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AJP-4.4(A)

# **ALLIED JOINT MOVEMENT AND TRANSPORTATION DOCTRINE**

## **AJP-4.4(A)**

December 2005

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Brigadier General, POL(A)  
Director, NSA

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**CHAPTER 1****NATO PRINCIPLES AND POLICIES FOR MOVEMENT AND  
TRANSPORTATION (M&T)****Section I – Introduction****0101. Background**

NATO's enhanced mission spectrum has widened to involve extensive use of movement and transportation within the NATO Area of Responsibility (AOR) and beyond (BNAOR). MC 336/2, NATO Principles and Policies for Movement and Transportation (M&T), states; "It is essential to the Alliance's military credibility that the capability exists through, inter alia, multi-national co-operation to deploy forces in a timely manner in order to undertake the full spectrum of Alliance roles and missions". This also applies to transportation for sustainment (re-supply), and re-deployment. In response to this situation, Allied Joint Publication (AJP) 4, Allied Joint Logistic Doctrine, was developed to address the logistic, movement and transportation, and medical doctrine. However, more detail was required for expanding the missions, tasks and responsibilities, and procedures that M&T staffs are expected to meet in Article 5 and non-Article 5 Crisis Response Operations (CRO). As such, AJP 4.4(A), Allied Joint Movement and Transportation Doctrine was developed to assist nations and NATO to operate in a combined and joint M&T environment.

**0102. Purpose**

The purpose of AJP 4.4(A) is to provide guidance on M&T doctrine and procedures for Article 5 and non-Article 5 CRO in support of Strategic Commanders Defence Concepts, supporting concepts, and the Operational Planning System (MC 133/3). MC 336/2 served as the principle guide for developing the information herein.

**0103. Scope**

This publication is applicable to the full spectrum of potential NATO operations and exercises, including those conducted in co-operation with the United Nations (UN), the European Union (EU), and the Organisation for Security and Co-operation in Europe (OSCE). It is also applicable for Non-NATO nations participating in NATO led operations and exercises.

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**Section II – Principles and Policies****0104. Principles**

The main principles out of MC 319/2 and MC 336/2 applicable to this M&T doctrine are:

- a. Collective Responsibility. NATO and nations have a collective responsibility for movement and transportation (M&T) support. This responsibility extends from initial M&T planning through the strategic deployment, Reception, Staging & Onward Movement (RSOM), sustainment and redeployment phases of an operation. NATO Commanders at the appropriate level are responsible for establishing the M&T requirements and for initiating, prioritising, co-ordinating, and deconflicting movements. Nations are responsible for obtaining transportation resources to deploy, sustain and redeploy their forces. NATO is responsible for the movement of NATO owned equipment and assets including Headquarters elements for NATO-led operations.
- b. Co-operation. Co-operation between NATO and national authorities, both military and civilian, in the area of M&T is essential, can be of a bi- or multilateral nature and incorporates co-operative and shared use of lift assets.
- c. Flexibility and Simplicity. M&T plans and procedures should be simple and flexible to allow for changes during execution.
- d. Standardization. Standardization can facilitate successful M&T. Standardization covers equipment, processes, procedures, systems and training.
- e. Information Sharing. Exchange of M&T information between NATO and national military and civil authorities is important for the efficient planning and execution of M&T tasks.

**0105. Policies**

The execution of a nation's responsibility to obtain sufficient M&T resources could be hampered by shortages of required lift assets. Consequently, nations should, where possible, make surplus lift capacity available for co-operative and shared use.

## **CHAPTER 2**

### **M&T ORGANISATION**

#### **Section I – Responsibilities, Organisation & Relationships**

##### **0201. Purpose**

The purpose of this chapter is to describe the responsibilities of allied and national military staffs in the area of M&T.

##### **0202. General**

- a. M&T are integral aspects of military operations. To assist commanders and military authorities in carrying out their tasks and responsibilities specialised M&T personnel should be integrated into staffs/commands at all levels.
- b. Nations will control all aspects of their own lines of communication (LOC) and M&T resources unless they have made other arrangements. In doing so, nations will take into account the agreed operational priorities set out by the appropriate NATO Commander.
- c. The NATO command structure manages rather than controls movement. Management of movement may, dependent on the situation and operational level, wholly or partly embrace the following functions:
  - (1) Initiation – Multi-national movement planning is initiated by the movement conferences chaired by the NATO Commander.
  - (2) Prioritisation - Movements are prioritised in accordance with the NATO Commander's operational requirements.
  - (3) Co-ordination - National Detailed Deployment Plans (DDP) are co-ordinated and combined into a Multi-National DDP (MNDDP) by the Allied Movement Co-ordination Centre (AMCC) for OPLANs and for Contingency Plans (COPs).
  - (4) Deconfliction - The appropriate NATO Commander deconflicts movements in close co-operation with Sending (SN), Lead (LN) and Host Nations (HN).
  - (5) Co-ordination of resources - The NATO Commander facilitates co-operative and shared use of transportation resources, facilities and infrastructure.

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- (6) Monitoring of movement - Movement is monitored by the appropriate NATO Commander in order to determine the status, and to take remedial measures in co-operation with the nations, if required.

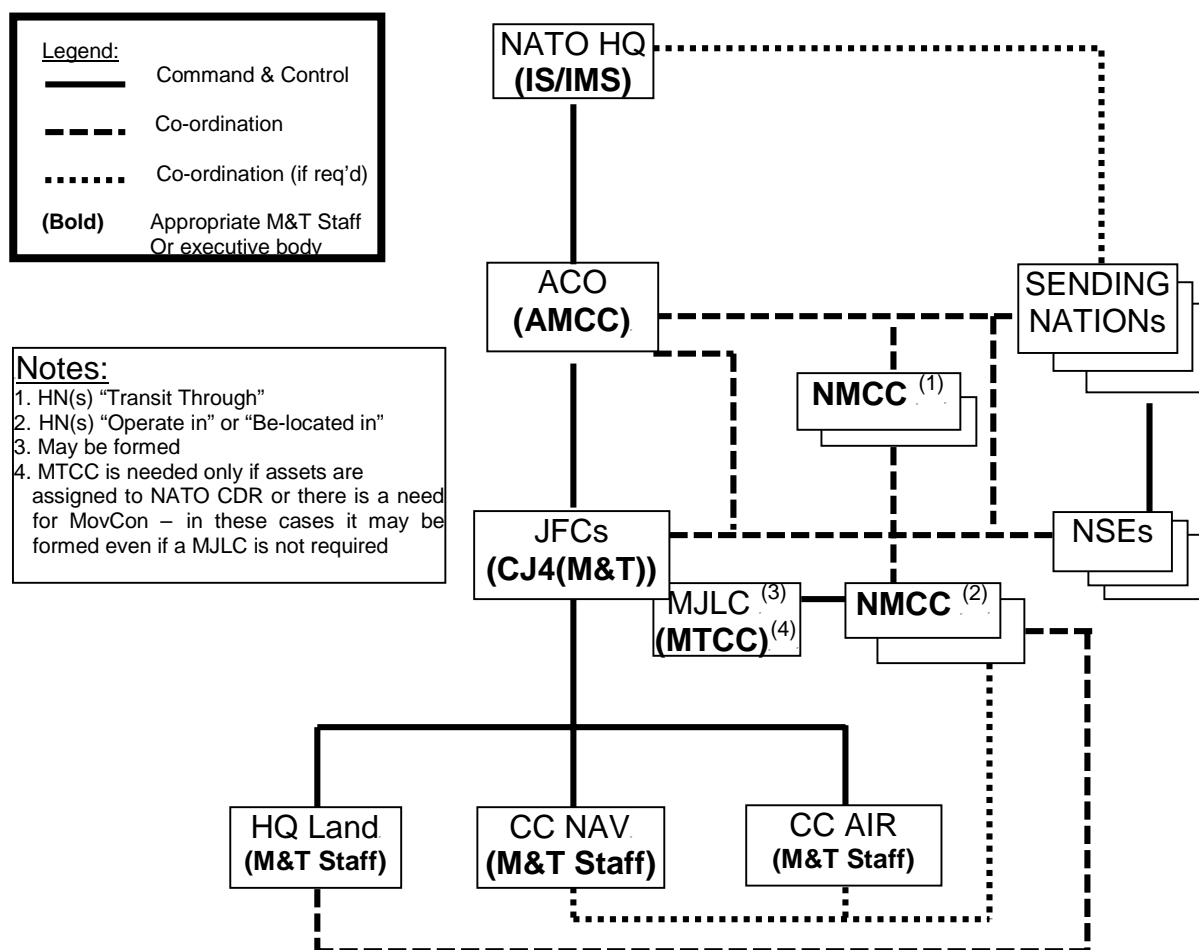
**0203. NATO M&T Structure**

Figure 2-1 and 2-2 illustrate, in general terms, two different options; using either the Integrated NATO Command Structure (NCS) or the Combined Joint Task Force (CJTF) structure.



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NATO M&T Structure based on the Integrated Command Structure – (Figure 2-1)Abbreviations:

