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Subject: EU Concept for Reception, Staging, Onward Movement and Integration  
(RSOI) for EU-led Military Operations

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Delegations will find attached the EEAS document with reference EEAS 00787/12.

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EUROPEAN EXTERNAL ACTION SERVICE



**EUROPEAN UNION  
MILITARY STAFF**

**Brussels, 11 May 2012**

**EEAS 00787/12**

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From: European External Action Service

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To: European Union Military Committee

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No. Prev. doc.: 10971/08 dated 19 June 2008

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Subject: EU Concept for Reception, Staging, Onward Movement and Integration (RSOI)  
for EU-led Military Operations

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Delegations will find attached the EU Concept for Reception, Staging, Onward Movement and Integration (RSOI) for EU-led Military Operations, which was agreed by the EUMC on 10 May 2012.

**EU CONCEPT  
FOR RECEPTION, STAGING, ONWARD MOVEMENT  
& INTEGRATION (RSOI)  
FOR  
EU-LED MILITARY OPERATIONS**

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## REFERENCES

- A.** Consolidated version of the Treaty on the European Union (TEU) (Official Journal of the European Union C83/13 ff., dated 30.03.2010).
- B.** European Security Strategy: "A Secure Europe in a better World" (dated 12/12/2003).
- C.** Treaty of Lisbon amending the Treaty on European Union and the Treaty establishing the European Community (Official Journal of the European Union C 306/50 dated 17/12/2007).
- D.** European Union Concept for Military Planning at the Political and Strategic level (10687/08, dated 16/06/2008).
- E.** EU Concept for Military Command and Control (10688/08, dated 16/06/2008).
- F.** EU Concept for Force Generation (10690/08, dated 16 June 2008).
- G.** EU Military Rapid Response Concept (5654/09, dated 27/04/2009).
- H.** EU Battlegroup Concept (13618/06, dated 05/10/2006).
- I.** EU Concept for Logistic Support for EU-led Military Operations (8441/11, dated 14/04/2011).
- J.** EU Concept for Strategic Movement and Transportation for EU-led Military Operations (9798/12 dated 11 May 2012).
- K.** EUMC Glossary of Acronyms and Definitions (Council Doc updated bi-annually (June/December)).
- L.** The Host Nation Support Concept for EU-led Crisis Management Operations (7574/12, dated 6 March 2012).
- M.** Health and Medical Support Concept for Military EU-led Crisis Management Operations, dated 15/06/2007)<sup>1</sup>.

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<sup>1</sup> Revision 2 to be finalised by June 2012.

## **A. INTRODUCTION.**

1. 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 the new challenges with the necessary flexibility, will require the availability of mission ready forces and an ability to deliver them at the right time and to the right place.
2. The entry into force of the Lisbon Treaty (Ref. C) and the creation of the European External Action Service further increased the capacity of the EU to deliver a more coherent and comprehensive CSDP.
3. The effective and efficient projection of the force elements to the Area of Operations (AOO) will be a critical issue in this regard. Both Strategic Deployment (SD) to the Theatre of Operations and Reception, Staging and Onward Movement and Integration (RSOI)<sup>2</sup> of the force elements, will need to be enabled to facilitate the early operational capability of the force.
4. SD and RSOI are an integral part of the operational planning process.
5. The Reception, Staging and Onward Movement (RSOM) and the Integration part of the overall RSOI process are covered in separate chapters in this document. However, it should be recognised that the Integration must be considered a fundamental aspect of the overall process of preparing forces for operation.

## **B. AIM.**

6. This document provides a conceptual basis for the planning and execution of RSOI of the EU-led forces in EU-led military operations.

## **C. SCOPE.**

7. The guidelines set out in this document apply to the full spectrum of potential EU-led military operations and are in accordance with the provisions established in the documents at References D, E, F, G, H, I.

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<sup>2</sup> The abbreviations "RSOM&I" and "RSOM and I" previously used in some EU documents and by some EU MSs refer to the same 4-step process.

8. This concept should be read in conjunction with the "EU Concept for Strategic Movement and Transportation for EU-led Military Operations" (Ref. J), which provides guidelines for the strategic deployment of forces to the AOO/JOA<sup>3</sup>.
9. This concept provides sufficient flexibility for EU actors and Troop Contributing Nations<sup>4</sup> (TCNs) to co-ordinate and co-operate, if appropriate, with the UN, NATO, OSCE, all other relevant International Organisations (IOs) and Host Nations (HN). Though this concept concentrates specifically on the initial deployment of force elements, much of this concept, when tailored accordingly, is also applicable to the refocusing of the EU action, termination of operations and redeployment of forces.
10. Definitions of RSOI specific terms used within this concept are detailed at Annex A. The full list of EU Terms and Definitions is available in Ref. K.

#### **D. RSOI GENERAL CONSIDERATIONS.**

##### Elements of RSOI.

11. RSOI is part of the process that enables deploying forces, consisting of personnel and materiel arriving in the AOO, to become capable of meeting the FCdr's operational requirements. RSOI consists of four elements of which the sequence can differ according to the operational environment. The four elements of RSOI are:
  - a. Reception.
  - b. Staging.
  - c. Onward Movement.
  - d. Integration.

