NATO STANDARD

ATP-3.13.1

RECEPTION, STAGING AND ONWARD MOVEMENT (RSOM) PROCEDURES

Edition A Version 1

JUNE 2014

NORTH ATLANTIC TREATY ORGANIZATION

ALLIED TACTICAL PUBLICATION

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NORTH ATLANTIC TREATY ORGANIZATION (NATO)

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NATO LETTER OF PROMULGATION

3 June 2014

1. The enclosed Allied Tactical Publication ATP-3.13.1, Edition A, Version 1, RECEPTION, STAGING, ONWARD MOVEMENT (RSOM) PROCEDURES, which has been approved by the nations in the MCJSB, is promulgated herewith. The agreement of nations to use this publication is recorded in STANAG 2580.

2. ATP-3.13.1, Edition A, Version 1 is effective upon receipt.

3.

4. This publication shall be handled in accordance with C-M(2002)60.

Dr. Cihangir Aksit, TUR Civ
Director NATO Standardization Agency

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RESERVED FOR NATIONAL LETTER OF PROMULGATION

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RECORD OF RESERVATIONS

CHAPTER	RECORD OF RESERVATION BY NATIONS
General	CAN, FRA, POL, USA
1	
2	POL
Annex A	BGR
Note: The reservations listed on this page include only those that were recorded at time of promulgation and may not be complete. Refer to the NATO Standardization Document Database for the complete list of existing reservations.	

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RECORD OF SPECIFIC RESERVATIONS

[nation]	[detail of reservation]
BGR	1. Item A.4.1.1 of ANNEX A of the ATP-3.13.1 cannot be performed by the Bulgarian Theater Mov Con Center because customs activities related to immigration are not within the responsibility of the Bulgarian Armed Forces. 2. Item A.6.2.a of ANNEX A of the ATP-3.13.1 will be implemented with the following limitation for declared to the accepted Capabilities Goals 2013 and more precisely the Convoy Support Centre (RSOM-CSC): Ability to accommodate up to 500 PAX and 200 vehicles at any time.
CAN	Canada will not routinely allocate ist national support element under logistics control to the NATORSOM HQ. Such allocations will be considered on a case by case basis.
FRA	France will not bring forward on its own all the resources required for the Airport of Debarkation (APOD) as described in ATP 3.13.1. Rationale: the resources required for an APOD and its operation require the support of several nations.
POL	Taking into account that within the accepted NATO Goals for POL there are no plans to create units carrying out FP and convoy protection units (CSS), Poland is currently unable to provide these capabilities. These restrictions apply to chapters: 2.2 point 2.b, A3, D5 point 2, E4 point 2.
USA	(1) Complete a more thorough harmonization with AJP-3.13, AJD for Deployment of Forces to avoid unnecessary duplication and redundancy. The US did not ratify AJP-4.4(B) based on a similar inconsistency and notes only minor changes and harmonization in this ATP. (2) The level of control given a NATO commander over national forces will be determined separately by each nation and any level of control for logistics for those forces will be spelled out in the TOA. (3) The US will not relinquish control over national logistics assets. LOGCON is not recognized as a specific level of control or authority, and has drawn reservations for improper use in AJ{s. A RSOM commander does not require authority beyond tactical control for the movement of the forces.
Note: The reservations listed on this page include only those that were recorded at time of promulgation and may not be complete. Refer to the NATO Standardization Document Database for the complete list of existing reservations.	

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CHAPTER 1 INTRODUCTION

1.1. GENERAL

1.1.1. RSOM

1. Reception Staging Onward Movement (RSOM) is the stage of a deployment by which deploying forces, consisting of personnel, equipment and materiel arriving in the Joint Operations Area (JOA), into forces capable of meeting the Joint Force Commanders operational requirements. Because arriving troops are not ready for employment, RSOM and Integration (RSOI) must take place for the forces to achieve Full Operational Capability (FOC).

2. RSOM has two different perspectives: the one of the forces being deployed (transiting forces) and the one of the supporting forces.

3. The responsibility for the supporting role can be given to different forces – it's a case by case decision. It should be recognized that integration must be considered as an integral part of the overall process of preparing a force for operations.

4. Integration of forces is the responsibility of the Joint Force Command (JFC) in close cooperation with the relevant Component Command (CC). It can occur anytime during the strategic deployment/RSOM continuum and it is complete when the receiving commander establishes command and control (C2) over the arriving unit at the Final Destination (FD). However, this document will focus only on the RSOM process. For further details see References A to L.

1.1.2. Elements of RSOM

1. **Reception**: The process of receiving, offloading, marshalling and transporting personnel, equipment and materiel from strategic or operational lift through sea, air, or land transportation Ports of Disembarkation (POD). It involves the preparation of facilities, initial administration and briefing of personnel and their subsequent transport away from the POD.

2. **Staging**: The process of assembling, temporary holding, and organising of arriving personnel, equipment and materiel into formed units, as they prepare for onward movement and further activities. Staging is a life support function which, at its simplest, feeds and accommodates arriving personnel in a benign or protected environment.

3. **Onward Movement (OM)**: The process of moving units, personnel, equipment and materiel from the reception area (RA), or staging areas (SAs) if required, to their final destination (FD). Onward Movement may be to any of the

Components, including to vessels at sea and may utilise military, Host-nation. Support or locally hired transport assets.

1.2. AIM

The aim of ATP-3.13.1 is to provide a standardized procedure for the conduction of RSOM operations.

1.3. SCOPE

This document explains the RSOM procedures. This publication also describes the roles and responsibilities within the process.

1.4. APPLICABILITY

This document is applicable to NATO commanders and nations (as appropriate) participating in or contributing to NATO activities.

1.5. TERMINOLOGY

The related terms to this publication can be found in Lexicon-Part 2.

CHAPTER 2 PRINCIPLES AND FACTORS

2.1. PRINCIPLES OF RSOM OPERATIONS

1. There are four overarching principles of RSOM in accordance with Reference A.

2. Those principles are;

a. **Collective Responsibility:** RSOM Commander is executing C2 over the RSOM operation; however he and Troop Contributing Nations (TCNs) have a collective responsibility for the successful planning and execution of RSOM. Reference I highlights collective responsibility as a basic principle for logistic ops.

b. **Unity of Effort:** RSOM Commander is responsible for the execution of RSOM and has C2 over the entire process between PODs and FDs and will have Tactical Control (TACON) over all the units carrying out the RSOM process. On arrival of the forces at the FD, C2 over the units will be handed over to their respective commander. Procedures reflecting the specific actions to be taken regarding the hand over will be part of the RSOM Operation Order (OpOrd). Unity of effort is facilitated by unity of command.

c. **Synchronisation:** Synchronisation of the arrival of personnel, equipment, and materiel and support enablers is performed in accordance with the Desired Order of Arrival (DOA) and in order to meet the Commanders Required Dates (CRD). It ensures an effective and efficient support by the RSOM HQ for the deploying units to be ready for the onward movement to their FDs. To allow successful synchronisation will require the involvement of RSOM HQ at a very early stage of the Operational-Level Planning Process (OLPP). It will result in the Multinational Detailed Deployment Plan (MNDDP), which reflects the synchronised flow of forces into the JOA.

d. **Agility:** The combination of flexibility, robustness and dexterity contribute to effective RSOM.

2.2. ESSENTIAL RSOM ENABLING FACTORS

1. A general overview of the minimum requirements of RSOM operations is depicted in the diagram below.

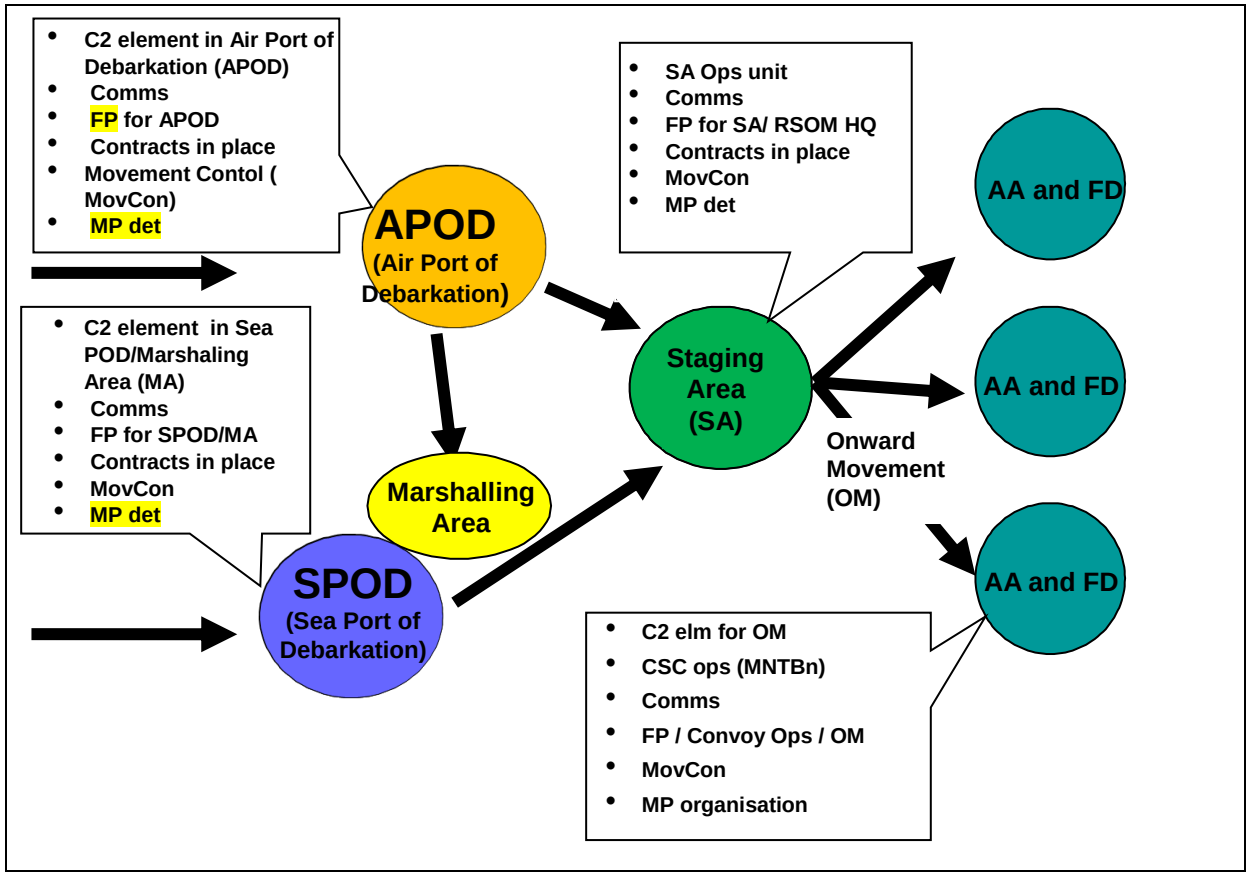

Figure 1: RSOM Minimum Requirements

2. RSOM relies upon specific essential enabling factors. They are described in the following paragraphs

a. **Command, Control, Communications, Computers, and Intelligence (C4I)**: Interoperable and adaptive Communication and Information System (CIS) must link the RSOM HQ with higher and lower commanders, Host Nation (HN) National Movement Control Centres, units in RSOM and RSOM enabling units. Reporting and information systems must provide accurate, relevant, and timely information to commanders and staffs in order to plan, integrate, direct, and execute their assigned part of the RSOM process.

b. **Force Protection (FP) & Convoy Operations**: RSOM Commander must ensure that FP is available during RSOM. The establishment and maintenance of a safe and secure environment within the area where RSOM is conducted and along the Land Lines of Communications (LLOCs) is essential for the success of the RSOM. Units will execute their own FP during their movement with FP assets assigned in the unit or assigned by its own higher HQs. Integration of FP assets for convoy

operations during onward movement must be made during the planning phase. The threat will dictate the level of FP required and inform whether units can or cannot conduct their own convoys prior to RSOM/RSOI. Deployment plans should reflect these arrangements and sealift and/or airlift assets need to be loaded accordingly. JFC is responsible for the coordination and execution of all aspects of FP (REF A).

c. **Exchange of Information and Planning Support**: TCNs and their National Support Elements (NSEs) are requested to plan and execute the RSOM operation for their units. This will include close cooperation and coordination with the RSOM HQ in order to be able to support the arrival of forces at the joint level as much as possible. Arrival data on the strategic flow, deployment of national enablers and their capacities, timely information on additional in-theatre (transportation) requirements. Exchange of liaison officers (LNOs) will facilitate the success of a RSOM operation.

d. **Support Structure**: The RSOM support structure will comprise of a combinations of the following: National or multi-national military support forces, Host Nation Support (HNS) or contractor support. HNS can reduce the amount of force structure required to conduct RSOM by providing support at reception facilities and staging areas and facilitating onward movement.

e. **RSOM Key Enabling Units**: Annex A describes required tasks and capabilities of RSOM units.

2.3. COMMAND & CONTROL (C2)

1. **C2 Arrangements**: C2 arrangements will be agreed for each operation. The ability of commanders and RSOM staff to adapt the arrangements outlined in this document will be the key to success.

a. The JFC is responsible for RSOM planning and execution through the appointed RSOM HQ. The RSOM plan is to be co-ordinated with the TCNs and the RSOM HQ.

b. RSOM Commander must have sufficient control of the national RSOM enabling forces deployed in the JOA to maintain unity of command and unity of effort. It is essential that RSOM HQ is assigned as a minimum Logistics Control (LOGCON) of all NSEs throughout operation.

c. Unity of command and unity of effort specifies that RSOM Commander has C2 over the entire RSOM operation (from PODs until arrival at FD of units). This implies that he must have the authority and assets to direct, protect, support and sustain forces throughout the RSOM.

d. In order to support and sustain units during RSOM, RSOM HQ will have C2 over theatre RSOM enabling assets as assigned in the Combined Joint Statement of Requirements (CJSOR). In addition RSOM HQ will have authority over:

(1) RSOM enabling activities in the JOA

(2) Logistic units/agencies supporting the RSOM operation

(3) All HNS issues related to RSOM

(4) Contracting for RSOM

(5) Management Responsibility of RSOM infrastructure

(6) Coordination of RSOM FP issues

(7) Allocate required real estate to carry out the RSOM task.

e. Nations are to provide through their NSE those RSOM functionalities not carried out multinationally at the theatre level.

f. In cases where the RSOM HQ is the first or only joint HQ in theatre, the C2 structure must be defined before deployment as part of the planning process. In particular, the RSOM HQ must have TACON over units in RSOM. RSOM HQ will maintain situational awareness at the operational level whilst at the same time executing the RSOM operation at the tactical level.

