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From:	European External Action Service (EEAS)
To:	European Union Military Committee (EUMC)
Subject:	EU Concept for Strategic Movement and Transportation for EU-led Military Operations and Missions

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Delegations will find attached document EEAS(2017) 524 REV 3.

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## EUROPEAN EXTERNAL ACTION SERVICE



European Union Military Staff

### Working document of the European External Action Service of 16/06/2017

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<b>From</b> <b>To</b>	<b>European Union Military Committee</b> <b>European Union Military Committee</b>
<b>Title / Subject</b>	<b>EU CONCEPT FOR STRATEGIC MOVEMENT AND TRANSPORTATION FOR EU-LED MILITARY OPERATIONS AND MISSIONS</b>
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Delegations will find attached the draft EU Concept for Strategic Movement and Transportation for EU-led Military Operations and Missions, as agreed by the EUMC on 15 June 2017 by silence procedure.

**EU CONCEPT  
FOR  
STRATEGIC MOVEMENT AND TRANSPORTATION  
FOR  
EU-LED MILITARY OPERATIONS AND MISSIONS**

## **TABLE OF CONTENTS**

REFERENCES.....	4
A. INTRODUCTION .....	5
B. AIM .....	5
C. SCOPE.....	5
D. CONCEPT OF M&T.....	6
E. ORGANISATION .....	10
F. TASKS AND RESPONSIBILITIES.....	12
G. OPERATIONS PLANNING OF STRATEGIC M&T.....	17
H. EXECUTION OF STRATEGIC M&T .....	26
I. LOGISTIC INFORMATION SYSTEM (LOG IS) IN SUPPORT OF DEPLOYMENT.....	29

## **ANNEXES:**

A. M&T DATA EXCHANGE REQUIREMENTS .....	30
B. M&T INFORMATION EXCHANGE REQUIREMENTS (IER) .....	34
C. ACRONYMS .....	37
D. DEFINITIONS .....	41

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- A. Treaty on the European Union (TEU) and Treaty on the Functioning of the European Union (TFEU) (Official Journal of the European Union C 326, 26. 10. 2012, P. 13).
- B. A Global Strategy for the European Union's Foreign and Security Policy (10715/16, dated 28 June 2016).
- C. Council conclusions on implementing the EU Global Strategy in the area of Security and Defence (14149/16, 14 November 2016).
- D. EU Concept for Military Planning at Political-Strategic level (ST 6432/15, dated 23 Feb 2015)
- E. EU Concept for Military Command and Control (ST 5008/15, dated 5 Jan 2015).
- F. EU Concept for Force Generation (ST 5008/15, dated 5 Jan 2015).
- G. EU Military Rapid Response Concept (1736/1/14, dated 8 Jan 2015).
- H. EU Battlegroup Concept (13618/06, dated 05 Oct 2006).
- I. EU Concept for Logistic Support for EU-led Military Operations and Missions (ST 15040/14, dated 3 Nov 2014).
- J. Host Nation Support Concept for EU-led Crisis Management Operations (7574/12, dated 6 March 2012).
- K. Comprehensive Health and Medical Concept for EU-led Crisis Management Missions and Operations (ST 10530/14 dated 3 June 2014).
- L. Concept for the Implementation of a European Air Deployable Operating Base (6908/1/10, dated 19 March 2010).
- M. Global Approach on Deployability (10562/05, dated 27 June 2005).
- N. EU Concept for Reception Staging Onward Movement and Integration (RSOI) for EU-led Military Operation (9844/12 dated 11 May 2012) – to be revised in 2017.
- O. Council Decision (CFSP) 2015/528 of 27 March 2015 establishing, a mechanism to administer the financing of the common costs of EU operations having military or defence implications (ATHENA) and repealing Decision 2011/871/CFSP.
- P. EUMC Glossary of Acronyms and Definitions (Council Doc updated bi-annually (June/December)).
- Q. 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).
- R. Suggestions for crisis management procedures for CSDP crisis management operations (7660/2/13, dated 18 June 2013).
- S. Council conclusions on progress in implementing the EU Global Strategy in the area of Security and Defence - Council conclusions (6 March 2017) 6875/17, dated 6 March 2017.
- T. EUMS Support to Non-Combatant Evacuation Operations (NEO) – Standard Operating Procedures -2013.
- U. Concept for the Implementation of a European Union Air Deployable Operating Base, 6908/1/10, dated 19 March 2010.

## **A. INTRODUCTION**

1. The Common Security and Defence Policy (CSDP) is the part of the EU Common Foreign and Security Policy (CFSP) that deals with military operations and civilian crisis management (Ref. A – B). The Council (Ref. C) highlights that responding to external conflicts and crises requires a range of CSDP civilian and military crisis management. The EU's ambition remains to be able to respond with rapid and decisive action through the spectrum of crisis management tasks covered by Article 43 of the Treaty on European Union (TEU). This confirms the need to be able to conduct external EU operations and missions. Moreover, a need to support EU rapid responses with effective and flexible options imposes additional requirements for essential capabilities and enablers, such as strategic Movement and Transport (M&T).

## **B. AIM**

2. This document aims to provide the Strategic M&T concept for EU-led operations, missions and exercises, including EU rapid and standard military responses. For the purposes of this concept M&T is an all-encompassing term that describes processes including concept of M&T; organisation; tasks and responsibilities; reports and returns; information systems; principles and parameters; capability and enablers; planning and the execution of strategic M&T.

## **C. SCOPE**

3. This document retains a high level M&T focus to describe Military Strategic and Operational level activities within the overarching logistics framework; therefore, it does not describe operational and tactical level M&T operations. To achieve this the document is structured as follows:
  - a. Concept of Movement and Transportation. This section provides a high level view of the process and principles of strategic M&T. To minimise unnecessary duplication for some Member States (MS), this concept is consistent with NATO M&T doctrine and publications.
  - b. Organisation. This section describes the M&T structure.
  - c. Tasks and Responsibilities. This section provides a description of the key actors and their responsibilities for M&T within the M&T structure. It also includes a description of multinational movement mechanisms and other actors.
  - d. Operations Planning. This section provides guidelines for strategic M&T planning. A description of the parameters and phases of an EU led military operation and the supporting planning documentation.
  - e. Execution. This describes options for the execution of military M&T.

- f. Log Information Systems. This section describes the overarching planning information system architecture and the minimum M&T data exchange requirements.

### **D. CONCEPT OF M&T**

4. Strategic M&T enables the Strategic Deployment (SD) and Reception, Staging and Onward Movement (RSOM) process as well as the deployment of reconnaissance elements; advance parties; main elements; follow-on-forces; force rotation; sustainment and redeployment of EU forces.
5. The deployment process is illustrated in Section F, Diagram 2, with a corresponding information technology architecture that covers:
- a. The planning and execution of transportation of personnel and materiel from the Home Base (HB) to their Final Destination (FD) as determined by the Operation Commander (OpCdr).
  - b. National movement that may extend across international borders<sup>1</sup> between HB and the Port of Embarkation (APOE/SPOE/RPOE)<sup>2</sup>.
  - c. The strategic movement between APOE/SPOE/RPOE and the Port of Disembarkation (APOD/SPOD/RPOD) or, if established, an EU Air Deployable Operating Base (EU Air DOB) (Ref. T).
  - d. The operational movement, between APOD/SPOD/RPOD and FD within the Area of Operations (AOO).
6. This concept is based upon the following M&T principles:
- a. **Collective Responsibility.** MS have a collective responsibility for the movement and transportation and support to EU operations. This responsibility extends from initial M&T planning through to strategic deployment, RSOM, sustainment and redeployment stages of operations.
  - b. **Co-operation.** Co-operation between the EU strategic and operational command structures and other actors, MS, Troop Contributing Nations (TCNs), and Host Nation (HN) military and civilian authorities, is essential. Such a co-operation can be of a bi-lateral or multi-lateral nature. This may extend, as required, to the UN, NATO, African

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<sup>1</sup> This phase can be supported by other coordinating bodies, if established, and be facilitated by a multinational agreement e.g. Technical Arrangement (TA) for Border Crossing.

<sup>2</sup> Airport, Sea Port of Embarkation and Railheads.

Union (AU) or other organisations and may incorporate both co-operative and shared use of transportation resources.

