NATO STANDARD
AJP-4.4
ALLIED JOINT DOCTRINE FOR MOVEMENT

Edition C Version 1
STUDY DRAFT 2
MONTH YEAR

NORTH ATLANTIC TREATY ORGANIZATION
ALLIED JOINT PUBLICATION

Published by the
NATO STANDARDIZATION OFFICE (NSO)

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NATO STANDARDIZATION OFFICE (NSO)
NATO LETTER OF PROMULGATION

[Date]

1. The enclosed Allied Joint Publication AJP-4.4 Edition C, Version 1, ALLIED JOINT DOCTRINE FOR MOVEMENT has been approved by the nations in the Military Committee Joint Standardization Board, and is promulgated herewith. The agreement of nations to use this publication is recorded in STANAG 2506.

2. AJP-4.4 Edition C, Version 1 is effective upon receipt and supersedes AJP-4.4, Edition B, Version 1 which shall be destroyed in accordance with local procedures for the destruction of documents.

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

Zoltán GULYÁS
Brigadier General, HUN (AF)
Director, NATO Standardization Office

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RECORD OF RESERVATIONS

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RECORD OF SPECIFIC RESERVATIONS

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Related documents

PO(2010)0169	*The Alliance's Strategic Concept, dated 19 November 2010*
PO(2015)0580	*Political Guidance, dated 16 October 2015*
AC/237- D(2010)0003	*Approval of the NATO Crisis Response System Manual, 2010*
PO(2010)0143	*Comprehensive Approach Report, 13 October 2010*
PO(2011)0141	*Political Military Framework for Partner Involvement in NATO- Led Operations*
PO(2011)0045	*Updated List of Tasks for the Implementation of the Comprehensive Approach Action Plan and the Lisbon Summit Decisions on the Comprehensive Approach, 7 March 2011*
PO(2000)30-Rev 2	*NATO Crisis Response System Manual (NCRSM) 2016*
SG(2006)0244 Rev 1	*Force Declarations and Designations*
SG(2008)0806(INV)	*NATO Lessons Learned Policy, 31 October 2008*
MCM-077-00	*Military Committee Guidance on the Relationship between NATO Policy and Military Doctrine*
MC 0055/4	*NATO Logistic Readiness and Sustainability Policy*
MC 0133/4	*NATO's Operations Planning*
MC 0319/3	*NATO Principles and Policies for Logistics*
MC 0326/3	*NATO Principles and Policies for Medical Support*
MC 0334/2	*NATO Principles and Policies for Host Nation Support*
MC 0336/2	*NATO Principles and Policies for Movement and Transportation*
MC 0411/2	*NATO Military Policy on Civil-Military Cooperation (CIMIC) and Civil-Military Interaction (CMI)*
MC 0400/3	*MC Guidance for the Military Implementation of NATO's Strategic Concept*
MC 0469/1	*NATO Military Principles and Policies for Environmental Protection (EP)*
MC 0473/1	*NATO Petroleum Supply Chain – Principles, Policies and Characteristics*
MC 0533	*NATO Principles and Policies for Maintenance of Equipment*
MC 0551	*Medical Support Concept for NATO Response Force (NATO Response Force) Operations*
MC 0560/2	*MC Policy for Military Engineering*
MC 0586/1	*MC Policy for Allied Forces and their use for Operations*
MC 0593/1	*The Minimum Level of Command and Control Service Capabilities in Support of Combined Joint NATO led Operations*
AJP-01	*Allied Joint Doctrine*
AJP-2	*Allied Joint Doctrine for Intelligence, Counter-Intelligence and Security*
AJP-3	*Allied Joint Doctrine for the Conduct of Operations*
AJP-3.12	*Allied Joint Doctrine for Military Engineering*
AJP-3.13	*Allied Joint Doctrine for the Deployment and Redeployment of Forces*

AJP-3.19	*Allied Joint Doctrine for Civil-Military Cooperation (CIMIC)*
AJP-3.21	*Allied Joint Doctrine for Military Police*
AJP-4	*Allied Joint Doctrine for Logistics*
AJP-4.5	*Allied Joint Doctrine for Host Nation Support*
AJP-4.6	*Allied Joint Doctrine for Joint Logistic Support Group*
AJP-4.7	*Allied Joint Doctrine for Petroleum*
AJP-4.9	*Allied Joint Doctrine for Modes of Multinational Logistic Support*
AJP-4.10	*Allied Joint Doctrine for Medical Support*
AJP-4.11	*Allied Joint Doctrine for Asset Visibility*
AJP-5	*Allied Joint Doctrine for the Planning of Operations*
AJP-6	*Allied Joint Doctrine for Communications and Information Systems*
ALP-4.1	*Multinational Maritime Force Logistics*
ALP-4.2	*Land Forces Logistic Doctrine*
ALP-4.3	*Air Force Logistic Doctrine and Procedures*
ALP-16	*Allied Logistics Publication for Explosives Safety and Munitions Risk Management (ESMRM) in NATO Planning, Training and Operations*
IMSM-0296-2017	*MC Assessment on ACO's Revised Role and Responsibilities of Logistic Stakeholders, dated 30 June 2017*
COPD	*Allied Command Operations, Comprehensive Operations Planning Directive*

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Preface

Scope

1. Allied Joint Publication (AJP)-4.4(C) *Allied Joint Doctrine for Movement* provides NATO level 2 doctrine for the conduct of movement and transportation in support of joint operations. AJP-4.4(C) builds on the principles described in AJP-4(B) '*Allied Joint Doctrine for Logistics*'.

Purpose

2. Although every operation is unique their conduct can be approached in the same manner. AJP-4.4(C) provides joint commanders and their staffs with a common framework for the command, responsibilities and coordination of joint movement and transportation.

Application

3. AJP-4.4(C) is intended primarily as guidance for joint NATO commanders and staffs. However, the doctrine is instructive to, and provides a use framework for, operations conducted by a coalition of NATO members, partners and non-NATO nations. It also provides a reference for NATO civilian and non-NATO civilian actors.

Linkages

4. This publication reflects a clear linkage to the movement capstone document MC 0336/2 'NATO Principles and Policy for Movement and Transportation' and logistic capstone document Allied Joint Doctrine publication AJP-4 'Allied Joint Doctrine for Logistics', as well as the other NATO doctrinal keystone publications: AJP-3 'Allied Joint Doctrine for the Conduct of Operations', and the AJP-4.6 'Allied Joint Doctrine for Logistic Support Group'. Additionally, the AJP-3.13. 'Allied Joint Doctrine for the Deployment and Redeployment of Forces' was harmonized with AJP-4.4.

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Chapter 1 – Introduction to movement

Section 1 – Description

1.1 **Movement.** Movement is the activity involved in the change of location of personnel and materiel as part of military operations.[1] Movement requires the enabling capabilities of mobility, transportation, infrastructure, movement control and supporting functions.

Section 2 – Principles

1.2 This document is based on the movement principles as described in Military Committee 0336/2, *NATO Principles and Policy for Movement and Transportation* taking into account lessons learned and lessons identified from recent NATO operations.

1.3 The movement process encompasses all movement between home base and final destination as a part of deployment, sustainment, rotation of forces and redeployment. Whilst movement is a national responsibility, collective responsibility reflects the fact that neither NATO nor a nation is capable of assuming complete responsibility for movement; specific responsibilities are described in Chapter 2. These principles are further clarified as follows:[2]

a. **Collective responsibility**. NATO and nations have a collective responsibility for the movement support. This responsibility extends from initial movement planning through the strategic deployment, reception, staging, onward movement, sustainment, to redeployment, rearward movement staging and dispatch. Specific responsibilities are:

(1) **NATO's responsibility.** NATO commanders are responsible for establishing the movement requirements and for initiating, prioritizing, coordinating and deconflicting the deployment, transportation for sustainment (resupply), and redeployment of forces; this must be done in cooperation with nations.

(2) **Nations' responsibility**. The nations are responsible for obtaining transport resources to deploy, sustain, and redeploy their forces. This principle must be balanced with the need for cooperation, coordination and economy, which may result in bilateral and/or multilateral cooperative arrangements The troop-contributing nation is responsible for planning, controlling and executing the movement of:

- its national forces;

[1] Definition submitted for NATO approval.
[2] In accordance with Military Committee 0336/2, *NATO Principles and Policy for Movement and Transportation*.

- national components of multinational forces;
- a multinational headquarters group and/or unit with a high degree of multinationality, if the troop-contributing nation has agreed to assume the lead logistic nation responsibility; and
- forces of other nations, if agreed.