2. **Relationship with Land Component Command (LCC)**: In case the RSOM HQ does not have sufficient means and capabilities to conduct its mission, it might be necessary to coordinate with LCC/ Area Commander to meet any shortfall issues, especially FP.

3. **Relationship with Maritime Component Command (MCC)**: RSOM HQ may be allocated maritime assets such as support ships capable of assisting with surface transport and other logistic support functions. When the RSOM HQ has control of maritime support ships, close coordination must be maintained with the MCC in order to have access to the Recognised Maritime Picture (RMP), and TACON of such assets will be transferred to the MCC when the ship is moving through or operating within the MCC area of responsibility.

4. **Relationship with Air Component Command (ACC)**: The ACC is directly responsible for the tasking of all fixed wing (FW) aircraft in theatre. RSOM HQ will at least coordinate air transport (e.g. intra-theatre airlift system (ITAS)) in close liaison with the ACC and prioritise the requirement for transportation. This may also include ACC rotary wing (RW) aircraft and even land and maritime component command (LCC and MCC) RW if necessary. Operational Control (OPCON) over the Air

Terminal Operations Unit[1] (ATOU) will remain with ACC; however RSOM Commander will have coordinating authority to set priorities for the execution of RSOM.

5. **Liaison**: Exchange of liaison officers or liaison detachments between RSOM HQ, CCs, HN authorities and IOs/NGOs is essential for a successful RSOM operation. All formations/units and NSEs will be required to liaise direct with the RSOM Enabling Units (i.e. SPOD Ops Unit/ATOU, Theatre Reception Centre (TRC) and SA Ops Units).

[1] "Air Terminal Operations Unit" is used instead of "Combined Air Terminal Operations (TRC)" to achieve consistency among the NATO documents. This is proposed by Movement and Transportation Forum after Spring 2012 Meeting in Brindisi.

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CHAPTER 3 RSOM PLANNING CONSIDERATIONS

1. The RSOM HQ, as the primary theatre level RSOM executing authority, should be established as soon as possible and must be involved in the OLPP, particularly in the development of the MNDDP for any NATO deployment. This includes early reconnaissance.

2. Close cooperation between the RSOM HQ, HN, TCNs and CCs at all the stages of the planning process is vital to ensure a smooth flow of forces in the JOA.

3. The OLPP will determine the requirement for and deployment of the RSOM force package, and will be included in the JFC Operation Plan (OPLAN). In the case of an Initial Entry Operation (IEO), it could be deployed initially to a FMB to facilitate deployment into theatre. For other land-based missions the RSOM HQ (including the RSOM enablers), need to be deployed early prior or at the same time as any JFC or CCs forward elements. RSOM HQ can act as the overall coordinator of the theatre activation process.

4. The RSOM HQ must have the appropriate delegated negotiating, financial and contractual authority and capability to make the necessary agreements for the operation. It would also be necessary to set up basic support contracts (fuel, food, water etc) as quickly as possible whilst also considering other administrative support requirements such as contractorisation of accommodation or sanitation. The increasing price levels have to be monitored closely to avoid a negative impact on the population in the area.

5. The RSOM infrastructure must also be clearly defined in any OPLAN in order to avoid confusion.

6. It is essential that the responsibilities of an Area Commander (if designated), CCs and RSOM HQ will be clearly delineated by the JFC in the OPLAN.

7. RSOM Commander prior to the execution phase has to produce an RSOM Op Order to all formations/units. This OpOrd will be based on the following:

a. Joint Force Commanders Intent

b. RSOM Force Package and Capabilities

c. RSOM enabling activities in the JOA

d. Logistic units/agencies supporting the RSOM operation

e. All HNS issues related to RSOM

f. Contracting for RSOM

g. Management Responsibility of RSOM infrastructure

h. Coordination of RSOM FP issues

i. Allocate required real estate to carry out the RSOM task.

j. Other CCs roles and responsibilities

k. Command relationship and authority

l. Support dependency matrix

8. A tactical level RSOM plan must be prepared by RSOM commander. An example of Tactical RSOM Plan (TRP) is given in the Appendix of Annex F.

9. Multi-national solutions for RSOM, such as Lead Nation/Role Specialist Nation, have to be investigated and eventually exploited during the planning process.

CHAPTER 4 RSOM EXECUTION

4.1. RECEPTION

1. A Theatre Reception Centre (TRC), working in close cooperation with the ATOU Team, will be established at the APOD to in-process the personnel arriving in theatre. More details are given in Annex A and Annex C.

2. Depending on the distance, terrain or any other constraints, one or more Personnel Handling Areas (PHAs) will be set up at the APOD (s) or in its vicinity/-ies). Delineation of responsibilities between RSOM HQ and ACC for operating the PHA (s) must be clearly identified.

3. The RSOM SPOD Ops unit will organise and execute seaport operations. It has overall responsibility for all reception processes in the SPOD and will be the single point of contact for HN agencies involved in the operation (e.g. Port Manager, Shipping Agent, civilian transport companies). Further details are in Annex B.

4. To prevent congestion which could hamper the unloading at an airport or sea port a Holding Area (HA) can be established to temporarily hold personnel and/or equipment and supplies.

5. A Marshalling Area (MA) in the vicinity of the SPOD will be set up. Its capacity will be established based on the operational requirements. C2 over the MA will be executed by the SPOD Ops unit. Further details are in Annex B.

6. TCNs will adhere to HN customs regulations. Although liaison with HN customs will be done by RSOM HQ, TCNs are ultimately responsible to solve any customs or freight document issues with the HN authorities and/or civil contractors. All documentation needs to be separated per POD. A unit point of contact (POC) for each POD for customs and freight documentation needs to be appointed.

7. MAs/PHAs must have (limited emergency) billeting facilities to accommodate personnel in case of disruption of the flow of force and a minimum is to be agreed during the planning process or at the Final Logistic Planning Conference and Movement Planning Conferences.

8. Commanders of SPOD Ops Unit and TRCs are responsible for drafting the procedures to be followed by the units using the MAs/PHAs. These procedures will be part of the RSOM HQ OpOrd and will include the layout of the area and all specific regulations regarding dangerous cargo, procedures to refuel, medical services, food distribution, etc. Although it will be necessary to ensure that the areas are emptied as soon as possible, the use of these facilities will always be limited.

4.2. STAGING

1. Areas for the location(s) of SAs will be determined by the mission. At any rate a SA has to be located close the SPOD. The requirement for FP of the SA will also determine its location. Furthermore, a suitable way-in/way-out road network is required. More details are to be found in Annex D.

2. Unit Commander appointed by RSOM HQ is responsible for its internal working procedures. He is responsible also to draft the procedures to be followed by the units using the area. These procedures will be part of the RSOM OpOrd and will include the layout of the area and all specific regulations regarding dangerous cargo, procedures to refuel, medical services, food distribution, training requests/ procedures, etc.

3. In-transit visibility (ITV) during reception and staging will be maintained by using tactical communications/ Logistics Functional Area Services (LOGFAS) suite or the other suitable means available, and ITV should identify what is being tracked-personnel, vehicles, materials.

4. RSOM HQ is responsible to coordinate with the NSEs and the units in RSOM the provision of additional transport requirements for onward movement.

5. Units and NSEs are required to coordinate the distribution of ammunition in the SA with the SA Ops unit.

4.3. ONWARD MOVEMENT (OM)

1. Units that have finished staging and are capable of self defence and able to sustain itself for a limited time will start their OM. Movement commences in the SA, follows main supply routes (MSRs) and will end at the FD.

2. RSOM HQ, together with Movement Control (MovCon)/ Traffic Control organisations, Convoy Support Centres (CSCs) and in close cooperation with CCs and the HN, will plan, control and support the OM.

3. CSCs will be established as required. Mobile CSCs may be considered to preposition support in accordance with JFC's operational direction. This will be detailed in the RSOM HQ OpOrd. Further details see Annex E.

4. The OM will be planned and executed according to References C to E, HN regulations and existing agreements (e.g. SOFA, MOU, TAs etc).

5. CCs are to report the arrival of units to their FD after completion of the OM to RSOM HQ using the LOGFAS suite tools or other suitable means available.

CHAPTER 5 ENGINEER AND CIMIC SUPPORT

5.1. ENGINEER SUPPORT

1. Early identification of critical infrastructure requirements is essential and a key factor in RSOM planning.

2. RSOM HQ engineer assets will support the RSOM operation within means and capabilities. The main focus is to:

a. Improve the infrastructure of all RSOM nodes (e.g. SAs/CSCs/APODs),

b. Enhance the access roads,

c. Assist to improve the prerequisites in SPOD and the LLOCs between SPOD–MA–SA.Text.

5.2. CIVIL MILITARY CO-OPERATION (CIMIC) SUPPORT

1. CIMIC support for RSOM operations is already required in the planning phase of the RSOM operation. CIMIC staff must gather (as part of a Joint Logistic Recce Team (JLRT)) information on the civil situation and the civil actors in the areas where the RSOM operation will take place, including Information on Internally Displaced Persons (IDP)/Displaced Persons & Refugees (DPRE) flow and camps, humanitarian assistance (HA) operations and the related HA sustainment flow (including the used infrastructure).

2. During the execution of the RSOM operation CIMIC will continue to evaluate and assess the civil environment and keep the RSOM Commander informed.

3. CIMIC liaison is essential, not only to gather information, but also to disseminate relevant military information to civil organisations, in order to make them aware of the ongoing RSOM operation. This will enhance the Freedom of Movement (FoM) of all actors in the area of the RSOM operation.

5.3. HOST NATION SUPPORT

1. HNS for RSOM operations may be limited or non-existent, however when rendered by a HN it will consist of support executed or delivered by civil and military authorities and/or companies. RSOM enabling units will either use HNS to fulfil their tasks, or will execute its tasks with own means. A combination of both (HNS and own means) will be the most likely option.

2. HN could provide support in the form of:

a. Supplies (e.g. fuel, fresh food, bottled water)

b. Facilities (e.g. workspace & accommodation for RSOM enabling units in APOD, SPOD and SA)

c. Services (e.g. waste disposal & mobile toilets) including area security (e.g. HN Civil Police and/or Military Security Forces)

d. Administrative support (e.g. support for customs clearance)

e. Movement Control and Convoy Support.

f. Transportation.

3. All HNS arrangements are in accordance with negotiated arrangements between the TCNs and/or NATO and the HN Government.

4. Any additional HNS outside the negotiated arrangements can be requested through the Host Nation Support Coordination Cell by submission of Statements of Requirements (SORs) to the cell for negotiation with the HN to add or expand an initial arrangement.

5.4. SUSTAINMENT

It is a national responsibility to sustain its own forces. During the execution of the RSOM operation, RSOM enablers and units in RSOM need to be logistically supported. RSOM HQ must develop a sustainment plan that meets the logistic requirements. Assigned logistic units need to be deployed early in order to be able to support. The support requirements need to be incorporated in the RSOM OpOrd.

5.5. MEDICAL SUPPORT DURING RSOM

1. The provision of medical care is essential during RSOM operations and should be mission-tailored to confirm the medical timelines. It is an integral part of the OPLAN.

2. An appropriate level of medical representation is required in the RSOM HQ to integrate the medical support requirements into the overall support plan.

3. The RSOM HQ has, if tasked, the responsibility to provide (except maritime) the Role 3 facilities according to the OPLAN.

4. Strategic Medical Evacuation (STRATEVAC) is the responsibility of the casualty's NSE. The NSE will coordinate with the RSOM HQ Patient Evacuation Coordination Centre (PECC) for theatre arrangements. Effectiveness of patient movements is achieved in close cooperation between the NSEs and the RSOM HQ PECC.

5.6. BUDGET AND FINANCE

Supplies and services rendered for RSOM operations provided on a theatre-level basis will be subject to reimbursement according to agreed NATO Financial Control guidelines. TCNs need only provide through the NSE those functions not carried out multinational at the theatre level. Redundancy and competition for scarce resources must be avoided.

5.7. RSOM ON REDEPLOYMENT

1. Upon completion of the mission or relief in place, the forces will re-deploy. Planning for the redeployment of the force must be considered as part of the initial campaign planning process. As with the deployment, redeployment will be a NATO responsibility for NATO-owned forces and equipment and those units that have been transferred to the NATO Commander's authority. The strategic sea- and airlift assets will be provided according to the existing procedures. The RSOM HQ needs to be prepared to coordinate the national augmentation elements deployed into theatre in order to facilitate the redeployment of national Force Elements. Appropriate arrangements must be made for the strategic movement from the JOA to include transfer of NATO assets to any follow-on forces if applicable. On redeployment of the deployed force, TOA back to SACEUR will normally occur on leaving either the JOA or the theatre.. TOA back to nations will occur as agreed with the TCNs.

2. The RSOM operation on the redeployment of the force will be planned by SHAPE, Joint Force Commander, RSOM HQ and the TCNs. RSOM HQ needs to be involved in the earliest possible stage in order to be able to start its own planning process as soon as possible. This involvement is required to reactivate RSOM infrastructure, re-direct RSOM enablers and develop a RSOM OpOrd. If the deployed force is relieved in place by another force, the responsibility for the RSOM could be (gradually) handed over to the Follow on Forces (FoF) RSOM C2 Authority which has to be mentioned in the RSOM OpOrd.

5.8. RSOM INFORMATION MANAGEMENT

The RSOM HQ is responsible for providing the necessary reports and returns (R2) containing RSOM information to contribute to the formulation of the overall recognised operational and logistic picture. The majority of the RSOM information is contained in the Movement & Transportation (M&T) R2. Changes to timings and format of the reports are subject of coordination. In addition to the mandatory reports mentioned in Reference F Annex G outlines an example of a RSOM report which provides a detailed overview of the RSOM operation.