- c. **Co-ordination.** Co-ordination of M&T among EU operational command structures, MS, TCNs military and civilian authorities is essential and should be carried out at the appropriate levels. This may extend, as required, to 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 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.
- g. **Simplicity.** Plans and procedures should focus on achieving clarity of purpose and simplicity of method while minimising complexity.
- h. **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.
- i. **Transportability.** Units and formations with a mobility role must ensure that their equipment is compatible with available transport resources and high modality is required to enable multi-modal movement solutions.
- j. **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 and to avoid duplications.

7. **Application.** To effectively apply M&T principles, common-understanding is required for the following tools:



- a. **Policy.** The relevant EU actors and EU MS are responsible for the development of M&T policies, doctrine, and procedures for EU-led military operations.
- b. **Shared Use.** EU operations can be hampered by a shortage of available lift assets. These resources should meet the strategic and operational requirements, consequently, TCNs should, where appropriate and possible, make resources and surplus capacity available for shared use. These resources should be responsive to the operational requirements and be 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 for example, ATARES, Surface Exchange of Services (SEOS) or Acquisition and Cross-Servicing Agreement (ACSA).
- 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. This can be achieved, through the use of a non-EU Multinational Movement Co-ordination Centre (non-EU MMCC) as well.
- d. **Movement.** Movement across international borders should be supported by standardised and harmonised arrangements. Custom expertise and advice are necessary to facilitate border crossing and avoid potential delays. In addition, all necessary international arrangements such as transit agreements should be concluded at the earliest possible stage of Operations Planning.
- 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 or mission 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, as applicable.

8. This concept should be read in conjunction with:

- a. The EU Concept for Reception, Staging, Onward Movement & Integration (RSOI) for EU-led Military Operation (Ref. N).

## **EEAS(2017) 524 REV 3**

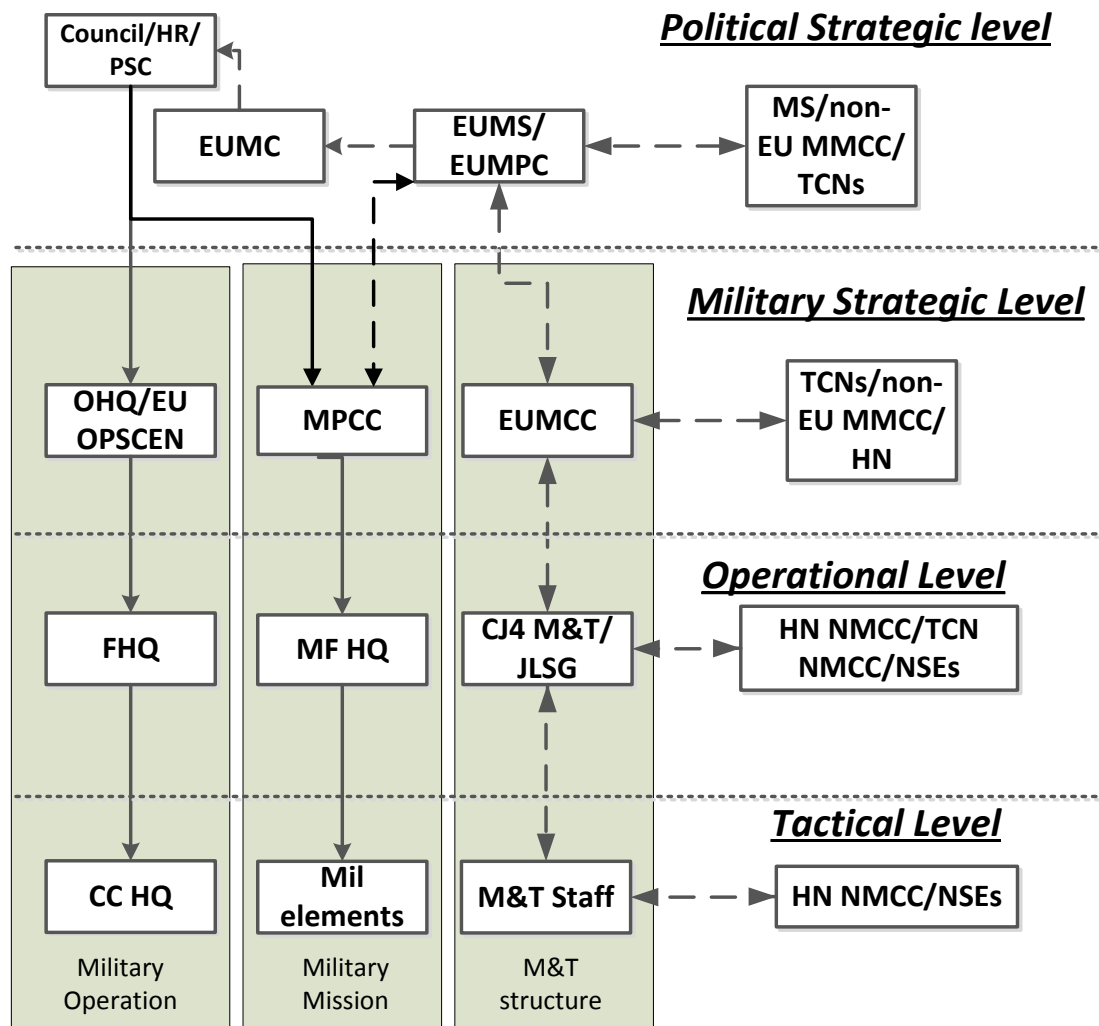
- b. The Comprehensive Health and Medical Concept for EU-led Crisis Management Missions and Operations (Ref. K) for strategic medical evacuation (MEDEVAC) operations.
- c. The EUMS Support to NEO – SOP (Ref. T) for Non-combatant Evacuation Operation (NEO).
- d. Rules for financial expenditure for CFSP, including military operations, as detailed within Article 41 of the TEU (Ref. A) and the ATHENA Mechanism (Ref. O).
- e. Suggestions for crisis management procedures for CSDP crisis management operations (7660/2/13, dated 18 June 2013).
- f. The list of EU Terms and Definitions is available at Ref. P.

## E. ORGANISATION

9. Overview. For EU-led military operations, the EU will establish a chain of command by selecting and activating the Operation Headquarters (OHQ) listed in the Force Catalogue (FC) or, as appropriate, the EU Operations Centre (EU OPSCEN), the Military Planning and Conduct Capability (MPCC), Mission Force Headquarters (MFHQ), NATO common assets and capabilities or by using ad hoc national OHQs in line with the principles of the EU Framework Nation Concept or an EUBG FHQ tailored to the operation and mission (Ref. F). To this end, and regardless of the chosen command option, OHQ and Force Headquarters (FHQ) will be activated, augmented and fully integrated in a command structure with M&T expertise. Typically, the M&T organisation will be as described in Diagram 1:

**M&T organisation within the EU**

**Diagram 1.**



10. The movement organisation is an integral part of military operations that spans every level of command from higher military echelons to operational and tactical HQs. This structure consists of a number of actors and these include:
- a. Permanent M&T Structures.
  - b. M&T structures activated for an EU-led Military Operation.
11. **Permanent M&T Structures.** These include the following elements:
- a. **EUMS/EU Movement Planning Cell (EUMPC)** is embedded in the Resources Support Branch of the Logistics Directorate, EU Military Staff. It is the main source of M&T expertise at the political-strategic level and executes its defined tasks during all phases of EU-led military operations. EUMS, under the authority of EUMC, provides consolidated military advice to the MS to meet the strategic and operational requirements via consolidated military advice. The DG EUMS may also decide to activate the EUMPC in support of the Directorate General ECHO within the EU Commission with regard to provision of military M&T advice for an EU Disaster Response Operations.
  - b. **National Movement Co-ordination Centre (NMCC).** A NMCC is a national organisation, which co-ordinates the movements of TCN assets worldwide. The NMCC will play a central role in movement coordination in close cooperation with M&T Staff at FHQ/ MFHQ/ Component Command HQ level. While this is typically a permanent structure, in some cases it may not be and will be required to be activated.
  - c. **HN NMCC.** A HN NMCC is a national organisation that co-ordinates the movements of TCN assets within and through HN territory as well as across its borders in close cooperation with M&T Staff at FHQ/ MFHQ/ Component Command HQ level. While this is typically a permanent structure, in some cases it may not be and will be required to be activated.
  - d. **Multinational Movement Co-ordination Centres (MMCCs)** are multinational in nature and they provide a coordination mechanism and transportation service to a broad range of international organisations such as, the EU, NATO and UN. The MMCCs primary role is to provide coordination services to their participating Member States (pMS). On request by the EU, and after authorisation from their governing bodies, or in support of a pMS acting in the framework of an EU military operation, MMCCs can provide services to the 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. They can also support EUMS/EUMPC in M&T planning activity. Examples of MMCC

include the Athens Multinational Sealift Coordination Centre (AMSCC) and the Movement Coordination Centre Europe (MCCE).