The host nation has the ultimate authority to approve, coordinate and control all movement, including receipt, staging, onward movement related activity, on its sovereign territory in accordance with the NATO commander's priorities.

b. **Cooperation**. Cooperation between NATO and national authorities, both military and civilian, is essential. Such cooperation can be of a bi- or multilateral nature. This includes, as required, non-NATO nations, the United Nations, and other organizations. This incorporates both cooperative and shared use of lift.

c. **Coordination**. Coordination of movement between NATO and national military and civilian authorities is essential and must be carried out at the appropriate levels. This includes, as required, non-NATO nations, the United Nations, and other organizations.

d. **Effectiveness**. Movement planning and execution must be tailored to satisfy the overall NATO operational requirements.

e. **Efficiency**. Use of military and civil resources, facilities, existing infrastructure and modes of transportation must be optimized. The focus must be on economy of scale. The complementary and inter modular nature of airlift, sealift and inland surface transport resources must be taken into consideration.

f. **Flexibility**. Movement planning and execution must be capable of reacting in a timely manner to changes in the operational situation and/or requirements.

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

h. **Standardization**. Standardization contributes to successful movement. It also applies as much to systems, data and software as it does to procedures, equipment (including design) and hardware.

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

j. **Visibility and transparency.** Information exchange of movement data between NATO and national military and civil authorities is essential for the efficient planning and execution of movement tasks.

Section 3 – Operations

1.4 NATO requires the capability to deploy, sustain and redeploy forces and to establish a movement system capable of supporting the operation. The operation of an efficient movement system and development of effective lines of communications (LOCs) are prerequisites for the successful projection and sustainment of forces. Therefore, from the outset, movement should be included in the planning process.

However, NATO Nations are expected where there are no pooled or shared resources, to encourage the multinational effort and commit their logistic assets in order to meet operations requirement.

1.5 **Phases of the operation.** Sustaining operations underpins the freedom of action for the commander joint task force (COM JTF) to shape, engage, exploit, protect and sustain.[3] From COM JTF's perspective, logistic activity has an important role in enabling the following phases of the operation:

a. **Deployment**.[4] Deployment relocates forces from a national location[5] or another operation to an assigned area of operations within a joint operations area (JOA).

b. **Sustainment**. Sustainment provides the personnel, logistics and other support required to maintain operations until successful mission accomplishment. It includes the sustenance and moral well-being of troops, the maintenance of materiel, the provision of expendable commodities and the treatment of casualties and replacement of personnel. Sustainment influences the tempo, duration and intensity of all operations.

c. **Redeployment**.[6] Redeployment relocates forces from an area of operations to national locations.

Section 4 – Levels of movement

[3] Allied Joint Doctrine-5(A), *Allied doctrine for the planning of operations*.
[4] For deployment doctrine see AJP-3.13, *Allied Joint Doctrine for Deployment and Redeployment of forces.*
[5] A location owned, controlled or financially supported by a nation.
[6] For redeployment doctrine see AJP-3.13, *Allied Joint Doctrine for Deployment and Redeployment of forces.*

1.6 The movement system needs to be flexible and adaptable to meet the operational requirements. Military, civil and commercial movement resources are scarce and therefore are to be utilized in the most effective and efficient manner. Active coordination between NATO headquarters, nations and other organizations involved in an operation is necessary and will preferably be solved through agreed bi-lateral, multi-lateral arrangements or contracted solutions.

1.7 The movement process consists of:

a. **National movement.** The movement of personnel and materiel from national location to a port of embarkation (POE) or from a port of debarkation (POD) to a national location. Coordination at a strategic level will be required to ensure a regulated flow into and out of the ports of embarkation/ports of debarkation.

b. **Strategic movement**. The movement of personnel and materiel from a POE to a POD. It includes the orderly marshalling and embarkation of materiel and personnel at the POE and the debarkation and marshalling of personnel and materiel at the POD.

c. **Operational movement.** The movement of personnel and materiel from port of debarkation to assigned area of operations or from assigned areas of operation to port of embarkation.

d. **Tactical movement.** The movement of personnel and materiel to/from nodes[7] and within the area of operation.

Section 5 – Movement support network

1.8 **General**. To enhance command, control and coordination, movement needs to be linked across a movement support network. The movement support network is a system of interconnecting nodes, activities and organizations, and their multimodal links in the JOA. A typical movement support network is highlighted in figure 1.1. To optimize movement resources, a movement support network can be delivered through a system of nodes and LOCs centralized around a hub commonly known as ‘hub and spoke’.

[7] See paragraph 1.9.

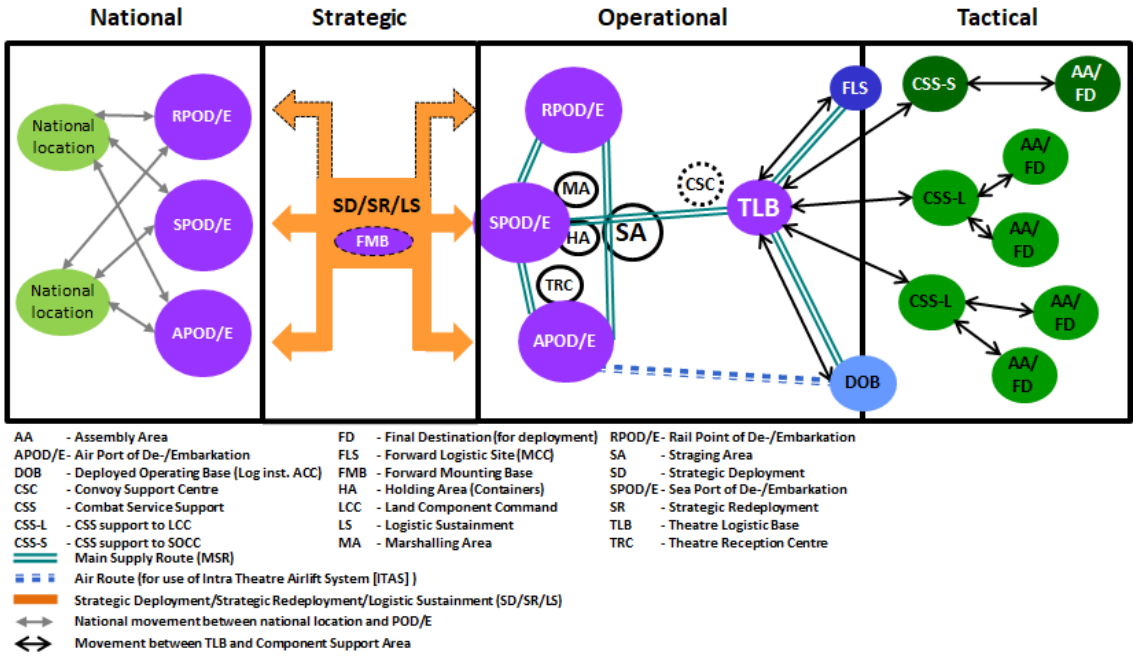


Figure 1.1 Movement support network

1.9 **Movement nodes**. A movement node is described as a point in a transportation infrastructure used to influence movement along LOC. The function of the nodes within the movement support network are described as follows:

a. **Forward mounting base**. A forward mounting base facilitates re-configuration of the forces and provides all relevant logistics support. The forward mounting base may develop into a support area for the sustainment of the deployed forces.[8]

b. **Ports of embarkation/debarkation**. Functions of a POE/PODs include; reception, processing, staging of personnel, transit, in-transit storage, marshalling of materiel and the transhipment of personnel and materiel between different modes of transportation.

c. **Theatre reception centre**. A theatre reception centre is a location established to receive forces into a theatre of operations, conduct essential administrative tasks and establish the personnel tracking process. A theatre reception centre is usually located at an air POD/POE.

d. **Marshalling area**. A marshalling area is a location near a reception node or prepositioned storage site where arriving personnel and materiel reassemble,

[8] The operational situation or national policy may necessitate the establishment of a forward mounting base along the LOC, between the POE and the POD.

return to the control of the unit commander, and prepare for movement. Ideally, it will be close to the POD/E to allow a quick off-load/on-load but at a sufficient distance to avoid congestion.

e. **Holding area**. A holding area is a waiting area that forces use during traffic interruptions or when (re-)deploying from POE/PODs. It will be established to hold temporarily personnel and materiel to prevent congestion, which could hamper the (un-) loading at an airport or seaport.

f. **Staging area**. A staging area is a location where personnel and materiel are temporarily held. During deployment, they are organized into formed units, preparing for onward movement. During redployment they are orgainzed into administrative movement component and prepared to dispatch from the joint area of operations. Refuelling, regrouping, training, inspection and distribution of troops and materiel are likely activities to occur in a staging area. There may be a requirement to establish and use one or more staging areas.

g. **Convoy support centre**. Based upon time and space there may be a requirement to establish one or more convoy support centres. Typical activities in a convoy support centre include: vehicle refuelling, maintenance, recovery support, force protection, accommodation and messing facilities.