##### Potential Approaches to RSOI.

12. The varied nature of potential EU-led military operations requires the consideration of different approaches for the overall process from the early stages of SD through RSOM to the Integration phase. Importantly, these approaches will also be linked to the Strategic Deployment environment and planning considerations, such as mission, security situation, components specific requirements, political environment, economic implications, enabling

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<sup>3</sup> When EU launches Joint Military Operation, the AOO is referred to as Joint Operations Area (JOA).

<sup>4</sup> EU Member States and non-EU TCNs.

infrastructure, and other considerations. Though there are many different potential approaches, three generic models are normally adapted, individually or in combination, to meet the EU-led military operation's specific requirements. The three generic models are:

- a. RSOI in the AOO. In this instance Strategic Deployment can be conducted to the AOO/JOA, where RSOI will take place. (Annex B).
- b. RSOI at a Forward Mounting Base (FMB)<sup>5</sup>. Forces may deploy to a FMB/EU Air DOB where RSOI takes place. Forces should be received, staged and integrated to the maximum extent possible at the FMB and moved onward from the FMB within the AOO where further RSOI could be conducted as required. (Annex C).
- c. RSOI at the Port of Embarkation (POE). This approach is particularly applicable to Rapid Response & Initial Entry Operations (IEO). (Annex D).

#### Force Protection.

13. RSOI must take place in a secured environment, established through sound Force Protection (FP) measures<sup>6</sup>. The concentration of forces throughout the RSOM process who are still not fully operational represents significant risk. The establishment and maintenance of a safe and secure environment within the RSOM area, including the Land Lines of Communications, (LLOCs) is essential for the success of the RSOM.

#### **E. PRINCIPLES.**

14. There are three overarching principles that apply to RSOI. FCdrs and TCNs should consider these principles when planning and executing the RSOI process.

#### Collective Responsibility.

15. EU and TCNs share a collective responsibility regarding RSOI process. Collective responsibility encourages TCNs and EU to share the provision and use of logistic capabilities and resources on a cooperative basis so as to support the force effectively and efficiently. The

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<sup>5</sup> If already established, an EU Air DOB can serve as an APOD in order to reduce risks, improve efficiency and to optimise deployment and RSOI processes.

<sup>6</sup> The EU Concept for Force Protection in CSDP Operations and Missions is under development.



OHQ/EU Movement Coordination Centre (EUMCC)<sup>7</sup>, in coordination with the TCNs, has primary responsibility for the development of the Multinational Detailed Deployment Plan (MNDDP), while FHQ/RSOI Cdr, in coordination with the TCNs/NSEs is primarily responsible for planning and execution of RSOI.

#### Unity of Effort through Unity of Command.

16. Unity of effort is achieved through a defined chain of command of RSOI activities and synchronisation through the integration of the RSOI plan into the operational planning process. Unity of effort is essential to optimise resources, avoid inefficiencies and achieve desired effects. Unity of command facilitates unity of effort and specifies that the FCdr is responsible for the overall coordination of the RSOI process. The FCdr is responsible for establishing the deployment flow of forces into the AOO and controlling the overall movement of forces within the AOO. In coordination with TCNs, the FCdr ensures, under the prerequisite that the TCNs provide the necessary capabilities during the force generation process, the provision of support to personnel arriving into the AOO and coordinates the efforts of all other key players in the RSOI process, including National Support Elements (NSEs).

#### Synchronisation and Balance.

17. Synchronisation sequences the RSOI of personnel and materiel, and support enablers to ensure that operationally ready forces are delivered when and where needed. Synchronisation ensures that the appropriate balance of forces are flowed in a coordinated manner into the AOO and that they are supported effectively and efficiently in order to become mission capable and fully integrated within the Commander's Required Date (CRD). Synchronisation occurs when the right units, equipment, supplies, and capabilities arrive in the correct order at the appropriate locations. Synchronisation is critical to multinational operations and must be flexible and adaptive. A well-synchronised flow expedites build-up of mission capability and avoids saturation of nodes and Lines of Communications (LOCs). Synchronisation requires detailed joint planning, timely and predictable flow of forces, equipment and supplies, including NSEs. Synchronisation and the flexibility to adjust movement schedules should be underpinned by a robust en-route visibility/reporting capability from PODs to Final

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<sup>7</sup> Established at the EU OHQ and composed of M&T experts from TCNs and the HNs, if required.

Destination (FD). Supporting activities should coordinate the planning and execution phases to ensure deployment is uninterrupted. Effective C2 enhances the process of synchronisation, which impacts on unit integrity and the tempo of deployment. The execution of the MNDDP flow should be managed to ensure that the arrival of personnel, equipment and materiel coincide. Unit integrity should be a dominant consideration when planning unit and equipment deployments. Successful synchronisation requires the involvement of RSOI subject matter experts from the very beginning of the Operational Planning Process (OPP).

18. Balance in managing resources by allowing a continuous and controlled flow of forces and materiel into and within the AOO is essential. Balance is achieved by ensuring that force elements, materiel and information are directed at a rate that can be facilitated at every point along the entire network, from point of origin to FD.

#### **F. RECEPTION, STAGING AND ONWARD MOVEMENT (RSOM).**

19. RSOM is a three stage sequential process, although different operational circumstances might require different sequence of execution or lead to individual stages being omitted.