12. **M&T Structures Activated for an EU-led Military Operation.** EU-led military operations are detailed in the EU Concept for Military Command and Control (Ref. E) and the Generic OHQ Standard Operating Procedures (SOP). The organisation and functions of the OHQ will reflect the particular circumstances of each crisis. However, typically the following elements will be activated within the movement organisation:
- a. **OHQ/ EU Movement Co-ordination Centre (EUMCC).** This is established within the OHQ and is composed of M&T personnel from TCNs and the HN as required. A EUMCC function is also provided by the Allied Movement Co-ordination Centre (AMCC) on occasions when NATO ACO (SHAPE) undertakes the role of an EU OHQ<sup>3</sup>.
  - b. **EU OPSCEN/ CJ4/ M&T Cell.** When activated, a multinational logistic staff cell responsible for the overall support needed in regards of M&T and also for establishing EUMCC if required..
  - c. **FHQ/ Logistic Cell (CJ-4 LOG/ M&T).** Once the Force Commander (FCdr) is appointed, a multinational logistic staff cell is activated; this FHQ should include a logistic staff element with M&T planning expertise.
  - d. **National Support Element (NSE).** A NSE is a national entity normally deployed in the theatre to support forces that TCNs have contributed to the operation. The size and related level depends on the contribution to the 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 but FCdr should have logistic control (LOGCON)<sup>4</sup> over the NSEs.

### **F. TASKS AND RESPONSIBILITIES**

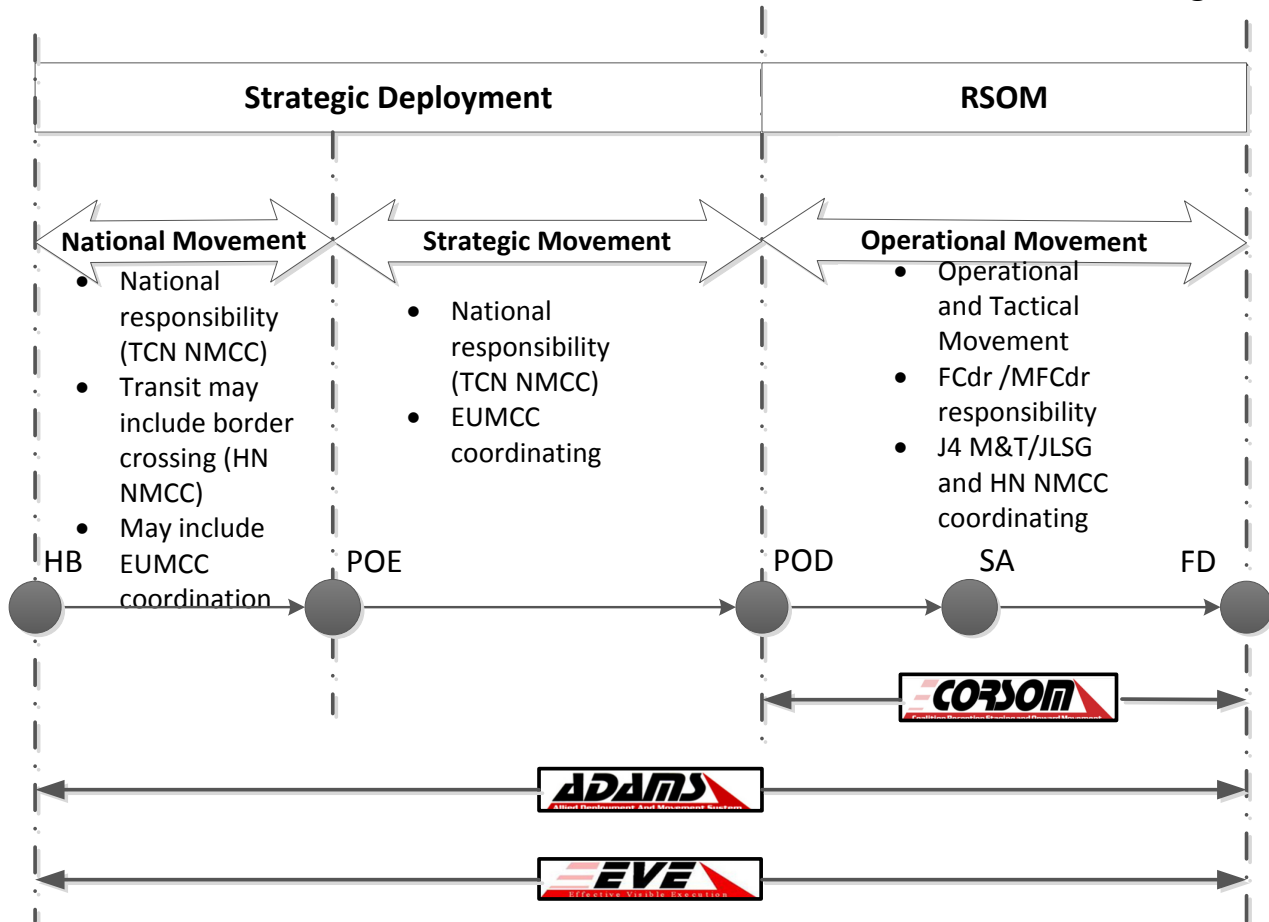
13. **Overview.** There is significant complexity in delivering strategic M&T from the political to the tactical level. Therefore, having established an M&T Structure it is necessary to outline specific Tasks and Responsibilities. Within this structure, some stakeholders such as TCNs have responsibilities that bridge every level of planning and conduct as illustrated in Diagram 2.

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<sup>3</sup> For example, Operation ALTHEA, European Union Force in Bosnia and Herzegovina (BiH).

<sup>4</sup> As defined in the Reference P.

Diagram 2



14. **EUMS/ EUMPC.** At the political level, the EUMPC contributes strategic M&T advice to the Crisis Management Concept (CMC) and the draft Military Strategic Options (MSOs) that identifies military tasks, resources in broad terms and the relevant constraints. This process will also determine the broad strategic transportation requirements. Operations Analysis (OA) of M&T aspects, initiated by the EUMPC, will also assist in determining options to inform the MSOs and, thereafter, the Initiating Military Directive (IMD) (Ref. D).
15. **OHQ/ EUMCC.** The EUMCC contributes to the development of the Concept of Operations (CONOPS) and Operation Plan (OPLAN) development. As the deployment and redeployment of forces is fundamentally a national responsibility, the EUMCC maintains an overarching coordination and monitoring role to ensure that TCNs contingent's movements are appropriately synchronised and deconflicted. The EUMCC is, therefore, responsible for constructing the Multinational Detailed Deployment Plan (MNDDP) and for the initiation, prioritisation, co-ordination and deconfliction of the deployment including the RSOM, transportation for sustainment (resupply) and redeployment of forces.
16. The EUMCC provides the following functions:
  - a. Initiation of multi-national movement planning is initiated by the EUMCC chaired movement conferences.

- b. Prioritisation of movements in accordance with the OpCdr and FCdr agreed operational requirements. The EUMCC coordinates with TCNs to enable MNDDP to meet the Commander's Required Date (CRD)/ OPLAN.
  - c. Co-ordination of the strategic deployment and TCNs' National Detailed Deployment Plans (NDDP) are co-ordinated and combined into a MNDDP.
  - d. Deconfliction of the MNDDP with TCNs, HN and other actors movement activities.
  - e. Co-operative and shared use of transportation resources, facilities and infrastructure through liaison with all stakeholders.
  - f. Monitoring of Movement to ensure the coherent operation of the movement process; to provide early warning of emerging transportation risks or issues and to advise and implement remedial measure in co-operation with the TCNs as required.
17. **FHQ/ CJ4.** CJ4 Cell will report to the OHQ on the progress of the deployment, sustainment and redeployment phases. CJ4 will also develop an integrated logistic support plan and subordinate Commanders will provide comprehensive movement reporting to the FHQ. This may include formation of a Logistics Coordination Centre (LogCoC) or Joint Logistics Support Group (JLSG) that will be responsible for the intra-theatre transportation system (plan, procedures, and resources) to conduct RSOM and enable deployment, sustainment and redeployment phases in accordance with the MNDDP.
18. **Military Planning and Conduct Capability (MPCC)**<sup>5</sup>. The MPCC is a structure within the EU Military Staff in Brussels, responsible at the strategic level for the Operations Planning and conduct of non-executive military missions, working under the political control and strategic guidance of the Political and Security Committee and under strategic foresight and oversight of the crisis management structures of the European External Action Service. While the MPCC exercises the functions assigned to the Operational Headquarters for non-executive military missions, it may request movement and transportation expertise from the EUMS/EUMPC. The MPCC works in a parallel and coordinated way with the Civilian Planning and Conduct Capability (CPCC). The Director General of the EU Military Staff is the Director of the MPCC and assumes the functions of missions' commander for non-executive military missions.
19. **EU Mission Force Headquarters (MFHQ).** The MFHQ is supported by MPCC to meet M&T requirements.
20. **EU Member States.** EU MS should support and facilitate the movement of EU forces transiting through their territory. MS may also contribute to strategic M&T by contribution of direct strategic support e.g. provision of M&T services (military or contracted assets) or by

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<sup>5</sup>Planned to achieve Minimum Operating Capability (MOC) in 2017.

donation of Flying Hours (FHs) in the framework of existing multinational air transport initiatives (ATARES and SEOS TAs).