ACO – Allied Command Operations

CC – Component Command

IMS – International Military Staff

JFC – Joint Force Command

MJLC – Multinational Joint Logistic Centre

MTCC – Movement and Transportation Coordination Cell

NAMSA – NATO Maintenance and Supply Agency

NMCC – National Movement Coordination Centre

NSE – National Support Element

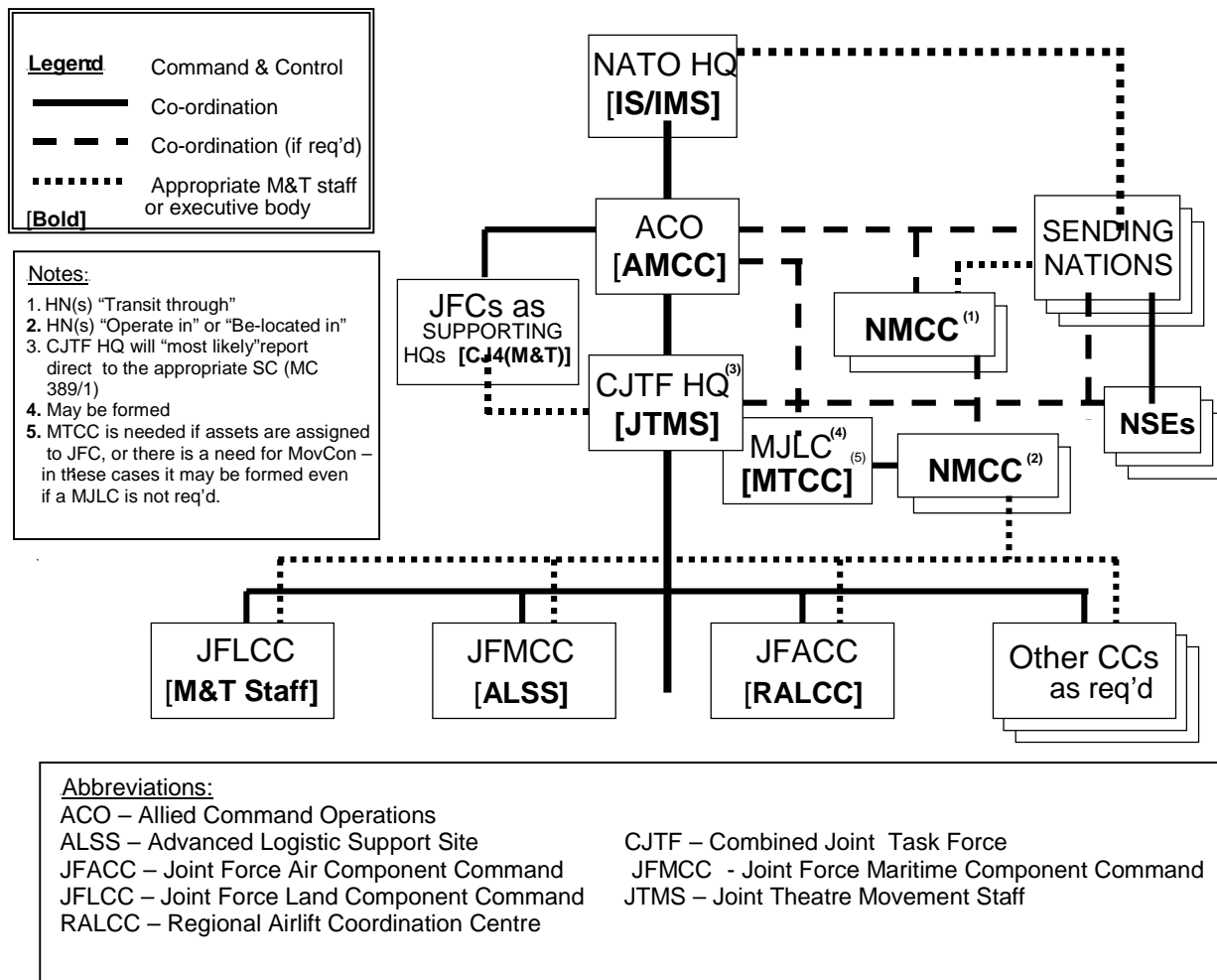
SCEPC – Senior Civil Emergency Planning Committee

AMCC – Allied Movement Coordination Centre

CJ – Combined Joint

IS – International Staff

### NATO M&T Structure based on the Combined Joint Task Force (CJTF) - (Figure 2-2)



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**Section II – National M&T Structure****0204. Sending Nation (SN)/National Support Element (NSE)**

- a. Mission. The SN is responsible for planning, controlling, and executing the movement of:
  - (1) Its national forces,
  - (2) National components of multinational forces,
  - (3) A multinational headquarters group and/or unit with a high degree of multinationality, if the SN has agreed to assume the Lead Nation (LN) responsibility,
  - (4) Forces of other nations, if agreed.
- b. Organisation. The M&T organisation varies between nations. Their efforts are co-ordinated through their respective Ministries of Defence (MOD) with the AMCC. Within the theatre, the nations can use their National Support Element (NSE) to co-ordinate their requirements with the National Movement Co-ordination Centre (NMCC) of the HN and the Joint Force Commander (JFC).
- c. Tasks and Responsibilities.
  - (1) Develop the national DDP, in Allied Deployment And Movement System (ADAMS) format, based on the Allied Disposition List (ADL), which includes the designated NATO Commander's priorities.
  - (2) Control the movement of national forces and national components of multinational forces, taking into account the designated NATO Commander's operational requirements.
  - (3) Determine movement requirements and make necessary transportation arrangements; then work with the AMCC to identify shortfalls and surpluses in national M&T resources to meet Alliance's movement requirements.
  - (4) Respond to requests to develop/execute arrangements for co-operative use of lift with other nations, in order to meet overall NATO priorities (see Annex B).
  - (5) Control and co-ordinate civil and military transportation resources in support of national and, as required, allied forces.

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- (6) Provide national liaison/augmentation to the AMCC and, as necessary, to the NMCC of the HN.
- d. National Support Element (NSE)
  - (1) Mission. The NSE, under national control, supports and co-ordinates the RSOM, transportation for sustainment and redeployment of forces with the HN and the appropriate NATO Commander as required.
  - (2) Organisation. The organisation varies from nation to nation, and operation to operation. Size of the unit may vary from a section sized detachment to a battalion or larger.
  - (3) Tasks and Responsibilities. The tasks and responsibilities are at the discretion of the SNs.

**0205. Host Nation, National Movement Co-ordination Centre (NMCC)**

- a. Mission. The HN has the ultimate authority to approve, co-ordinate and control all movements, including RSOM related activities, on its sovereign territory. Operations on HN territory will be conducted in accordance with the NATO Commander's priorities and the Host Nation Support Agreements (HNSAs), with the exception of a defined force employment area. In this area based upon agreements (e.g. Memorandum of Understanding (MOU)), approval, co-ordination and control of movements will be delegated, partially or totally, to the JFC.
- b. Organisation. The M&T organisation differs between nations, but a NMCC should be established to co-ordinate movements with SNs and JFC. For Air Traffic Control (ATC) due regards have to be given to existing agreements, rules and regulations with multinational military and civilian ATC -Organisations.
- c. Tasks and Responsibilities. Establish a NMCC and appropriate executive movement control organisation with the following tasks and responsibilities:
  - (1) Co-ordinate and control air, sea and inland surface movements on HN's territories, taking into account the designated NATO Commander's priorities and SNs' requirements.
  - (2) Control, support and execute their portions of the RSOM plan, which has been made in close co-ordination with the designated JFC and SNs.

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- (3) Identify to the SC the status of M&T resources and infrastructure in support of an operation.
- (4) Establish and/or implement arrangements and co-ordinate with neighbouring nations to facilitate border crossing procedures.
- (5) Control and/or facilitate the use of national civil and military transportation resources (e.g., personnel, facilities, equipment, infrastructure) for national and Alliance support.
- (6) Provide liaison/augmentation to the AMCC as necessary.
- (7) Establish the required links with the organisations responsible for airspace and sea-route control.

**0206. Lead Nation (LN)**a. Mission

- (1) Take the lead in planning and controlling deployment, transportation for sustainment and redeployment, as well as obtaining transportation resources for multi-national headquarters groups and units.
- (2) Conduct either partially or totally the tasks and responsibilities of a HN in the case where no HN authority exists, or by agreement between SNs and HNs.
- (3) Take the lead in performing specific M&T tasks as identified by NATO in co-operation with the nations.

b. Organisation. The organisation required for the above mentioned missions is at the discretion of the nation assuming LN responsibilities.c. Tasks and Responsibilities. These are identical to the SN and/or HN tasks and responsibilities. However, the LN has the responsibility to establish arrangements for compensation and/or reimbursement for those LN functions with all parties involved.

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**Section III – NATO M&T Structure****0207. NATO Headquarters and Agencies**

- a. International Staff / International Military Staff. The International Staff (IS) and the International Military Staff (IMS) assist deployment planning and execution by providing political and military guidance and by obtaining timely arrangements for the transit of deploying forces through national territory when necessary.
- b. Senior NATO Logisticians' Conference. The Senior NATO Logisticians' Conference (SNLC), as Co-ordinating Authority for Logistics, is responsible for the co-ordination and harmonisation of the development and implementation of Alliance M&T policies and concepts. The Movement and Transportation Group (M&TG) supports the SNLC with regard to M&T policies and concepts.
- c. Senior Civil Emergency Planning Committee. The Senior Civil Emergency Planning Committee (SCEPC), through its Transportation Planning Boards & Committees (PB&Cs), supports the NATO Military Authorities, by advising on the availability and use of civil transportation resources and related infrastructure in support of NATO and NATO-led operations, by assisting in the acquisition of civil resources, and by harmonising and standardising civil procedures relating to transport for defence purposes. Additional information on the civil experts is addressed in Chapter 8.
- d. NATO Maintenance and Supply Agency. The NATO Maintenance and Supply Agency (NAMSA) can provide contracting assistance to the AMCC, and/or nations, when required.
- e. NATO Standardization Agency. The established M&T working groups and panels within the NATO Standardization Agency (NSA) develop M&T allied publications (APs) and standardisation agreements (STANAG). These STANAGs and APs are offered to all Nations for ratification and implementation, in order to use the same standards to increase interoperability.

**0208. Allied Command Transformation (ACT)**

- a. Mission. The M&T Branch at HQ Strategic Allied Command Transformation (HQ SACT) co-ordinates and manages M&T transformation activities on behalf of the Alliance and initiates Research and Technology (R&T) efforts to explore/develop future M&T capabilities.
- b. Organisation. HQ SACT's M&T Branch is located within the Resources and Logistics Division.

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c. Tasks and Responsibilities

- (1) To manage and coordinate M&T transformation activities.
- (2) To advise the ACT chain of command on M&T related matters and the enhancement/transformation of M&T capabilities for the Alliance.
- (3) To coordinate M&T business process/capability requirements with HQ NATO, SHAPE/ACO, NATO Agencies, nations, and appropriate NATO Committees, including the SNLC, M&TG and Transport PB&Cs.
- (4) To document existing M&T business processes/capabilities, identify current shortfalls; initiate and manage efforts to develop improvements to M&T processes/capabilities; offer improvement recommendations to the Alliance.
- (5) To initiate, manage and evaluate M&T Concept Development and Experimentation (CDE) projects and Capability Packages (CP) and work with the Alliance to implement accepted solutions.
- (6) To develop M&T aspects of strategic concepts, policies and doctrine.
- (7) To identify individual M&T training requirements and manage M&T training course development and execution.

**0209. Allied Command Operations (ACO)**

- a. Mission. The ACO Supreme Headquarters Allied Powers Europe (SHAPE) M&T personnel form the Allied Movement Coordination Center (AMCC), which is to manage strategic movement, which encompasses the overall deployments, transportation for sustainment and redeployments, as defined in the ADL, which also includes the designated NATO Commander's requirements, objectives and priorities. In this respect the AMCC, in co-operation with nations, constructs the MNDDP, and addresses strategic lift shortfalls. It performs this task in peacetime, exercises and operations.
- b. Organisation. The ACO M&T personnel comprise the Peacetime Establishment (PE) of the AMCC. Its Crisis Establishment (CE) would require augmentation by M&T staffs of other NATO commands, agencies and/or nations. Liaison Officers (LOs) from SNs, HN and the Transport PB&Cs could also augment the AMCC, as required.
- c. Tasks and Responsibilities

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- (1) To act as the M&T interface between the SC, nations and external agencies, including EU and the commercial transport market, which could be effected through NAMSA or the Transport PB&Cs.
- (2) To oversee the operational use (and any development as necessary) of ADAMS for the flow of movement data and national Detailed Deployment Plans (DDP) in support of exercises and contingency operations.
- (3) To serve as the primary M&T point of contact for nations and NATO Military Authorities (NMAs).
- (4) To review, prioritise, de-conflict and co-ordinate deployment and re-deployment plans for the movement of NATO and non-NATO forces in support of exercises and operations.
- (5) To use ADAMS for the flow of movement data, and to construct the MNDDP in support of exercises and operations.
- (6) If requested by nations, to facilitate the acquisition and management of commercial and military transportation assets.
- (7) To identify M&T tasks requiring LN support and seek agreement for a nation to accept these tasks.
- (8) To action transportation requests for all possible situations.
- (9) To provide requirements for possible change in M&T policy and doctrine.
- (10) To monitor the execution of the deployment and provide nations with relevant information on the overall M&T situation so that adjustments can be made.
- (11) To assist the designated NATO Commander in resolving M&T issues that might require support or decisions from SNs.
- (12) To action transportation requests from NATO Commanders for lift assets.
- (13) To organise and/or facilitate shared use of strategic transportation assets.