##### Reception.

20. Reception is the process of receiving, offloading, marshalling and clearing force elements and materiel from strategic or tactical lift through a sea, air, or land transportation PODs. The reception process begins with the arrival of deploying forces, equipment and sustainment into a POD and concludes with the relocation of forces into Staging Areas (SA) or their FD as appropriate. The reception process is made up of two functions: the preparation for, and the conduct of, reception operations.
21. Preparation for Reception Operations. Reception operations should be planned to ensure the most effective use of POD capacities, taking into account that the same facility may be used by commercial organisations, other Nations, IOs and Non Governmental Organisations (NGOs). Consideration of other sustainment, redeployment operations and use by other EU Component Commanders should also be taken into account. Special attention should be given to the enablers of the PODs. Detailed planning, is essential to the overall success of reception. Commanders should tailor their reception operations to provide early effectiveness to the rapid build-up of combat power. This is facilitated by recognising the need to promote efficiency in the longer term and by eliminating duplication of limited resources among the

MS/NSEs. Planning should focus on building multinational solutions in advance of the operations in order to ensure that reception operations are both effective and efficient. Preparation activities include the organization of all or part of the following elements: Personnel Handling Areas (PHAs), Holding Area (HA) and Marshalling & Storage Areas. It might also include enhancements to infrastructure to facilitate the required reception throughput.

22. Conduct of Reception Operations. Reception operations at the PODs include those functions necessary to receive and process force elements and materiel through the PODs. These functions include:
  - a. Receive and process Lift Assets and Force Elements and prepare them for movement to a Marshalling Area (MA), SA, FD or storage, as appropriate.
  - b. The timely movement of force elements and materiel to an Assembly Area (AA) or MA gives the FCdr an opportunity to reassemble and integrate limited unit capability.
  - c. Conduct POD clearance operations, including Movement Control and required movement within Reception Areas.
23. The most critical nodes in the AOO for supporting deployments are the Air, Sea and Rail PODs, or other Points of Entry. Available reception and throughput capabilities at PODs influence the speed, order of arrival, and the types of units that can be deployed. Reception nodes require active organisation, and co-ordination given that military, national, international and commercial activities may compete for limited capacity. Clear C2 relationships and co-ordinating mechanisms must be established for all PODs. PODs could be managed by different organisations, depending on the type of operation. This could be the HNs, an IO, commercial organisation, a Lead Nation /Role Specialised Nation or a combination of the above. Therefore the EU activities undertaken at individual PODs must be co-ordinated and synchronised through a single organisation at the operational level to ensure the FCdr's priorities are represented and met.

#### Staging.

24. Staging is the assembling, temporary holding, and organising of arriving personnel and materiel into formed units, as they prepare for onward movement and further activities. Deploying forces might have limited mission capability and may not be self-sustainable during staging.
25. The staging process starts with the arrival of personnel, equipment and sustainment in the SA. It focuses on achieving Initial Operational Capability (IOC) and concludes with the onward

movement. The staging process includes:

- a. Arrival of personnel, equipment and sustainment from the reception facility at locations where unit integrity is further established.
  - b. Performance of maintenance and operational checks on equipment to prepare for onward movement.
  - c. Unit training and force preparation.
26. Staging Areas (SAs) should be designated along the LOC based on an assessment of where to concentrate forces and logistics within the AOO in coordination with the HNs where available.
  27. SAs provide the necessary facilities, sustainment, training areas and other support to enable units to become mission capable. The size of the deployment and location of the PODs and MAs may necessitate multiple SAs. Consideration should be given to geographic and environmental constraints, availability of organic and HNs assets, anticipated flow of forces, transportation infrastructure, distance to the ports and FP. These factors, along with the physical dimensions of the AOO, will ultimately determine the location of the SAs in the AOO.
  28. In the SAs, C4 nodes should be in place to monitor force status, receive reports, prioritise movement, control local security and provide information on unit readiness and mission capability to the Force Headquarters.
  29. Dependent on the duration of the staging process, forces may require differing levels of life support. The identification of support requirements is vital to the planning process. Multinational support should be pre-planned to optimise the logistic footprint and associated security requirements.
  30. Though staging will normally be required, it is possible for onward movement to be direct from reception facilities to the FD.

#### Onward movement.

31. Onward movement is the process of moving units, personnel and accompanying materiel from SAs to the FD. It may be multimodal and require unit reassembly in the FD. Onward movement is complete when the different elements reach the FD.
32. Efficient onward movement requires a balanced, integrated system of terminal transfer operations, movement control, and cargo transfer operations. The onward movement process encompasses logistic support and should include HNS.
33. The FCdr prioritises the onward movement. Clear C2 delegated authority is required to

ensure the seamless flow of forces and real-time in-transit visibility information are key elements of this phase of the RSOM process. The following elements are also necessary to ensure its success :