21. **TCNs.** TCNs remain ultimately responsible for obtaining transportation resources and for planning and co-ordinating movement to deploy, sustain and redeploy their forces and, as a lead nation, other forces if applicable. The responsibility for the deployment of multinational Headquarters, units with a high degree of multi-nationality and third parties may be assigned to a Framework Nation (FN), Logistic Role Specialised Nation (LRSN) or a Logistic Lead Nation (LLN) (Ref. I). These nations ensure that the appropriate arrangements or contracts are in place to fulfil responsibilities. The TCN will liaise closely with the OHQ to ensure that all interfaces are coordinated appropriately. TCNs also:
- a. Develop their NDDP.
  - b. Command and control the strategic movement of national forces and national components of multinational forces.
  - c. Command and control all aspects of their own Lines of Communication (LOC) unless they have made other arrangements.
  - d. Provide national liaison/augmentation to the EUMCC and as necessary to the NMCC.
  - e. Determine movement requirements and make necessary transportation arrangements.
  - f. Identify shortfalls and surpluses in M&T resources and inform EUMCC and MPCC.
  - g. Assess their ability to allocate/share transport resources with other TCNs.
  - h. Attend all Movement Planning Conferences.
22. **Host Nation.** The Host Nation Support (HNS) Concept for EU Crisis Management Operations (Ref. J) is a framework for the formulation of bi-lateral and multilateral HNS agreements and arrangements for military commanders to develop HNS plans. Typically, and depending upon the mandate and agreement<sup>6</sup> the HN will:
- a. Grant EU forces freedom of movement along the LOCs and within EU Area of Interest
  - b. Co-ordinate movement of EU forces on its territory, taking into account the OpCdr's priorities, TCNs requirements and their own HN capabilities.
  - c. Establish a HN M&T coordination structure and appropriate executive movement control (MOVCON) organisation for the co-ordination of M&T.
  - d. Support and execute their element of the RSOM plan in co-ordination with the OpCdr, FCdr and TCNs.

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<sup>6</sup> Status of Forces Agreements (SOFA/SOMA), Unilateral Declaration by the HN.



- e. Identify to the EUMCC/ MPCC the status of HN M&T resources and internal infrastructure in support of an EU operation.
- f. As required, negotiate and implement necessary arrangements with neighbouring states to facilitate border crossings.
- g. Control and operate national civil and military transportation resources (e.g. personnel, facilities, equipment and infrastructure) for EU-led military operations.
- h. Provide a POC for the FHQ as necessary.

23. **Host Nation National Movement Co-ordination Structure.** The appropriate HN M&T structure (e.g. NMCC) should agree the air, sea and inland surface movements within the HN's territory in support of the EU-led military operation/ mission with FHQ/ MFHQ. This is to ensure that all movements are executed in cooperation with the FCdr/ MFCdr, in accordance with the TCNs' requirements and the overall OpCdr's priorities. While the HN NMCC management and composition is at the discretion of the HN, if established, it may include a dedicated POC for FHQ/ MFHQ M&T structure.

24. **NEO Coordinating Cell (NEOCC)**<sup>7</sup>. The NEOCC is responsible for co-ordinating evacuation operations liaising with the EUMS, the Emergency Response Coordinating Centre (ERCC) and the Consular Crisis Management Division of the EEAS Intelligence and Situation Centre (EU INTCEN).

25. **Multinational Movement Co-ordination Centres (MMCCs).** The MMCCs can be requested to assist the EUMCC/ EUMPC for an EU-led military operation. Pending the respective MMCCs' governing body approval, this may 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. This may include but not be limited to:

- 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. Liaison arrangements including consideration of temporary liaison officer exchanges.

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<sup>7</sup> Non-Combatant Evacuation Operation (NEO).

26. MMCCs include:

- a. **Athens Multinational Sealift Coordination Centre (AMSCC).** The AMSCC conducts planning & coordination of strategic sealift aiming to provide its services, free of charge, in the framework of the relevant international agreements (MOU) signed with countries and international organizations (NATO, EU, UN) after the reception of a formal request. These services include the facilitation of chartering procedures, using the Centre's shipping experts. Monitoring of chartered vessels, until the completion of the transportation. Market overview on a case by case basis, focusing on the availability of assets in the global market. Use of the data base of AMSCC, in emergency cases, increasing the probability of acquiring a suitable vessel. Additionally, the AMSCC has standing agreements for cooperation with EU agencies including the ATHENA Mechanism.
- b. **Movement Co-ordination Centre Europe (MCCE).** The MCCE is a multinational multimodal coordination centre, which provides a movement service to its member nations by sourcing solutions to military multi-modal movement and Air-to-Air Refuelling (AAR) requests from available multinational transport and AAR fleets (both military and chartered assets), for all modes of transportation. It also plays a role in the operational movement planning process by optimizing and de-conflicting lift resources. The basic modus operandi is that MCCE member nations provide the MCCE with visibility of their forthcoming movement plans and spare capacity, which enables the MCCE to advise where plans can be synchronised and aligned.
- c. **European Air Transport Command (EATC).** The EATC is a command providing to its participating nations effective and efficient air transport, air-to-air refuelling and aeromedical evacuation missions. In 2016 a letter of Intent between EUMS and EATC has been signed to express their mutual interest and shared intent to further enhance their relationship and improve upon their co-operation.

## **G. OPERATIONS PLANNING OF STRATEGIC M&T**

27. **General Characteristics.** In conducting Operations Planning it is necessary for planners to consider that the environment for EU-led military operations is likely to be characterised by great distances and long LOCs; 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 four logistic determinants (4Ds) demand, distance, destination and duration and these are used during HQ operation analysis and planning processes.
28. The 4Ds have a direct relevance to the overall characteristics, requirements and provision of strategic M&T as follows:

- a. **Demand.** This reflects the size and composition of a specific force, the timings for deployment, redeployment requirements and any concurrent operations. In simple terms it is how much needs to be moved and by when to deliver the operational effect sought by the commander. Considerations in this regard include:
- i. **Size.** The size of the force package and strategic lift requirements across the full range of CSDP military missions is defined by the needs of individual EU-led military operation and mission. It will necessarily involve the tailoring of forces to the requirements.
  - ii. **Timing.** The timings required for force deployment in support of a specific EU-led military operation will vary depending upon urgency. These timings will determine the strategic lift requirements. The most demanding scenario is set out in the EU Battlegroup Concept (Ref. H).
  - iii. **Redeployment.** This relates to the recovery of forces from the AOO at the final phase of a military operation. Redeployment is more than a support manoeuvre. It has operational, comprehensive approach and support features that must be managed in coordination with other actors within the AOO. The redeployment of forces is normally planned within a manageable timescale to ensure a smooth drawdown or handover of responsibility within the AOO. This will be a determining factor in choosing the most appropriate mode of transport to be used. In extremis, where there is an urgent need to extract or recover a force quickly, then there will most probably be greater reliance on an air-bridge to ensure a rapid strategic airlift.
  - iv. **Concurrency.** Should two or more EU-led military operations be required to deploy concurrently this may have an impact on available lift assets. In such scenarios, prioritisation across operations should be agreed in order to minimise competition for scarce transportation assets and deconflict the deployment plans.
- b. **Distance.** The distance to the AOO, 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.
- c. **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 will assist in determining the optimum Strategic M&T requirements for the deployment of the force.
- d. **Duration.** The duration of the EU-led military operation will define the Strategic M&T requirements to sustain the force. The requirements for M&T to sustain deployed forces

will reflect the mission type, the theatre and the availability of HN and contractor support.