**0210. Joint Air Power Competence Centre (JAPCC)** (to be developed in AJP-4.4(B))

**0211. Joint Force Command (JFC) CJ 4 M&T Staff**



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- a. Mission. The JFCs CJ 4 M&T staff is to develop and to implement movement and transportation plans and directives, and to prioritise movement requirements as they apply to the JFC tasks. The M&T Staff is the focus for all aspects of operational movement within the Region in co-ordination with the HNs.
- b. Organisation. The M&T staff is part of the JFC HQ CJ4 staff.
- c. Tasks and Responsibilities
  - (1) To develop and implement M&T directives, tasks, responsibilities, and procedures with HNs and subordinate headquarters within the region.
  - (2) To develop M&T plans as they apply to JFC tasks.
  - (3) To assist in the deployment of the CJTF HQ in co-operation with nominated LN, when nominated as the parent HQ.
  - (4) To maintain the necessary functional source documents for the JFC, e.g. border crossing points, military route numbers.
  - (5) To co-ordinate with the nations, the SC and the CCs within the region, if required.
  - (6) To co-ordinate and provide augmentation to the NATO M&T structure, if required.
  - (7) To recommend to the AMCC required changes concerning force deployment (desired order of arrival, etc), transportation for sustainment (re-supply), and redeployment.
  - (8) To monitor, evaluate and provide continuous assessment to Commander in Chief (CINC) JFC of deployment, and the M&T situation in the AOR.
  - (9) If required, provide functional control to a MTCC where no MJLC has been established.

**0212. Headquarter Land M&T Staff**

- a. Mission. The HQ Land M&T staff develops movement and transportation plans and directives, and prioritises movement requirements in the Joint Operations Areas (JOA) as applicable to joint force employment.
- b. Organisation. The M&T staff is part of the HQ Land CJ4 staff.

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c. Tasks and Responsibilities

- (1) To develop movement and transportation plans and prioritise movement requirements as applicable to the joint force employment within the JOA.
- (2) To recommend required changes concerning force deployment (desired order of arrival, etc.), transportation for sustainment (re-supply), and redeployment to the JFC/SC.
- (3) To co-ordinate movement and transportation issues as applicable within the JOA with HNs, NMCC(s), NSE(s) and the AMCC or JFC M&T Staff.
- (4) To approve, co-ordinate and control all movements related to the employment of forces in a defined operational area. This area should be defined in the appropriate OPLAN, and based upon agreements with the HN.
- (5) To provide representation in the NMCC, as applicable, in order to co-ordinate movements in co-operation with nations.
- (6) To provide augmentation to the NATO M&T structure, if required.
- (7) If required, provide functional control to a MTCC if no MJLC has been established.

**0213. HQ Combined Joint Task Force (HQ CJTF)/Joint Theatre Movement Staff (JTMS).**

- a. Mission. The JTMS develops M&T plans and prioritises movement requirements in theatre.
- b. Organisation. The JTMS can be positioned in either CJ3 or CJ4. The CJTF HQ doctrine (under development) describes the JTMS establishment.
- c. Tasks and Responsibilities
  - (1) To serve as the COMCJTF's primary focus for deployment, M&T in COMCJTF's Joint Operations Area (JOA).
  - (2) To develop M&T plans and procedures in support of COMCJTF's mission and to contribute to the CJTF CJ5 operational planning process by providing M&T options and checking feasibility of plans.

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- (3) To apply operational priorities to the execution of M&T functions.
- (4) To monitor, evaluate and provide continuous assessment to COMCJTF of the deployment and the M&T situation in JOA.
- (5) To recommend to the AMCC required changes concerning force deployment (desired order of arrival, etc), transportation for sustainment (re-supply) and redeployment.
- (6) To determine and action the requirement for M&T assets, facilities and services needed to support the CJTF mission.
- (7) To co-ordinate, as necessary, M&T issues throughout the JOA between NMCCs, LNs, NSEs and Component Commanders.
- (8) To co-ordinate and liaise with CJ9, the Civil Military Cooperation (CIMIC) centre, Non-Governmental Organisations (NGOs) and International Organisations (IOs) in respect of M&T issues.
- (9) To provide functional control to a MTCC if established.
- (10) To provide liaison to the NMCC(s), as applicable, in order to support co-ordination of movement between nations, in accordance with COMCJTF's operational requirements.
- (11) In the absence of a HN or LN NMCC, the JTMS will assume the responsibility for NATO. Additional M&T personnel and support may be required from the nations through the Force Generation Process.

**0214. Movement and Transportation Co-ordination Cell (MTCC)**

- a. Mission. If established, the MTCC will manage transportation resources owned by, or assigned to the Joint Force Commander (JFC) for shared use throughout the theatre. It will also co-ordinate transportation requests from IOs/NGOs validated by the CIMIC Centre. In the absence of a HN or LN MCC it may be tasked to execute intra-theatre movement control.
- b. Organisation
  - (1) The MTCC is established when transportation resources owned by or assigned to the JFC for shared use are available and must be managed or when the requirement for movement control exists. It may be part of Multi-national Joint Logistic Centre (MJLC) or may be under the CJ4 if the MJLC is not established.

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- (2) The MTCC is comprised of personnel provided primarily by the nations with the Chief of the MTCC serving a key nucleus post within the MJLC Peace Establishment (PE). The MTCC receives functional direction from JTMS/CJ4 M&T staff, as appropriate.
- (3) In case of executing movement control, additional M&T personnel and support will be required from the nations through the Force Generation Process.

c. Tasks and Responsibilities

- (1) To serve as the central theatre point of contact for all requests for passenger and cargo airlift support provided by NATO, e.g. use of NATO Intra-Theatre Airlift System (ITAS).
- (2) To serve as the central theatre point of contact for co-ordinating and tasking inland surface transport provided to NATO for shared use, inter alia through Multi-national Integrated Logistic Units (MILUs).
- (3) To serve as the central theatre point of contact for co-ordinating transportation requests from IOs/NGOs validated by the CIMIC Centre.
- (4) To monitor and report status of NATO owned and assigned transportation resources to CJ4 M&T/JTMS.
- (5) To acquire through the Regional Allied Contracting Office (RACO) / HNS Co-ordination Cell (HNSCC) M&T resources, facilities and services as directed by CJ4 M&T/JTMS.
- (6) To execute intra-theatre movement control in the absence of a HN/LN MCC.

**0215. Regional Airlift Co-ordination Centre (RALCC)**

- a. Mission. The RALCC will plan, co-ordinate, execute and control air transport operations within the JOA.
- b. Organisation. The RALCC is established as an integral part of the Air Operations Centre (AOC). The Combined Joint Force Air Component Command (CJFACC) structure is detailed in AJP 3.3.7.
- c. Tasks and Responsibilities
  - (1) To schedule and task airlift operations within the JOA based on the JFC/COMCJTF approved priorities for validated airlift requirements.

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- (2) To allocate slot times for arrival/departure of transport aircraft at airfields in the JOA in response to requests from nations or the appropriate NATO Commander.
- (3) To integrate airlift activity with other operations, e.g. Humanitarian and Disaster Relief Operation (HADRO) flights.
- (4) To publish the air transportation schedule as a portion of the Air Tasking Order (ATO).

**0216. Land Component Command (LCC) M&T Staff**

- a. Mission. The LCC M&T staff provides M&T co-ordination within the LCC Area of Operation (AOO).
- b. Organisation. The LCC M&T staff will be under CJ4. It should be located where it can best co-ordinate movements within its AOO.
- c. Tasks and Responsibilities
  - (1) To conduct operational movement planning in the LCC AOO.
  - (2) To de-conflict all surface movements within it's AOO in conjunction with the HN/LN, SNs and appropriate higher/lower HQs.
  - (3) To assist in rectifying national transport shortfalls by brokering between national contingents in it's AOO.
  - (4) To monitor and report all M&T activities to higher HQs as required.
  - (5) To manage transport resources owned by, or assigned to JFC for shared use, when authorized.
  - (6) To advise and assist national contingents in M&T assets/facilities acquisition and contracting matters.

**0217. Maritime Component Command (MCC)****Advanced Logistic Support Site (ALSS), Forward Logistic Site (FLS)**

- a. Mission. The ALSS provides logistic support to the multi-national maritime force and is the primary trans-shipment point for Personnel, Mail and Cargo (PMC) destined to and from afloat units. The FLS serves the same mission in support of the ALSS, but on a smaller scale as the most forward point of re-supply.

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- b. Organisation. The ALSS and FLS are multi-national logistic support sites that will be established to support the MCC. The organisation is tailored to the operation and manning is provided by the nations. The ALSS and FLS are co-ordinated and controlled by the Multi-national Logistic Commander-Maritime (MNLC-M). The temporary detachments can be supported by equipment and personnel either by the HN where it is located, or be created by multi-national contributions for the duration of the exercise or operation. Additional guidance on ALSS and FLS operations and structure can be found in Allied Logistics Publication 4.1 (ALP-4.1).
- c. Tasks and Responsibilities
- (1) To execute and monitor the movement of MCC PMC and medical casualties within the designated JOA as directed by the MNLC-M.
  - (2) To exercise TACON of all manpower and equipment assigned to the ALSS, FLS, Cargo Detachment, Airlift Detachment, Vertical Onboard Delivery (VOD), and ALSS/FLS Medical Facilities (e.g. MCC logistic fixed wing and rotary aircraft, shuttle tankers, material-handling equipment, trucks, echelon 2 or 3 ashore medical support, etc.).
  - (3) To co-ordinate, as directed by the MNLC-M, with the MTCC for Intra Theatre Airlift System (ITAS) scheduling of PMC movement and surface transport support from Multi-national Integrated Logistic Units (MILU) or other multi-national provided assets, if available.
  - (4) To co-ordinate with the HN for maritime related M&T issues.
  - (5) To co-ordinate with the RALCC for scheduling of MNLC-M organic support aircraft.
  - (6) To co-ordinate with MNLC-M and NSE on priorities of PMC.

## **CHAPTER 3**

### **PLANNING GUIDANCE**

#### **0301. Purpose**

To provide general guidance for the planning and implementation of movements of NATO forces. For further details see also MC 336/2 and the Bi-SC Functional Planning Guidance Movement and Transportation (FPG M&T).