5.9. RSOM DECISION SUPPORT

1. The designated RSOM Commander must be able to execute the RSOM operation with his assigned force package. Host Nation Support (HNS) may not be

available in the Area of Operations (AOO) therefore sufficient RSOM enablers must be embedded in the overall force package.

2. RSOM planning will be mission specific and is an integral part of the Operational Planning Process (OPP). The RSOM Commander will produce an OpOrd outlining details of the RSOM that will be forwarded to Troop Contributing Nations (TCNs) prior to the deployment of the main force elements. All procedures described in this document are therefore non-specific and will apply to whatever architecture the RSOM operation adopts.

3. The diagram below outlines the scope and range of Movements Log C2 Services architecture in the RSOM process. The Allied Deployment and Movement System (ADAMS) will 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.

4. This document describes the procedures for a joint RSOM operation. Principles and factors, planning considerations, RSOM execution and functional area specifics will be considered. Even though during RSOM operation land movements issues are emphasized, there will always be links to all the CCs. The procedures will have to be adapted according to the mission requirements.

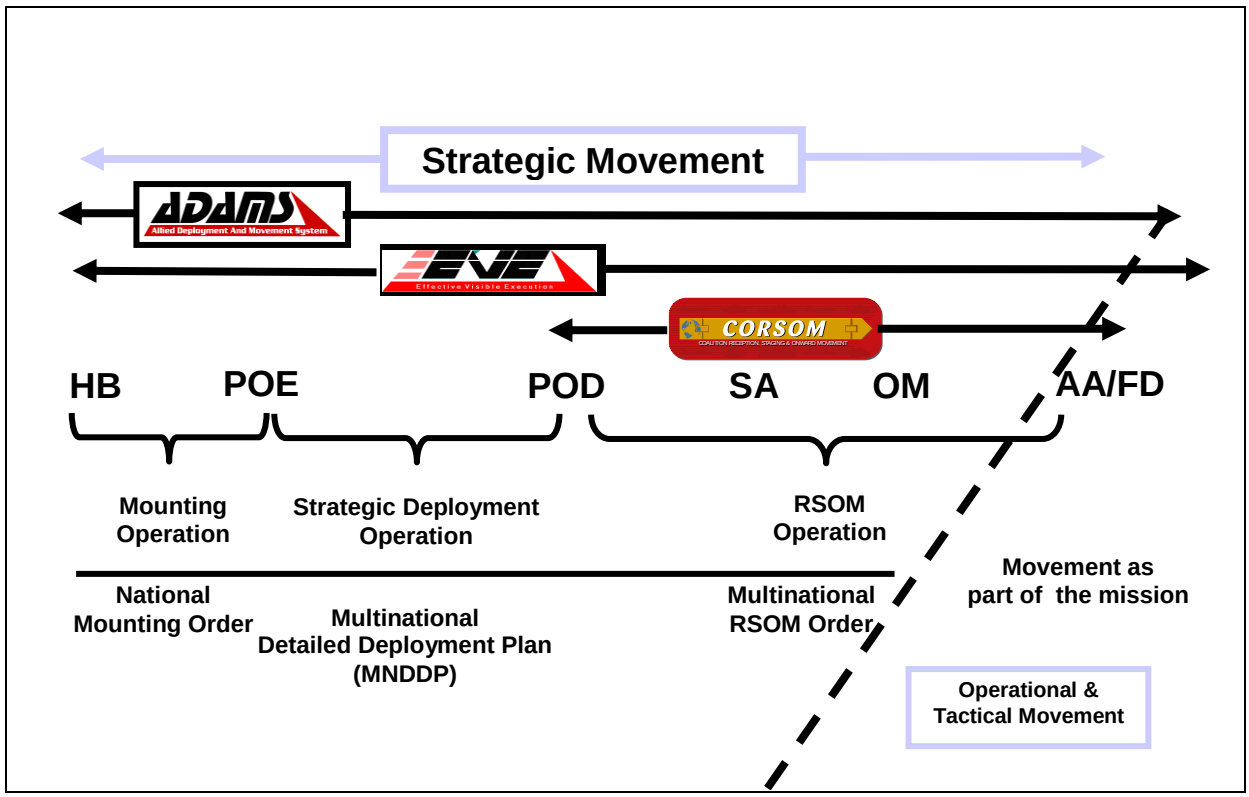

Figure 2: RSOM Movement CIS Architecture

ANNEX A RSOM KEY ENABLING UNIT's TASKS AND CAPABILITIES

A.1. JOINT LOGISTIC RECCE TEAM (JLRT)

1. Tasks

   a. Deploy on very short notice to expected JOA to gather information about the required RSOM facilities and locations in the JOA.

   b. Liaise with HN and set up the life support enabling contracts.

   c. Agree key logistic nodes to be used and outline basic contracting agreements to support the force.

   d. Conduct port, airport, railhead reconnaissance and assess capacity, compatibility and throughput

   e. Be prepared to stay in JOA until Main Party arrived.

   f. Deconflict and ensure cooperation between deploying national contingents, Lead/Role Specialist Nation(s) and national and multinational contract support representatives.

2. Capabilities required

   a. Deployable.

   b. Capable of operating under austere conditions.

   c. Provide detailed information about the JOA and its facilities using secure means of communication.

   d. Capable of using LOGFAS as reporting tool.

A.2. THEATRE RECEPTION CENTRE (TRC)

1. Tasks

   a. Provide C2 over all reception of personnel (PAX) and cargo (in close coordination with ACC/ATOU) at the APOD, reporting to the RSOM HQ.

   b. Coordinate and conduct the in-processing of personnel at arrival in the PODs.

   c. Coordinate and conduct the theatre in-briefing at the PODs for arriving personnel.

d. Operate the Personnel Handling Area (PHA) for personnel arriving with strategic airlift.

e. In conjunction with MovCon, coordinate the dispatch of buses and luggage trucks to the SA and/or MA.

f. If necessary, coordinate and/or execute the loading and dispatch of PAX, vehicles, materiel and sustainment by intra-theatre airlift in close co-operation with ACC/ATOU.

g. Provide the necessary life support and administration for its own personnel, additional force elements supporting the TRC operations. (e.g. Medical, MovCon, MP, etc) and, if required, arriving forces.

h. Report to the RSOM HQ as force elements arrive.

i. Draft the procedures to be followed by the units using the MA(s)/PHA(s).

j. Coordinate with HN port authorities and NSEs where applicable to support the force arrival

k. Coordinate the transfer of (vehicle) drivers arriving at APOD to SPOD to collect vehicles.

2. Capabilities required

a. So far as the APOD is concerned the RSOM organisation (including ATOU) will be expected to process upt to 1600 PAX plus baggage in and out per 24 hour period, on a mixture of strategic and tactical (for onward ITAS move) aircraft.

b. Capable of operating 24/7 a PHA for approx 1200 - 1600 personnel per day, including limited life support.

c. Capable of handling hand carried and unattended luggage.

d. Capable of handling air cargo.

e. Liaise with HN customs and airport authorities.

f. Coordinate/execute the dispatching of personnel, luggage and cargo intra-theatre means in conjunction with MovCon and/or ATOU.

g. Conduct its tasks with limited HN support.

h. Capable of providing life support for own personnel plus up to 50 additional attached personnel.

i. Capable of reception of personnel arriving directly to the SPOD.

j. Capable of providing accommodation and combat rations in emergencies for approx 1200 - 1600 personnel per day.

k. Capable of using LOGFAS as reporting tool.

l. Capable of providing FP for its own installations in close co-operation with ATOU and HN port authorities.

A.3. SEAPORT OF DEBARKATION OPERATING UNIT

1. Tasks

a. Provide C2 over all NATO activity in the SPOD, reporting to the RSOM HQ.

b. Coordinate and conduct the reception and marshalling of the force elements arriving through the SPOD including PAX, vehicles, containers, materiel and sustainment.

c. Provide port clearance.

d. Operate the Marshalling Area and Container park.

e. In conjunction with MovCon, coordinate the dispatch of vehicles and materiel from the SPOD/MA by road and/or rail.

f. If necessary, coordinate and/or execute the loading and dispatch of PAX, vehicles, materiel and sustainment by intra-theatre shipping.

g. Provide the necessary life support and administration for its own personnel and additional force elements supporting the SPOD operations (e.g. TRC, Medical, MovCon, driver parties etc.).

h. In process and provide the necessary life support for deploying personnel passing through the SPOD (in close coordination with the APOD TRC).

i. Report to the RSOM hq as force elements arrive.

j. Provide Force Protection (FP) for its own installations (Additional support might be necessary to provide FP and there may be insufficient personnel to carry out the primary tasks if operating 24/7. In this case, necessary FP requests should be reported to RSOM HQ) .

k. Draft the procedures to be followed by the units using the MA(s).

l. Coordinate with HN port authorities and NSEs where applicable to support the force arrival.

m. Liaise with Port Management, Assigned Shipping Agents and TCNs.

n. Operate the Port (austere, bare base or well found).

o. Conduct literage operations.

2. Capabilities required

a. Operate one SPOD at rate of: routine activity one ship per day (1,500 to 5,000 lane meters per ship), medium activity offload two ships/day, high activity offload three ships/day.

b. Capable of discharging RO-RO ships and/or ferries and supporting offloading all other types of ships.

c. Capable of handling International Standardization Organization (ISO) container, refrigerated containers, and dangerous goods and broken down vehicles.

d. Confirm nature of SPOD (austere, bare base, well found) and whether literage can be employed?

e. Liaise with HN customs.

f. Run the SPOD MA/Container Park coordinating/executing the dispatching of vehicles, containers and materiel in conjunction with MovCon.

g. Capable of providing life support for own personnel plus up to additional 50 attached personnel.

h. Support TRC representatives in reception of personnel arriving directly to the SPOD.

i. Capable of using LOGFAS as reporting tool.

j. Capable of providing FP for its own installations.

A.4. THEATRE MOVEMENT CONTROL CENTRE

1. Tasks

a. Implementing plans and instructions which may include the tasking of allocated transport resources.

b. Conduct reconnaissance of terminals and lines of communications;

c. Support the reception, marshalling, staging and onward movement of all force elements, including PAX, vehicles, materiel and sustainment, in accordance with the applicable plans and ensure that all security measures concerning movement of personnel and materiel are complied with.

d. Coordinate, support and control the dispatch of PAX, vehicles, materiel and sustainment by any intra-theatre means as necessary.

e. Ensure through traffic control organization/unit the Main Supply and Main Deployment Routes are appropriately signed and have allocated names.

f. Maintain current information including locations of units, installations and depots, movement requirements, changes in movement capabilities and the status of the local transport situation and report to the RSOM HQ.

g. Report progress of the flow of forces during all the phases of the operation (deployment, employment and redeployment) reporting to the RSOM HQ.

h. Coordinate with the local military and civil MovCon/ traffic authorities

i. Consolidate and arrange for transport services in connection with non-programmed movement requirements of local units, installations and depots.

j. Ensure efficient utilization of transport resources allocated

k. Advise local commanders and units on movement matters.

l. Where appropriate arrange for the provision of customs and assist in customs and immigration clearances, when required.

m. Ensure that shippers and carriers comply with the regulations concerning dangerous goods and any material needing special handling and obtain the necessary approval for movements prior to shipment.

2. Capabilities required

a. Capable of providing MovCon detachments to all parts of the RSOM infrastructure (APOD, SPOD, MA, SA and CSCs). This capability also applies during the employment and redeployment of the force.

b. Capable of providing its own life support, including deployed MovCon Teams.

c. Capable of providing its integral MovCon communications capabilities to include all deployed teams with the capacity of real time in-transit visibility to the RSOM HQ.

d. Capable to effectuate mobile patrols to check the suitability of the roads.

e. Capable to erect signs, equipment or any temporary device for the purpose of regulating the flow of movement.

f. Capable of using LOGFAS as reporting tool.

A.5. STAGING AREA (SA) OPERATING UNIT

1. Tasks

a. Provide C2 over all activities in the SA, reporting to the RSOM HQ.

b. Establish and operate a SA.

c. Draft the procedures to be followed by the units using the SA(s).

d. Coordinate area management, engineer effort and FP.

e. Coordinate with HN authorities and NSEs where applicable to support the staging of the force

f. Direct the flow of arriving PAX, vehicles and materiel.

g. Provide RLS to units in staging (fuel, accommodation, meals, medical assistance etc.).

h. Facilitate the units' integrity.

i. Make units ready for Onward Movement.

2. Capabilities required

a. Be able to stage up to 4 battalion type units (2500 PAX, associated vehicles, materiel, etc).

b. Provide FP for its own installations.

c. Manage the SA infrastructure and installations (e.g. maintenance facilities, ranges, storage and working areas, etc.).

d. Be prepared to integrate additional PAX from other units (e.g. MP, MovCon, specialist supply personnel, etc.). in support of staging

operations, providing them with life support and administration if required.

e. Provide sufficient internal CIS capabilities to control the staging activity and report according to its tasks.

f. Capable of using LOGFAS as reporting tool.

A.6. CONVOY SUPPORT CENTRE (CSC) OPERATING UNIT

1. Tasks

a. Provide C2 over all activities in the CSC.

b. Provide necessary CSS (e.g. Class 3, Maintenance/Recovery, Medical) to all users of the CSC.

c. Provide emergency support for vehicles using the designated route.

d. Provide basic Rest Over Night (RON) facilities.

e. Coordinate area management, engineer effort and FP.

f. Draft the procedures to be followed by the units.

g. Coordinate with HN authorities, where required, the support to the OM.

2. Capabilities required (CSC set up approx. every 200km)

a. Be able to accommodate up to 750 PAX and 350 vehicles at any time. A surge capacity should be maintained for short periods.

b. If required integrate additional PAX from other units (e.g. MP, MovCon, Engr. Maintenance, etc.) in support of CSC/OM operations, providing them with life support and administration if required.

c. Provide sufficient internal CIS capabilities to control the CSC activities and report according to its tasks.

d. Capable of using LOGFAS as reporting tool.