- a. Movement Control. Movement control is the planning, routing, scheduling and control of personnel and cargo movements along LOCs.
  - b. Transportation Network Planning. It is essential that capacities and capabilities of the transportation network be balanced against the movement requirements so that congestion of nodes and routes is avoided. The use of the Transportation Network may require planning of necessary recovery and essential maintenance of the network.
  - d. Communications/Information. The movement control elements must have sufficient information and tracking systems to provide near real-time information during the ongoing process.
  - e. Logistic Support. The size and type of logistic support during onward movement is mission tailored. Convoy Support Centres (CSC), when set up along the land LOCs in the AOO, should provide the required logistic support, such as recovery, repair and medical. The size of the CSC and the services provided depend upon the available facilities, length of route, volume of equipment and personnel transiting the sites, number and location of support bases, the supply routes' congestion/condition and FP.
  - f. Medical Support. The provision of medical care is mission-tailored to conform to the medical treatment timelines and national standards. The locations for medical support depend upon the assessed casualty rate estimate, spread of population at risk, available HNS Medical Evacuation Assets, suitable HNS, environmental factors and FP. Collocation of medical treatment facilities with other support elements is recommended for effective FP.
  - f. Force Protection (FP). The FCdr is responsible for providing adequate FP to the deploying forces, at this stage of the deployment, as well as co-ordinating FP measures.
34. One element of importance for the onward movement is the identification and availability of the intra-theatre transportation assets to complete the deployment continuum; this is equally important for the FCdr, for him to be able to sustain and redeploy the EU-led force. The FCdr should therefore ensure that the intra-theatre transportation requirement is tailored to the mission and size of the force to be deployed. Ideally the availability of these assets should be secured before deployment starts. It is also important to identify National limitations on the use of intra-theatre transportation during the Force Generation Conference, to allow the OHQ and FHQ to adjust plans accordingly to enable the satisfactory fulfilment of assigned tasks.

Procedures and regulations for the use of intra-theatre transport, in particular, should be discussed at the earliest opportunity to ensure that sufficient capabilities are generated to meet the task and to allow for more efficient coordination.

## **G. INTEGRATION.**

35. Integration is the synchronised transfer of operationally ready units into the combined joint force. The aim of the integration process is to ensure that a unit is operationally ready and integrated into its higher echelon. Integration can occur anywhere along the strategic deployment and RSOI continuum. Integration is complete when the FCdr has established C2 over the arriving unit and that unit has achieved full operational capability (FOC).
36. Integration could occur during every phase of the deployment and will be completed in FDs, if not before. An FD is a location designated by the FCdr where units are transferred to their receiving commands, integrated into the force and prepared for tactical employment. Units arrive at the FD and continuously monitor their status of preparation in key operational and logistic areas as they prepare for the mission.
37. Complete Force Integration. The RSOI process ends when the FCdr reports that the unit is at its FD ready for operations and integrated with its higher echelon. Force integration steps are:
  - a. Integrate Command, Control, Communications, Computers and Intelligence (C4I). C4I is completely integrated with the receiving command, adjacent commands and supporting commands, in accordance with the Operation Plan (OPLAN). The FCdr must establish C2 over arriving units in the AOO. Effective liaison enhances the FCdr's confidence in planning, coordinating and executing integration.
  - b. Unit preparation. Training is conducted in key mission-essential tasks. Force elements conduct individual and unit training as required. Force elements may require training at any point during the RSOI process. Force elements will conduct rehearsals, where necessary, as part of final training preparation.
  - c. Establishment of Support Relationships. The unit establishes direct support relationships with various combat and combat service support elements in the support structure.
  - d. Confirm Mission Readiness. Commanders report unit status in accordance with the readiness criteria established by the FCdr and confirm their readiness to execute assigned missions.

38. Operational Capability Monitoring. As a precursor to integration, tracking the components of growing mission capability is crucial to managing the build-up of forces and therefore to eventual mission success. Monitoring mission capability planning combined with early and continuous coordination can help reduce integration time. Units should establish liaison to exchange information, Standard Operating Procedures (SOPs) and communications networks. Planning for and prioritisation of in-theatre incremental build-up of combat power must be assured. This cooperation is crucial to communicate information (intelligence, situation, mission, development timeline) as well as to expedite in-theatre integration. Synchronisation through tracking is the responsibility of the FCdr in order to have visibility on where the forces are and their level of readiness. The FCdr orders the units to be ready in a certain time schedule to facilitate the OPLAN.

#### **H. HOST NATION SUPPORT TO RSOM.**

39. HNS is civil and military assistance, rendered by a HN to another State and/or organisation which has forces located on or in transit through the HN's territory. The basis of such assistance is arising from bi- and/or multilateral agreements (Ref. L).
40. As such, HNS facilitates the movement of forces into an area of operations (AOO) by providing essential reception, staging and onward movement support (RSOM). HNS also may reduce the amount of logistic forces and material, required to sustain and redeploy the EU-led forces<sup>8</sup> that otherwise must be provided by TCNs.
41. The set up of a respective arrangement structure covering all transit and destination countries should be forced from the very beginning of any operations planning.
42. HNS for RSOM operations may often be limited or non-existent. A combination of both HNS and forces' own means will be the most likely option for the execution of RSOM. HN could be considered as a viable option in:
- a. Provision of supplies (fuel, fresh food, bottled water and others).
  - b. Provision of facilities (workspace and accommodation for RSOM enabling units in APOD, SPOD and SA).
  - c. Provision of services (waste disposal, mobile toilets and others).
  - d. Provision of area security (HN Civil Police and/or Military Security Forces)
  - e. Administrative support.
  - f. Movement Control and Convoy Support.

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<sup>8</sup> This includes EU military organisations, or other entities specifically set up for the operation.

## **I. MEDICAL SUPPORT.**

43. The provision of medical care is essential during RSOM operations and should be mission-tailored to conform to the medical treatment standards and timelines as established in Health and Medical Support Concept for Military EU-led Crisis Management Operations (Ref. M).

