describe how the LOG IS and its movement planning tools should be used in support of the deployment planning process and how the flow of standardized M&T data should enhance and facilitate the performance of the EU M&T planning and execution process. The Standardised M&T data formats facilitate co-ordination with other actors deploying into/deployed in the same or nearby theatre when limited transportation resources and infrastructure (eg. Sea/Air PODs, LOCs, etc.) must be shared or are restricted in their use.

2. **Data Classification**. In general, the level of M&T data classification depends on the originator of the data. However, the level of classification will be defined by the EU OHQ/EUMCC at the start of each planning cycle. The possible levels of M&T data classification in respective planning cycles may be up to and including "SECRET UE/SECRET EU". Transmission of classified M&T data should reside within secure EU Networks. It is also possible that some specific non-sensitive M&T data (e.g. generic GEO data) may be unclassified and releasable through open/insecure networks (e.g. Internet) if so decided. Standardised formats provide better support to M&T information and data management in accordance with EU security and security of information regulations.

3. **Dedicated IT**. The primary tool used to achieve EU Forces strategic movement visibility is the Logistics Functional Area Services (LOGFAS) software package. MS are to use LOGFAS components to facilitate multinational deployment planning and execution monitoring.

4. The exchange of M&T data in support of deployment planning and the execution process within an EU-led military operation will be co-ordinated and decided upon by the EUMCC. LOGFAS software package is integrated with the EU Command and Control Information System (EUCCIS) for EU-led military operations.

5. **Standardised M&T Data Exchange**. LOGFAS data flow includes both periodical (e.g. MS' periodical updates on Forces/equipment/transportation assets/etc. data) as well as 'as required' data exchanges. The 'as required' data exchange is the primary way of LOGFAS data exchange for MNDDP development within any operation planning phase, as well as for

the Movement and Transportation / Logistic reporting during the execution phase.

6. **LOGFAS Format Data Exchange**. For data exchange in LOGFAS format there is an 'import/export' mechanism built within the software. However to send/receive any information between LOGFAS users the export/import data files can be exchanged as any other regular data files or documents (i.e. basic e-mail exchanges). For unclassified data it is possible to exchange data within unclassified networks, both using the intra- and internet. For classified data exchange, a secure network is required. If there is a lack of technical capacities to exchange LOGFAS via electronic mail, LOGFAS import/export files can be exchanged with the use of data storage media (floppy disks, CDs/DVDs, pen-drives, etc.). This method expands enormously the timelines of planning cycles and may cause conflicts with operational priorities by hampering deployment planning. In any case LOGFAS import/export files should be processed like any other EU documents and in accordance with EU security policies in force.

7. **LOGFAS Users**. The primary LOGFAS users and POCs for LOGFAS data exchange are:
    a. EUMS Movement Planning Cell (EUMPC) - permanent.
    b. EU Movement Co-ordination Centre (EUMCC) - within an EU OHQ (DE, EL, FR, IT, UK, SHAPE or EU OpsCentre) when activated for an EU-led military operation.
    c. EU FHQ CJ4 Movement Staff - within a (Deployed) FHQ when activated for an EU-led military operation.
    d. Movement co-ordination POCs appointed by the Member States - permanent.
    e. Movement co-ordination POCs appointed by TCNs - for a specific EU-led military operation.
    f. Non-EU MMCCs.

8. The roles and responsibilities of the LOGFAS users in the data exchange process are as follows:
    a. **EUMPC:**
        i. Co-ordination with NATO (AMCC) of LOGFAS package software release and maintenance (single POC role).
        ii. Promulgation and co-ordination of LOGFAS package software updates within the EU.
        iii. Development of procedures and co-ordination of LOGFAS implementation in support of EU-led military operation.
        iv. Build-up and maintenance of EU core LOGFAS data base (LogBase).
        v. Generation, collection, update and promulgation of common data (AA

coded).

    vi. Collection of LOGFAS data and M&T information exchange with appointed MS' LOGFAS POCs.

    vii. Support to EU/EUMS early and emergency analysis as assessments, as appropriate.

    viii. Support to deployment planning for EU-led military operation at early stage before the EUMCC IOC.

    ix. Co-ordination of LOGFAS procedures and common data with the EUMCC within a specific operation, as required.

    x. Co-ordination of LOGFAS data (eg. potential PODs, assets availability and other deployment related data) with non-EU MMCCs, if made available in support to the EU-led Operation.

    xi. Co-ordination and data exchange with other M&T organizations as appropriate.

b. **EUMCC:**

    i. Preparation and promulgation of LOGFAS initiating planning data (Plan, SOR).

    ii. Preparation of common input data (GEOLocs/PODs, Transportation Networks, etc).