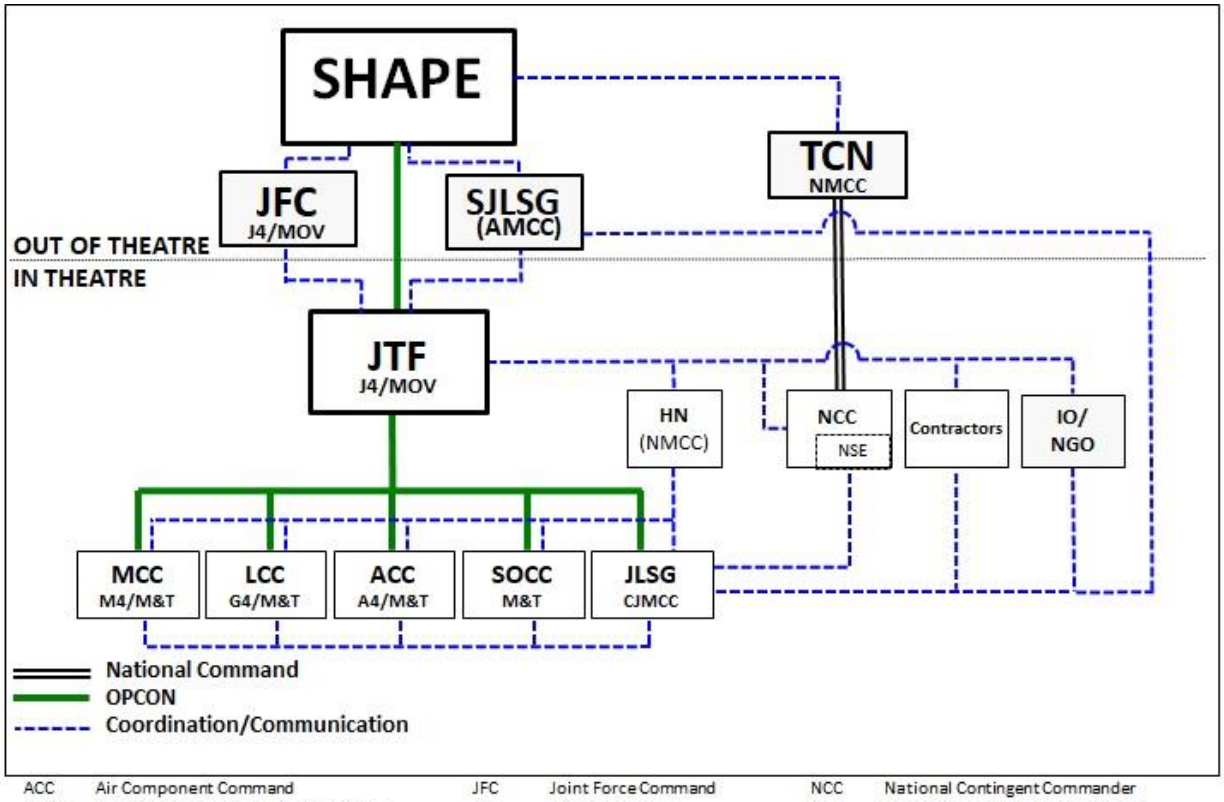
h. **Assembly area**. An assembly area is considered as the final destination for onward movement.

Final Destination. The final destination for is the tactical location, within the JOA, that has been designated for an organization from which it will mount an operation.

Chapter 2 - Roles and responsibilities

Section 1 – Introduction

2.1 The roles and responsibilities of the movement organization include the establishment of movement requirements and the initiation, prioritization, coordination and de-confliction of deployment, sustainment and redeployment. Whilst movement remains a national responsibility, it must be a collective effort coordinated through the NATO Command Structure. Strategic (out of theatre) movement must be coordinated with the Standing Joint Logistics Support Group (SJLSG) Allied Movement Coordination Centre (AMCC) and operational movement in the joint operations area (JOA) with the movement staff of commander joint task force (COM JTF).



ACC	Air Component Command	JFC	Joint Force Command	NCC	National Contingent Commander
AMCC	Allied Movement Coordination Centre	JTF	Joint Task Force	NGO	Non Governmental Organisations
CJMCC	Combined Joint Movement Coordination Centre	LCC	Land Component Command	NMCC	National Movement Coordination Centre
HN	Host Nation	MCC	Maritime Component Command	NSE	National Support Element
IO	International Organisations	MOV	Movement	SOCC	Special Operations Component Command
JLSG	Joint Logistic Support Group	M&T	Movement & Transportation	TCN	Troop Contributing Nations

Figure 2.1 Movement architecture

At adjacent and subordinate levels of command, the actual roles and tasks of the respective movement staffs will dictate the naming of the respective movement entity:

- NMCC: National Movement Coordination Centre;
- JMCC: Joint Movement Coordination Centre;
- MCC: Movement Coordination Centre; and
- MTCC: Movement and transportation coordination cell

The command and control of the Movement process and resources will be determined during an early stage of the operational planning process between NATO and the troop-contributing nations (TCNs), and will be described in the movement annex of the Operation Plan (OPLAN).

Section 2 - National roles and responsibilities

2.3 **Troop-contributing nation**. The movement of personnel and materiel remains a national responsibility. In order to meet its national obligations and to support the operations plan, TCNs are responsible for:

- establishing a national movement coordination centre (NMCC) or equivalent for the planning, coordinating and executing of movement for its own forces from national locations to their area of operations and vice versa;
- obtaining resources for the movement during all phases of an operation;
- providing national liaison augmentation to the AMCC and, as necessary, to the host nation (HN) NMCC;
- obtaining diplomatic clearances to support the strategic movement of its forces to/from the JOA;
- supporting medical staffs in developing and implementing national strategic medical evacuation plans; and
- coordinating with SJLSG/AMCC and joint logistic support group through the national support elements.

2.4 **Non-NATO troop-contributing nation**. Non-NATO nations are encouraged to adhere to the list of tasks and responsibilities mentioned above and to obtain assistance from a NATO TCN, the joint task force headquarters (JTF HQ) or SJLSG/AMCC as required.

2.5 **Host nation**. A HN is a nation which, by agreement, receives forces and or materiel of NATO and other nations operating on/from or transiting through its territory. The HN has the ultimate authority to approve, coordinate and control all movement on its sovereign territory. This includes the following actions:

- establishing liaison and coordinating movement related activities with the appropriate NATO authorities including but not limited to AMCC, JTF, the component commands and joint logistic support group;
- approving, controlling and coordinating air, sea and inland surface movement on its territory in support of NATO operations through its NMCC or equivalent;
- ensuring that all movement is executed in accordance with TCN requirements and the NATO commander's operational requirements and direction;
- assisting in the freedom of movement through the establishment and implementation of border crossing arrangements with NATO members, partners and neighbouring states;
- facilitating the movement of forces transiting within national boundaries; and
- providing updated geographical locations data of significance on its territory for inclusion in the logistic information management system.

2.6 **Logistic lead nation**. A logistic lead nation may assume responsibility for associated specific movement tasks within a defined geographical area for a defined period.

2.7 **Logistic role specialist nation**. One nation can assume overall responsibility for providing or procuring a specific movement capability and/or service for all or part of the multinational force within a defined geographical area for a defined period.

Section 3 - NATO roles and responsibilities

2.8 **General**. NATO, at the appropriate level, is responsible for establishing the movement requirements and for initiating, prioritizing, coordinating and de-conflicting movement. However, whilst NATO plays a significant role in movement, it is reliant on member nations and external sources for the movement of the NATO Command Structure and NATO materiel during NATO-led operations.