## **J. ROLES AND RESPONSIBILITIES.**

### Operation Commander (OpCdr).

44. The roles and responsibilities of the OpCdr are fulfilled by:
- a. Designating the Strategic LOCs, including FMB and PODs, as required.
  - b. Producing the Concept of Operations (CONOPS), OPLAN and Statement of Requirements and accepting the Desired Order of Arrival (DOA), CRD and FD for forces proposed by the FCdr.
  - c. Conducting the Force Generation of the FCdr's Force Requirements, including RSOI requirements.
  - d. Requesting that appropriate resources are made available.
  - e. Developing the MNDDP by coordinating, prioritising and deconflicting movements, taking the FCdr's DOA into account.
  - f. Monitoring and coordinating the use of strategic lift with the nations through the EU Movement Coordination Centre.
  - g. Establishing the HNS framework/arrangements with the concurrence of TCNs, in accordance with the applicable provisions of international law which define the status of the EU-led force, typically by a Status of Forces Agreement (SOFA).
  - h. Planning and Co-ordinating logistic support.

### Force Commander (FCdr).

45. The roles and responsibilities of the FCdr are fulfilled by:
- a. Promulgating the OPLAN that includes the RSOI of forces and proposing the DOA, CRD and FD for the forces to the Op Cdr. FCdr may consider promulgating a separate RSOM Op Order.
  - b. Approving Component Commander's CONOPS, including Force Requirements, DOA,



and the corresponding intra-theatre LOCs.

- c. Designating MAs, SAs and AAs, Main Deployment Routes (MDRs), and Main Supply Routes (MSRs) in the AOO.
  - d. Identifying resources (including intra-theatre transportation) and funding requirements.
  - e. Providing facilities and resources for life support, sustainment and security.
  - f. Designating a Commander, if required, responsible for the execution of RSOM, including all aspects of FP and liaison with HNs, IOs/NGOs and other agencies.
  - g. Participating in the force generation process, to represent RSOI requirements, and provide the OpCdr with inputs to the deployment plan; FHQ active participation at the Movement Planning Conferences should assist in this regard.
46. The Force Commander (in close cooperation with the relevant Component Commands (CCs)) is responsible for the Integration of forces.

#### RSOM Commander (RSOM Cdr).

47. Depending on the scale and type of operation, the FCdr may designate RSOM Cdr, responsible for the conduct of RSOM. The responsibilities of RSOM Cdr could be delegated to a specially designated officer from FHQ CJ4 M&T staff, to the Commander JLSG (if established), or to the Land Component Commander (if appointed). Where appointed, RSOM Cdr fulfils the following roles and responsibilities:
- a. Identifying RSOM enabling units and capabilities for the Force Generation process and articulating DOA for those forces.
  - b. Liaising with the national contingent commanders on issues of RSOM.
  - c. Liaising with appropriate HNs authorities and agencies conducting RSOM to include the identification of related arrangements and agreements to be negotiated.
  - d. Monitoring, coordinating, in close co-ordination with the TCNs, and executing intra-theatre aspects of the MNDDP and the RSOM plan.

#### Joint Logistics Support Group (JLSG).

48. If established, a JLSG at FHQ level can assist the FCdr in conducting RSOI in the AOO by:
- a. Co-ordinating the movement of forces, equipment and materiel between the Components, NSEs, HNs, IOs and NGOs.
  - b. Co-ordinating the implementation of HNS agreements.
  - c. Co-ordinating the implementation of CSO contracts.

- d. Co-ordinating and arranging the provision of common supplies and services, where appropriate, and as authorised by TCNs.
- e. Co-ordinating and administratively supporting national, NGO and HN(s) liaison staffs within the JLSG according to specific arrangements.

#### Troop Contributing Nations (TCNs).

- 49. TCNs fulfil their RSOI roles and responsibilities by:
  - a. Providing a Detailed Deployment Plan according to the guidelines from the OHQ.
  - b. Executing the deployment of their forces according to the MNDDP.
  - c. Transferring appropriate authority, specified in the OPLAN to the FCdr.
  - d. Providing deployment and RSOI enablers (including intra-theatre transportation and other key enablers) and executing RSOI functions in accordance with the RSOM Plan.

#### **K. COMMAND AND CONTROL (C2).**

- 50. EU Concept for Military Command and Control (Ref. E) sets out the arrangements for delivering successful C2 from political and strategic level to those actively deployed on EU-led military operations.
- 51. C2 of deploying forces through the RSOI process is a challenging task for all levels, both for RSOI enabling units and for deploying units.
- 52. Force Commander (FCdr), in coordination with TCNs/NSEs, is responsible for the execution of RSOM as fundamental part of the concept of operation (CONOPS) that involves projection of mission tailored force within AOO at the right time and in the right sequence. In order to be able to prioritise, FCdr must exercise at least coordinating authority and, where granted by nations, C2 over the entire process between Ports of Disembarkation (PODs) and Final Destination (FDs).
- 53. Transfer of authority from nations to the Operational Commander (OpCdr) and downwards to the FCdr should take place at the earliest opportunity to ensure that the FCdr have sufficient and clear authority to influence and command RSOI process.
- 54. FCdr should have at least TACON over all the units carrying out the RSOM process.