    iii. Co-ordination of DDP development by TCNs.

    iv. Development and promulgation of the MNDDP.

    v. Co-ordination of MNDDP/DDPs updates and LOGFAS data exchange with appointed TCNs' POCs.

    vi. Co-ordination and LOGFAS data exchange with FHQ CJ4 M&T Staff.

    vii. Co-ordination and data exchanges with other M&T organizations related to EU Forces deployment, redeployment, RSOM and transportation for sustainment.

c. **EU FHQ CJ4 Movement Staff**:

    i. Exchange of LOGFAS data with EUMCC.

    ii. Reporting to EUMCC in LOGFAS format.

d. **MS and TCNs LOGFAS POCs**:

    i. Co-ordination and exchange of national data in LOGFAS format with EUMCC.

    ii. Development of National DDP in LOGFAS format.

iii. Update of National DDP and deconfliction with EUMCC.

iv. Co-ordination of the deployment of national forces and data exchange with the EUMCC in LOGFAS format.

v. Periodical national data exchange between MS and EUMPC.

e. **Non-EU MMCCs** (if made available in support to an EU-led military operation):

i. Support to EUMPC/EUMCC on LOGFAS data exchange as appropriate.

ii. Support to MS and non-EU TCNs on exchange of data, as applicable.

M&T INFORMATION EXCHANGE REQUIREMENTS (IER)

1. **Purpose**. The purpose of M&T Information Exchange is to support deployment planning and execution in support of EU-led military operations. M&T Information Exchange satisfies the Information Exchange Requirements (IERs) of the EUMPC/EUMCC, MS, DG ECHO - Monitoring and Information Centre (MIC)[15], non-EU MMCCs[16] and non-EU actors, concerning:

   a. Deployment plans, status of actual deployments and deployment forecasts.

   b. Status of M&T Infrastructure and resources.

   c. Redeployment and Rotation of forces.

2. **IER within the EU and non-EU MMCCs**. The scope for IER within the EU is summarised below. Actual IER for a specific EU-led military operation will be determined by the EUMPC/EUMCC.

   a. **Between EUMPC and MS**:

      i. Maintain M&T Data.

      ii. Exchange of Planning Advice.

      iii. Maintenance of SOPs.

   b. **Between EUMPC and non-EU MMCCs**:

      i. Maintain M&T Data.

      ii. Exchange of Planning Advice.

      iii. Maintenance of SOPs.

      iv. Request of Coordination Services in support of an EU-led military operation.

   c. **Between EUMPC and EUMCC**:

      i. Transfer of Strategic Planning Data.

      ii. Monitoring EUMCC activity.

   d. **Between EUMCC and TCN (MS)**:

      i. Notification of DDP.

      ii. Notification of MNDDP.

      iii. Notification of Spare/Residual Capacity.

      iv. Requirements for Strategic Sea Lift (SSL) Acquisition

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[15] If EU conducts civilian-led Disaster Response Operations supported by military transportation assets.

[16] If made available in support to an EU-led military operation.

  v. Exchange of Planning Advice.

  vi. Current status of national deployment against national DDP (updated DDP)

  vii. Status of national strategic transport resources which are:

   1. Shortfalls against the national DDP

   2. Surpluses available for co-operative strategic deployment use.

   3. Forecast of their deployments.

   4. National assessment of ability to complete national deployment on time.

   5. When occurring, factors which will prevent the timely arrival and deployment of their forces into theatre. This information is to be provided immediately.

 e. **Between EUMCC and non-EU MMCCs**:

  i. Notification of Spare/Residual Capacity.

  ii. Requirement for Spare/Residual Capacity.

  iii. Provision of Deployment Plans.

  iv. Requirements for SSL Acquisition.

  v. Exchange of OA Planning Advice.

 f. **Between MS**:

  i. Requests for bi-lateral arrangements.

  ii. Notification of Spare/Residual Capacity.

  iii. Requirement for Spare/Residual Capacity.

 g. **Between non-EU MMCCs[17]**:

  i. Multi-modal Planning Advice.

  ii. Requirement for SSL Acquisition.

  iii. Notification of SSL Acquisition.

  iv. Notification of Spare/Residual Capacity.

  v. Requirement for Spare/Residual Capacity.

3. **IER With Non-EU Actors**. IER with non-EU actors (i.e. non-EU TCNs, HN, UN etc) will be stipulated by the EUMPC/EUMCC for a specific EU military operation. It is anticipated that the HN, through their HN NMCC will report to the EUMCC on a daily basis including information on the status of HN M&T resources and infrastructure situation. It is also anticipated that there will be similar IER with non-EU TCNs as that for MS.

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[17] If more than one non-EU MMCC is supporting an EU-led military operation.