2.9 **Allied Command Operations**. At the strategic level, Supreme Allied Commander Europe is responsible for overall command of the operation, strategic military guidance and direction to subordinate commanders and coordination with TCNs. Supreme Headquarters Allied Powers Europe is responsible for the following movement tasks:

- designating the JOA and lines of communications for the strategic leg if required;
- facilitating establishment of forward mounting bases if required on behalf of TCNs;
- designating port of embarkation/port of debarkation (POE/POD), in conjunction with the HN;
- monitoring and coordinating the use of strategic lift with the nations through the Standing Joint Logistic Support Group/AMCC; and
- facilitating the movement of NATO command structure and NATO owned materiel by assuring access to strategic lift.

2.10 **Allied Command Transformation**. Allied Command Transformation is responsible for the development of movement concepts and doctrine. In addition, the Headquarters identifies future movement requirements and capabilities, initiate experimentation and is responsible for the quality of NATO movement individual training and education.

2.11 **Standing Joint Logistic Support Group**. The Standing Joint Logistic Support Group (SJLSG) provides the cross-cutting functional coherence between command and nations to conduct enduring preparatory and enabling activity to facilitate deployment, rapid reinforcement and sustainment within SACEUR's area of responsibility. Its responsibilities for movement are as follows:

- maintains situational awareness of movement parameters in potential areas of operation and transit corridors in close coordination with HNs;
- supports continuous planning across the strategic, operational and tactical levels and provides movement planning expertise as needed;
- coordinates movement activities such as reception, staging, onward movement (RSOM)/ rearward movement staging and dispatch (RMSD); and
- supports movement control, contracting and logistic information management activities through respective cells.

2.12 **Standing Joint Logistic Support Group/Allied Movement Coordination Centre**. SJLSG/AMCC is responsible for the following:

- providing NATO's principal capability to plan, review, prioritize, de-conflict and coordinate strategic movement support to deploy, sustain and redeploy NATO and non-NATO assigned forces during exercises and operations;

- monitoring and coordinating the use of strategic lift with the nations;
- monitoring, deconflicting and evaluating movement once an operation has commenced;
- providing operational movement support to current operations;
- acting as the operational sponsor for all movement information systems;
- management of all NATO owned motor transport assets across the NATO Command Structure and within operations;
- providing movement subject matter expertise to statement of requirements, concepts of operation, crisis response operations urgent requirements and all routine staffing processes; and
- providing NATO's principal capability to interact with non-NATO nations and organizations such as European Union, UN, international organizations, and civilian agencies to coordinate movement.

2.13 **NATO force integration unit**. The role of a NATO force integration unit, where established, is to work with the HN to facilitate the movement of Alliance forces within national borders. Its movement's tasks are as follows:

- prepare and support RSOM and RMSD;
- assist TCNs in preparing and supporting sustainment of forces;
- support assigned HNs and NATO forces as the conduit for information collection and analysis for NATO;
- communication messaging on behalf of NATO to the HN; and
- assist in planning and capability assessments to enable and prepare movement solutions to meet operations and collective training demand.

Section 4 – Joint task force roles and responsibilities

2.14 **Commander joint task force.** COM JTF is responsible for the coordination of all movement in their JOA area as designated by Supreme Allied Commander Europe.[9] Their plan will set the movement construct for the operation; this is done in close coordination with Supreme Headquarters Allied Powers Europe, the TCNs and the HNs. COM JTF's movement related tasks include the following:

- developing of the operation plan through simulation and analysis;
- directing, executing and assessing the deployment, sustainment and redeployment plans;
- coordinating, integrating, synchronizing and prioritizing intra-theatre movement. COM JTF will have the authority to delegate this task to a subordinate command during deployment and redeployment;
- in consultation with SJLSG, prioritizing and adjusting strategic force movement for deployment, sustainment and redeployment;
- reviewing and approving all risk and consequence assessments related to movement within the JOA;
- submitting movement reports and returns in accordance with the operation plan;
- assisting nations and agencies with preparation of memoranda of understanding and technical arrangements;
- where possible, coordinating with contractors and international organizations/non-governmental organizations;
- identifying movement resources and funding requirements, for Supreme Headquarters Allied Powers Europe approval where necessary;
- coordinating entry and exit procedures with HNs; and
- building up the theatre infrastructure data for operations for which they are responsible.

2.15 **Commander joint logistic support group**. The COM joint logistic support group is a tactical level organization delivering joint logistics on behalf of COM JTF and is consequently responsible for the following movement tasks:

[9] Until the JTF HQ has been established, the responsibilities of the JTF HQ will be taken by one of the two joint force commands or as directed by SACEUR.

- planning the movement requirements for the joint logistic support network, including infrastructure and transport assets;

- executing movement across the joint logistic support network [10] in accordance with COM JTF's priorities;

- where possible, coordinating with contractors and international organizations/non-governmental organizations;

- coordinating joint logistic support network movement with the other stakeholders such as HNs, national support elements and the battle space owners;

- directing assigned movement assets to support joint support tasking;

- promoting economies of scale and avoiding competition for movement resources across the JOA; and

- exercising authority, in accordance with the transfer of authority, over units entering/exiting the JOA.

2.16 **Component commander**. The component commander coordinates, with the battle space owners, movement support for all component personnel and materiel within their area of responsibility. They are also responsible for the execution and monitoring of internal movement. In order to undertake their assign movement tasks they may request support from the JLSG.

Section 5 – Multinational units

2.17 Multinational logistic units (MLU) and multinational integrated logistic units (MILU) can be utilized to provide movement capabilities. These units should be used to optimize the movement footprint and are most effective in low intensity operations. However, whilst a MILU will be under NATO Command, it must be noted that an MLU will remain under national command: this may add an additional liaison burden.

Section 6 – NATO Support and Procurement Agency

2.18 The NATO Support and Procurement Agency (NSPA) is NATO's Integrated Logistics and Services Provider Agency. NSPA is a fully customer-funded agency, operating on a "no profit - no loss" basis. NSPA brings together NATO's logistics and procurement support activities, providing integrated multinational support solutions for its stakeholders.

[10] AJP-4.6, *Doctrine for Joint Logistic Support Group*.

2.19 The mission of NSPA is to provide responsive, effective and cost-efficient acquisition, including armaments procurement; logistics; operational and systems support and services. This support is provided – in times of peace, crisis and war, wherever required – to the NATO Alliance nations, the NATO Military Authorities and partner nations, both individually and collectively. The objective is to maximize the ability and flexibility of armed forces, contingents, and other relevant organisations to execute their core mission, in line with guidance provided by the North Atlantic Council. These capabilities are delivered by three business units:

a. **The Airlift Management Programme** is responsible for acquiring, managing and supporting SAC's airlift aircraft (currently three Boeing C-17 Globemaster IIIs) that member nations can call upon to fulfil national operational needs, including those in support of any national, NATO, UN and EU commitments. The NAM Programme also provides financial, logistics, and administrative services in support of the Heavy Airlift Wing (HAW), a multinational military unit located in Hungary. The HAW is responsible for mission execution in accordance with a pre-agreed allocation of flying hours.

b. **The Central Europe Pipeline System (CEPS)** Programme manages the operation, financing and maintenance of an integrated, cross-border fuel pipeline and storage system in support of NATO's operational military requirements during peacetime, crisis and conflicts, including expeditionary operations. The CEPS Programme Office, located in France, coordinates and designs the planning of cross-border traffic, the use of storage capabilities, and manages product quality control. Operations are managed on a 24/7 basis, with the CEPS Programme Office serving as the intermediary between National Organisations and NATO authorities, suppliers and clients.

c. **Logistics Operations** is a grouping of multiple weapon and equipment system support capabilities, some of which are highly specialized. These are provided using multinational legal frameworks such as Support Partnerships (SPs), Support Conferences (SCs) and other bilateral and/or multinational agreements enabling the consolidation and centralization of logistics management functions across the NSPO Member States. All of these capabilities are available to support NATO and nations during exercises and during deployments in the context of North Atlantic Council-approved operations. The majority of the support provided is outsourced to industry through international competitive bidding. In addition to its contracting capability, Logistics Operations has an in-house engineering and technical support capability covering a number of specific technologies, such as optoelectronics and calibration. Logistics Operations also maintains a Southern Operational Centre (SOC) located in Italy and a number of its staff are deployed to theatres and NATO commands to provide front line support to operations. SOC has evolved from a purely static storage depot to an operational management centre focussing on NATO's deployable capability packages (CPs). In 2013, Allied Command Operations (ACO) identified the requirement to have storage and follow-on support

of deployable CPs centralized at SOC in Taranto, Italy. The SOC tasks were defined as:

- storing, maintaining, preparing and deploying non-CIS CPs;
- deploying, operating and redeploying CPs to support operations and exercises; and
- assuring 5/30 days “notice to move” status and training potential users on the deployable camp equipment.