A.7. AIR TERMINAL OPERATIONS UNIT (ATOU)

1. Tasks

a. Operate the air terminal at the APOD and if required and available at the DOB(s).

b. Liaise with HN customs and airfield authorities

c. Conduct Air Terminal operations for military and civil assets as part of the force deployment.

d. Provide specific MHE (e.g. towbars, fork lifts, K-Loader etc.) when no support from HN is available.

e. Coordinate with the NSEs the transfer of ammunition (to be distributed to arriving troops by NSEs in SA).

f. Coordination and cooperation with the TCR.

2. Capabilities required

a. Capable of handling ISO containers.

b. Conduct tasks with minimum HN support.

c. Capable of processing approx. 1200 - 1600 troops per day.

d. Covered Storage – secure baggage handling and segregation.

e. Secure Storage – (See Annex C).

ANNEX B SPOD OPERATIONS

B.1. INTRODUCTION

1. Vehicles, equipment and stocks will deploy through a SPOD, which is a capable commercial seaport, operational on a 24 hours per day, 7 days a week basis. It should offer a full stevedore service, capable of handling containers, RO-RO ships and general cargo, and conforms to International Shipping & Port Security (ISPS) regulations.

2. A SPOD used for NATO operations will be shared with commercial shipping throughout the mission period. Furthermore, NATO SPOD operations need to be offered priority use of 1 x RO-RO berth, with access to a second if needed.

3. Storage and Hard standing Areas must be available to temporarily park vehicles and containers (approx 50.000 m2) and should have facilities to temporarily store stocks (under roof) and preferably acclimatized. The areas for marshalling vehicles and storage of containers will be known as Marshalling Areas (MA).

4. SPOD activity will be carried out concurrently with civilian port operations. This will require close coordination with the port authorities and shipping agent. The SPOD Ops unit will be responsible for overall SPOD operations and will have at least coordinating authority over all other military units and personnel operating within the SPOD.

B.2. MISSION

SPOD operating unit is to co-ordinate and execute SPOD operations, in order to ensure the efficient reception of vehicles, equipment and stocks into theatre.

B.3. EXECUTION

1. Under the lead of the SPOD Ops unit augmented by a team of specialists to support the continuous discharge of arriving ships. Specialist support should be composed of:

a. C2 element from SPOD Ops unit

b. NSE/ national reception elements and arriving units, including unit drivers

c. TCR detachment (if required)

d. SPOD Ops unit element

e. Medical Support elements

f. Movement Control element

g. FP elements

h. HN support (i.e. Port Management, Shipping Agent & Transport Haulier).

i. Engineers

j. Steve dores

k. Literage

2. Concept of Operations

a. Command and Control

(1) Reception process in the SPOD: See main body

(2) SPOD Ops unit will have overall responsibility for all reception processes in the SPOD and will be the single point of contact for HN agencies involved in the operation (e.g. Port Manager, Shipping Agent, civilian transport companies). This unit will co-ordinate the work of all civil and military specialist elements within the SPOD and report direct to RSOM HQ.

b. Vehicle/ Outsize Equipment Operations

(1) The offload of vehicles from ships will be carried out by NSE/ national reception elements or by the movement control organization currently in place. Vehicles will be moved from the ship to the MA. If necessary, vehicles containing dangerous goods will be moved to a separate zone within the MA.

(2) Unit drivers party, under the lead of a commander, will be moved from the SA to the SPOD and will be held in a Drivers Holding Area (DHA), located inside the SPOD, until required.

(3) Unit drivers collect their vehicles from alongside the vessel and ferry them into the adjacent MA. Once formed into unit convoys will then be dispatched by MovCon to the Staging Area (SA). If vehicles/equipment is required to move by HET/LET/rail, MovCon personnel will direct and supervise this marshalling activity. However, it is a unit's responsibility to ensure their vehicles/equipments are physically loaded and secured before movement to SA or Final Destinations (FD).

(4) HET/LETs will move as part of the organised convoys. Convoys containing outsized vehicles will require an escort arranged by SPOD Ops unit.

(5) Securing materials for movements by HET/LET/rail have to be provided by TCNs

c. Container Operations

(a) HN stevedores will carry out the offloading of containers and cargo. Containers will be moved to a temporary container park (those containing Dangerous Goods (DG) will be kept apart in accordance with SPOD regulations). The storage and subsequent movement of containers (by HET/LET/rail) will be controlled by the SPOD Team in accordance with the prioritisation indicated on the container label.

(b) Containers will be moved by unit, MILU or HN transport means – according to the units requirements- either to the SA or directly to the FD.

(c) It is a unit responsibility to confirm/arrange the necessary arrangements for handling/ unloading containers at the final destination. (d) The return flow of the empty containers has to be coordinated between NSEs, SA OPS unit, MovCon unit and SPOD OPS unit.

3. Coordinating Instructions.

(1) Security. The port authority operates its own security arrangements, which meet ISPS requirements. Additional security will be provided by RSOM HQ and HN. If possible, all military traffic to and from the SPOD will use dedicated entry and exit gates which will be route signed accordingly.

(2) MovCon will be executed in accordance with Annex A.

B.4. SPOD OPERATIONS SCHEMATIC

The following schematic outlines a possible SPOD OPS and the subsequent movement of vehicles and freight to SA/FD

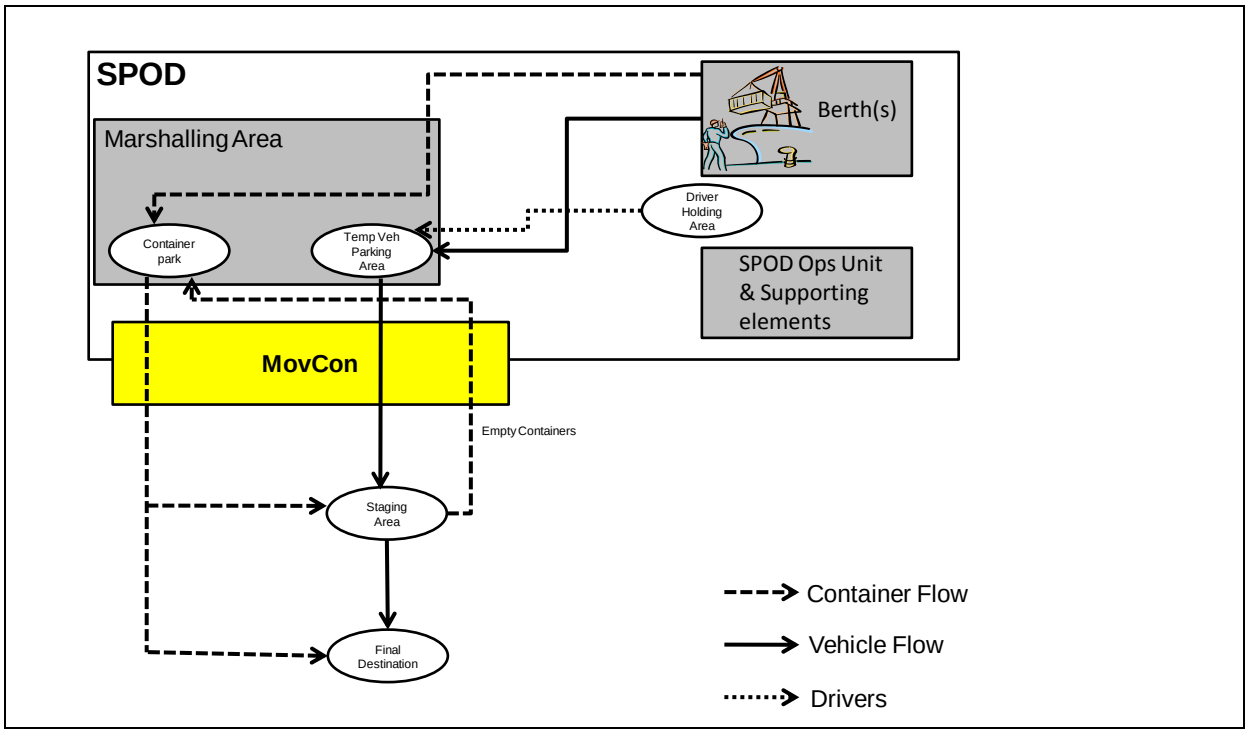

Figure 3: SPOD Operations

B.5. SPOD OPERATION PLANNING FIGURES

See Annex A.

ANNEX C APOD OPERATIONS

C.1. INTRODUCTION

a. Personnel deploying into theatre will normally arrive at an APOD. Air and ground support operations within the APOD will be carried out by ACC and RSOM HQ units, with additional support from TCN and HN resources as required.

b. An APOD needs to have at least one functional apron, large enough to park at least one C17 equivalent aircraft (wide body aircraft). Furthermore, sufficient ground handling capability needs to be available to on and offload aircraft. Based on the offload timings and the planned flow of aircraft, the APOD throughput is calculated. Use of an APOD for RSOM operations could be limited by civilian and non Air Transport ACC aircraft.

c. To ensure the smooth functioning of reception procedures for both personnel and cargo, RSOM HQ will deploy a TRC to an APOD, to coordinate the work of HN, TCN and subordinate enabling elements. The TRC will stay in close contact with RSOM HQ, which will track the overall reception and notify other agencies of progress. TRC will coordinate the work with the ATOU. TCNs and their NSEs are requested to provide details on the arriving PAX as early as possible to the TRC in order to facilitate a smooth in-processing. The feedback tool to use is EVE.

d. RSOM HQ will notify the TRC of any changes in the planned air deployment schedule, along with details of PAX numbers and any dangerous goods or luggage requiring special handling. The TRC will inform RSOM HQ of any delays to aircraft arrival or other significant details.

C.2. MISSION

TRC is to co-ordinate and execute personnel and cargo reception and in-processing operations at APOD (s), in order to ensure the efficient reception of personnel and cargo into theatre.

C.3. EXECUTION

1. Organisation

a. Under the lead of the TRC an ad hoc team of specialists will be assembled from the RSOM enablers, NSEs, arriving units and HN resources to support the continuous discharging of arriving aircraft.

b. The team should encompass the following elements:

(1) C2 element from TRC

(2) NSE/ national reception elements and arriving units

(3) Medical Support elements

(4) Movement Control element

(5) FP elements

(6) ATOU LNO

(7) TRC including Reception Team, Briefing team and guides/duty personnel

(8) RLS detachment

2. Concept of Operations

a. TRC will be responsible for reception activities in the APOD and will be the single point of contact for all agencies conducting air and ground support operations, including customs personnel at the APOD. The TRC will co-ordinate these activities within the APOD and will report progress to RSOM HQ.

b. On arrival of an aircraft, passengers (PAX) will receive initial information on the debarkation process from ATOU staff, before disembarking the aircraft. The equipment necessary to disembark PAX, their luggage and any accompanied freight will be provided and handled by airport staff or ACC/ ATOU.

c. Having disembarked the aircraft, PAX will move to a PHA under the direction of the ATOU. Luggage and accompanied freight will be offloaded from the aircraft and will also be moved to PHA.

d. In the PHA, PAX will identify and collect their luggage and any accompanied freight. If required, formal handover of special equipment (e.g. expensive and sensitive CIS equipment, etc. will be conducted by TCN reception element personnel at this point. Once all luggage and accompanied freight has been collected, all will pass through customs procedures. Afterwards the luggage and accompanied freight will be loaded on trucks by each individual).

e. All arriving PAX will be inprocessed by the TRC. This includes, amongst others, registering, issuing of IDs.

f. On completion of inprocessing, PAX will receive a theatre in-briefing and will then depart with bus and luggage transport to the SA.

g. The TRC will also be responsible for the handling of cargo arriving by air after ATOU has offloaded it from the aircraft.

h. PAX arriving at the APOD might expect to be onward moved to their FD using the ITAS.

3. Coordinating Instructions

a. All arriving flights have a nominated chalk commander, who will be responsible to the commander of the TRC for the PAX during the reception process.

b. TRC will arrange and coordinate bus and luggage transport to meet the requirements of the planned arrival schedule for those PAX not moving on by ITAS.

c. The TRC will control the departure of PAX and luggage after completion of reception procedures, notifying the SA OPS unit and RSOM HQ of this movement.

C.4. APOD OPERATIONS (SCHEMATIC)

The following schematic outlines APOD Ops and the subsequent movement to the SA and/or SPOD (drivers). ITAS will be operated from the APOD

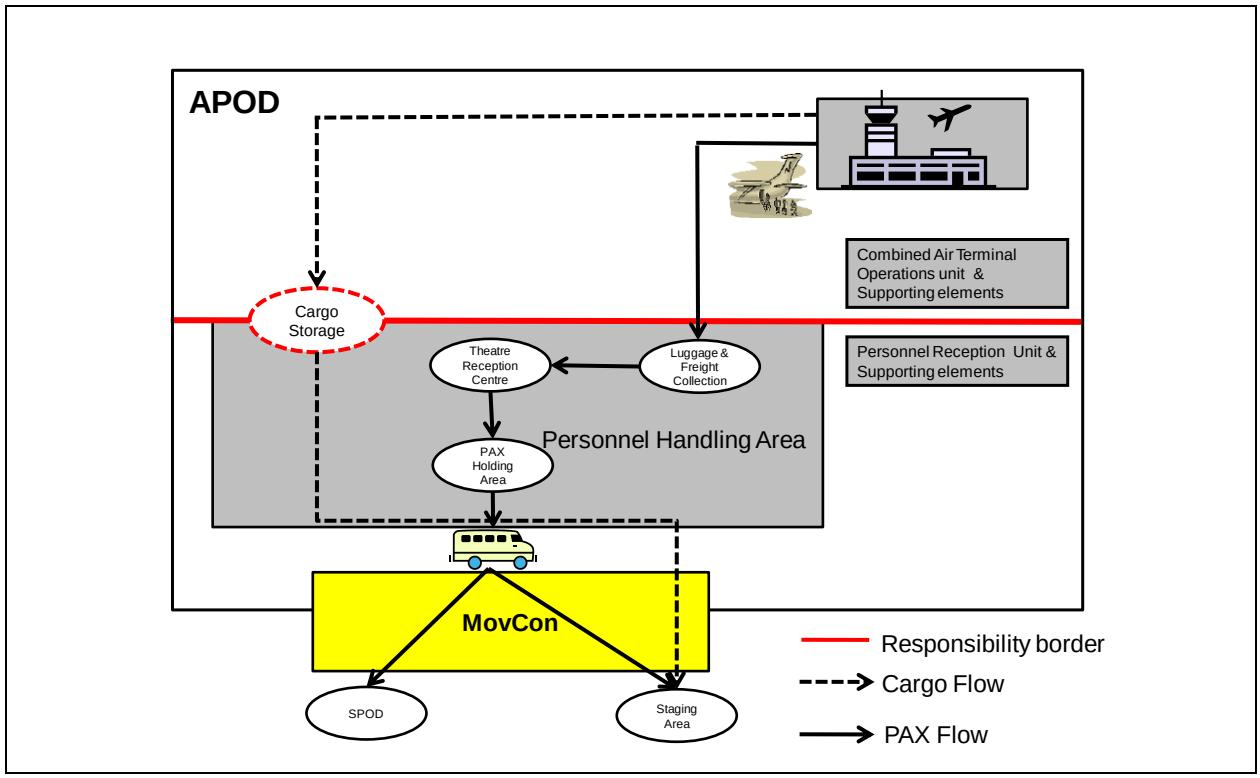

Figure 4: APOD Operations

C.5. APOD OPERATION PLANNING FIGURES

a. See Annex A.

b. The following planning figures will enhance the planning and execution of the APOD operation for RSOM.