#### **L. IT SUPPORT FOR SD AND RSOI.**

- 55. EU Cdrs/HQs will require access to suitable information technology (IT) tools to plan, co-

ordinate, execute and monitor the force elements along the RSOI continuum. The core LOGIS tool for any EU-led military operation is the Logistics Functional Area Service (LOGFAS)<sup>9</sup>. The Allied Deployment and Movement System (ADAMS) is to be used for overall deployment planning. Visibility of any movement will be achieved using the Effective Visibility Execution (EVE) tool, whereas the Coalition Reception, Staging and Onward Movement (CORSOM) tool will be used to plan, de-conflict and monitor the RSOM process (See Annex E).

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<sup>9</sup> NATO IMS granted the EU LOGFAS user rights in January 2006.

DEFINITIONS

**Area of Operation (AOO):** An area in which a designated EU Commander plans and executes a specific mission. In most of the cases, when the EU military response is Joint, the AOO can be referred to as Joint Operations Area (JOA).

**Assembly Area (AA):** An area where personnel and materiel are brought together and can be reassembled to integrate a level of unit capability (i.e. drivers married up with vehicles, air parties married up with sea parties or force elements married up with materiel).

**Convoy Support Centre:** A centre provided along a line of communication (normally land) to provide the required support, such as medical, recovery and repair, for transportation using that line of communication.

**Desired Order of Arrival (DOA):** The chronological order in which the Commander desires his force elements to arrive.

**EU Air Deployable Operating Base (EU Air DOB):** An operating base, other than home base, utilising deployable capability packages as appropriate, that enables air operations to be conducted on, or in support of, one or several EU-led CMO. If already established, an EU Air DOB can serve as an APOD in order to reduce risks, improve efficiency and to optimise deployment and RSOI processes.

**Final Destination (FD):** The geographical location designated by the Force Commander where units are transferred to their receiving commands, integrated into the force and prepared for tactical employment.

**Forward Mounting Base (FMB):** A base, which might be ashore or afloat, that is established prior to inserting the force. If established, the Forward Mounting Base is an initial Joint Operations Area assembly facility, where deploying forces disembark from strategic lift, reassemble and prepare for assigned missions. The base may serve as an operating base for initial entry operations or as an initial staging base for the whole force. The base can be either

within or outside the Joint Operations Area.

**Full Operational Capability (FOC):** The attainment of full capability to employ effectively a force element or force elements of approved specific characteristics that is manned and/or operated by an adequately trained, equipped, supported and integrated military unit or force.

**Holding Area (HA):** An area established at an APOD/SPOD to temporarily hold personnel and/or equipment and supplies in order to prevent congestion which could hamper the unloading.

**Integration:** Integration is the process of bringing together the various national units into a joint multi-national force under the command of the Force Commander.

**Lines of Communication (LoC):** All the land, water and air routes that connect an operating military force with one or more bases of operations, and along which force elements and materiel move.

**Marshalling Area (MA):** An area designated to organise force elements and materiel for onward movement or storage (ie. force elements formed into convoys).

**Materiel:** The equipment, supplies and other hardware required to meet the needs of the military force.

**Onward Movement:** The process of moving units, personnel and accompanying materiel from Reception facilities and Staging Areas to the Final Destination.

**Personnel Handling Area (PHA):** An area set up at the APOD or in its vicinity for handling arriving personnel if some constraints (distance, terrain, security) prevent immediate transfer of the personnel to the designated Staging Area.

**Port of Disembarkation (POD):** A seaport, airport or railhead where force elements and their materiel are unloaded from a means of transport.