29. **Phases of an EU-led military operation.** M&T planning activity links directly to the procedures and planning requirements set out in the "Suggestions for crisis management procedures for CSDP crisis management operations" (Ref. R) and the EU Concept for Military Planning at the Political Strategic Level (Ref. D).
30. The EU Crisis Management Procedures identify 5 phases of an EU-led military operation. These are as follows:
- a. Phase 1 – Identification of a crisis and development of an overall EU approach. This includes development and review of the EU strategies, monitoring and analysis of the situation and early warning, advance planning and preparatory actions including Civil - Military Co-ordination (CMCO), detection of the crisis, option for urgent response and information strategy.
  - b. Phase 2 – Development of the CMC and establishment of the mission/operation. This includes development and approval of the CMC; conclusion of the SOMA/SOFA; development of the MSO; a council decision establishing the mission and an invitation to 3rd parties to participate in the EU mission/operation.
  - c. Phase 3 – Operation planning of the CSDP mission or operation and decision to launch. This includes development and approval of the IMD; development and approval of CONOPS; force generation and call for assets; development of OPLAN; Rules of Engagement (ROE)/ Rules for the Use of Force (RUoF); evaluation of OPLAN and the decision to launch the CSDP mission/operations.
  - d. Phase 4 – Deployment of the mission or operation. This includes the proper execution of military operations.
  - e. Phase 5 – Strategic review of the CSDP mission or operation, refocusing and termination of operations. This is conducted when the strategic context of the mission/operation changes; or at midterm of the operation or mission mandate; or when the mandate is nearing the end date. In the case of the termination of the mission/operation, the OpCdr will produce a termination plan in liaison with the EEAS, commission services, the head of delegation and the EUSR as required.
31. **Groups of activity.** In terms of military planning, these 5 phases might be considered as follows:

- a. Phase 1 is within the category of advance military strategic planning.
  - b. Phase 2 is within the category of crisis response military strategic planning.
  - c. Phase 3 is within the category of Operations Planning.
  - d. Phase 4 is within the category of execution.
  - e. Phase 5 outputs link to Phase 1 or termination of operation.
32. EUMPC contributes to Phases 1 and 2, as these activities are generally undertaken in advance of OHQ activation and may subsequently support phases 3, 4 and 5. The EUMCC is primarily responsible for Phases 3 and 4. During Phase 5, depending on the outcome of the strategic review, the OHQ and FHQ log elements may be equally involved.
33. **Advance Planning at the Political and Strategic level.** Advance planning aims at preparing the EU to deal with a potential crisis in a timely manner. The EUMS monitors a potential crisis with the use of standardised working procedures and contributes to Situation Awareness and to Early Warning on a continuous basis. In terms of M&T issues, EUMS M&T staff will contribute to Crisis Planning Team (CPT) and Situation Awareness Team (SAT) within EUMS activities. Therefore, on M&T aspects, EUMPC will routinely establish and maintain contacts with MS NMCCs, MMCCs, NATO, UN, OSCE, AU and other international and regional organisations and third countries as required. Advance planning may significantly reduce crisis response planning process.
34. **Crisis Response Planning.** If the EU Political and Security Committee (PSC) decides to respond to an emerging situation then the EEAS may be tasked to conduct Crisis Response Planning (Ref. D and R). In support of this planning, an Information Gathering Mission (IGM) might be launched to obtain accurate and up to date information and to establish contacts with authorities in or near the area of a proposed EU-led military operation. An IGM would normally include a logistics component with M&T expertise.
35. If the Council, based upon preliminary work, decides to consider possible EU involvement in a crisis, this may entail further development and assessment of potential options including Military Strategic Options (MSO). The MSO will include strategic M&T considerations. The EUMS Logistic Directorate is responsible for including all relevant aspects of logistics including M&T into the Initial Military Directive (IMD), thereby providing a strategic force movement context for military Operations Planning.
36. On the basis of the selected option and following EUMC guidance, the EUMS will develop an Initiating Military Directive (IMD) for the military OpCdr/ MFCdr, with a view to ensuring that the CMC is well translated into military direction and guidance with the appropriate level of detail. 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. Before activation of an OHQ, EUMS may provide the expertise to plan and deconflict strategic movement with EUMPC personnel.

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

38. **Operations Planning Parameters.** The following parameters should be considered during the planning process:

- a. The Commander's Required Date (CRD) for arrival of forces and materiel into the Area of Operation (AOO).
- b. The destination of the AOO; the distance to travel; the demand and rough order of magnitude of the requirement and the predicted duration of the operation.
- c. The strategic and operational end states.
- d. Lines of Communication (LOC).
- e. The constraints and restraints.
- f. The operational tempo.
- g. Analysis of all HNS aspects in consultation with MS, TCNs and other actors as appropriate.
- h. Methods to mitigate risks posed by a lack of HNS capability.
- i. Legal and administrative parameters such as, border crossing regulations, including customs law as well as international and national regulations related to all phases of deployment, such as those relating to dangerous goods transport, storage regulations and environmental protection.
- j. Force protection posture including physical protection and sustainability of critical transportation infrastructure along LOCs.
- k. Availability and access to M&T assets.
- l. Dimension and tonnage of equipment to be transported.
- m. Seasonal weather conditions.
- n. Availability of respective POE/POD.

39. **Reporting.** TCNs and military commanders of an EU-led military operation must ensure that J4 reporting is adhered to during the planning phase and later during the execution phase so that plans may be adjusted 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.
40. **Cooperation and Coordination.** One of the principles defined in this concept is that EU MS, TCNs and HN should closely cooperate from the outset of the planning process for M&T across the spectrum of EU-led military operations/ missions. Cooperation and coordination among MS is strongly recommended prior to and during operations and missions. Where there are insufficient contributions, the operations have to use arrangements with other actors in the AOO as appropriate (third parties, international organisations) or contract these capabilities when no other solutions are suitable. This may include contracted pre-mission solutions or other commonly funded strategic transport options.
41. **Main Components and Sequence of Deployment Planning.** Movement planning is part of the Operations 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 should identify all forces needed to fulfil operational requirements. Thereafter, the Concept of Operations (CONOPS) will describe how the OpCdr intends to accomplish the mission and how it will be achieved utilising available resources. It also describes the integration of the force components and supporting organisations, synchronization and the phasing necessary to accomplish the mission.
42. **Early Activation of M&T Staff Elements.** As Operations Planning is significantly influenced by M&T capabilities the core EUMCC personnel should be activated at the earliest opportunity. Close cooperation is required between the OHQ EUMCC and the FHQ J4 M&T cell to ensure that strategic movements reflect the desired order of arrival (Commander's Required Date-CRD) of forces in the AOO.
43. **OPLAN.** The OPLAN has a similar structure as the CONOPS but it contains a higher level of operational detail with regards to the arrival of forces into the AOO in accordance with operational priorities and timelines. For this reason, the force deployment elements of both the CONOPS and OPLAN must be informed by appropriate M&T expertise.
44. **MNDPP.** The key element of deployment planning is the MNDDP, which is 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 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).** For deploying the forces contributing to the mission 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 consider, to the maximum possible extent, time phasing based on available force strength, civil market assessment and throughput capacities. The EUDL specifies the CRD with reference to an operational day.
- c. **Detailed Deployment Plan (DDP).** Based on the EUDL and identified constraints, TCNs develop their NDDP considering:
  - i. Force Packaging.
  - ii. Time Phasing.
  - iii. Priority for sequence of Force movement
  - iv. Strategic Lines of Communications (LOCs).
  - v. Mode of Transportation (MOT).
  - vi. Assignment of Transportation assets both military and civilian (sourcing).
  - vii. Entry points into the AOO.
  - viii. Transfer of Authority.
  - ix. Final destination in the AOO.
  - x. Op Cdr's date for full operational capability to be achieved.
- d. **MNDDP.** National DDPs are then combined by the EUMCC into a MNDDP. This is deconflicted in accordance with the OpCdr's requirements; the TCNs priorities; HN restrictions and non-EU MMCCs considerations as required. The de-conflicted MNDDP will be tested for coherence with the OPLAN before being approved by the OpCdr.