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Chapter 3 – Enabling capabilities

Section 1 General

3.1 Enabling capabilities will deliver the movement effect. The movement of personnel and materiel may be by road, rail, sea, inland waterway and/or air. When selecting the mode of transportation, consideration is to be given to time, risk, distance and financial factors whilst ensuring the enabling capabilities; mobility, transportation, infrastructure, and supporting functions are incorporated into movement planning.

Section 2 - Mobility

3.2 Mobility and the resultant capability for the movement of personnel and materiel is a critical enabler to the overall combined mission success. Mobility is the ability of a force to move from place to place, including crossing borders, with limited constraints in order to meet their mission in conjunction with the commander's requirement. Its main activities include coordination, rules and regulations, multilateral arrangements and agreements, safety and security measures and customs.

Section 3 - Transportation

3.3 In this section, the general characteristics applicable to five main modes of transportation (sea, air, road, rail and inland waterways) are outlined. The mode of transportation selected will be determined by the joint planners, taking into account the other enabling capabilities, to ensure all planning factors have been considered as the most obvious mode of transportation may not necessarily be the most effective or efficient.

a. **Sea**. Although relatively slow, sea movement has a large carrying capacity, extended range and is ideally suited to transport large quantities of materiel (including dangerous goods) over long distances: provided suitable port facilities exist at the POE/POD. It is often the most efficient and cost-effective movement's method and is the principal mode of transportation for overseas deployments; but is dependent on availability of suitable resources. Sea transportation is normally not the preferred method for deploying personnel.

b. **Air**. Air movement is a flexible and fast way of transporting personnel and materiel over long distances. Providing both tactical mobility and strategic reach to the area of operations: dependent on suitable port facilities at the POE/POD. Dedicated fixed wing and rotary wing aircraft can be an effective mode of transportation into areas not easily accessible by other modes of transportation. The use of air is limited by aircraft availability and capacity, nature of the load, weather, access,

overflight permissions and airhead characteristics. Air movement is comparatively expensive and has a limited carrying capacity but is preferred for personnel and high priority/high value/sensitive materiel.

c. **Road.** Road movement is flexible, practical and ideally suited for the delivery of personnel and materiel to ports of embarkation for follow-on transportation and in the operations area from ports of debarkation to point of delivery. Due to its speed road movement is rarely used for strategic movement or for sustained operations over long distances. It is normally the preferred method for the transportation of personnel and materiel in the joint operations area. Comparatively cheap it is suitable for carrying bulky and/or dangerous goods. Over a short range, it is preferred for high priority, high value and sensitive materiel. Road movement is subject to border crossing, national regulations and in-transit clearances.

d. **Rail.** Rail movement has the capacity to move heavy and bulky loads, over long distances at relatively high speeds. Its capacity is dependent upon factors such as loading gauges, passing facilities and the availability of motive power and rolling stock. It is Aan efficient mode of transport which is comparatively cheap with a large capacity. It is Suitable for moving operational ready units (personnel and materiel together) but vulnerable to in-transit disruptions and less suited to short distances due to preparation and handling activities. Rail movement is subject to border crossing, national regulations and in-transit clearances.

e. **Inland waterways.** Inland waterway transport can be operated on rivers, canals, inland seas, lakes, inter-island or limited coastal routes and for ship to shore discharge. It is particularly suited for the carriage of bulky materiel when time in transit is not of overriding importance. Inland waterway transportation tends to be slow, but can operate continuously and it is reliable, relatively cheap, simple to operate and can be invaluable as a means of maintaining a regulated, even flow of supplies. A limiting factor in the use of inland waterway transportation is the inflexibility of deviating from established routes. Movement can be restricted by cold weather extremes, the lack of suitable ports and terminal handling capabilities.

Section 4 - Infrastructure

3.4 Understanding the capabilities of infrastructure and the time when assets become available is crucial for executing successful movement operations. A robust network of modern air and seaports, roads, railroads, and inland waterways will shape and influence movement whilst expediting the throughput of personnel and material to meet the commander's requirement. Critical infrastructure that could jeopardize the mission must be identified early and actions must be taken to mitigate vulnerabilities.

3.5 Movement courses of action may include contingency requirements to augment or expand infrastructure capabilities. NATO forces through use of rapid construction methods and techniques may bring about major facility improvements. However, these are often contracted commercial projects that require significant investment in both time and money and may not be feasible when measured against the expected duration of the operations and the availability to obtain NATO common funding.

Section 5 - Supporting functions

3.6 Given the highly demanding time constraints driving strategic, operational and tactical movement advanced planning is deemed essential to develop realistic courses of action. This planning should highlight, where possible, the relevant civilians, commercial operators and supporting agencies. To facilitate movement each of the enabling capabilities and modes of transportation above are to be considered throughout the planning process. Access to supporting functions (e.g. military engineering and medical support) are key to movement success and clear structures for interaction are required. In addition, the HN will provide assistance in accordance with agreed technical arrangements and memoranda of understanding.

Section 6 - Movement authorties

3.7 There are a number of national and international organizations that enable transportation. To deliver a comprehensive movement system, movement organizations must liaise with control agencies who have the authority to manage and prioritize transportation on behalf of the HN. These are as follows:

- **Air** - Air traffic control is responsible for expediting and maintaining an orderly flow of air traffic.

- **Port** – (include inland water ways) As either IWW or sea movement are succeeded by onward road/rail movement, this function is usually carried out by civil/military national authorities and treated as surface transport.[11]

- **Road** - For the purpose of this AJP the term "Traffic Control Personnel" is used to denote any person acting under the orders of the national territorial authority, responsible for traffic control and instructed by this authority to facilitate the movement of traffic and to prevent and/or report any breach of road traffic regulations:

    - **Duties and Power of Traffic Control Personnel**. Traffic control personnel when on duty, must be empowered to give the drivers of military vehicles

[11] The ROADMOV message in AMovP shall be used accordingly.

any order designed to ensure that the traffic regulations imposed by the national military territorial authorities responsible for the preparation of the road traffic plan and/or the appropriate road traffic regulation are observed.

- **Road Traffic Regulations**. The drivers of military motor vehicles are at all times subject to the road traffic regulations of the country in which they are driving.

- **Rail** - The processing of movement by the civil railway authorities[12] runs parallel to this military information procedure. Close co-operation between the agencies of the railways and military movement management can therefore ensure that notifications by the military and railway authorities supplement one another and avoid duplication in reporting.

Section 7 – NATO Single National Point of Contact

3.9 To better enable the rapid deployment of the Very High Readiness Task Force and the NATO Response Force, NATO and Allies have established a system of single National Points of Contact (sNPOC). Allies have each nominated a sNPOC that brings together cross-governments networks of relevant ministries and offices to support rapid deployment. The sNPOC is responsible for addressing, at short notice, the full range of potential deployment issues (transport, legislative, diplomatic, environment, financial, taxation, health, customs, administration, immigration and agriculture). The sNPOC structure is supported by a 24/7 crisis, operations or movement centre. NATO HQ IS Operations Division (Civil Preparedness Section) maintains a database of sNPOCs and national 24/7 centres.

[12] The procedure defined by the International Railways Union (UIC) shall be applied to military individual freight wagons integrated in a civilian commercial train crossing borders.

Chapter 4 - Planning

Section 1 - General

4.1 Logistic planning identifies, selects and develops the civil and military logistic resources and capabilities (e.g. reconnaissance, authorization process, selection of modes of transport) required to deploy, sustain and redeploy Alliance forces to match NATO's level of ambition.

Section 2 – Types of planning

4.2 **Strategic movement planning**. Strategic movement planning has to consider the capability to move forces and their associated logistic support in a timely and effective manner over long distances. It is essential that planning identifies the full movement requirements for maritime, land and air assets necessary to support operations envisioned in the political guidance. The requirements for strategic movement are identified to nations; shortfalls in capability between the overall requirement and what nations commit must be made up by other means, such as through multinational coordination and contracting or arrangements with commercial transportation interests.

4.3 **Civil Emergency Planning Committee**. The Civil Emergency Planning Committee through its transportation groups[13] (TG) supports movement planning by advising on the availability and use of civil transport resources and related infrastructure. In addition, they can provide active support to operations through the deployment of rapid reaction teams.