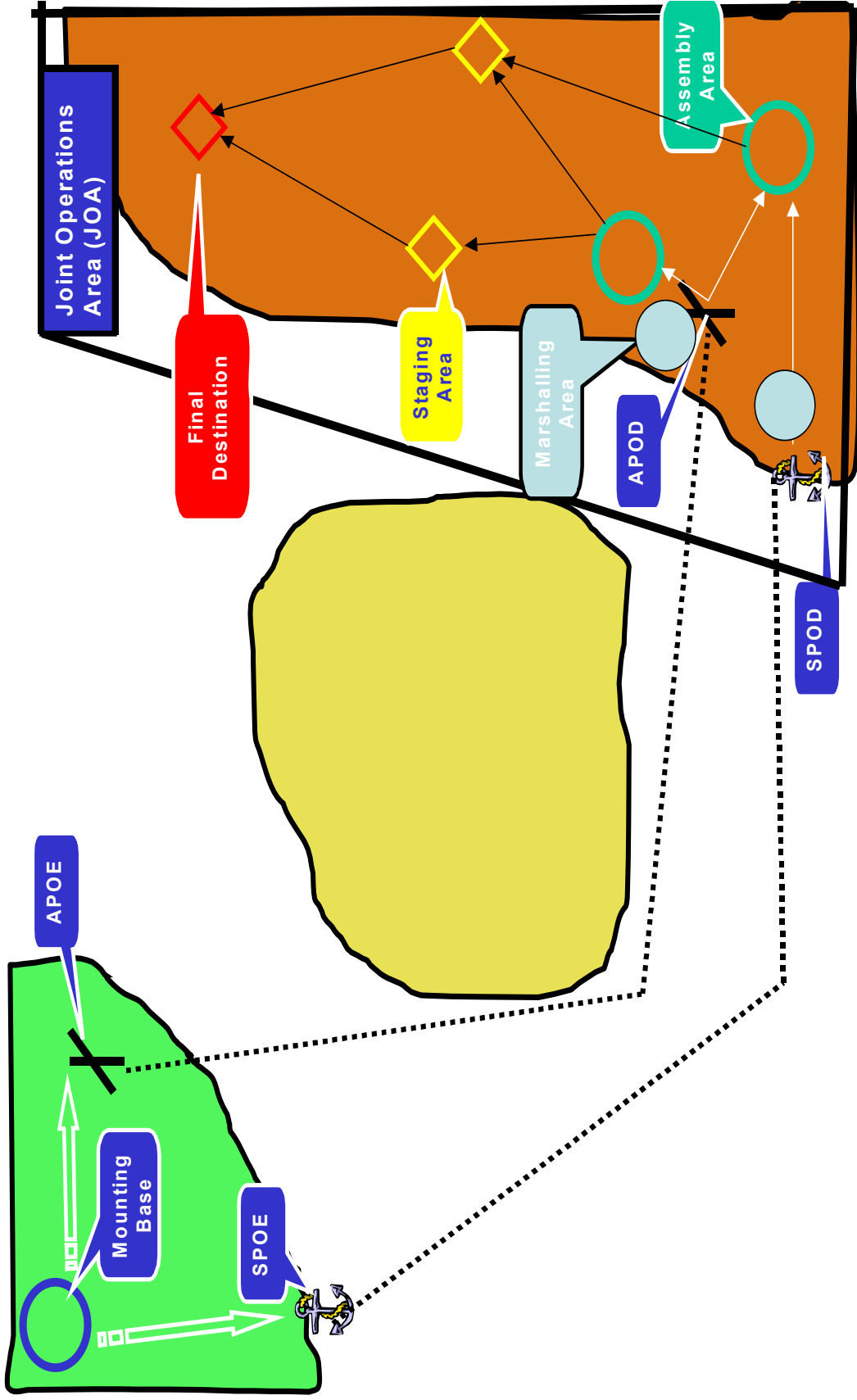
**Ports of Embarkation (POE):** A seaport, airport or railhead where force elements and their

materiel are loaded to a means of transport for strategic deployment.

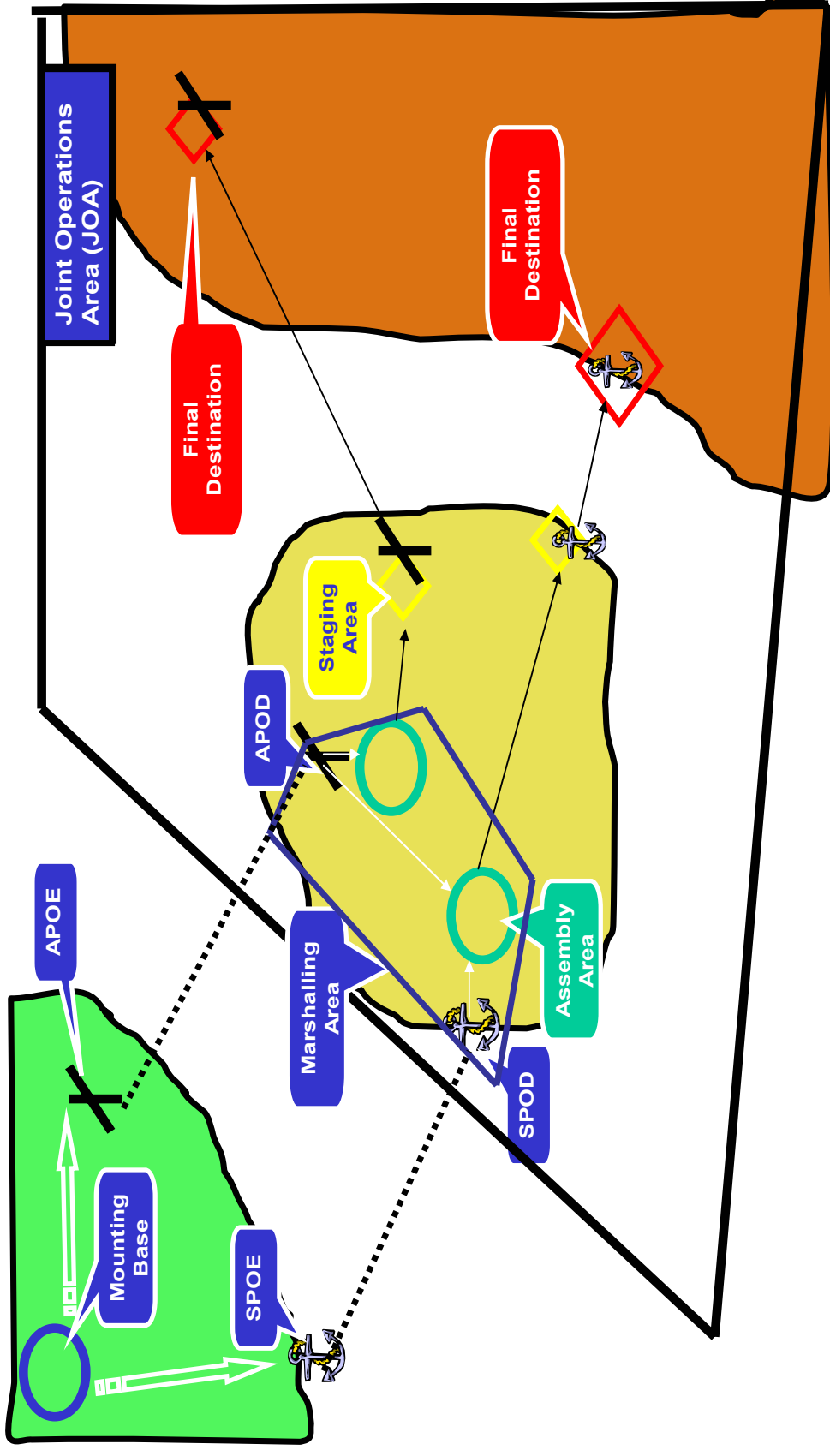
**Reception:** The process of receiving, offloading, marshalling and clearing force elements and materiel from strategic or tactical lift through a sea, air, or land transportation Port of Disembarkation.