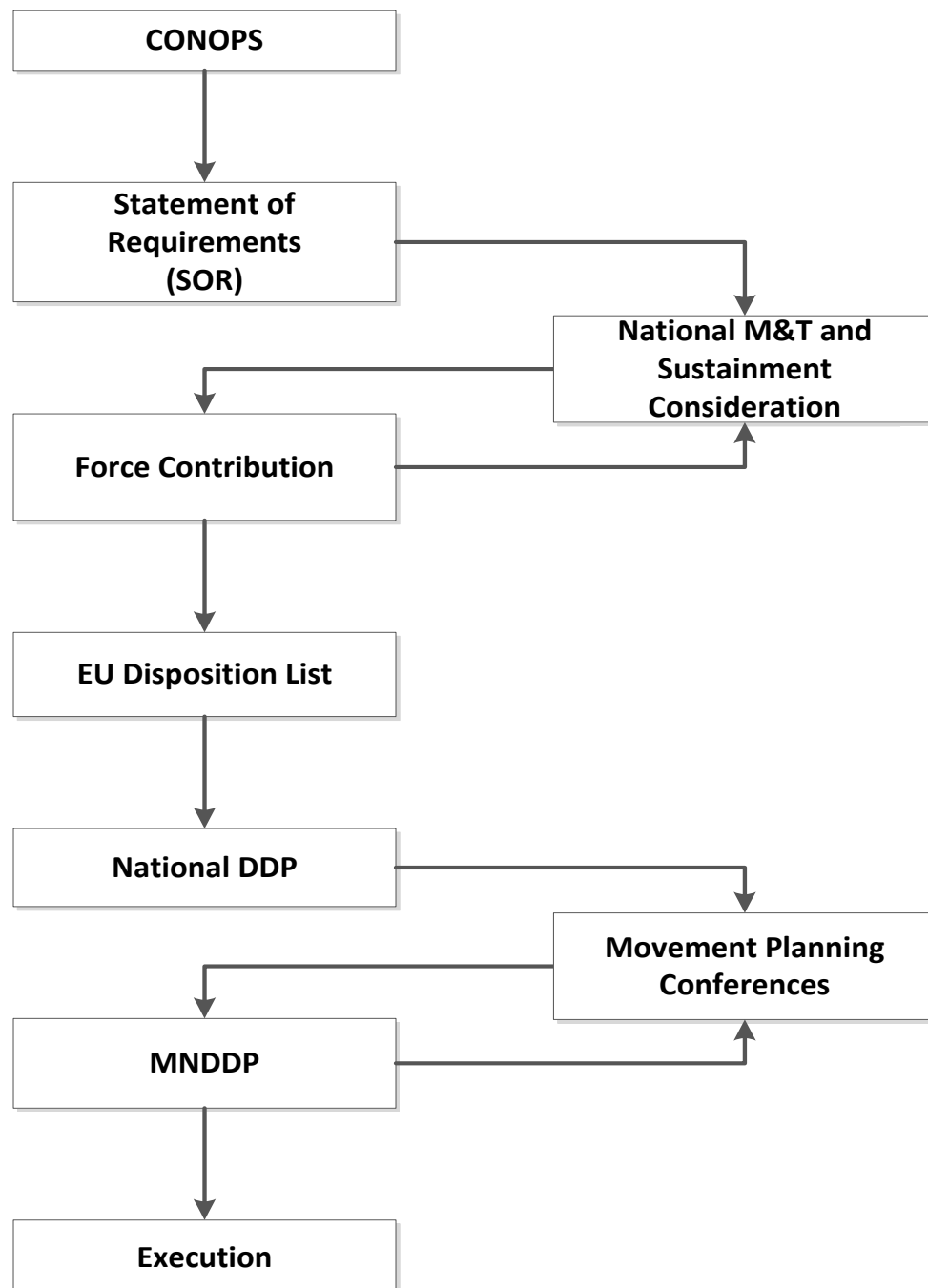
45. **M&T Planning Support.** A series of EUMCC chaired Movement Planning Conferences will be held to support the iterative process to develop the MNDDP. De-confliction and information



exchange should take place as early as possible to assist further national planning. Sequential simulations and evaluations of planned national movements will determine plan 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 considered during conferences will be an agreement of the movement concept as defined in the OPLAN, to include movement architecture, command and control structure and the definition of agreed responsibilities. During execution, TCNs will continue to provide DDP updates to the EUMCC.

46. **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. Therefore, assured access to predefined strategic lift assets or services, thanks to pre-mission solutions, is critical for a successful BG deployment. The EU BG Concept (Ref. H) outlines the M&T issues to be taken into consideration with regard to BGs.
47. **RSOM.** RSOM issues, which affect Strategic M&T, are detailed in the EU Concept for Reception Staging Onward Movement & Integration (RSOM&I) for EU-led military operation (Ref. N).
48. **The Deployment Planning Process.** Diagram 3 depicts the deployment planning process.

Diagram 3.