#### **0302. Definition**

M&T planning is a distinct, but integral part of logistic planning and must be consistent with force and operational planning.

#### **0303. M&T Planning within the Operational Planning Process**

M&T planning follows the NATO Guidelines for Operational Planning (GOP), an M&T representative should be in the operational planning group (OPG). The end product for this planning is the M&T plan as an integral part of the OPLAN. The GOP identifies five separate planning stages. The activities related to these stages may however be conducted sometimes simultaneously. The stages are:

- a. Stage 1. Initiation. Initiation establishes the requirement to conduct operational planning as well as the general planning direction. Initiation begins with collecting M&T information for assessment. This information is an input into the Strategic Military Assessment and the Initiating Directive.
- b. Stage 2. Orientation. Orientation analyses the situation to determine **what** must be accomplished to meet the higher authority's direction and guidance as well as to precisely determine the mission and desired military end-state. It focuses on mission analysis. The principle products are a mission statement and an operational design, with M&T inputs, for the Commander's Planning Guidance (CPG).
- c. Stage 3. Concept Development. Concept Development determines **how** to accomplish the mission most effectively and efficiently. It focuses on developing and analysing different potential COA. The commander's selected COA provides the basis for the development of a Concept of Operations (CONOPS), including M&T and a supporting Combined Joint Statement of Requirements (CJSOR), which are the principle products of this stage.
- d. Stage 4. Plan Development. Plan Development further identifies forces required, organizes the timely deployment into the JOA and includes Force Protection (FP), Reception, Staging, Onward Movement and

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Integration (RSOI) and sustainment. It is coordinated with other headquarters and nations. It results in the OPLAN (or a family of plans as required), complete with Annexes for required functional areas, including M&T, forwarded for approval by the next higher authority.

- e. Stage 5. Plan Review. Plan Review ensures a plan remains valid, in terms of continuing requirements, policy and doctrine as well as viable in terms of feasibility, suitability and acceptability. It includes periodic reviews, which may reveal changes and result in new planning guidance. Integration of forces is the synchronized transfer of mission-ready units into the commander's force and is considered part of M&T.

**0304. Planning Tools**

Sequentially, the main deployment planning tools are:

- a. Statement of Requirement (SOR). The SC will, in close co-ordination with the designated NATO Commander, provide the SOR to the nations. The SOR lists the capabilities required by the NATO Commander for the mission. The SOR is normally refined in consultation with the SNs at Force Generation/Balancing Conferences. A unique SOR serial number, cross-referred to ADAMS, will identify each specific force requirement. Based on the SOR, nations identify and offer forces they can provide in support of the mission. The SOR serial numbers then identify the specific units the nations offer to fill the SOR. Nations may also identify other forces needed for national support.
- b. Allied Disposition List (ADL). The ADL is an expression of the time-phased requirements for deploying the contributed forces. The ADL specifies the NATO Commander's operational requirements by listing the NATO Commander's Required Date (CRD), priority, port of debarkation (POD), and final destination (FD) for each unit. Its development should take into account, to the extent possible, time phasing based on inter alia: available force strength, civil market assessment and throughput capacities. The ADL specifies the CRD with reference to an operational day (G-Day).
- c. DDP. Based on the ADL and identified constraints, nations develop their national DDP considering:
  - (1) Force Packaging
  - (2) Time Phasing
  - (3) LOC
  - (4) Modes of Transportation (MOT)



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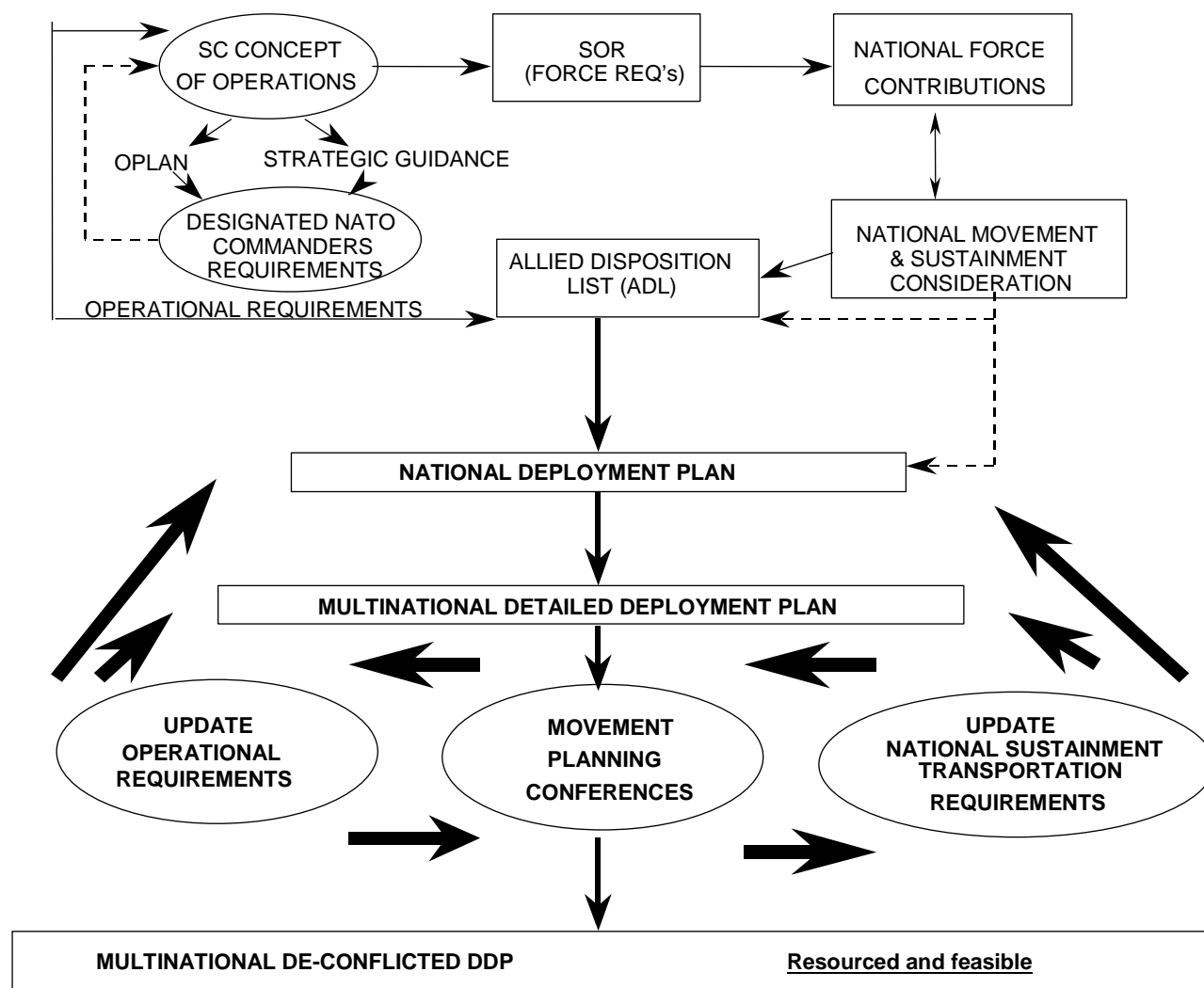
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## (5) Assignment of Transportation Assets (sourcing)

National DDP's are then combined by the AMCC into a MNDDP and de-conflicted by the AMCC, in conjunction with the JFC, the SNs and HN(s) as appropriate. The de-conflicted MNDDP, based on the national DDPs, might lead to constraints regarding the operational plan. RSOM planning is an integral part of the deployment planning process. The JFC, in conjunction with the SNs and HN(s), will conduct RSOM planning to maximise the throughput capacity of PODs. This should include the reception, marshalling, staging, and assembly area activities along with routes to FDs to meet the CRD. In this respect, the early identification of HNS and infrastructure capabilities is essential.

**0305. Sequencing of Planning**

During the operational planning process M&T planning has to be in line with the overall logistic planning and the planning for HNS. In all areas a series of conferences are to be held. AMCC will chair movement planning conferences with all involved nations and military authorities to support the iterative process to develop a de-conflicted MNDDP (The content of these M&T conferences is illustrated in the Bi-SC FPG M&T). De-confliction of the national DDPs should take place as early as possible to assist further national planning. Sequential simulations and evaluations of planned national movements using ADAMS (for further information on ADAMS, see ANNEX A) will determine initial gross feasibility, provide data for analysis and refinement of the movement flow, and identify any shortfalls for resolution in subsequent planning cycles. RSOM capability and the availability of M&T resources are key elements and may necessitate the refinement of national DDPs. Other issues during those conferences will be an agreement of the movement concept as defined in the operational plan, to include the movement architecture, command and control and the definition of agreed responsibilities (framework and LN). During execution nations will provide to the AMCC any required amendments to the DDP.

**0306. Deployment Planning Process (Figure 3-1)****0307. Contingency Plan (COP).**

The sequence for COP movement planning is identical to that listed in paragraphs 303-305.

## **CHAPTER 4**

### **CO-OPERATIVE AND SHARED USE OF TRANSPORTATION RESOURCES**

#### **0401. Purpose**

Nations and NATO HQs have a collective responsibility to move forces as effectively and efficiently as possible. This effort could be hampered by a shortage of required lift assets, such as: out-sized airlift, suitable desired ship types, Heavy Equipment Transport (HETs), Material Handling Equipment (MHE) and flat wagons. To address these shortages, nations and NATO HQs should consider co-operative and shared use of available assets.

#### **0402. Co-operative use**

- a. Definition. Utilisation of resources identified and made available by nations for utilisation by other nations. Compensation and/or reimbursement will be subject to agreements between the parties involved, if such compensation and/or reimbursement is required.
- b. Characteristics
  - (1) Transportation assets identified and made available by Nations for use by other Nations. Co-operation can be of a bi- or multilateral nature.
  - (2) Co-operation can be in the form of:
    - (a) Memorandum of Understanding (MOU).
    - (b) Acquisition and cross servicing arrangements.
    - (c) Mutual logistic support arrangements.
  - (3) Responsive to the national requirements in support of a NATO operation.

#### **0403. Shared use**

- a. Definition. Utilisation of resources identified and made available by nations to NATO, free of charge or under reimbursement arrangements predetermined by the provider and NATO.
- b. Characteristics

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- (1) Transportation assets identified and made available by Nations to NATO.
- (2) Assets may be operated either individually or in a pool.
- (3) Assets for shared use may be managed by:
  - (a) AMCC.
  - (b) The MTCC, if established.
  - (c) An assigned NATO HQ.
  - (d) A LN.
  - (e) A Role Specialist Nation (RSN).
- (4) Responsive to the NATO's operational requirements.

**0404. Bi-Lateral Arrangements for Co-operative use of Air and Sealift**

In addition to the general HNS MOU template and guidance in AJP 4.5(A), annex B provides specific M&T templates and guidance to assist nations in developing bi-lateral arrangements for reciprocal use of air and sealift within NATO and PfP.