4.4 **Crisis response management**. For crisis response management the Alliance has developed a fast-track movement planning procedure to enable the rapid deployment of Allied forces (e.g. Very High Readiness Joint Task Force, NATO Response Force, follow on forces) responding to a crisis situation in accordance with designated timelines to final destinations within the Supreme Allied Commander Europe's area of responsibility. Host nations (HN) must also have this fats-track procedure to authorize movement of NATO Response Force and other forces across their respective borders and along their lines of communications (LOC).

4.5 **Operations movement planning**. The operations planning process (OPP), conducted at the operational level by the JTF, can be adapted at the component level to deliver the required logistic support to the operation. Movement planning is a distinct but integral part of logistics and operations planning which must be considered at all stages of the OPP. Moreover, movement expertise should be included in the operational planning reconnaissance team.

[13] Transport Group – Civil Aviation (TG-CA), Transport Group – Inland Surface Transportation (TG-IST) and Transport Group - Ocean Shipping (TG-OS).

Section 3 - Planning considerations

4.6 Movement planning should be executed with a combined, joint and multimodal approach. Movement staff must be involved in operations planning from the beginning to avoid unsupportable concepts of operations. When it is not possible for a HN to provide the required support, the JTF bears responsibility for coordinating the use of additional resources. If the JTF is unable to accomplish the associated tasks through its own means, a nation may be requested to perform these tasks. To support the planning staff, the following logistic operations planning considerations must be taken into account:

a. **Demand.** Movement requirements will vary depending upon the phase of the operation. Demand identifies the forecasted quantity and pattern of consumption or usage of materiel to be moved, which will be driven by the following factors:

- priorities and COM's requirements;
- phase of operation and tempo;
- size and type of the force; and
- sustainment policy.

b. **Distance.** Distance is a key element in movement planning and a significant factor in determining preferred modes of transportation and the capabilities required.

c. **Destination**. Closely linked to 'Distance', the infrastructure at the destination and lines of communications determines the most suitable modes of transportation.

d. **Duration.** Shorter operations may require more immediate movement methods and longer ones may utilize more diverse transportation infrastructure within the joint operations area (JOA). Duration affects the 'Demand' on modes of transportation.

4.7 **Risk.** The security situation, threat and the operational environment require a robust and flexible movement plan, resilience is required to cope with these uncertain factors. The availability of transport assets, the ease of flow of movement on the network the serviceability of its infrastructure and residual chemical, biological, radiological or nuclear contamination mainly determines the degree of risk to be managed. In addition, the reliance on civil resources should be cautioned in cases of a deteriorating, tenuous, or volatile security situations.

4.8 **Civil resources.** Movement planning regularly relies on existing networks and arrangements with commercial transportation providers and this requires direct liaison between these providers and the movement staff. Consideration should always be given to the use of commercial transport assets, ports, road and railway networks to avoid conflict and competition with other organizations in place (and liaison with civil-military cooperation staff may be appropriate too) and competition with non-military actors. The availability of civil resources is subject to a number of factors including: commercial and economic; military, political and legal implications; arrangements, priorities and legislation; and pre-determined NATO and national civil emergency plans, policies and procedures. During theatre opening, commanders should ensure that early threat assessments address not only operational objective areas but the broader region to include anticipated and potential locations for air and multimodal terminals. Planners must consider:

a. The feasibility and accessibility of civil transportation support that can be provided by NATO civil transportation experts from the Civil Emergency Planning Committee TG. TG's support movement planning by advising on the availability and use of civil transportation resources and related infrastructure.

b. Liaison with movement entities where appropriate, who can provide information and offer assistance in all phases of planning and execution of operations, provided that it is consistent with agreed NATO policies, decisions and procedures.

c. Host-nation support (HNS) and/or local resources, particularly during the reception, staging and onward movement (RSOM)/ rearward movement, staging and dispatch stages. When HNS is not available, additional logistic capabilities must be force generated.

4.9 **Factors affecting control of movement**. Different factors affect the provision of movement control (MOVCON) elements:

a. **Rate of flow**. The rate of flow through the network and intensity of movement (e.g. 3rd parties, civilian traffic, etc.) as well as the length and condition of the LOC will determine the number of MOVCON elements.

b. **Tasking**. Regardless of the mode of transportation the tasks of a MOVCON element at any point on the network are similar. The mode of transportation (MOT) used will dictate the qualification requirements of personnel generated to the MOVCON. In addition, HNS to movement may negate the need for MOVCON personnel. This staff can be provided by HN.

c. **Complexity of movement**. The geography of the JOA, the length and condition of the LOCs and the movement node locations will influence resourcing of the movement control network. In addition, multi-modal terminals require an

appropriate command and control architecture and multi-disciplined MOVCON elements.

d. **Climatic and environmental conditions**. Operating in extreme conditions may require MOVCON personnel to be rotated more frequently and therefore increase the size of the detachment.

Section 4 – Planning tools

4.10 Effective and collaborative planning requires the use of information technology systems[14], and their planning products to exchange movement planning information and movement plans. NATO uses Logistic Functional Area Services (LOGFAS) - Allied Deployment and Movement System and LOGFAS-Coalition RSOM for strategic and operational movement planning. Troop-contributing nations participating in NATO operations must submit their detailed deployment plans in LOGFAS-Allied Deployment and Movement System format to the SJLSG AMCC.

Section 5 – Modes of transportation selection

4.11 **General**. The choice of the MOT requires careful assessment of the relative merits taking into account factors including political, legal, geographical, infrastructure, operational and financial aspects. The obvious MOT is not necessarily the preferred option when all factors have been analysed. The following aspects should be considered:

- the time available to meet the commander's required date will influence the selection of the MOT;
- shared and combined use of available transport assets to minimize empty legs;
- customs, immigration, food and agriculture regulations, border crossing and transit procedures/regulations and HNS;
- safety and security aspects of transportation of dangerous goods, including;
- residual chemical, biological, radiological and nuclear contamination;
- compliance with explosives safety and munitions risk management (ESMRM) requirements;
- explosive licensing at the terminal, protection of critical infrastructure;

[14] Tools for Operations Planning Functional Area Services and Logistic Functional Area Services (LOGFAS).

- MOT as dictated by the threat situation; and

- use of transportation infrastructure by local population, displaced persons, and commercial and humanitarian organizations.

4.12 **Sealift planning**. The following factors will help determine the suitability of sealift and should therefore be considered when planning:

- availability of vessels and charter rates;

- type of vessels and technical limitations (dangerous goods);

- load planning limitations (e.g. blocking, bracing, dunnage);

- availability of appropriate material handling equipment;

- availability of suitable ports, particularly in or near the operational theatre, may limit the potential of sea transportation;

- throughput capacity of ports, which is dependent on the RSOM capacity and HN transportation infrastructure;

- threat to shipping and the availability of naval escorts;

- movement regulations and requirements in transit countries, such as diplomatic clearances and transit agreements will influence the suitability of sea transportation and should therefore be considered when planning the use of sea transportation;

- suitability and availability of port and terminal facilities in the theatre of operations;

- Ability to obtain exemptions for transport of troops or/and munitions;

- ships are slow relatively in comparison to aircraft but due to their capacity, they may close an entire force more quickly than multiple air missions and less expensive; and

- impact of adverse weather conditions.

4.13 **Airlift planning**. The following factors will influence the suitability of air transportation and they must therefore be considered when planning:

- expensive in comparison to other modes of transportation;
- limited availability of adequate air transport assets (civil and military, strategic and tactical);
- type of aircraft and technical limitations;
- availability of suitable airfields, including capability to service and fuel aircraft, may limit the potential of air transportation;
- transport aircraft are relatively vulnerable, especially during take-off, landing and ground operations;
- climate and geography have a particular influence over the full exploitation of aircraft capabilities;
- diplomatic clearances and transit agreement for landing at and crossing the airspace of other nations;
- availability of appropriate material handling equipment;
- use of unprotected aircraft, commercial air assets are to be considered when the operational situation allows; and
- compared to rail or sea, transport aircraft are limited in the volume and weight they can carry.