(1) So far as the APOD is concerned the RSOM organisation (including ATOU) will be expected to process up to 1600 PAX plus baggage in and out per 24 hour period, on a mixture of strategic and tactical (for onward ITAS move) aircraft

(2) As a maximum per day, 2 battalion sized units can arrive, this equals to approx. 1200 – 1600 PAX in 4 to 6 aircraft

(3) PHA must be able to hold for a short period 1200 - 1600 PAX. A building, hall or tent of approx. 2500 m^2 is needed. In the PHA the TRC will have office space available for reception teams

(4) The in-processing and mission brief may be conducted in a separate building, hall or tent with enough seats for approx 300 PAX

(5) Requirement for approx 1000 m^2 for a temporary secure storage of cargo and vehicles

(6) Accommodation is required for approx 1600 PAX in emergency cases. If this is not used for accommodation it could be used for storing Class I (bottled water and combat rations) etc

(7) The following supplies and services are required

(a) Water

(b) Bottled water in the PHA

(c) Fuel

(d) Electrical power

(e) Sewage disposal

(f) “Mobile” toilets

(g) Dangerous cargo storage area

(h) Helipad use

(i) TRC (including attached elements) should be billeted and messed on the APOD (if possible). Arrangements to be made with ATOU

(j) Comms

(k) High/Low Loader

(l) Aircraft Steps

(m) Baggage security screening area/search facilities

(n) Rapid scan for PAX and baggage

(o) Secure storage for luggage once screened

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ANNEX D STAGING AREA OPERATIONS

D.1. INTRODUCTION

A Staging Area (SA) has to be set up close to the SPOD. Its function is to allow unit integration prior to onward movement to Final Destinations. Units will marry up personnel, vehicles and material to form convoys under the direction of the SA Ops unit. Real Life Support services (i.e. fuel, food) will be offered to units during staging. The basic unit for planning an SA operation is based on a battalion-sized unit. Units could expect to be staged for approximately 2 days at a SA although this may increase if a force integration package is included. It is assumed that funding/reimbursement procedures are in place

D.2. MISSION

SA Ops unit is to establish and operate a SA

D.3. EXECUTION

SA Ops unit will set up a SA in order to facilitate unit integrity during the RSOM operation and to set the preconditions for OM. Therefore each unit in accordance with the RSOM OpOrd will go through the process of staging

D.4. CONCEPT OF OPERATIONS

1. Day 0:

   a. Drivers arrive at APOD prior to the arrival of unit vehicles and equipment and moved to the SA or directly to the SPOD.

   b. TRC or SA Ops unit will have to coordinate the transportation of the drivers to the SPOD.

2. Day 1:

   a. Arrival of the unit at the APOD

   b. Drivers pick up vehicles in SPOD.

   c. Return to SA; personnel of the SA Ops unit will escort arriving columns/vehicles to their respective unit areas.

   d. All unit elements arriving in the SA will be met by a representative from SA Ops unit and guided to their unit areas. The leader of that element

will receive a briefing on the planned activity that will take place, along with any administrative details related to the staging process.

3. Day 2:

a. Arrival of remainder of the unit –if any- at APOD

b. Establish unit integrity (e.g. shooting, weapons calibration, comms check etc) by the respective unit command.

c. Prepare for OM.

4. Day 3 onwards: Execute OM.

D.5. STAGING TASKS AND RESPONSIBILITIES

1. General

a. Each unit has to report a POC to the SA Ops unit

b. Units are to adhere to the SA Procedures, e.g. unit fuel trucks will be parked in designated area, units are not allowed to drive around in the SA unless granted by the SA Ops unit etc.

2. Force Protection

a. Outside the SA. RSOM HQ will coordinate FP with assigned area commander and HN authorities. HN will be requested to take care for intensified civil police patrols in the vicinity of the SA

b. Inside the SA. The SA Ops unit will coordinate area management and FP. Units in staging are responsible for their own FP in the designated area

c. Logistic support to the units in the SA will be provided by NSEs, HN, multinational logistic units and/or contractors coordinated by the RSOM HQ

D.6. SA OPERATIONS (SCHEMATIC)

The following schematic outlines a SA

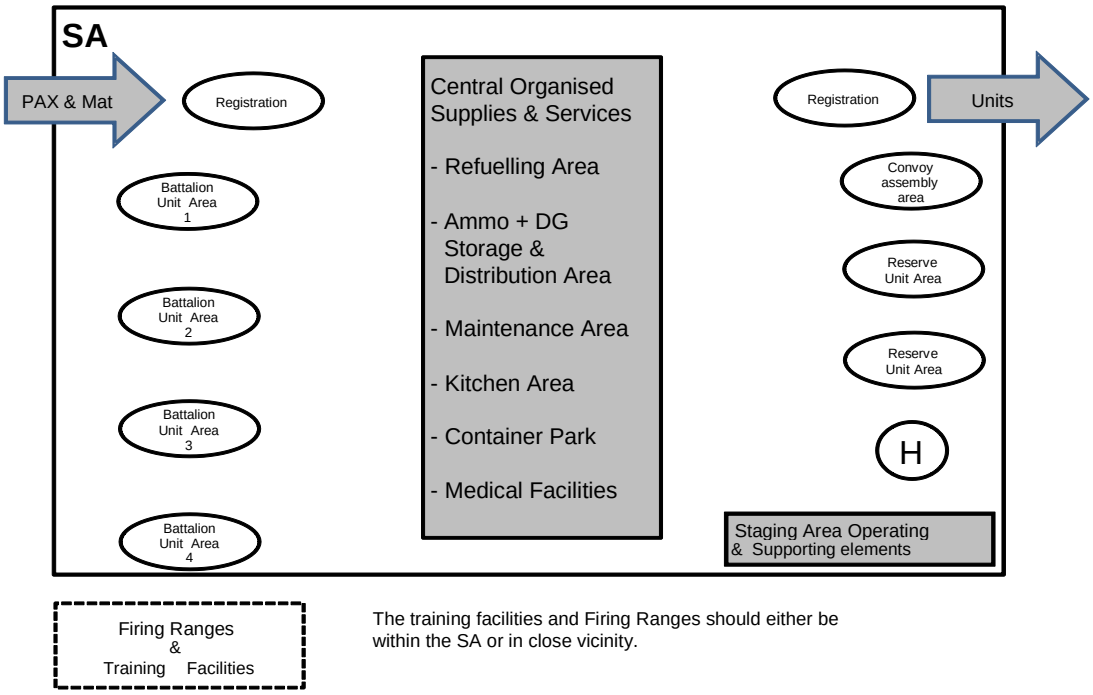

Figure 5: SA Operations

D.7. SA OPERATION PLANNING FIGURES

1. The following planning figures will enhance the planning and execution of the SA operation for RSOM. For planning purposes the figures for a battalion sized unit, as displayed in the table below, are used to determine for the size of a SA.

Item	Number
Personnel	600 -800
Vehicles & Trailers (Tracked & Armoured vehicles included)	180 – 250 (45 – 80)
Containers (Equipment & Personal Luggage)	20 - 30

Containers (CL V for Weapon Systems to be combat ready)	15 - 20

Table 1: SA Operation Planning Figures

2. Personnel. Staging the personnel of a battalion sized unit.

a. Sleeping Accommodation:

(1) Preferable : Existing buildings (halls/hangars);
(2) Less preferable : Tents
(3) Not preferable but possible[2]: Soldier tents

Needed space for a Bn:

(4) Hangars/halls or tents : Field bed / sleeping bag
(5) Per person : 3-4 m2
(6) In big or small tents : 120 x 75 Mtr –soccer field- (1x Bn)

b. Washing/shower/toilets (Sanitation):

a. Wash/shower 10 minutes per person and enough toilets:
b. Needed for a Bn
c. per 600 persons: 20 wash/shower possibilities.
d. Usage per Bn: 5 hrs/day.
e. Toilets: At least 20 toilets per Bn.

3. Vehicles & Equipment. Staging vehicles, equipment and materiel of a battalion sized unit.

a. Convoy forming up area:

(1) Calculate amount of vehicles x 10 meters in one lane.

(2) This lane is approx. 2 km long or would cover the area of 1 ½ - 2 soccer fields. The parking place of the unit vehicles is in the unit area, a convoy forming up area is located near the exit of the SA to assemble the convoys before OM.

[2] Geological aspects like high water, heavy rain, heating, electricity, lighting and sewage need to be taken into consideration as well.

b. ISO Container park:

For 20 foot containers including manoeuvre space to unload, an area of approx. 50x30 meters is required.

c. Dangerous Goods Area (incl. Class V):

For 20 foot containers including manoeuvre space, an area of approx 50x50 meters is required. Safety distances should be taken into consideration. Class V Containers on save distance of personnel.

d. Maneuver space for combat loading:

Preferably vehicles of the units drive along the parked containers to load stocks & equipment. If not possible Class V containers should be transported to the parking area.

e. Helicopter staging:

If helicopter units arrive with sealift assets, the helicopters will be assembled in the SPOD. If this is not possible, helicopters will be transported by road to an airfield to be assembled. The least preferable option is to assemble the helicopters in the SA. For 12 helicopters a concrete area of 500 x 500 meters is required (if possible with a hangar). If test flights need to be executed, a helicopter pad is required.

4. Centrally Organised Supplies and Services

a. Refueling of vehicles

Fuel tanks of vehicles offloaded in the SPOD are max 75% filled. Fuel Transport vehicles are to be empty and degassed. In the SA a central refuelling point need to be available where all incoming vehicles will be refuelled. The same applies for the filling of the unit fuel transport vehicles. The central refuelling point could be operated and refuelled by, preferable, a HN/Civil Company, TCN/NSE or multinational logistic assets.

b. Working space for Maintenance Activities

Per Unit in Staging Process 1 or 2 working spaces on hard surface and preferable beneath a roof.

c. Meals

The preferred option is to receive prepared meals by HN/Civilian Company. Since feeding 3000 - 5000 people on a daily basis is a challenge, a good alternative is to provide heated Combat Rations (CR) by HN together with breakfast and lunch rations. If this is not possible the HN can probably provide hot water only. The last opportunity is that the units prepare CR themselves (centrally or individual). The provision of the CR must be arranged centrally for the force to avoid that units consume their own stocks in this phase.

d. Dining Facility

The preferred option is to have a dining hall or tent with a capacity of 300 persons. This means that a Bn of 600 PAX has its meals in 2 shifts. The alternative will be that units will have their meals in the unit areas. Recce results, HN possibilities and costs lead to a choice. The number of dining facilities depends on the amount of personnel in the SA and the capabilities/capacities of the required facilities

e. Medical facilities

RSOM HQ medical advisor decides about the medical facilities in/close to the SA. Medical assets of the Joint Force need to be assigned to execute this task.

f. Waste Disposal

To be organised by SA Ops unit, executed by HN/Civilian contractor.

g. Firing Range(s) / training facilities

Firing ranges/ training facilities for training and or adjust/calibre/gauge weapon systems will be coordinated by the RSOM HQ with assigned area commander and HN authorities. TCN/Units have to request the use of the facilities

APPENDIX 1. EXAMPLE FOR A CALCULATION MATRIX FOR SIZE OF STAGING AREA

Step 1.

Calculate with Bn-sized and Coy-sized “unit areas”. (3 coys constitute a Bn)

Step 2.

Time of staying

Combat Bn;	max 72 hours
Other Bn:	max 48 hours
Heavy Coy	24 - 48 hours
Light units	max 24 hours
Units with Helicopters (arriving per ship) (assembly and test flying procedures)	Up to 96 - 120 hours

Step 3

For planning the DOA/ETA of ships is required. With this information the table below needs to be filled in:

Example: Calculation Bn-sized areas.

Date	1	2	3	4	5	6	7	8	9	10	11	12
Unit												
A	a*	s*	**om***									
B	a	s	**om**									
C		a	**s**	om								
D			**a**	s	om							
E			**a**	s	om							
F				a	s	om						
G					a	s	om					
H					a	s	om					
I						a	s	**s**	om			
J						**a**	**s**	**s**	om			
K							a	s	om			
L							a	s	om			
M								a	s	om		
N									a	s	om	
O									a	s	om	
Areas	2	3	3-5	3-4	3-5	4-5	4-6	5	3-7	2-3		
Remarks			**A**			**B**	**C**	**C**	**D**			

*** A: arrival ; S: stay ; OM: onward movement**

Table 2: Calculation Bn-sized areas

Day/Remark **Explanation:**

Day 1-5:

Normal rhythm is: 2 units arrive one day, next day 1 unit. All units are two nights in the SA. Needed: **3 Unit Areas**.

Remark A. (Day 1-5)

Needed: 1 reserve unit area, in order to be able to react to changes in the plan.
In total: **4 Unit Areas**.