**CHAPTER 5****SEA TRANSPORT****0501. Purpose**

To provide military M&T planners with additional information for the planning and implementation of the use of sea transport resources in support of NATO military operations.

**0502. General**

Nations are responsible for providing the military or civil sea transport assets necessary to deploy, sustain and redeploy the forces they contribute to NATO military operations.

**0503. Characteristics**

Movement by sea, although normally slower than other methods, has the advantage that heavy and bulky loads can be transported over any distance, provided suitable shipping and port facilities are available.

**0504. Military Sea transport**

All military shipping remains under national control. However, nations with surplus shipping may offer these assets for use by other nations. AMCC may also request nations to identify available surplus shipping capacity for co-operative or shared use.

**0505. Civil Sea transport**

Military movements may rely heavily upon vessels obtained directly from the commercial shipping market or upon utilisation of normal liner services. However, nations may encounter difficulty in acquiring sufficient capacity of preferred types of ships to meet their military requirements. Nations should consider co-ordinating their acquisition activities in close co-operation with M&T planners from other nations and the AMCC during movement planning conferences. Co-ordination should result in more efficient use of ships and could avoid increased charter rates.

**0506. Request for Civil Expert Assistance**

Requests for civil expert assistance or for initiating studies on a particular sealift problem should be forwarded by the SCs through the CEP to the experts in the Planning Board for Ocean Shipping (PBOS).

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## **CHAPTER 6**

### **AIR TRANSPORT**

#### **0601. Purpose**

To provide military M&T planners with additional information on the planning and use of air transport assets in support of NATO military operations.

#### **0602. General**

Nations are responsible for providing the military or civil air transport assets necessary to deploy, sustain and redeploy the forces they contribute to NATO military operations. Nations should pursue bilateral arrangements with other nations for the use of military and civilian air transport assets, prior to requesting assistance from NATO or other organizations. The procedures for requesting and providing air transport assets for co-operative and/or shared use are found in ATP 53 (NATO Air Transport Policies and Procedures) or successor document.

#### **0603. Characteristics**

The main attributes of air transport are speed and flexibility. The use of air transport is limited by aircraft capacity, the availability of airfields, weather conditions and handling aids. The weight and dimensions of materiel to be moved may also be limiting factors. Certain categories of hazardous materiel are prohibited from carriage by air.

#### **0604. Military Air transport**

- a. Nations retain full command and control of their military air transport assets. Nations are encouraged to make available surplus airlift capacity under their military control for NATO Military Command co-ordinated, co-operative and/or shared use.
- b. However, nations can allocate air transport resources under the operational control of a NATO Commander in certain instances or for a particular period or task. Air transport resources assigned for NATO use will be tasked according to priorities approved by the JFC/COMCJTF following recommendations by the JFC's or COMCJTF's M&T staffs. The RALCC tasks and executes air transport in the Joint Operations Area (JOA). The MTCC (if established), in close co-ordination with the RALCC will manage NATO assigned air transport resources provided for common NATO logistic use throughout the JOA.

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**0605. Civil Aviation Assets**

Military movements will, in most cases, rely upon air transport resources acquired directly from the commercial aviation market. Nations plan for the use of commercial aviation resources during operations and retain control over their acquired air transport assets. However, nations may encounter difficulties in acquiring air transport resources to meet military requirements and should, therefore, co-ordinate their chartering activities in close co-operation with military planners from other nations. This could result in more efficient use of aircraft and could restrain escalating charter hire rates.

**0606. Request for Civil Expert Assistance**

Requests for civil expert air transport assistance or for initiating studies on particular air transport problems should be forwarded by the SCs through the CEP to the experts in the Civil Aviation Planning Committee (CAPC).



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**CHAPTER 7****INLAND SURFACE TRANSPORT****0701. Purpose**

To provide military M&T planners with information for the planning and use of Inland Surface Transport (IST) resources in support of NATO operations.

**0702. General.**

- a. IST encompasses the use of ports and beaches and road, railroad, and inland waterway transport modes, as well as inter-modality within them. One or more of these modes will be required to accomplish deployment, sustainment and redeployment of forces. The procedures for requesting and providing IST resources are found in AMovP1 - 4.
- b. IST resources and planning for their use remain fully under national control during operations unless nations elect to provide that capability to NATO in the form of a Multi-national Integrated Logistic Unit (MILU). However, planning requires co-ordination between nations and relevant headquarters.
- c. Due to the limited availability of military IST resources, civil resources will be necessary to meet operational requirements. Consequently, assured access to civil transport resources would be beneficial.
- d. Selection of mode(s) will take account of the specific lift requirements. Characteristics, capabilities, availability and cost effectiveness are factors in deciding upon which mode of transport (MOT), or combination thereof, is to be used.
- e. IST has to be co-ordinated with the responsible national authorities (see also chapter 10).
- f. Permission to cross borders into non-NATO countries may be difficult to obtain. Nations should co-ordinate with the appropriate authorities as early as possible.

**0703. Characteristics**

- a. Road Transport. The main characteristic of road movement is flexibility, and in this respect it has significant advantages over rail movement; in addition, it is an essential adjunct to all other methods of movement. Intra-regional movement of forces and accompanying stocks are normally executed by using military organic vehicles.

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- b. Railroad Transport. Rail transport is normally the most suitable means for the movement of large quantities of materiel over long distances on land. There are limitations to the dimensions of items which may be moved by rail.(see AMovP-4).  
Intra-European movements between the Northern and Southern Regions could well be hampered by the limitation in rail border crossing capabilities.  
Transports into the east outside NATO territory will be hampered by the different gauges used in Russia and other CIS nations.
- c. Inland Waterway Transport. Inland waterways transport may be operated through rivers, canals or inland seas and lakes. It can be of value for the movement of bulk supplies when speedy transportation is not essential or where the topography restricts other forms of movement since regulated traffic flow can ensure steady routine delivery on a continuing basis. It normally requires lifting facilities at POEs and PODs.

**0704. Request for Civil Expert Assistance**

Requests for civil expert assistance or for initiating studies on particular IST problems should be forwarded by the SCs through the CEP to the experts in the Planning Board for Inland Surface Transport (PBIST).

**CHAPTER 8<sup>1</sup>****CIVIL TRANSPORTATION EXPERT SUPPORT****0801. General**

Within the structure of Civil Emergency Planning (CEP) in NATO, the three transport PB&Cs - the CAPC, the PBIST and the PBOS - develop and maintain plans for civil transport support to NATO. The general aims of the Transport PB&Cs' work include:

- a. promoting civil/military co-operation by assisting in the provision of civil transport support and resources for NATO operations when requested;
- b. developing and maintaining the necessary civil transport crisis management arrangements and structures to support NATO operations;
- c. developing and conducting transportation-related activities with Partners;
- d. providing advice and consultation to the Council, SCEPC and other political bodies as required;
- e. developing and recommending NATO policies, procedures and arrangements to ensure that civil transport assets and infrastructure best serve the needs of NATO;
- f. monitoring plans, legislation and other arrangements for transport and advise NATO on recommendations for the optimum use of these plans and collective resources;
- g. providing recommendations to NATO regarding improved commercial transportation solutions in support of Alliance transformation based on commercial practices;
- h. Maintaining and training a cadre of civil experts from industry to support NATO operation;
- i. conducting joint training exercises with the NMAs and civil and military planners;
- j. pursuing new emerging technologies and assts suitable to meet the evolving requirements of NATO and making recommendations thereupon; and

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<sup>1</sup>

France withholds recognition of the measures described in this chapter until they are approved within the relevant NATO committee.

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- k. monitoring measures for the protection of civil transportation resources and infrastructure against a terrorist attack.

**0802. Deployment Planning Sequence**

Civil transportation support for NATO operations is an important aspect of the transport PB&Cs work. Due to the unpredictable nature of future operations, it is advisable that NATO civil transportation experts from the PB&Cs be involved in the military's operational planning at the earliest opportunity. During the deployment planning process, it is possible to identify areas where civil transport advice may be helpful. These are:

- a. Operational Planning. Civil experts can assist ACO in developing the ADL and assessing the feasibility of the MNDDP by:
  - (1) developing assumptions about civil transport infrastructure and capabilities;
  - (2) providing an initial assessment of gross requirements for and potential availability of civil transport assets; and
  - (3) assisting with the selection of POEs/PODs.
  - (4) monitoring and advising on market conditions and the availability of civil transport assets;
  - (5) evaluating alternative ports of embarkation (POEs) and debarkation (PODs), routes and MOT required.
- b. The assistance rendered during operational planning could continue during the execution phase, although it may be more focused toward problem solving.
- c. The civil experts will be invited to participate in NATO movement planning conferences to advise on commercial assets relating to deployments and options and to provide technical and operational expertise.

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**0803. Planning Board for Ocean Shipping (PBOS)**

- a. The PBOS is responsible for developing and maintaining plans for civil shipping in support of Alliance operations in accordance with agreed procedures. PBOS planning takes into account the international character of merchant shipping and seeks to facilitate access to shipping world-wide. Its responsibilities principally focus on planning for the acquisition of sealift resources, necessary to fulfil the sealift requirements, to deploy NATO military forces through appropriate arrangements in support of Alliance objectives and to plan for the availability of marine risk insurance for ships supporting NATO in crisis and war.
- b. Military liaison representatives from the NMAs also participate in PBOS activities. These military representatives advise the planning board and the national delegations on military matters, provide liaison with their civil counterparts, attend PBOS meetings and other activities, and provide technical assistance at PBOS training events.
- c. In accordance with MC 336/2, PBOS civil shipping experts, in support of the NATO deployment planning/execution process will:
  - (1) advise on the capability, availability and use of civil shipping resources for strategic and operational deployments and movements;
  - (2) monitor and advise on the conditions in the commercial shipping market and its reaction to an evolving crisis;
  - (3) provide civil shipping operational advice;
  - (4) facilitate access to shipping markets by national and/or NATO users;
  - (5) advise on charter rates, insurance and other financial aspects of commercial shipping, and
  - (6) advise on the best approach to the commercial shipping market, and upon request, assist in the co-ordination of chartering.

**0804. Civil Aviation Planning Committee (CAPC)**

The CAPC is the civil transport planning committee which advises on capability, availability and use of civil transportation resources for strategic and operational movement relating to civil aircraft, aeromedical evacuation, civil airfields and respective infrastructure. Specific CAPC responsibilities include:

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- a. liaising with civil airlines in order to monitor changes in the industry (including leasing arrangements and alliances) and how these changes may impact on the Alliance use of such resources;
- b. developing and maintaining plans for civil aviation support to the Alliance in times of crisis and war, as well as for Peace Support Operations (PSO) or humanitarian support to crisis response operations;
- c. planning for the provision of civil aviation resources to support military lift requirements through appropriate crisis management arrangements, and planning for the availability of war risk insurance/indemnification for civil air aircraft supporting the Alliance; and
- d. providing civil support to the appropriate military committees on civil aviation matters, including attending deployment planning meetings to assist in the assessment of the transportation feasibility of deployment plans and provision of advice as required.