4.14 **Road transportation planning**. The following factors will influence the suitability of road transportation and should therefore be considered when planning:

- availability of secured routes;
- availability, classification, surface, capacity, state of repair or damage of the road network;
- climate and geography can impact on road operations;
- speed of road movement will be influenced by the types of vehicles (wheeled or tracked), their size and state of repair;

- density of civilian traffic;

- displaced populations and/or other mass gatherings of people who might affect the routes;

- movement regulations and requirements in transit countries, such as diplomatic clearances and transit agreements;

- over long distances, road vehicles have less carrying capacity than surface or rail. They are also slower than other modes of transportation, particularly when compared to aircraft; and

- effective use of road transportation may be limited by the availability and endurance of trained and experienced drivers, and extensive logistic and administrative facilities needed to maintain and sustain a road transportation operation over long distances and extended periods.

4.15 **Rail transport planning**. The following factors regarding the use of rail transportation include:

- rail transportation is limited to fixed routes and schedules, and thus lacks flexibility;

- comparatively cheap and has a large capacity;

- effective for military mobility;

- it may be easily interdicted by hostile ground or air attack;

- the efficiency and speed of rail transportation depends on railway gauges, passing facilities, and the availability of rolling stock;

- the requirements for rolling stock must be identified to railway companies well in advance to allow for prepositioning; and

- certain types of military equipment, such as main battle tanks, will require specialized rail cars.

4.16 **Inland waterway transportation planning**. The following factors might influence the suitability of inland waterway transportation and should therefore be considered when planning:

- most inland waterway transport vessels are usually bulk or container ships and are smaller than those used for sea transportation;

- bridge lifts and the throughput capacity of locks;
- threat and the availability of escorts;
- it may be easily interdicted by hostile ground or air attack;
- availability of suitable ports, terminals and mechanical handling aides; and
- movement regulations and requirements in transit countries, such as diplomatic clearances and transit agreements.

4.17 **Terminal operations**. Planning considerations for terminal operations are complex and require much coordination to fully understand and agree the status, factors and conditions by which the terminal is being used:

a. Nature of the operation.

b. Quantity, including weight and volume of cargo and its nature, particularly with dangerous goods. For munitions movement, ESMRM requirements shall be addressed and where those requirements cannot be met, risk and consequence assessment shall be performed and accepted by the appropriate level in accordance with NATO requirements.

c. Utilization of HNS, civilian agencies, capable of coping with the military requirements. Only military direction, advice and/or liaison will be required.

d. Supplementing civilian agencies when they are unable to cope with the military requirement unaided.

c. Operating as a solely military terminal where no suitable agencies and/or infrastructure are available.

e. Transportation agencies to be used.

f. Composition of the terminal organization and its resources.

g. Availability of civilian facilities and support.

h. Security as dictated by the operational situation (a major factor in terminal operations particularly as most modern ports cover vast areas).

4.18 **Explosives safety and munitions management operations**. ESMRM[15] is an integral part of movement planning for munitions transportation. Explosives safety subject matter experts shall be included in such planning to advise on ESMRM matters. Logistic movement activities involving military munitions[16] pose inherent and significant risk.

4.19 **Funding**. The North Atlantic Council has established special parameters for common funding of deployed joint HQs and specific theatre-wide support capabilities under command and control of the COM JTF. Key movement infrastructure improvements could be considered common funded. Consideration must be given to achieving value for money when contracting with civil agencies for movement infrastructure and assets.

[15] Allied Logistics Publication 16
[16] Maintenance, explosives loaded aircraft parking, bomb/missile build-up, distribution, storage

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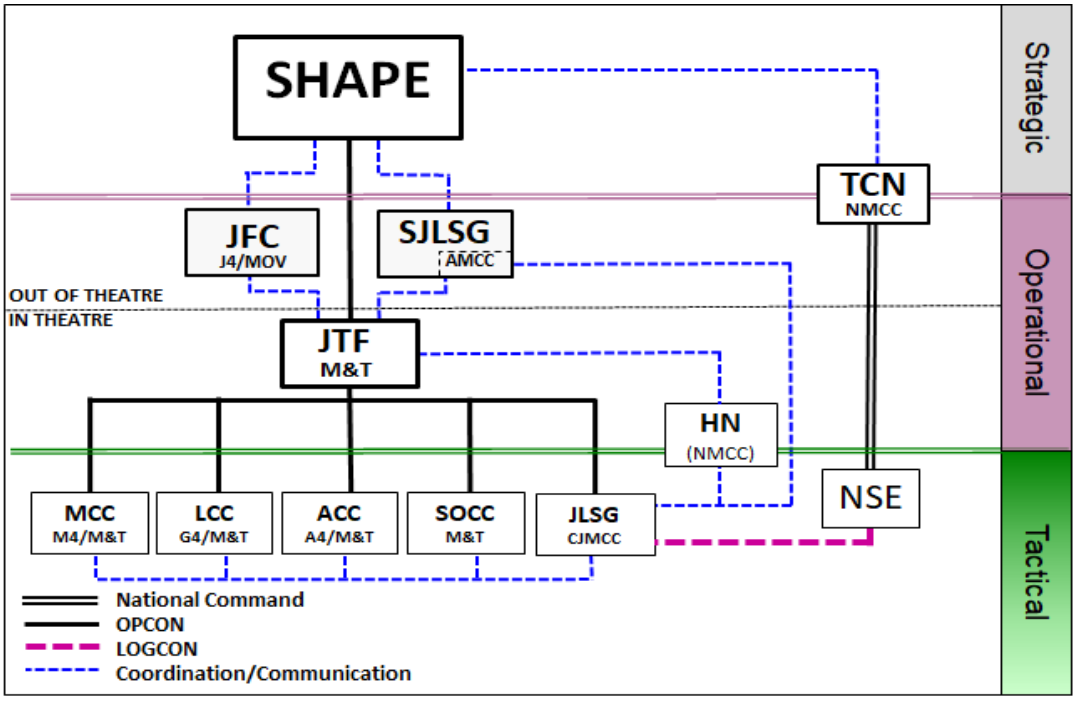
Chapter 5 – Command, control, coordination and information

Section 1 – General

5.1 Movement command, control, coordination and information exchange, are critical to a successful operation. There must be a clear chain of command that is understood by all, a system of control to monitor and measure progress, and communications and information systems.'.

Section 2 – Command and control

5.2 The foundation of successful military movement rests on the establishment of centralized control, at the highest practical level. Factors such as the complexity of the move, security and communications requirements and the desired degree of control will determine the level at which command and control is exercised.



ACC - Air Component Command
AMCC - Allied Movement Coordination Centre
CJMCC - Combined Joint Movement Coordination Centre
HN - Host nation
JFC - Joint Force Command
JLSG - Joint Logistic Support Group
JTF - Joint Task Force
LCC - Land Component Command
MCC - Maritime Component Command
M&T -Movement & Transportation
MOV - Movement
NMCC -National Movement Coordination Centre
NSE -National Support Element
SHAPE - Supreme Headquarters Allied Powers Europe
SJLSG - Standing Joint Logistic Support Group
SOCC - Special Operations Component Command
TCN - Troop Contributing Nation

Figure 5.1 – Movement command, control and coordination

5.3 The command, control and coordination structure will be determined by the type, scale, complexity and location of each operation. The movement command, control and coordination structure should maintain the flexibility to provide for several courses of action. The generic command, control and coordination for the movement support network is illustrated in figure 5.1.

5.4 **Strategic**. For strategic movement, Allied forces remain under national command until transfer of authority (normally the port of debarkation). The Standing Joint Logistic Group (SJLSG) Allied Movement Coordination Centre (AMCC) will coordinate strategic movement on behalf of Supreme Allied Commander Europe and the nations in accordance with the multinational detailed deployment/redeployment plan and commander joint task force's (COM JTF's) operational requirements and sustainment priorities. The SJLSG/AMCC should also coordinate the use of strategic movement assets that may be available for cooperative or shared use.

5.5 **Operational**. COM JTF coordinates movement in the JOA with HN national movement coordination centres (NMCCs), national support elements and the SJLSG/AMCC. However, a HN NMCC has the ultimate responsibility for the control and coordination of movement within its territory. COM JTF will prioritize movement in accordance with their operational requirements and deconflict between operational requirements and tactical concerns. In addition, they will coordinate the use of movement assets within the JOA that may be available for cooperative or shared use, this function may be delegated to COM joint logistic support group. (JLSG). In order to enhance command, control and coordination, COM JLSG, establishes a Joint Logistic Support Network (JLSN). A JLSN is a system of interconnecting logistic nodes, activities, organizations and sites, and their multimodal links in the JOA. A typical JLSN will consist of, but not be limited to: points of debarkation; points of embarkation; lines of communications; logistic bases; convoy support centres; and staging areas. Movement in or through the JLSN must therefore be closely coordinated through the JLSG HQ.