Remark B. **Day 6:**

Planned is the arrival of 1 unit (unit I), in this example a second one arrives too (unit J).
4 Bn Sized Areas are needed and 1 reserve makes **5 Areas.**

Remark C. Day 7/8:

Unit I and J need 2 complete days (3 nights) in the SA.
Needed: 5 Bn Sized Area's and 1 reserve, in total **6 Areas.**

Remark D. Day 9:

On day 9 at least 2 units have to leave the SA for their OM before new units can arrive in the SA.

ANNEX E CONVOY SUPPORT CENTRE OPERATIONS

E.1. SITUATION

During transit along Land Lines of Communication (LLOC), RSOM hq may provide Convoy Support Centres (CSCs, approximately every 200 km) in order to support the deploying force convoys. CSCs will be located along the LLOC during the entire operation to support deployment, sustainment and redeployment

E.2. MISSION

CSC Ops unit establishes and operates a Convoy Support Centre

E.3. EXECUTION

CSC Ops unit will form a CSC in order to coordinate and support convoys moving along the LLOC

E.4. CONCEPT OF OPERATIONS

1. General

    a. The CSC operation has to be part of the RSOM HQ OpOrd.

    b. CSC Ops unit will carry out a full recce to determine location and distance between SA/CSCs before activation and will request required functional area support through RSOM HQ.

    c. CSC Ops unit will keep RSOM HQ updated on the local route situation.

    d. RSOM hq will provide CSC Ops unit with a daily movement overview of units/convoys (including CSC estimated arrival and estimated departure times).

2. Force Protection

    a. Outside the CSC. RSOM HQ will coordinate FP with assigned area commander and HN authorities. HN will be requested to take care for intensified civil police patrols in the vicinity of the CSC.

    b. Inside the CSC. The CSC Ops unit will coordinate area management and FP. Units in transit are responsible for their own FP in the designated area.

3. Units/Convoys arriving/departing CSC

a. Formation/Units that require the services provided by CSCs are to request through RSOM hq prior to arriving at the SA.

b. Units/convoys are to report as soon as possible after arrival at/before departure to the CSC Ops unit.

c. All formations/units are to adhere to Commander CSCs procedures when using CSC facilities (e.g. no driving around unless grated by CSC Ops unit).

E.5. CSC OPERATIONS (SCHEMATIC)

The following schematic outlines a CSC

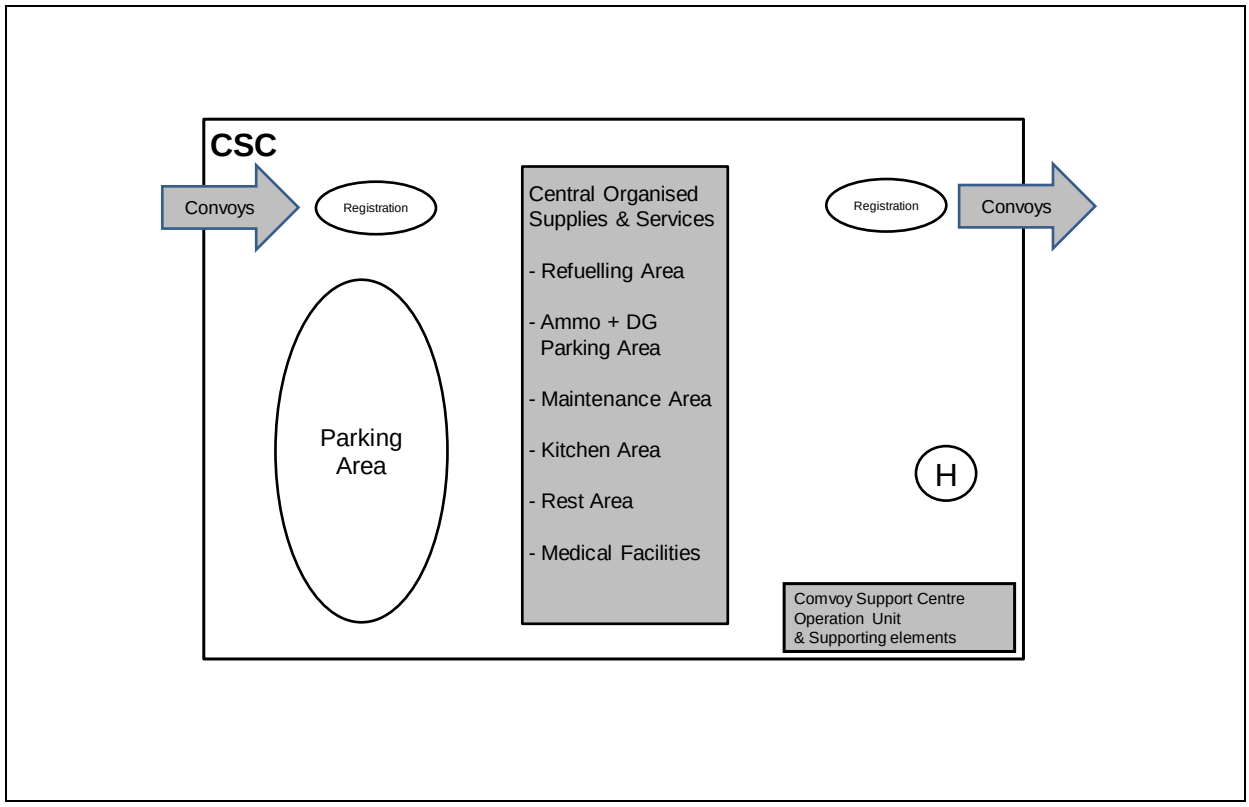

Figure 5: CSC Operations

E.6. CSC OPERATION PLANNING FIGURES

a. The following planning figures will enhance the planning and execution of the CSC operation for RSOM.

(1) In the CSC, convoys will stay for a limited time which could mean a Rest Over Night (RON). After the RON they will continue their road movements to their destinations. The CSC Ops unit will provide (limited) real life support to convoys. A CSC should be able to accommodate a battalion-sized unit as a minimum (see for details Annex D).

(2) The following dimensions should be taken into account when planning a CSC:

(a) (Semi-) Permanent Accommodation Facilities: 50 x 100 m

(b) Sanitary Installations (showers, toilets etc.): 25 x 25 m

(c) Dining Facilities: 20 x 50 m

(d) Medical Facility: 20 x 50 m

(e) Inprocessing (CSC Ops Centre, Guard Room): 20 x 20 m

(f) Maintenance Area (incl. parking recovery assets): 50 x 50 m

(g) Re-fuelling area (incl. storage area): 25 x 50 m

(h) Helipad: 100 x 100 m

(i) Dangerous Goods Area (excl. safety distance): 50 x 50 m

(j) Vehicle parking area (250 veh): 50 x 300 m

(k) CSC Ops unit facilities : 100 x 100 m

(3) In total approx. 1 km2 for a CSC.

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ANNEX F OPERATIONAL LEVEL PLANNING CRITERIA FOR RSOM OPERATIONS AND RSOM RESPONSIBILITY MATRIX

F.1. OPERATIONAL LEVEL PLANNING CRITERIA FOR RSOM OPERATIONS

CRITERIA	FAVOURABLE	SEMI FAVOURABLE	UNFAVOURABLE	REMARKS
KEY OPERATIONAL PLANNING CRITERIA				
CIS No of locations and distance to communicate Distance RSOM hq – HQs Enablers	a. RSOM hq-APOD-SPOD: > 25 km (Satcom) b. Two enabling HQ < 25 km of one of a. c. Other HQs < 800 m of one of a. or b. d. Good HN CIS infra < 500 m	a. RSOM hq-APOD-SPOD and 4e unit: > 25 Km (Satcom) b. Four enabling HQ < 25 km of one of a. c. Two HQ 1000-2000 m of one of a. or b. d. Marginal HN CIS Infra 1.5 – 2.5 hours driving.	All RSOM infrastructure at a distance greater than 25 km from each other, making communication difficult. No HN CIS infrastructure. > 2.5 hrs driving.	CIS estimate to be carried out.

CRITERIA	FAVOURABLE	SEMI FAVOURABLE	UNFAVOURABLE	REMARKS
Force Protection				
No of locations to protect.	Minimum no of RSOM locations – APOD, SPOD and SA with HQ locations co-located. (See CIS distances).	More than one SPOD/APOD/SA. HQ locations split.	More than one SPOD/APOD/SA located 25 kms or more from each other. Difficult to communicate and travel.	- All FP would have to be based on a risk assessment. - CSC is always geographically separated.
Distance of travel between locations.	All locations within 25 kms of each other. (See route network timings).	Locations equal to or greater than 25kms of each other.		
Threat/Risk	Threat negligible. Integral/HN FP assets well-resourced to counter threat escalation.	Threat medium. Integral/HN FP assets sparing against threat.	Threat high – limited FP available. No HN FP assets.	

CRITERIA	FAVOURABLE	SEMI FAVOURABLE	UNFAVOURABLE	REMARKS
Movement Control				
Lengths of LoCs between locations and no of locations to move between.	a. RSOM hq-APOD-SPOD: > 25 km b. Two enabling HQ < 25 km of one of a. c. Other HQs < 800 m of one of a. or b.	a. RSOM hq-APOD-SPOD and 4e unit: > 25 Km. b. Four enabling HQ < 25 km of one of a. c. Two HQ 1000-2000 m of one of a. or b.	All RSOM infrastructure at a distance greater than 25 km from each other, making transportation difficult (see route network timings).	
Change in transport modalities.	None	One	Two or more	
Requirement to refuel on route or cross borders.	None	One	Two or more	
HN movement authorities	Good	Marginal	None	

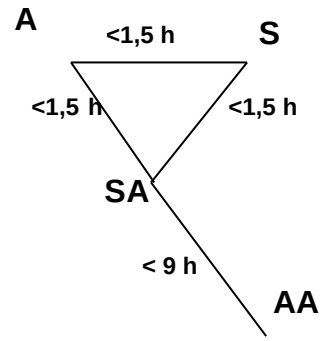
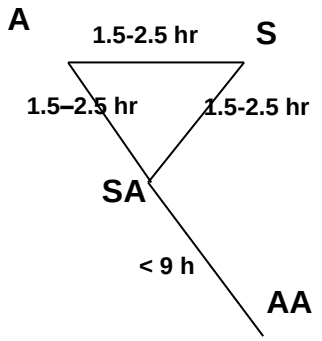
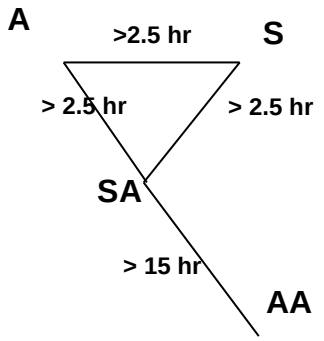
CRITERIA	FAVOURABLE	SEMI FAVOURABLE	UNFAVOURABLE	REMARKS
Medical Support Provision of HN medical facilities in RSOM area.	Good HN medical support	Marginal HN medical support.	Little or no HN medical facilities.	To be determined by medical SME during the recce phase.
Environmental Issues Ammunition Storage Sites	Ammunition storage available.	Ammunition storage available, but limited	Ammunition storage not available.	
Refuelling Sites	Refuelling available through HN or sites for mil operation.	Refuelling sites available but limited.	Refuelling sites not available. No HN capability.	
Dangerous Goods Handling	HN sites for handling of DG available	HN sites for handling of DG available, but limited.	HN sites for handling of DG not available.	

CRITERIA	FAVOURABLE	SEMI FAVOURABLE	UNFAVOURABLE	REMARKS
Area Management. Other Users within RSOM Enabling Area	No other users.	Other Users, but liaison allows for freedom of use of enabling/RSOM infrastructure.	Many other users of RSOM Enabling infrastructure hampers RSOM operations.	
Logistic Support. Force Logistic Resources.	Full logistic support resources available.	Full logistic support resources limited.	Full logistic support resources not available.	
NSEs	NSEs deploying early.	NSEs deploying early, but unable to support during RSOM.	NSEs unable to support RSOM.	
HN Capability	HN capable to support RSOM	Limited HN support to RSOM	No HN support to RSOM	
Finance. Costs for RSOM Infrastructure and Requirements.	Normal costs apply.	Higher costs apply.	Significant higher costs.	
Influence on local market	No influence on local market.	Some influence on local market.	Major influence on local market.	