**0805. Planning Board for Inland Surface Transport (PBIST)**

The PBIST addresses the vital issues of ready availability of civil assets in Rail Road Transport, Road Transport, Inland Water Transport, intermodal transport and all related infrastructures, including seaports and emergency anchorage, short sea and feeder services when conducted by inland waterway vessels. Specific PBIST responsibilities include:

- a. Liaising with IST industry in order to monitor changes and how they may impact on the Alliance use of such resources;
- b. Studying restrictions on the transportation of ammunition, explosives and other hazardous cargoes;
- c. Supporting the NMAs in the updating of the ADAMS database for movement planning within and outside NATO boundaries; and
- d. Revising AMovP 4 instruction manual, used by national rail companies and the military for the movement of military equipment.

**CHAPTER 9****M&T INFORMATION EXCHANGE FOR DEPLOYMENT,  
SUSTAINMENT AND REDEPLOYMENT****0901. Purpose**

The purpose of M&T information exchange is to support deployment planning and execution monitoring. M&T information exchange satisfies the Information Exchange Requirements (IERs) of nations and NATO Commanders, and provides visibility of;

- a. Deployment plans, status of actual deployments, sustainment flow and deployment forecasts;
- b. Status of M&T infrastructure and resources;
- c. Redeployment of forces.

**0902. Levels of M&T Information Exchange**

- a. NATO M&T Reporting;
- b. Bi-/Multi-lateral Information Exchange;
- c. National Reporting;
- d. In-theatre Information Exchange; and
- e. Consignment Tracking/Intransit Visibility (ITV).

**0903. M&T Information Exchange embraces the following principles**

- a. Reports will be requested only on a 'need to know' basis. These will include regular updating and occurrence reporting.
- b. Occasional reports are to be used to report matters of exceptional M&T importance that cannot be deferred until the next daily report.
- c. ADAMS will be used whenever possible.
- d. The AMCC will be responsible for NATO M&T Information Exchange (Reporting).

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**0904. NATO M&T Information Exchange**

- a. SNs are to inform the AMCC of their Detailed Deployment Plans (DDPs) in ADAMS format in accordance with established timelines. During execution of their deployments, SNs will report to the AMCC on a scheduled basis. The schedule will be articulated during the movement planning conferences, but may be subject to changes dependent on operational requirements. SNs are to provide the AMCC, as applicable, with information on their current status of national deployment against the MNDDP (MOVASSESSREP)<sup>2</sup>.
- b. HN(s) will report according to Allied Joint Host Nation Support Doctrine and Procedures, AJP 4.5(A), to the Host Nation Support Coordination Centre (HNSCC) or designated entity on a regular basis. These reports are also to include all M&T relevant data.
  - (1) The HN National Movement Control Centre(s) (NMCC) are encouraged to report their M&T resources and infrastructure situation directly to the AMCC daily.
  - (2) If non-NATO HN agrees to report directly to the AMCC, Figure 9-1 illustrates the flow of necessary information. By not accepting this direct link, all information has to be channelled through the HNSCC or designated entity.
- c. The AMCC will inform nations (Sending/Host/Lead) and NATO Commanders through their CJ4 M&T Staff/CJTF JTMS, on issues affecting the deployment, sustainment, or redeployment.

**0905. Bi-/Multi-lateral Information Exchange**

Bi-/Multi-lateral information exchange between Sending and Host Nations should cover the reporting as laid down in AMovP 3(a), ATP-53 or successor document, the respective annex to the OPLAN and/or Bi-SCD 80-3 Volume V, Logistics Reports.

**0906. National Reporting**

Internal reporting between nations and their National Support Elements (NSE) will be at national discretion.

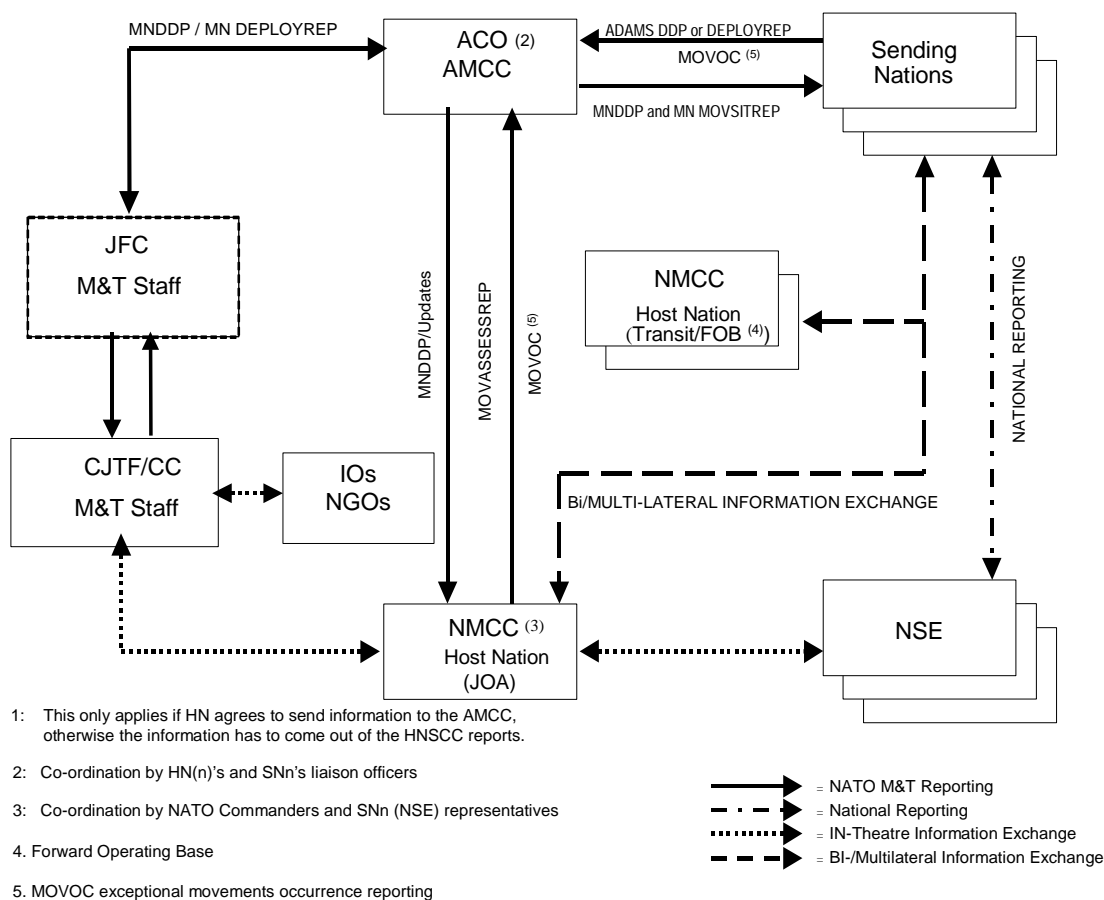
**0907. In-Theatre Information Exchange**

In-theatre information exchange should occur through liaison between the SNs, HN(s)/LN (NMCC) and NATO Commanders' representatives. As applicable, respective M&T staff are to co-ordinate with International Organisations/Non-Governmental Organisations (IOs/NGOs).



**0908. Consignment Tracking/Intransit Visibility (ITV)**

Nations should develop an automated method to monitor and track their nation's shipments going to/from a NATO AOO. These developed consignment tracking/ITV systems should be fully compatible with the NATO-adopted consignment/ITV tracking system, offering full integration and automation for a NATO-led operation. Nations should fully integrate their tracking systems in their planning efforts to ensure full visibility to the NATO commanders.

**0909. Information Exchange Example<sup>(1)</sup>. (Figure 9-1)**

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**CHAPTER 10****HOST NATION SUPPORT CONSIDERATIONS IN M&T PLANNING****1001. Purpose**

To provide military movement and transportation planners with additional information on the role of the HN as well as the process and areas of consideration in the use of HNS.

**1002. General**

MC 336/2 notes that the HN will control and co-ordinate the movement of forces on their own territory; facilitate border crossings; control and operate national civil and military transportation resources for support of the movement; and review their requirements for plans and legislation to facilitate use of national civil/military resources. Consequently, the process of planning, negotiating and obtaining HNS is critical to the successful movement of forces.

**1003. Host Nation Support Concept**

- a. The NATO HNS concept seeks to provide a flexible support framework to enable NATO's mobile and flexible multinational forces to deploy and be sustained through the provision of timely and effective support. Such support is dependent on cooperation and coordination between NATO and national authorities, the establishment of HNS arrangements based upon the best use of available host nation resources and a flexible but focused generic approach to the HNS planning.
- b. HNS is a fundamental supplement to organic support and should be provided by the HN to the maximum extent possible, on the basis of national legislation, national priorities, and the actual capabilities of the HN. HNS is provided on the basis of a Memorandum of Understanding (MOU) negotiated and concluded between the HN and the Strategic Command (SC), to which SN(s) will be encouraged to accede as a condition of receiving HNS. The implementing terms governing the provision of HNS will be addressed in subordinate arrangements, which SN(s) may negotiate directly with the HN. It is in the subordinate arrangements that M&T requirements, particularly for RSOM, should be addressed.

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**1004. HNS Considerations in M&T Planning**

- a. Logistic related planning conferences (e.g., M&T, Medical, HNS, Infrastructure, etc.) together will determine the optimal methods of logistic support, the logistic C4I structure, requirements for deployment, support and sustainment of assigned forces, and will resolve any deficiencies or outstanding issues. They should therefore be synchronized and harmonized with one another to the extent possible. HNS planning is conducted in five stages, synchronized where appropriate with the logistic planning process. The five stages are:
- (1) Stage 1 – Submission of a HNS Request (HNS REQ) to the prospective HN and development of the MOU. Planning at this stage is general and no specific M&T considerations apply.
  - (2) Stage 2 – Development of Concepts of Requirements (COR(s)) addressing broad functional support requirements. M&T planners should provide HNS planners at this stage with a list of the kinds of M&T support that are required, but without details regarding the timing and quantity of that support as this will be determined in later stages. Additionally, M&T planners should participate in strategic reconnaissance within the HN as required, to establish their inputs to the COR.
  - (3) Stage 3 – Development of the Technical Arrangement (TA). A Joint HNS Steering Committee (JHNSSC) is formed to address principal financial arrangements, generic procedures and requirements for provision of HNS and to produce the TA. Additionally, the TA should address HN customs procedures, taxes, reimbursements, and environmental rules/laws applicable for transportation operations. The JHNSSC may form Special Advisory Groups (SAG(s)) to address functional requirements. If so, an M&T SAG will likely be established and will require the participation of M&T planners.
  - (4) Stage 4 – Development of Statements of Requirements SOR(s). As the operational plan and its supporting MNDDP mature, the JHNSSC, or for small exercises the NATO Commander, co-ordinates in conjunction with the HN a programme of site surveys to establish detailed SORs. It is at this stage that M&T planners should address specific M&T related requirements for HNS, including type of support, quantity, location and time. SOR(s) should be drafted at the lowest appropriate level, so as to include all M&T requirements needed by the unit. The NATO Commander and the HN will identify possible shortfalls and advise the SN(s) as appropriate.