5.6 **Tactical**. Component commanders and COM joint logistic support group control movement within their area of responsibility in coordination with HN NMCCs and movement control staffs within the JOA. The battle space owner(s) controls individual movement within the movement support network. Component commanders will resolve any movement conflicts through COM JTF when necessary.

Section 3 – Information exchange

5.7 **Information management**. Information systems to support the movement plan must be secure, available at the appropriate levels, simple to use and responsive. These systems must be available at an early stage to support the deployment and further operations. In addition to the military systems, civilian communication and information systems may also be available in theatre. However, most commercial systems are not

secure and additional security precautions may be necessary. Contracted civilian movement agencies should use accredited information and communication systems.

5.8 **Information technology**. The NATO logistic information management system (IMSy) must assist planning and contribute to the recognized logistic picture (including movement information). The IMSy will also contribute to movement visibility and infrastructure utilization. Consequently, NATO is mandated to use the NATO logistic IMSy. Nations, are strongly encouraged to use the same system to facilitate; multinational movement planning, execution monitoring and transfer of information within the scope of NATO security policies and regulations. Troop-contributing nations (TCNs) could use other systems, but where national systems are used, they must ensure that data is provided in a compatible format.

5.9 **Logistic Functional Area Services**. Logistic Functional Area Services (LOGFAS), Tools for Operations Planning Functional Area Services is the current logistic IMSy and is an integrated applications suite with multiple capabilities to support movement planning, execution and reporting. The LOGFAS core applications for movement are a geographical manager, a logistics data manager and the logistics database. The movement suites linked to LOGFAS are as follows:

a. **Allied Deployment and Movement System** (ADAMS). ADAMS is the software tool used to plan strategic movement, develop multinational detailed deployment/redeployment plans from the national detailed deployment/redeployment plans and de-conflict them as required. For NATO operations and exercises, national movement plans will be communicated and coordinated between TCNs and NATO using ADAMS.

b. **Effective Visible Execution**. Effective Visible Execution is the tool used to manage movement. This includes movement for sustainment and rotation of forces. In addition to its primary movement-management functions, it provides visibility for ongoing and planned transportation missions to all participating nations and NATO. For near real-time visibility of movement Effective Visible Execution is highly dependent on timely and accurate input of current movement information.

c. **Coalition Reception Staging and Onward Movement**. Using the multinational detailed deployment/redeployment plan from ADAMS, Coalition Reception Staging and Onward Movement will assist the planning for the locations of reception, staging, onward movement/ rearward movement staging and dispatch stages installations and the onward/rearward movement of forces during joint and combined operations. It could also be used for planning and executing sustainment movement.

Section 4 - Reporting

5.10 Once the movement begin, progress must be monitored and reported on a regular and systematic basis to keep the chain of command and other staffs informed. This enables timely action to mitigate unforeseen delays, changes or resource shortfalls. Therefore, a movement reporting system will be described in the operations plan. When establishing the reporting system, the following should be considered:

- information must be timely, accurate and in the agreed format;[17]
- understanding the security situation during all phases of the move;
- reporting systems must be secure if classified information is to be exchanged; and
- LOGFAS movement applications are the NATO standard preferred IT software for movement reporting.

[17] Reference for agreed format.

Lexicon

Part I – Acronyms and abbreviations

The lexicon contains acronyms/abbreviations and terms/definitions relevant to Allied Joint Publication-4.4(C) and is not meant to be exhaustive. A definitive and more comprehensive list of abbreviations is in NATO Term.

ADAMS	Allied Deployment and Movement System
AJP	Allied joint publication
ALP	Allied logistic publication
AMCC	Allied Movement Coordination Centre
CIMIC	civil-military cooperation
COM	commander
ESMRM	explosives safety and munitions risk management
HN	host nation
HNS	host-nation support
HQ	headquarters
IMSy	information management system
JOA	joint operations area
JLSG	joint logistic support group
JTF	joint task force
LOC	lines of communications
LOGFAS	Logistic functional area services
MOT	mode of transportation
MOVCON	movement control
NMCC	national movement coordination centre
OPP	operations planning process
POD	port of debarkation
POE	port of embarkation
RMSD	rearward movement, staging and dispatch
RSOM	reception, staging and onward movement
SHAPE	Supreme Headquarters Allied Powers Europe
SJLSG	Standing Logistic Support Group
TCN	troop-contributing nation
TG	transport group

Part II – Terms and definitions

civil-military cooperation (CIMIC)
A joint function comprising a set of capabilities integral to supporting the achievement of mission objectives and enabling NATO commands to participate effectively in a broad spectrum of civil-military interaction with diverse non-military actors.
(NATO Agreed)

command

- The authority vested in an individual of the armed forces for the direction, coordination, and control of military forces.
- An order given by a commander; that is, the will of the commander expressed for the purpose of bringing about a particular action.
- A unit, group of units, organization or area under the authority of a single individual.
- To dominate an area or situation.
- To exercise command.

(NATO Agreed)

deployment
The relocation of forces from a location outside a joint operations area to an assigned area of operation within it. (This definition modifies an existing NATO Agreed definition and will be processed for NATO Agreed status)

dispatch
The activity involved in the transition from operational movement to strategic movement between staging area and port of embarkation.

Note: Activity includes moving, marshalling, assigning, loading and recording. (This is a new definition and will be processed for NATO Agreed status)

host nation (HN)
A nation which, by agreement:

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

b. allows materiel and/or NATO organizations to be located on its territory; and/or

c. provides support for these purposes.

(NATO Agreed)

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 that are located on, operating on/from, or in transit through the host nation's territory. (NATO Agreed)

integration
The process of conducting the synchronized transfer of combat ready units to a multinational joint force. (This definition modifies an existing NATO Agreed definition and will be processed for NATO Agreed status)

joint logistic support group
A logistics-centric, force-generated, deployed, component-like joint organization, discharging operational-level responsibilities, through joint operational and tactical-level activities. (NATO Agreed)

joint operations area (JOA)
A temporary area within a theatre of operations defined by the Supreme Allied Commander Europe, in which a designated joint force commander plans and executes a specific mission at the operational level. (NATO Agreed)

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

a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposal of materiel;

b. transport of personnel;

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

d. acquisition or furnishing of services; and

e. medical and health service support.[18]

(NATO Agreed)

movement

[18] Several Nations do not consider medical support to be a logistic function.

The activity involved in the change of location of personnel and materiel as part of military operations. (This definition modifies an existing NATO Agreed definition and will be processed for NATO Agreed status)

national movement
The activity of moving personnel and materiel from a national location to a port of embarkation or from a port of debarkation to a national location. (This is a new definition and will be processed for NATO Agreed status)

onward movement
The activity of moving personnel and materiel from a staging area to an assigned area of operation. (This definition modifies an existing NATO Agreed term and/or definition and will be processed for NATO Agreed status)

operational movement
The activity of moving personnel and materiel from a port of debarkation to an assigned area of operation or from an assigned area of operation to a port of embarkation. (This is a new definition and will be processed for NATO Agreed status)

rearward movement
The activity of moving personnel and materiel from an assigned area of operation to a staging area. (This is a new definition to be processed for NATO Agreed status)

reception
The activity involved in the transition from strategic movement to operational movement between port of debarkation and staging area.

Note: Activity include receiving, offloading, recording, marshalling and moving. (This definition modifies an existing NATO Agreed definition and will be processed for NATO Agreed status)

redeployment
The relocation of forces from an area of operations to a national location. (This is a new definition and will be processed for NATO Agreed status)

staging
As an element of deployment, the process of assembling, temporarily holding and organizing arriving personnel and materiel into formed units, as they prepare for onward movement and further activities.
As an element of redeployment, the process of disassembling, temporarily holding and organizing departing units into administrative movement components of personnel and materiel, to prepare for dispatch from the joint operations area. (This definition modifies an existing NATO Agreed definition and will be processed for NATO Agreed status)

strategic deployment
The relocation of forces from national location to a joint operations area, and consists of national and strategic movement. (This is a new definition and will be processed for NATO Agreed status)

strategic movement
The activity of moving personnel and materiel to/from a port of embarkation to a port of debarkation. It includes the marshalling and embarkation of materiel and personnel at the POE onto strategic movement assets. (This is a new definition and will be processed for NATO Agreed status)

transportation
The physical movement of personnel and materiel from one location to another.
(This definition modifies an existing NATO Agreed definition and will be processed for NATO Agreed status)

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