CRITERIA	FAVOURABLE	SEMI FAVOURABLE	UNFAVOURABLE	REMARKS
OPERATIONAL CRITERIA FOR RSOM INFRASTRUCTURE				
SPOD				
Depth (independent of tidal range)	> 9 m	7,5 - 9 m	< 7 m	
RORO/Container berths	2/0 or 1/1	1/0	0/1	
Loop time berth to Marshalling area (MA) (300 x 300 m)	15 min	15-30 min	>30 min	
Container handling area	In radius MHE	In radius MHE + 5 min drive	Extra load - unload	
Operating times	24/7	18/6	12/5	
Driving time to SPODSA	< 1,5 h	1,5 - 2,5 h	> 2,5 h	

CRITERIA	FAVOURABLE	SEMI FAVOURABLE	UNFAVOURABLE	REMARKS
APOD				
Runway	>3000 m. Wide body aircraft, Ant 124, IL 76 C-17, B 747, (250-300 pax)	1800-3000 m. Medium aircraft Airbus 320, B-737, (120-180 pax)	<1800 m. Small aircraft, C130, C160 (80 pax)	
Pax per Day at APOD	1000 + per day	500 – 1000 per day	< 500 per day	
Parking places Aircraft	2 Wide body 4/5 Medium aircraft 6/7 Small aircraft	1 Wide body 2/3 Medium aircraft 4/5 Small aircraft	Less	
Operating times	24/7	18/6	12/5	
Driving time to SPOD	< 1,5 h	1,5 - 2,5 h	> 2,5 h	
Pavement Classification Number (PCN)	Allowed to land the strategic airlift assets	Allowed to land the operational airlift assets	Allowed to land the tactical airlift assets	

CRITERIA	FAVOURABLE	SEMI FAVOURABLE	UNFAVOURABLE	REMARKS
Rail Network/Railheads				
Ramps to load/unload	>65 ton	25-65 ton	<25 ton	
Location RHs: Berth to RH RH to container storage site.	15 min	15 - 30 min	> 30 min	
Connection to	All destinations	FDSA	AA(only)	
Tracks	Double, more lines		Single, one line	
Type wagons available	Container wagons & flat wagons	Only flat wagons	Only container wagons	
Route Network				
Road classification MLC	> 100	65-100	< 65	
Bridge capacity MLC	> 100	65-100	< 25	
Overhead clearance	>4,2 m	3,9 – 4,2 m	<3,9 m	

CRITERIA	FAVOURABLE	SEMI FAVOURABLE	UNFAVOURABLE	REMARKS
Driving time APOD SPOD APOD-SA SPOD-SA SA to AA				A: APOD S: SPOD SA: Staging Area AA: Arrival Area
Road type (carriage way/lanes)	Dual (4 lanes)	Single (2 lanes)	Single (1 lane)	
Staging Areas				
Driving time (loop) from unit areas to Central Organised Support Area (for units in staging process)	< 20 min	20-60 min	> 60 min	
Route/Circuits	Double lane	Single lane one direction	Single lane two directions	
Driving time to APODSPOD	< 1,5 h	1,5 - 2,5 h	> 2,5 h	
Convoy Support Centre				
Driving time from	8 hours drive or	10 hours drive or every	More than 10 hrs drive or	Location CSC

CRITERIA	FAVOURABLE	SEMI FAVOURABLE	UNFAVOURABLE	REMARKS
JLSA to CSC should not exceed 'one driving day'	(depending on average speed) every 200 – 300 km	300 – 400 km	more than 400 km	depending on terrain, distance and operational circumstances.
Capacity based on planned onward movements and daily Sustainment convoys	Battalion-sized unit per day (600-800 PAX and 250 vehs of all types) in one area	Battalion-sized unit per day (600-800 PAX and 250 vehs of all types) in separate coy-sized areas	Coy-sized unit per day (200 – 300 PAX and 75 – 100 vehs of all types) in one area	
MLC of entry and exit road, internal circuit + parking area surface	> 100	65 – 100	< 65	
Road type (carriage way/lanes)	Single (2 lanes) Hard surfaced	Single (2 lanes) Improved	Single (1 lane) 'Dirt road'	Entry and exit roads separated

F.2. RSOM RESPONSIBILITY MATRIX

Level	HQ	Action	Recce Means	RSOM Op	Outcome
Strategic	ACO	WHERE (HN/NATO agreement or MOU)	Strategic FFT	JOA/ JEA Strategic LOCs	APOD SPOD MNDDP (DOA, CRD & FD)
Operational	JFC	WHERE (more RSOM related details)	OLRT/ JLRT	In-theatre possibilities	Designate MAs, SAs, AAs MSR network MDR network
Tactical	CC	WHAT (DOA/ CRD/ force package/ Flow	Recce 1	Meet COM's Operational Requirements	Plan (T)AAs Confirm FDs Refine route network
Technical	RSC (if applicable)	HOW (flow in, infra usage, flow out, support required)	Recce 2	Meet COM's Operational Requirements	Available support to RSOM Ops (Tech) limitations

: continuous interaction/ exchange of information and ongoing refinement of planning between "levels".

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APPENDIX 1. EXAMPLE FOR TACTICAL RSOM PLAN (TRP)

1. **SITUATION.**

2. **MISSION.**

3. **EXECUTION.**

   a. **General.**

      (1) **Scheme of manoeuvre. …**

      (2) **Basic RSOM sequence.**

         (a) **Day 1 – Reception (including Marshalling).**

         (b) **Day 2 & 3 - Staging.**

         (c) **Day 4 up to day 7 - Onward Movement.**

   b. **Analysis.**

      (1) **Centre of Gravity.**

      (2) **Risk Assessment. …**

      (3) **Security during RSOM Operations.**

         (a) **General. …**

         (b) **Intelligence and Military Security. …**

   c. **In theatre desired order of arrival and trough put.** Appendix XYZ shows -based on a CORSOM analysis- the planned order of arrival in theatre and the flow of main units (Battalion-Level) through RSOM installations. Smaller, standalone units will be associated with higher echelons.

   d. **In-transit visibility.** Unit tracking will be accomplished through the combined use of ADAMS / EVE updates along with reports from the APOD, SPOD, SA and the Movement Control (MOVCON) organisation.

   e. **Forces.** RSOM forces are:

      (1) RSOM HQ in …

(2) SPOD Ops Unit in …

(3) APOD Ops Unit in …

(4) Convoy Support Centre (CSC) Ops Units …

(5) Transportation Unit in …

(6) Railroad Ops Unit in …

(7) Movement Control Teams in …

f. **Facilities and RSOM Installations.** A general map and a consolidated list of available (assigned) logistics infrastructure for RSOM Ops (facilities, roads) is given with Appendix XYZ. Distances, timings, capacity restraints and a list of foreseen improvement measures are also outlined.

g. **Common Operational Picture (COP).** Information mentioned under Para's 3.e. and 3.f. to be shown and updated in the COP.

h. **Tasks.**

(1) **RSOM HQ.** RSOM HQ with subordinated Units will

(a) Direct and Conduct RSOM operations on behalf of operational commander in accordance with MNDDP.

(b) Execute OPCON over all Forces assigned for RSOM support.

(c) Execute TACON over all Forces in RSOM.

(d) Run the following RSOM facilities: SPOD(s) in …, APOD(s) in …, CSC's in … and SA in … nlt … .

(e) Establishes close links with Host Nation Civil, Host Nation National Movement Coordination Centre (HNNMCC), IO's, NGO's and Military Police Forces.

(f) Focus on the establishment and maintenance of liaison to the local and regional authorities and the population in order to support RSOM Ops.

(g) Assess, coordinate and forward all RSOM related HNS requirements to the Host Nation Support Coordination Center (HNSCC) and HNNMCC.

(h) Coordinate and facilitate the in-processing of all personnel.

(i) Coordinate all Ground Movements and force protection (FP) with LCC.

(j) Coordinate RSOM Ops in the SPOD and FP with MCC.

(k) Coordinate RSOM Ops at the APOD and FP with ACC.

(2) **Troop Contributing Nations (TCN).** TCN will

(a) Provide timely input of Detailed Deployment Plans (DDPs) to AMCC.

(b) NSEs support the reception of their personnel.

(3) **CC's.**

(a) All CC's will …

(b) ACC will …

(c) LCC will …

(d) MCC will …

(e) SOCC will …

(4) **HN.** IOT ensure provision of logistics support and security, uninterrupted Onward Movement and de-confliction of military and civilian traffic, HN, through HNSCC and HNNMCC, will support RSOM HQ.

i. **Co-ordinating Instructions.**

(1) **Synchronisation of RSOM operation.** … [*Updates required*]

(2) **C2.** All units in RSOM process will be TACON to RSOM HQ. C 2 relationships are shown in Appendix XYZ. Provost Marshall

and Military Police Forces assigned to RSOM HQ ensure discipline within RSOM facilities.

(3) **Theatre Reception and Repatriation of Individuals.** Reception and repatriation of individual FOR members outside the activated RSOM infrastructure is the responsibility of the respective unit in theatre. RSOM HQ is to be kept informed.

(4) **Reporting.** Units are to initiate reporting upon arrival in theatre.

(5) **Force Protection Measures.** In accordance with the direction provided by the LCC.

(6) **Convoy Operations.** … [*Provide early guidance about convoys*]

(7) **Legal and Rules Of Engagement (ROE).**

4. **SERVICE SUPPORT.**

a. **Service Support Concept.** The overall service support concept is based on the guidance given in Para XX of the OPLAN main body and ANNEX R and S. Logistic support will be achieved by using a combination of national resources, HNS and multinational arrangements.

b. **Service-support arrangements.**

(1) **Responsibilities.**

(a) RSOM HQ is responsible for coordinating all service support for the RSOM operation.

(b) Units in onward movement are to be self-sustainable until arrival at FD. Fuel, water and the services listed in Appendix XYZ will be provided.

(2) **Supply.** In particular RSOM HQ is to:

(a) Establish SA Ops Coys and supply facilities in SAs in order to provide units with Class III (bulk fuel) prior to the move.

(b) Supply with fuel and water.

(3) All other services provided and coordinated by RSOM HQ, are listed in Appendix XYZ.

c. **Maintenance, Repair and Recovery.**

(1) HN contracts for recovery, outsourcing, employing HN mil capabilities and using civil maintenance capacities are established via HNSCC.

(2) Units are responsible for 1st Line recovery with focus on onward movement.

(3) RSOM HQ is to provide emergency repair in SA's and CSC's to all units.

(4) Nations are to establish required 2nd Line recovery and maintenance network covering the MSRs during the RSOM with focus on onward movement.

d. **Transportation.**

(1) RSOM HQ is to be prepared to support RSOM operation with Heavy Equipment Trailers, container transport assets and container handling equipment. It will facilitate 2nd Line transportation requirements with focus on onward movement of outsized vehicles and transportation of unit containers to the SA and/or to the FD.

(2) Rail transport, if available, will be employed complementary.

(3) Deploying Forces are to forward 2nd Line transportation requirements directly to RSOM HQ prior to deployment. RSOM HQ is to facilitate transportation support with own means.

(4) RSOM HQ in close coordination with JLSG HQ will coordinate and broker/facilitate transport support beyond military transportation capabilities by using HN military assets or civilian sources.

(5) Emergency transportation requirements have to be forwarded directly to RSOM HQ.

(6) Transportation/storage of dangerous goods must comply with HN and TCN national regulations.

e. **HNS.**

(1) HN is to provide HNS iaw the TA and the respective Joint Implementation Arrangement (JIA). HNS will be coordinated by JLSG.

(2) All RSOM related HNS requirements are to be forwarded via HNSCC.

f. **NSPA.** RSOM will stick to a maximum extent to prearranged contractor support, if cost efficient.

g. **Logistic Reporting.** LOGFAS applications EVE/CORSOM will be used for planning and tracking of ongoing RSOM Ops. Units in RSOM and RSOM supporting echelons provide reports based on RSOM HQ requirements.

h. **Medical Support.** Medical support requirements and corresponding solutions as to required Forces and Services are described in Annex QQ of the OPLAN

i. **Funding and Contracting.**

(1) **Common Funding (TCSOR).** The following funding requirements are identified …

(2) **Contracting Support Requirements.**

j. **Legal Support.**

(1) **MoU and TA development.** …

(2) **Transit Agreements development.** …

k. **Personnel.**

(1) **Responsibilities.**

(a) **Reception & In-processing.**

i. RSOM HQ is responsible for the reception of all personnel arriving in-theatre through APOD/SPOD.

ii. All units will be responsible for the in processing of their respective personnel.

(b) **Personnel sustainability.** Moral and Welfare remains a unit responsibility.

(2) **Procedures.** National reception teams are to report to RSOM HQ the planned flow quantity of personnel arriving in theatre on a day by day basis using the PERS REP.

5. **COMMAND, CONTROL, COMMUNICATIONS AND INFORMATION.**

a. **Command and Control.**

(1) **Command.** Overall OPCON is with the Operational commander. RSOM HQ has TACON over Units in RSOMs and over RSOM forces. LOGCON is granted to JLSG for assigned NSEs on behalf of operational commander. Provost Marshall and Military Police Forces assigned to RSOM HQ ensure discipline within RSOM facilities.

(2) **Command Status.**

(a) RSOM HQ has TACON over all RSOM forces.

(b) RSOM HQ has TACON over all units in RSOM.

(c) RSOM HQ has coordinating authority over all units in RSOM for security and Real Estate Management.

(3) **C2 execution.**

(a) RSOM HQ overall C2 for RSOM operations.

(b) RSOM Unit Cdrs as Station Commanders (SPOD/APOD/SA/CSC's).

(c) Movement Control Teams for all movement in RSOM operation.

(4) **RSOM liaison.**

(a) RSOM HQ to CC's for Onward Movement Coordination and FP

(b) CCs to RSOM HQ during RSOM.

(c) Others as the situation requires during Integration and afterwards.

(5) **Reports & Returns and Battle Rhythm.** See Appendix XYZ.

b. **Communications and Information**

(1) Communications and information systems to support RSOM must be secure, available at the appropriate levels, simple to use and responsive. These systems must be operational at an early stage, to support the deployment.

(2) In addition to the normal military systems, civilian communication and information systems may also be available in theatre. Most commercial systems are not secure and additional security precautions may be necessary if these systems are used.

(3) Required RSOM reporting IT-infrastructure is shown in Appendix XYZ.

(4) CIS Spt Concept iaw. Annex XYZ of Joint OPLAN.

c. **Reporting Tools**

(1) RSOM require sophisticated IT support that enables data-sharing, a common perspective of the deployment picture and early awareness of disruption. These are pre-requisites for a cohesive, adaptable, flexible and responsive deployment control system.

(2) Within NATO, Logistics Functional Area Services (LOGFAS) and Automated Identification Technology (AIT) are used to achieve movement visibility. There are various reporting means, such as Effective Visible Execution (EVE) and written reports (MOVSITREP, LOGASSESSREP, Deployment Report). Also other tracking and tracing information e.g. by Global Positioning System (GPS) and Radio Frequency Identification (RFID) can be used.

(3) NATO Nations, NCS HQs, as well as non-NATO nations are to use LOGFAS tools to facilitate multinational deployment planning, execution monitoring and transfer of information.