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- (5) Stage 5 – Development of Joint Implementation Arrangements (JIAs). Following consideration of the SOR(s), the HN confirms its ability to provide the requested HNS and identifies any shortfalls. These arrangements represent the final stage documenting the specific HNS that has been agreed between all parties. M&T planners will be requested to confirm their part of the arrangements before they are concluded.
- b. HNS Capability Catalogues, where they exist, list nation's available HNS capabilities and provide information that could prove equally useful to M&T planners. The information normally includes reception facilities (sea and airport of debarkation/embarkation, logistics over the shore sites and equipment holding areas); staging and marshalling facilities; road, rail and inland waterway routes; transportation support areas; and traffic control procedures.
- c. The CJ4 is responsible to the JFC for the coordination and prioritisation of HNS during an exercise or operation. The CJ4 will exercise this responsibility through the Multinational Joint Logistic Centre (MJLC), if established. The HNS Coordination Cell (HNSCC) will normally be constituted as a cell within a MJLC or the CJ4, when an MJLC is not established. The HNSCC will establish liaison with the HN and SN(s) and coordinate the provision of HNS during the conduct of an operation or exercise. Should M&T requirements change, M&T staff should communicate the changes to the HNSCC in order that they may be passed on to the HN. Additionally, there are two aspects of the HNSCC's responsibilities that may impact M&T operations and should therefore be determined in advance of an operation:
- (1) The HNSCC will request and receive reports from HNs on the status of HNS assets made available, which will normally include M&T assets, and the HNSCC would then pass the information on to the appropriate staff or operational entity, such as the AMCC. If it is preferred for reasons of operational expediency that the information be passed directly to the AMCC or appropriate M&T staff, this should be coordinated and established in advance by HNS M&T planners. The HNSCC should nevertheless receive copies of these reports.
- (2) The HNSCC will liaise directly with the force's CIMIC component, which can assist M&T planners by furnishing initial assessments on reception and transportation capabilities, and lines of communication. For CRO where a functioning and willing HN may not be available, CIMIC's advice can be valuable and M&T planners should coordinate with the HNSCC in order to obtain it.

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**CHAPTER 11****M&T ASPECTS OF RECEPTION, STAGING & ONWARD  
MOVEMENT (RSOM)<sup>2</sup>****Section I – Introduction****1101. Background**

NATO deployments have shown that force closure has a direct impact on the ability of the commander to implement his concept of operations. RSOM is crucial to the success of force closure. Nations and NATO authorities have a collective responsibility for RSOM in NATO's multinational operations. Nations have to ensure, individually or by co-operative arrangements, the provision of logistic resources for RSOM to support their forces. RSOM operations are affected by the availability of a HN, which has ultimate authority to approve, co-ordinate and control movement on its sovereign territory, backed by mutual arrangements between nations and which can provide critical HNS to facilitate RSOM.

**1102. Definition**

Reception, Staging and Onward Movement (RSOM) is the phase of the deployment process, that transitions units, personnel, equipment and materiel from arrival at ports of debarkation (POD) to their final destinations (FD).

**1103. Purpose**

The purpose of this chapter is to establish the doctrinal framework and the fundamental principles of the M&T aspects of RSOM, based on MC 336/2. This chapter will assist NATO and national M&T staffs in accomplishing their RSOM tasks in a combined/joint environment. The guidelines for planning and execution require judgement in application and have to be always mission tailored.

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<sup>2</sup> The M&T aspects of RSOM is part of the Reception, Staging, Onward Movement and Integration (RSOI), which is the overarching doctrine, to be covered in AJP 3.13 "NATO's Strategic Deployment and RSOI of Forces " (Draft Title)

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**1104. Scope**

The information provided in this chapter is applicable to the full spectrum of potential NATO operations, both Article 5 and Non-Article 5 CRO, as well as in exercises, including those conducted in co-operation with the UN, the EU, and the OSCE. It is also applicable for non-NATO nations participating in NATO led operations and exercises. The scope of RSOM encompasses the movement and transportation, as well as support and force protection of forces up to the FD. The FD is a geographical location within the JOA where strategic deployment (including RSOM) ends, where national or LN movement responsibilities terminate and subsequent operational or tactical movements, conducted under a NATO commander's responsibility, start.

**Section II – M&T RSOM Principles****1105. General**

Among the M&T principles outlined in MC 336/2 are five overarching M&T principles that must be considered during the development and execution of RSOM. These principles are described below.

**1106. HN Authority**

The HN has the ultimate authority to approve, co-ordinate and control all movements, including RSOM related activities, on its sovereign territory. The HN will take the NATO Commander's priorities into due account. When no capable HN exists a LN should take the responsibilities of a HN for RSOM related activities. In the absence of a HN or LN, a NATO executive authority<sup>3</sup> - if agreed so by SNs - will assume these responsibilities.

**1107. Co-ordination**

The JFC bears ultimate responsibility for the timely execution of the operational plan, therefore he needs visibility of the deployment of the national forces to the JOA. Once SNs are identified, close RSOM co-ordination between the SNs, HN and appropriate NATO Commanders must be conducted in accordance with established doctrines and procedures. Existing arrangements should be properly adapted or new arrangements developed in order to ensure that the needs of the JFC, SN and HN or LN are met. It is imperative that the HN, LN or executive authority implements all RSOM aspects within its physical or functional area of responsibility. To this end, the HN, LN or executive authority should have co-ordination authority<sup>5</sup> over the elements executing the function.

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<sup>3</sup> See MC 336/2 NATO Concept, Principles, and Policies for Movement and Transportation No. 12.5.



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**1108. Integration into the Planning Process**

It is paramount that the Operational Planning Process (OPP) integrates RSOM and its M&T functions at the earliest opportunity. RSOM will have an impact on the flow of forces. It should be considered in the strategic estimate to ensure feasibility of the Operational Plan, and RSOM should be considered in site surveys, conducted by the JFC.

**1109. Synchronisation**

The objective of synchronisation is to link deployed personnel, equipment, and materiel in a timely manner, optimising available facilities. A well-synchronised flow enhances build up of mission capability and avoids saturation at nodes and along LOC, thereby increasing survivability. Synchronisation requires detailed joint planning, timely and predictable airflow and seaflow, visibility of NATO and national deployments and the ability to adjust movement schedules.

**1110. Optimum Logistics Footprint**

When determining the logistics structure required to support RSOM, the size of the logistics footprint should be tailored to the size of the deploying forces. Whilst some redundancy will be required, the goal is to avoid duplication of effort by deploying the minimum assets necessary to optimise throughput of units and materiel. RSOM related assets must be deployed in a properly timed sequence to maximise their capabilities. The logistics footprint may be reduced by maximizing the use of HNS and third party logistic service support (TPLSS), where available and appropriate. Conversely, the JFC may choose to increase the logistic footprint to reduce the vulnerability of the overall force. Increasing the RSOM capability to clear backlogs in ports and staging areas (SAs) is one means to reduce force vulnerability.

**Section III– The Planning Process.****1111. The Operational Planning Process**

The AJP-4 series of documents describes in general the logistic planning process and its place in the OPP. Chapter 3 of this document focuses on the imperatives for deployment/M&T planning. As a constituent part of the deployment phase, but not limited to M&T functions, RSOM must be embraced by the operational planning process as a whole. Furthermore, the on-going requirements for RSOM during subsequent operational phases, i.e. during sustainment, must be taken into consideration.

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**1112. The Deployment Planning Process**

M&T planning must be an integral part of force and operational planning. RSOM M&T requirements need to be identified early in the deployment planning process to ensure the appropriate functional elements for executing RSOM are included in the SOR, as part of the theatre enabling package. This will be facilitated by AMCC-chaired movement planning conferences which will include M&T planning for RSOM. It must be understood that cross-functional responsibilities for RSOM demand the attention of all operational and logistic planning functions. Therefore, RSOM planning is inextricably linked to other planning activity. The SCEPC, through its transport PB&Cs, can support the planning process by advising on the availability and use of civil transportation resources and infrastructure and can assist in the feasibility assessment of multi-national deployment plans as requested.

**1113. Aspects that impact RSOM**

Main aspects that impact on RSOM are listed below and need to be reflected in the SOR for an OPLAN and in the HNS concept of requirements (COR)/ HNS arrangements.

**a. M&T Aspects**

- (1) Reception and Onward Movement.
- (2) LOC operation.
- (3) Movement Control (MovCon).
- (4) Transport assets.

**b. Non-M&T Aspects**

- (1) C2 arrangements.
- (2) Staging.
- (3) Force Protection, Air Defence (AD), and security.
- (4) Communications.
- (5) Maintenance and Supply: (billeting, feeding, fuelling, recovery, repair etc).
- (6) Medical Services.
- (7) Engineering.

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**1114. The Phases of RSOM**

- a. Strategic Phase. RSOM planning is based on the concept of operations. The following strategic aspects have to be considered during RSOM planning:
  - (1) Identify AOR/boundaries within the JOA.
  - (2) Define the FDs.
  - (3) Identify HN capabilities.
  - (4) Identify the PODs and LOCs.
  - (5) Ensure the SOR provides for sufficient specialist units to execute the RSOM task.
- b. Operational Phase. During this phase the JFC, HN(s), LN(s) and SNs start the detailed RSOM planning. They have to ensure the necessary infrastructure and operating procedures are available to allow RSOM to take place. In this respect, a Joint Host Nation Support Steering Committee (JHNSSC) should be established in accordance with AJP 4.5(A). Co-ordination is necessary and will be effected between JFC, SNs and HN(s). Additional operational aspects of RSOM planning include inter alia:
  - (1) HNS/TPLSS
  - (2) Main Deployment Routes (MDRs),
  - (3) Main Supply Routes (MSRs),
  - (4) Staging, marshalling, holding and assembly areas
  - (5) POD limitations and restrictions,
  - (6) Define RSOM M&T structure and organization.
- c. The overall RSOM plan should be an Annex to the JFC OPLAN. The M&T elements of the RSOM plan have to cover all movement related issues, beginning with the unloading in the PODs until the arrival of forces at the FD.

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**Section IV – Authority****1115. General**

NATO will establish a structure for RSOM operations in theatre.

**1116. Organisation**

The JFC will co-ordinate all operations related to the RSOM plan in the JOA. This is executed through a RSOM Element, with its M&T structures, in close co-ordination with all relevant agencies. The RSOM Element will be located as directed by the JFC. The location should ensure ease of co-ordination and communications. It must be appropriately staffed, trained and equipped to co-ordinate RSOM operations as required.