**Staging:** The assembling, temporary holding, and organising of arriving personnel and materiel into formed units, as they prepare for onward movement and further activities.

**STRATEGIC DEPLOYMENT TO THE JOA WITH RSOI IN THE JOA**



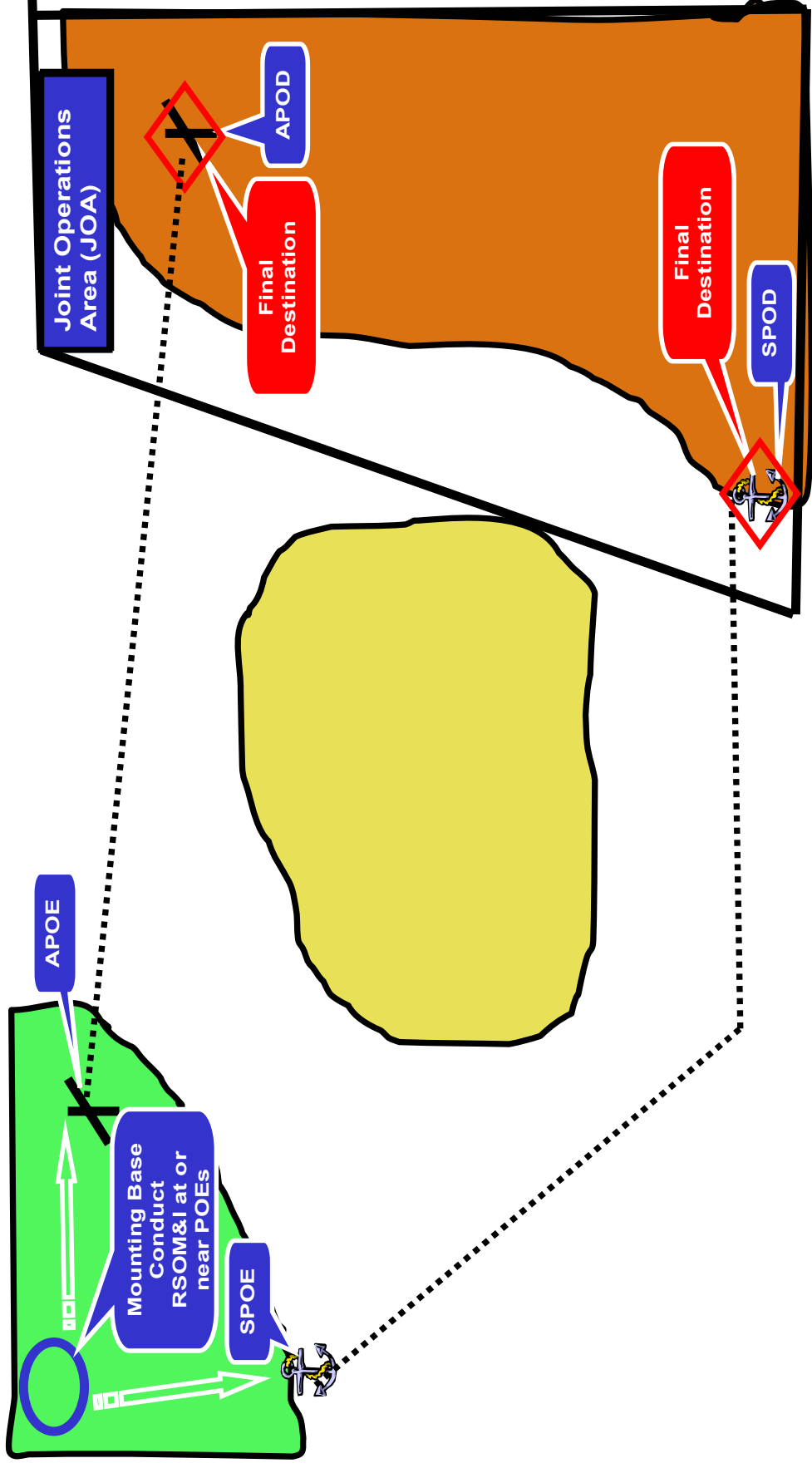
**STRATEGIC DEPLOYMENT TO, AND RSOI AT, A FMB**





ANNEX D

RSOI AT THE PORT OF EMBARKATION (POE) AND STRATEGIC DEPLOYMENT DIRECTLY INTO A JOA.



IT TOOLS IN SUPPORT OF SD AND RSOM