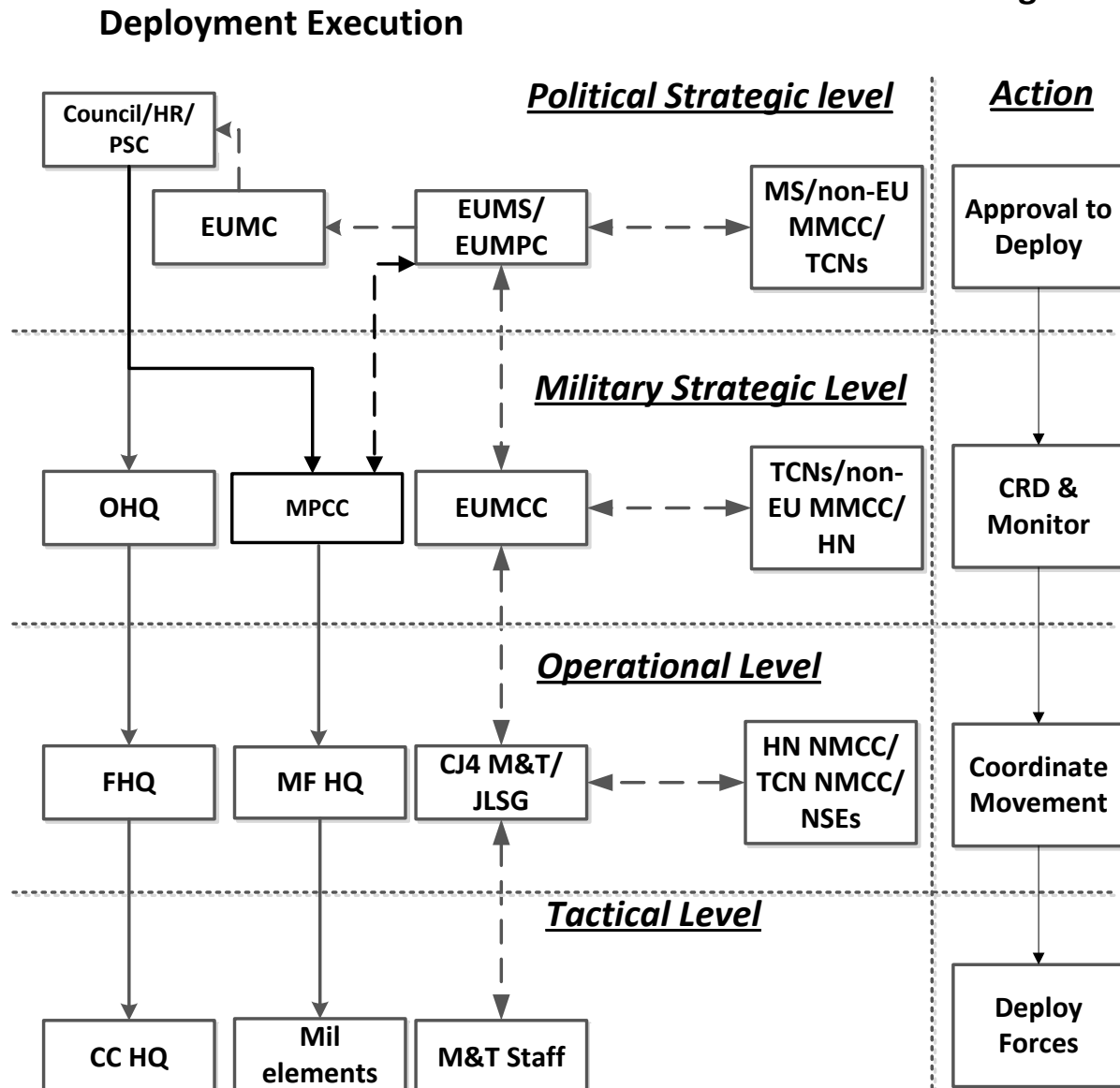
**Deployment Planning Process**

49. **Redeployment Planning.** Redeployment is the preparation and movement of forces and materiel from an AOO to home bases or to a new AOO. This process entails similar considerations as those for deployment, but utilise in reverse (Chapter D). The redeployment planning process starts while the Execution Phase is still ongoing. Depending on the nature of termination of particular operation, CJ4 is required to plan handover or redeployment or the combination of the handover and recovery. The redeployment consists of 4 phases:
- a. Phase 1 is the preparation for redeployment.
  - b. Phase 2 is the movement from AOO to POEs.
  - c. Phase 3 is the strategic lift from POEs to PODs.
  - d. Phase 4 is transport to home bases.
50. CJ4 M&T staff is primarily concerned with Phase 1 and 2, noting that Phase 1 has multiple elements and will involve a broader HQ effort to manage. This may include camps closure or handover; environmental protection activities; preparation of materiel for redeployment or disposal. The coordination, synchronisation, deconfliction and monitoring of Phase 3 is a responsibility of EUMCC and, depending on context, there may also be a requirement to include the EUMCC in Phase 2 planning. The TCNs retain full responsibility for Phase 4 and are included in Phase 1 to 3 planning, preparation and execution.
51. The EUMCC should organise and conduct all Redeployment Planning Conferences in close cooperation with FHQ CJ4 and other organisations in the theatre to deconflict movement and use of local infrastructure. The main product of the planning process is Multinational Detailed Redeployment Plan (MDRP) based on Commander's Desired Order of Departure and national Detailed Redeployment Plans (DRP). The final MDRP is agreed and closed at the Final Redeployment Planning Conference (FRPC).

## **H. EXECUTION OF STRATEGIC M&T**

52. Executing the DDP requires adherence to all of the principles and parameters of logistics as described in Section G to meet the Commander's priorities. The OHQ in consultation with TCN approves all changes to the DDP during the execution phase.
53. Diagram 4 describes deployment execution.

Diagram 4.



54. Strategic movement within the execution phase is directed by the OHQ who determine the CRD. The FHQ coordinate activity and, at the tactical level, M&T staff conduct the movement activity in accordance with the DPP utilising mechanisms such as Movement Coordination Centres where appropriate.
55. The FHQ also coordinate the AOO reception facilities and forward mounting base if used. This ensures smooth force elements and management of choke points to maximise route M&T capabilities. Of note, there may be many points of entry into the AOO from a variety of TCN strategic bases.
56. Once approval is given to deploy the national preparatory mounting process begins and this culminates with assembly in the mounting area; preparation and maintenance; movement to

embarkation or loading points and subsequent embarkation into strategic lift assets (ships and aircraft as applicable). The mounting process is overseen by the FHQ/ MFHQ while the TCN retains responsibility in accordance with Section F.

57. TCNs may request changes to the plan and should seek agreement through the OHQ EUMCC. The process is iterative throughout the deployment phase and there will be unavoidable changes in movement dates, capability requirements and allocation of lift assets.
58. The detailed deployment plan directs the tasks required during the mounting process. The plan includes all necessary orders; Statements of Requirement (SOR); desired orders of arrival (DOA) and Commanders Required Date in theatre (CRD).
59. The process is iterative throughout the deployment phase and with the issue of the functional responsibility for deployment execution shifts from the Mounting Cell to the Movements Cell. When allocating loads to strategic lift assets, planners need to balance the speed and availability of air assets with the volume and economy of shipping.
60. The deployment phase is particularly reliant on reliable information on the identity and timings of force elements arriving in theatre. This assists in achieving smooth operation of the LOC as well as enabling the FHQ to accurately schedule in-coming unit needs such as RSOM, force protection, RLS, training and integration. This also serves to ease crisis-management pressures on the reception organisation. Therefore, throughout the execution phase, all information relating to Force Unit movements; departures; route delays; re-routing and arrivals must be passed quickly to the FHQ and broader M&T network. M&T Information Exchange Requirements (IER) are detailed at Annex B.
61. As well as the movement of personnel, M&T execution will involve a significant requirement for sustainment stock and equipment to be factored into the CRD. As the operation develops this will change in nature from being a phased strategic base 'push' to an AOO 'pull' phase to meet the EU Force needs. These phases will undoubtedly include significant M&T interaction with CSO and HNS.
62. The LOC can be seen as a series of activities through which force elements and materiel are delivered from the strategic base to the AOO throughout the deployment phase and subsequent sustainment and redeployment phases. Therefore, the FHQ must maintain good liaison with local authorities and be prepared to interact with military airports and naval bases; commercial airports and ports; as well as, TCN supply depots and strategic movement enablers throughout the deployment and subsequent redeployment phase.

## **I. LOGISTIC INFORMATION SYSTEM (LOG IS) IN SUPPORT OF DEPLOYMENT PLANNING AND EXECUTION**

63. The LOG IS should support all logistics functions with required information and it should also be interoperable. Therefore, the core of the LOG IS for any EU-led military operation is the Logistics Functional Area Service (LOGFAS)<sup>8</sup>.
64. The LOGFAS suite movement planning and movement tracking applications<sup>9</sup> should be available to all M&T staff in EU HQs at all levels, ensuring the principle of inclusiveness. A regular training regime followed by the 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.
65. LOGFAS is undergoing constant development, where appropriate functionality is added over time. To complement LOGFAS capabilities TCNs and EU Cdrs are encouraged to implement additional information tools to ensure that the LOG IS supports decision makers with relevant and timely data for deployment planning.
66. A schematic depiction of the available IT Tools in support of the SD and RSOM processes is shown in Diagram 2:
- 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 detail planning of the RSOM process as well as the control and visibility of the arriving forces at the destination points.
67. M&T Data Exchange Requirements are at Annex A.
68. M&T IERs are at Annex B.

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<sup>8</sup> NATO IMS granted the EU LOGFAS user rights in January 2006. On NATO side LOGFAS will foreseeably be replaced by LOG FS.

<sup>9</sup> GeoMan, LDM, ADAMS, EVE and 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 and redeployment 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).



## **EEAS(2017) 524 REV 3**

- 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 organisations 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 organisations 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:**

## EEAS(2017) 524 REV 3

- i. Co-ordination and exchange of national data in LOGFAS format with EUMCC.
  - ii. Development of national DDP in LOGFAS format.
  - iii. Update of NDDP 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 - Emergency Response Coordination Centre (ERCC)<sup>10</sup>, non-EU MMCCs 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. In any case IER with non-EU actors should comply with EU security and security of information regulations and the EU security policies in force.
  - 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):**

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<sup>10</sup> For civilian-led Disaster Response Operations supported by military transportation assets.

- i. Notification of DDP.
- ii. Notification of MNDDP.
- iii. Notification of Spare/Residual Capacity.
- iv. Requirements for Strategic Sea Lift (SSL) Acquisition
- v. Exchange of Planning Advice.
- vi. Current status of national deployment against NDDP (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:**

- 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.