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ANNEX G RSOM REPORT (RSOMREP

RSOM HQ
Exercise Identification/ Operation Codeword:
RSOMREP AS OF
RSOM HQ CP Location:

SITUATION:

	ASSESSMENT/ IMPACT ON RSOM/ SUSTAINMENT ACTIVITIES
TERRAIN:	
WEATHER	
OPPOSING FORCES ACTIVITIES:	
FORCE PROTECTION/ CBRN MEASURES:	
HOST NATION SUPPORT (HNS):	
NSEs MUTUAL SUPPORT	
MAJOR RSOM/ SUSTAINMENT OPS DURING THE LAST 24 HRS (G+--)	
MAJOR PLANNED RSOM/ SUSTAINMENT OPS FOR THE NEXT 24 HRS (G+--)	
OTHER:	

PERSONNEL:
RSOM HQ Subordinate Units/ NSEs:

UNIT	TOTALS	REMARKS
RSOM HQ		
RSOM ENABLERS (COMBAT Units)		
RSOM ENABLERS (CS Units)		
RSOM ENABLERS (CSS Units)		
NSEs		

JFC's Units in RSOM:

Units in RSOM	RSOM Operations	FINAL DESTINATIONS/ TOA to JFC	TOTAL

NATO CLASSES OF SUPPLY for support of RSOM operation:

NSEs	I	II	III	IV	V	LOCATION	REMARKS
ASSESSMENT NEXT 24 HRS/ IMPACT ON RSOM ACTIVITIES:							

RSOM / SUSTAINMENT:
RECEPTION:
Strategic lift assets movement:

PORTS of DEBARKATION (PODs) (SPOD, APOD, RPOD…)	LAST 24 HOURS (G+--)	NEXT 24 HRS (G+--)	REMARKS (Strategic Deployment (SD), Sustainment)
APOD			
SPOD			
ASSESSMENT NEXT 24 HRS (G+--)/ IMPACT ON RSOM/ SUSTAINMENT ACTIVITIES:			

RSOM/ Logistic Facilities:

PODs/ PERSONNEL HANDLING AREAS (PHAs)/ MARSHALLING AREAS (MAs)		
FACILITIES	% OPERATIONAL	REMARKS
APOD		
SPOD		
ASSESSMENT NEXT 24 HRS(G+--)/ IMPACT ON RSOM/ SUSTAINMENT ACTIVITIES:		

STAGING:
RSOM Facilities:

STAGING AREAS (SAs)		
FACILITIES	**% OPERATIONAL**	**REMARKS**
SA		
ASSESSMENT NEXT 24 HRS(G+--) / IMPACT ON RSOM/ SUSTAINMENT ACTIVITIES:		

ONWARD MOVEMENT:
Onward Movement Summary:

ROAD MOVEMENTS								
UNIT	**MOV TYPE**	**Veh**	**Pax**	**START POINT**	**ETD**	**Route**	**RELEASE POINT**	**ETA**
RAIL MOVEMENTS:								
ASSESSMENT NEXT 24 HRS(G+--) / IMPACT ON RSOM/ SUSTAINMENT ACTIVITIES:								

Land Lines of Communications (LLOCs):

LAND LINES OF COMMUNCATIONS (LLOCs)		
ROUTE NAME	**% OPERATIONAL**	**REMARKS**
ASSESSMENT NEXT 24 HRS(G+--) / IMPACT ON RSOM/ SUSTAINMENT ACTIVITIES:		

RSOM/ Logistic Facilities:

CONVOY SUPPORT CENTRES (CSCs)

FACILITIES	% OPERATIONAL	REMARKS
ASSESSMENT NEXT 24 HRS(G+--) / IMPACT ON RSOM/ SUSTAINMENT ACTIVITIES:		

RSOM ON REDEPLOYMENT

Strategic lift assets movement:

PORTS of EMBARKATION (POEs) (SPOE, APOE, RPOE…)	LAST 24 HOURS (G+--)	NEXT 24 HRS (G+--)	REMARKS (Deployment, Sustainment, …)
ASSESSMENT NEXT 24 HRS(G+--) / IMPACT ON RSOM/ SUSTAINMENT ACTIVITIES: ---			

Summary of Backward Movement:

MOV TYPE	LOCs/ ROUTES DESIGNATION	REMARKS
ASSESSMENT NEXT 24 HRS (G+--) / IMPACT ON RSOM/ SUSTAINMENT ACTIVITIES: ---		

RSOM COMMANDER'S ASSESSMENT:

ISSUE	ASSESSMENT/ IMPACT ON RSOM/ SUSTAINMENT ACTIVITIES
GENERAL SITUATION	
PERSONNEL	
SUPPLY	
RECEPTION	
STAGING	
ONWARD MOVEMENT	
SUSTAINMENT	
RSOM ON REDEPLOYMENT	
OVERALL ASSESSMENT:	

POINTS OF CONTACT:

LEXICON TO
ATP-3.13.1

LEXICON

The Lexicon contains acronyms/abbreviations and terms/definitions relevant to ATP-3.13.1 and is not meant to be exhaustive. Definitive and more comprehensive details are to be found in AAPs-6 and 15 respectively. New acronyms/abbreviations and terms/definitions, are being staffed for ratification within the context of this publication, and have been proposed for inclusion in the NATO Terminology Database (NTDB) and AAPs-6 and 15.
(* These acronyms and abbreviations have been proposed for inclusion in the NTDB)

PART I - ACRONYMS AND ABBREVIATIONS

ACC	Air Component Command
ADAMS	Allied Deployment and Movement System
AMCC	Allied Movement Coordination Center
AOO	Area of Operations
APOD	Airport of Debarkation
ATOU	Air Terminal Operations Unit
C2	Command and Control
C4I	Command, Control, Communications, Computers, and Intelligence
CATO	Combined Air Terminal Operations
CC	Component Command
CIMIC	Civil Military Co-operation
CIS	Communication and Information System
CJSOR	Combined Joint Statement of Requirement
CORSOM	Coalition Reception, Staging and Onward Movement
CR	Combat Rations
CRD	Commanders Required Dates
CSC	Convoy Support Centre
DG	Dangerous Goods
DHA	Drivers Holding Area
DOA	Desired Order of Arrival
DPRE	Displaced Persons & Refugees
EVE	Effective Visibility Execution
ETA	Estimated Time of Arrival
FD	Final Destination
FMB	Forward Mounting Base
FOC	Full Operational Capability
FoF	Follow on Forces
FoM	Freedom of Movement

FP	Force Protection
FW	Fixed Wing
HA	Holding Area
HA	Humanitarian Assistance
HET	Heavy Equipment Transportation
HN	Host Nation
HNS	Host Nation Support
IDP	Internally Displaced Persons
IEP	Initial Entry Operation
ISO	International Standardization Organization
ISPS	International Shipping & Port Security
ITAS	Intra-theatre Airlift System
ITV	In-Transit Visibility
JFC	Joint Force Command
JOA	Joint Operations Area
JLRT	Joint Logistic Recce Team
JLSG	Joint Logistics Support Group
LET	Light Equipment Transportation
LCC	Land Component Command
LLOC	Land Lines of Communication
LNO	Liaison Officer
LOGCON	Logistics Control
MA	Marshalling Area
MCC	Maritime Component Command
MNDDP	Multinational Detailed Deployment Plan
MOU	Memorandum of Understanding
MovCon	Movement Control
MSRs	Main Supply Routes
MTOU	Maritime Terminal Operations Unit
M&T	Movement and Transportation
NSE	National Support Element
OLPP	Operational-Level Planning Process
OPLAN	Operation Plan
OpOrd	Operation Order
OM	Onward Movement
PAX	Personnel

PECC	Patient Evacuation Coordination Centre
PHA	Personnel Handling Area
POC	Point of Contact
POD	Port of Debarkation
PP	Planning Process
PRU	Personnel Reception Unit
R2	Reports and Returns
RMP	Recognised Maritime Picture
RON	Rest Over Night
RSOİ	RSOM and Integration
RSOM	Recetion, Staging, Onward Movment
RW	Rotary wing
SA	Staging Area
SASC	Staging Area Support Centre
SOFA	Status of Forces Agreement
SOR	Statements of Requirements
STRATEVAC	Strategic Medical Evacuation
SPOD	
TA	Technical Arrangement
TACON	Tactical Control
TCNs	Troop Contributing Nations
TOA	Transfer of Authority
TRC	Theatre Reception Centre

PART II – TERMS AND DEFINITIONS

Allied joint operation
An operation carried out by forces of two or more NATO nations, in which elements of more than one service participate. (AAP-6).

civil-military cooperation
The coordination and cooperation, in support of the mission, between the NATO commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organisations and agencies. (AAP-6).

combat service support
The support provided to combat forces, primarily in the fields of administration and logistics.
(AAP-6)

combined joint operation

An operation carried out by forces of two or more nations, in which elements of at least two services participate. (AAP-6).

command

1. The authority vested in an individual of the armed forces for the direction, coordination, and control of military forces.

2. An order given by a commander; that is, the will of the commander expressed for the purpose of bringing about a particular action.

3. A unit, group of units, organization, or area under the authority of a single individual.

4. To dominate an area of situation.

5. To exercise command. (AAP-6).

coordinating authority
The authority granted to a commander or individual assigned responsibility for coordinating specific functions or activities involving forces of two or more countries or commands, or two or more services or two or more forces of the same service. He has the authority to require consultation between the agencies involved or their representatives, but does not have the authority to compel agreement. In case of disagreement between the agencies involved, he should attempt to obtain essential agreement by discussion. In the event he is unable to obtain essential agreement he shall refer the matter to the appropriate authority. (AAP-6).

cross-servicing
That servicing performed by one service or national element for other services or national elements and for which the other services or national elements may be charged. (AAP-6).

doctrine
Fundamental principles by which the military forces guide their actions in support of objectives. It is authoritative but requires judgment in application. (AAP-6).

host nation
A nation which, by agreement:

1. receives forces and materiel of NATO or other nations operating on/from or transiting through its territory;

2. allows materiel and/or NATO organisations to be located on its territory; and/or

3. provides support for these purposes. (AAP-6).

host-nation support
Civil and military assistance rendered in peace, crisis or war by a host nation to NATO and/or other forces and NATO organizations which are located on, operating on/from or in transit through the host nation‟s territory. (AAP-6)

interoperability
The ability to operate in synergy in the execution of assigned tasks. (AAP-6).

joint operations area
A temporary area defined by the Supreme Allied Commander Europe, in which a designated joint commander plans and executes a specific mission at the operational level of war. A joint operations area and its defining parameters, such as time, scope of the mission and geographical area, are contingency- or mission- specific and are normally associated with combined joint task force operations. (AAP-6).

logistics
The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, the aspects of military operations which deal with:

1. design and development, acquisition, storage, movement, distribution, maintenance, evacuation and disposition of materiel;

2. transport of personnel;

3. acquisition or construction, maintenance, operation and disposition of facilities;

4. acquisition or furnishing of services; and

5. medical and health service support. (AAP-6).

logistic control
That authority granted to a NATO Commander over assigned logistics units and organisations in the JOA, including national support elements (NSEs), that empowers him to synchronise, prioritise, and integrate their logistics functions and activities to accomplish the joint theatre mission. It does not confer authority over the nationally-owned resources held by a NSE, except as agreed in the Transfer of Authority or in accordance with NATO Principles and Policies for Logistics. (MC 0526) (This term and definition is only applicable in the context of and for use in this publication).

logistics lead nation
One nation assumes overall responsibility for organizing and coordinating an agreed broad spectrum of logistic support for all or part of the multinational force, including

headquarters within a defined geographical area for a defined period. (This term and definition is only applicable in the context of and for use in this publication).

logistics role specialist nation
One nation assumes the responsibility for providing or procuring a specific logistic capability and/or service for all or part of the multinational force within a defined geographical area for a defined period. (This term and definition is only applicable in the context of and for use in this publication).

movement control

1. The planning, routing, scheduling and control of personnel and cargo movements over lines of communication. (AAP-6)

2. An organization responsible for the planning, routing, scheduling and control of personnel and cargo movements over lines of communication. (AAP-6).

multinational integrated logistic support
Two or more nations agree to provide logistic assets to a multinational logistic force under operational control of a NATO commander for the logistic support of a multinational force. (This term and definition is only applicable in the context of and for use in this publication).

mutual support agreement
An agreement of support that ensures nations involved in a NATO operation can support one another without the need to negotiate bilateral agreements with all other participating nations, or to face lengthy delays while higher level legal documents are exchanged. (This term and definition is only applicable in the context of and for use in this publication).

national military authority
The government agency, such as a Ministry of Defence or Service Ministry, empowered to make decisions on military matters on behalf of its country. This authority may be delegated to a military or civilian group or individual at any level appropriate for dealing with Allied commanders or their subordinates. (AAP-6).

national support element
Any national organisation that primarily supports national forces that are part of a NATO force. A national support element is under operational control of its national authority. (This term and definition is only applicable in the context of and for use in this publication).

NATO standardization agreement

A normative document, recording an agreement among several or all NATO member nations, that has been ratified at the authorized national level, to implement a standard, in whole or part, with or without reservation. Note: NATO member nations may ratify a STANAG without implementation in their own country, if the prerequisites for the implementation are not met. (AAP-6).

onward movement

Onward movement is the process of moving units, personnel and accompanying materiel from Staging Areas (SA) to their Final Destination (FD).

operational command

The authority granted to a commander to assign missions or tasks to subordinate commanders, to deploy units, to reassign forces, and to retain or delegate operational and/or tactical control as the commander deems necessary. Note: it does not include responsibility for administration. (AAP-6).

operational control

The authority delegated to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks which are usually limited by function, time, or location; to deploy units concerned, and to retain or assign tactical control of those units. It does not include authority to assign separate employment of components of the units concerned. Neither does it, of itself, include administrative or logistic control. (AAP-6).

reception

Reception is the process of receiving, offloading, marshalling and transporting personnel; equipment and materiel from strategic or operational lift through a sea, air, or land transportation POD.

Staging

Staging is the process of assembling, temporary holding, and organizing of arriving personnel, equipment and materiel into formed units, as they prepare for onward movement and further activities.

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REFERENCES

A. AJP 3.13 – Allied Joint Doctrine for the deployment of forces
B. ATP 3.3.4.3 – Tactics, Techniques and Procedures for NATO AT Ops
C. ACO Comprehensive Operation Planning Directive currently being updated
D. AJP 4.4 Allied Joint Movement and Transportation Doctrine
E. AMovP-Series
F. AJP 3.14 – Allied Joint Doctrine for Force Protection
G. BI-SC Directive 80-5
H. MC 319/2, NATO principles and policies for logistics
I. MC 336/2, NATO principles and policies for M&T
J. MC 326/2, NATO Principles and Policies of Operational Medical Support
K. MC 526, Logistics Support Concept for NATO Response Force (NRF) Operations
L. ALP 4.2 –Land Forces Logistics Doctrine

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