**ACRONYMS****A**

<b>AAR</b>	Air-to-Air-Refuelling
<b>ACSA</b>	Acquisition and Cross-Servicing Agreement
<b>ADAMS</b>	Allied Deployment and Movement System
<b>AMCC</b>	Allied Movement Coordination Centre
<b>AMSCC</b>	Athens Multinational Sealift Coordination Centre
<b>AOO</b>	Area of Operations
<b>APOD</b>	Air Port of Disembarkation
<b>APOE</b>	Air Port of Embarkation
<b>ATARES</b>	Air Transport, Air-to-Air Refuelling and other Exchanges of Services
<b>AU</b>	African Union

**C**

<b>CFSP</b>	Common Foreign and Security Policy
<b>CJ</b>	Combined Joint
<b>CMC</b>	Crisis Management Concept
<b>CMCO</b>	Civil - Military Co-ordination
<b>CONOPS</b>	Concept of Operations
<b>CORSOM</b>	Coalition Reception, Staging and Onward Movement
<b>CPCC</b>	Civilian Planning and Conduct Capability
<b>CPT</b>	Core Planning Team
<b>CRD</b>	Commander's Required Date
<b>CSDP</b>	Common Security and Defence Policy

**D**

<b>DDP</b>	Detailed Deployment Plan
<b>DG</b>	Directorate-General
<b>DG ECHO</b>	Directorate-General for European Civil Protection and Humanitarian Aid Operations
<b>DOB</b>	Deployable Operating Base
<b>DRP</b>	Detailed Redeployment Plan

**E**

<b>EATC</b>	European Air Transport Command
<b>EDA</b>	European Defence Agency
<b>EEAS</b>	European External Action Service
<b>ERCC</b>	Emergency Response Coordination Centre
<b>EU BG</b>	European Union Battlegroup
<b>EUCCIS</b>	European Union Command and Control Information System

## EEAS(2017) 524 REV 3

<b>EUDL</b>	EU Disposition List
<b>EU HQs</b>	European Union Headquarters
<b>EU INTCEN</b>	European Union Intelligence Analysis Centre
<b>EUMC</b>	European Union Military Committee
<b>EUMCC</b>	European Union Movement Co-ordination Centre
<b>EUMPC</b>	European Union Movement Planning Cell
<b>EU MS</b>	European Union Member States
<b>EUMS</b>	European Union Military Staff
<b>EU OPSCEN</b>	European Union Operations Centre
<b>EVE</b>	Effective Visible Execution

### F

<b>FC</b>	Force Catalogue
<b>FCdr</b>	Force Commander
<b>FD</b>	Final Destination
<b>FG</b>	Force Generation
<b>FHQ</b>	Force Headquarters
<b>FN</b>	Framework Nation
<b>FOC</b>	Full Operational Capability
<b>FRPC</b>	Final Redeployment Planning Conference

### H

<b>HB</b>	Home Base
<b>HN</b>	Host Nation/s
<b>HNS</b>	Host Nation Support

### I

<b>ICAO</b>	International Civil Aviation Organisation
<b>IER</b>	Information Exchange Requirements
<b>IGM</b>	Information Gathering Mission
<b>IMD</b>	Initiating Military Directive
<b>IMO</b>	International Maritime Organisation
<b>IOC</b>	Initial Operational Capability
<b>IOs</b>	International Organisations

### J

<b>JLSG</b>	Joint Logistics Support Group
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### L

<b>LLN</b>	Logistics Lead Nation
<b>LOC</b>	Lines of Communication
<b>LOG</b>	Logistics
<b>LogCoC</b>	Logistics Coordination Centre
<b>LOGCON</b>	Logistic Control
<b>LOGFAS</b>	Logistics Functional Area Service
<b>LOG IS</b>	Logistic Information System
<b>LRSN</b>	Logistic Role Specialist Nation

**M**

<b>M&amp;T</b>	Movement and Transportation
<b>MCC</b>	Movement Co-ordination Centre
<b>MCCE</b>	Movement Co-ordination Centre Europe
<b>MDRP</b>	Multinational Detailed Redeployment Plan
<b>MEDEVAC</b>	Medical Evacuation
<b>MFCdr</b>	Mission Force Commander
<b>MHQ</b>	Mission Headquarters
<b>MMCC</b>	Multinational Movement Co-ordination Centre
<b>MNDDP</b>	Multinational Detailed Deployment Plan
<b>MOT</b>	Mode of Transportation
<b>MOU</b>	Memorandum of Understanding
<b>MOVCON</b>	Movement Control
<b>MPCC</b>	Military Planning and Conduct Capability
<b>MPLAN</b>	Mission Plan
<b>MS</b>	Member States
<b>MSO</b>	Military Strategic Options

**N**

<b>NDDP</b>	National Detailed Deployment Plan
<b>NEO</b>	Non-Combatant Evacuation Operations
<b>NEOCC</b>	NEO Coordinating Cell
<b>NMCC</b>	National Movement Co-ordination Centre
<b>NSE</b>	National Support Element

**O**

<b>OA</b>	Operations Analysis
<b>OHQ</b>	Operation Headquarters
<b>OpCdr</b>	Operation Commander
<b>OPLAN</b>	Operations Plan
<b>OPP</b>	Operations Planning Process
<b>OPSCEN</b>	Operations Centre
<b>OSCE</b>	Organization for Security and Co-operation in Europe

**P**

<b>POC</b>	Point of Contact
<b>POD</b>	Port of Disembarkation
<b>POE</b>	Port of Embarkation
<b>pMS</b>	participating Member States
<b>PSC</b>	Political and Security Committee

**R**

<b>ROE</b>	Rules of Engagement
<b>RPOD</b>	Rail Point of Disembarkation
<b>RPOE</b>	Rail Point of Embarkation
<b>RSOI</b>	Reception, Staging, Onward Movement & Integration



# EEAS(2017) 524 REV 3

**RSOM** Reception, Staging and Onward Movement  
**RUoF** Rules for the Use of Force

## S

**SA** Staging Area  
**SAT** Situation Awareness Team  
**SD** Strategic Deployment  
**SEOS** Surface Exchange of Services  
**SHAPE** Supreme Headquarters Allied Powers Europe  
**SOFA** Status of Forces Agreement  
**SOMA** Status Of Mission Agreement  
**SOP** Standing/ Standard Operating Procedure  
**SOR** Statement of Requirement  
**SPOD** Sea Port of Disembarkation  
**SPOE** Sea Port of Embarkation  
**SSL** Strategic Sea Lift

## T

**TA** Technical Arrangement  
**TEU** Treaty on the European Union  
**TCN** Troop Contributing Nations

**DEFINITIONS****Airport of Embarkation (APOE)**

The airport at which final preparations for embarkation are completed and through which assigned troops, materiel, and vehicle loads for aircraft are called forward and loaded onto the strategic airlift.

**Area of Operations (AOO)**

An operational area defined by a joint commander for land or maritime forces to conduct military activities. Normally, an area of operations does not encompass the entire joint operations area of the joint commander, but is sufficient in size for the joint force component commander to accomplish assigned missions and protect forces.

**Commander's Required Date (CRD)**

The latest date, calculated from G-day, established by the theatre commander, on which forces are required to be complete in their final destination and organized to meet the commander's operational requirement.

**Deployment**

1. The movement of forces within areas of operation.
2. The positioning of forces into a formation for battle.
3. The relocation of forces to desired areas of operation.

**Disembarkation**

The unloading of troops with their supplies and equipment from a ship.

**Embarkation**

The process of putting personnel and/or vehicles and their associated stores and equipment into ships or aircraft.

**Home base**

The location where a strategic movement commences, usually the barracks, port of airbase where a unit is based.

**Infrastructure**

A term generally applicable for all fixed and permanent installations, fabrications, or facilities for the support and control of military forces.

**Loading**

The process of putting personnel, materiel, supplies and other freight on board ships, aircraft, trains, road vehicles or other means of conveyance.

**Mode of transport (MOT)**

A way or manner in which transport is executed, e.g. road transport, sea transport or airlift.

## **Movement**

The activity involved in the change of location of forces, equipment, personnel and stocks as part of a military operation. Movement requires the supporting capabilities of mobility, transportation, infrastructure, movement control and support functions.

## **Movement coordination**

Organising movement activities of two or more agencies and providing information to other agencies involved.

## **Multimodal**

In transport operations, a term applied to the movement of passengers and cargo by more than one method of transport.

## **Port of disembarkation (POD)**

A seaport, airport or railhead where personnel, equipment and/or stocks are unloaded from a means of transport.

## **Port of embarkation (POE)**

A seaport, airport or railhead where personnel, equipment and/or stocks are loaded onto a means of transport.

## **Railhead**

A point on a railway where loads are transferred between trains and other means of transport.

## **Route**

The prescribed course to be travelled from a specific point of origin to a specific destination.

## **Sea Port of Disembarkation (SPOD)**

The Sea Port at which the ship/vessel carrying materiel and/or personnel are offloaded.

## **Sea Port of Embarkation (SPOE)**

The Sea Port at which final preparations for embarkation are completed and through which assigned personnel, materiel, and vehicle loads for ships/vessels are called forward and loaded onto the strategic sea lift.

## **Strategic deployment**

Strategic Deployment is the process of projecting national, or EU, capabilities to a desired JOA in support of a EU operation and mission in accordance with the FCdr's/ MFCdr's requirements and priorities.

## **Strategic movement**

A strategic movement is a movement from ports of embarkation to ports of disembarkation and includes deployment, transportation for sustainment and redeployment.

## **Sustainment**

Resupply. The act of replenishing stocks in order to maintain required levels of Supply.