**1117. Tasks and Responsibilities**

The tasks and responsibilities for HN, LN and SN are defined in Chapter 2 of this document. The RSOM Element is responsible for:

- a. Developing the RSOM plan for the JFC in conjunction with HN, LN or executive authority and SN.
- b. Co-ordination of RSOM aspects of overall deployment, sustainment and redeployment.
- c. Assisting in the deployment planning process and synchronising national plans with the JFC priorities.
- d. Assisting in the development of HNS arrangements.
- e. Maintaining visibility on air, rail, sea and road movements.
- f. Establishing liaison with HN, LN or executive authority and SN when required.
- g. Preparing reports.

**Section V – Processes****1118. General**

The aim of this section is to briefly specify the main activities that must be performed during the RSOM phases in the M&T, logistics and operations functions. Detailed RSOM procedures are to be established in Operational Command level SOPs.

**1119. Reception**

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Reception is the process of receiving, offloading and marshalling personnel, equipment and materiel arriving from Home Bases at the PODs. Reception functions include inter alia the following:

- a. Force Protection.
- b. Preparation for reception of forces.
- c. Offloading personnel, equipment and materiel from arriving transport assets/ means of transportation.
- d. Marshalling.
- e. Cargo clearance from the POD.
- f. Movement Control (MovCon) of arriving personnel, equipment and materiel within the JOA.
- g. Visibility over arriving and departing personnel, equipment and materiel.
- h. Logistic support.
- i. Communications.

**1120. Staging**

The process of assembling, holding and organising arriving personnel, equipment and materiel into units and formations, in preparation for onward movement. The staging functions include inter alia the following:

- a. Force protection.
- b. Communications.
- c. Reporting.
- d. Logistic support.
- e. Assembling of forces.
- f. Support for nations training requirements as necessary.

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**1121. Onward Movement**

Onward movement is the process of moving units and accompanying materiel from the reception facilities, or marshalling and/or SAs to FDs. Onward movement functions are inter alia the following:

- a. Force protection.
- b. MovCon.
- c. Logistic support.
- d. Co-ordination of all transportation modes.
- e. Communications.
- f. Reporting.

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**ANNEX A****ALLIED DEPLOYMENT AND MOVEMENT SYSTEM (ADAMS)****1. Introduction**

ADAMS is an element of the Logistics Functional Area Services (LOGFAS). The principle objective of ADAMS is to allow allied and national military staffs to carry out deployment planning and monitoring, and to exchange all of the related data in a clear, well understood and common format. It allows the nations providing forces to a NATO operation to report force and equipment characteristics, movement routes/nodes, schedules, and supporting transportation assets in a standard format. It facilitates the rapid preparation, deconfliction and dissemination of deployment plans between nations and NATO commands. During deployment execution, ADAMS is used to monitor the progress of deployments and to disseminate deployment information as multinational plans are updated.

**2. Aim**

The aim of this document is to describe the general responsibilities for using ADAMS for planning, monitoring and evaluating strategic movements. It also describes how ADAMS supports the deployment planning process, as laid down in Chapter 3, and is based on the Bi-SC Guidelines for Operational Planning (GOP). The use of ADAMS in M&T planning is agreed by NATO and PfP nations, as well as NATO HQs. This annex includes information regarding responsibilities for data management. Detailed procedures for ADAMS operators can be found in the ADAMS handbook published by NACOSA.

**3. M&T Policy regarding the use of ADAMS**

MC 336/2 states that: NATO and Nations are to use ADAMS as the NATO planning tool to facilitate multi-national deployment planning and transfer of information. Furthermore, to be viable:

- a. The communications and automated data processing (ADP) systems must provide NATO Commanders with timely information concerning status of force deployment, lines of communications and availability of transportation resources. As ADAMS is NATO's tool for multi-national M&T Planning, nations are to continue to support the use of ADAMS and communicate M&T data.
- b. Nations have agreed to support the development of ADAMS, and to maintain the integrity of the associated databases.

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**4. Description of ADAMS**

ADAMS currently consists of data management, planning and analysis tools that enable M&T staffs to develop and evaluate deployment and sustainment plans. ADAMS' tools interact with a common LOGFAS database, known as LOGBASE. LOGBASE is where the deployment-related data is stored and retrieved. The ADAMS tools are described in the following paragraphs.

- a. The Force Data Management module (FDM) is used for creating and modifying force profiles for use in deployment planning. A profile is a directory containing a specific grouping of units needed for a specific purpose (e.g. peace-keeping). These force profiles can contain the details on the organization, troops, equipment, and supply packages for each unit. Additionally, the Statement of Requirements (SOR) for a given OPLAN can be imported into ADAMS via the FDM. FDM is then used to link the profiles with the SOR to create the Allied and National Disposition Lists (ADL/NDL).
- b. The Transportation Asset Manager module (TAM) is used to manipulate transportation asset information stored in LOGBASE for use in deployment planning. Through TAM, the user can view or add to a library of the different types of vessels, aircraft, railway wagons, trucks, and buses. The library also contains details on the performance, capabilities, and useable dimensions of each type of asset. TAM is also used to create a national transport asset list containing potential assets to be used to support a given deployment.
- c. The Geographical Manager module (GEOMAN) is used to manipulate geographical data stored in LOGBASE. GEOMAN is used to make maps that can be used by the ADAMS' planning tools. It enables users to link M&T information, such as airports and seaports, to specific geographical locations. GEOMAN also enables the creation of lines of communications (networks) for air, sea, rail and road movements. It is possible that the deployment LOCs will include geographical locations (geolocations) that are not in the current ADAMS database. It is important that these geolocations are reported by the nations to be added to the database by SHAPE/AMCC, so that all needed geolocations for multi-national M&T planning are the same. AMCC distributes these common geolocations as AA-coded to all national ADAMS planning cells. This ensures consistency of geolocations in a MNDDP. GEOMAN has the functionality to add the locations and then to accomplish both the exporting and importing of geolocations.



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- d. Through the deployment planning process, the Deployment Planning Module (DPM) is used to build Detailed Deployment Plans (DDP) and Multi-National Detailed Deployment Plans (MNDDP). The DPM uses the information of the ADL/NDL, which has been developed in the FDM, and information related to time and mode of transport, to be selected for each unit on the desired route from home base to final destination. During this process, Forces are split into movement components, tailored to their most likely mode of transport. Detailed movement schedules, with timings, LOCs, POE/D, and intermediate LOCs, are associated with the component movements. Using DPM, DDPs are sourced first with generic, then actual transportation assets. The DPM makes use of information created in the FDM, TAM and GEOMAN.
- e. Although planning sustainment is not the responsibility of movement planners, DDPs should also include the deployment requirements for sustainment stocks. Planning for sustainment can be supported by the Sustainment Planning Module (SPM). Using the information from the NDL, SPM can support the logistic planner in calculating the requirements on re-supply, indicating quantities, packaging, time schedules, etc.
- f. The Deployment Display Module (DDM) is used to assist planners in analyzing and deconflicting a DDP. It will visually display the movement of each component in the DDP. It allows planners to visualize the planned requirements on the handling of tonnage, passengers and/or assets at each movement node. The DDM also provides selection tools for queries, reports and charts for such information as arrivals at PODs and detailed information on unit movement schedules.
- g. Finally, the General Deployment Module (GDM) is used to simulate the deployment of Forces and flow of sustainment into the JOA and to indicate when shortfalls in Lift might occur. These simulations show where points of congestion might develop, and what the impact on Force closure would be. This process enables movement planners to check the feasibility of a DDP, to identify the potential bottlenecks in a deployment plan, to compare various movement options and to assess transportation resource utilisation.
- h. During the deployment, as national plans change, updates should be sent to the AMCC. The MNDDP will be updated and posted on the ADAMS web site or forwarded to those agencies without ADAMS web-site access by other means.

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**5. DATA management.**

LOGBASE is the NATO Federated Database System, providing services spanning multiple geographically distributed databases, as opposed to a single central database. LOGBASE uses a single format that is identical for all local databases. Unlike Distributed Database Systems that presume every site is under the control of a central database administrator, LOGBASE supports a substantial level of autonomy for each constituent site. On the other hand, it allows collaborative planning across the independent sites. It consists of nine data clusters<sup>4</sup>: Geolocations, Infrastructure, Forces, Items, Plans, Logistics Planning Factors, Supplies, Transportation Assets, and Movements.

**6. Data Management Principles.**

- a. Local Autonomy Data. This data is to be maintained locally at the relevant ADAMS nodes. Thus, local database administrators are responsible for the correctness and timeliness of national data. However, data structure and certain key data elements (geographical, parameter data) should be identical and common for all participants in the planning process for multi-national co-ordination.
- b. Shared Data. To meet system integration and interoperability objectives, a master database with shared data elements (geographical locations, parameter data, etc.) is to be established and maintained at SC level. ACO is responsible for maintaining and co-ordinating the shared data across functional areas as well as within the LOGFAS. Implementing this database concept is dependent on establishing a common data dictionary with standardised data elements, and a control system for enforcing those standards.
- c. Data Access Rights. Each Nation will maintain its national-specific database. National databases are not identical. However, for multi-national movement planning, relevant national information may be released to the NATO HQ(s) responsible for movement co-ordination. The responsible NATO HQ(s) cannot release this information to other participating nations or multi-national agencies, nor use it for other purposes, without the permission of the originating nation. Need-to-know principles will be observed at all times.

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<sup>4</sup> A data cluster is a group of related data tables within LogBase

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- d. Data Communications. During the planning phase of the deployment, rapid data communications capability is required between the planning nations and the responsible NATO HQ(s). During the execution phase, rapid data communications capability between the monitoring nodes in JOA is necessary, due to near-real-time requirements for movement updates.
- e. Data Security. Within NATO HQ(s) the security classification of the shared data may be up to and including NATO SECRET. Data will be maintained and handled in accordance with NATO and national security directives.

**7. DATA maintenance, distribution and configuration control.**

- a. Data Maintenance. ACO is the central authority for storing, requesting, providing and maintaining common and shared data and maintains the contents of the master database. This serves as a reference library for all ADAMS users, who update their databases regularly. The geographical data for the deployment area or the ones that are used by more than one Nation will be maintained and distributed centrally by the ACO data manager. These locations will have a location code prefix "AA".
- b. Data Distribution. Centrally maintained data will be distributed to the relevant ADAMS users directly by the custodians. Other data may be exchanged between the planning authorities as necessary. Normally, the preferred method of exchanging data is via a secure network. Table-1 below summarises the data management responsibilities of various planning authorities. Users can maintain their own set of data for local studies in all areas except for the categorisation cluster. In table 1, the source is defined as the provider of the data to the custodian; the custodian is the maintainer and distributor of the data to the subscribers; and the subscriber is the end user of the data. The term Responsible Planning Authority (RPA) is used to describe in general terms the user, which could be a participating nation, a NATO HQ(s) or agency, or a civil organisation with a responsible role in the deployment.

**8. Data Management Tasks and Responsibilities. (see Table 1)**

- a. Sending Nations (SNs)
  - (1) Development, submission, and updating of the national Detailed Deployment Plan (DDP) in the ADAMS format for those Forces involved in exercises or operations.
  - (2) Development and maintenance of the ADAMS data required for LOGBASELogBase.

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- (3) Contribution to and participation in all strategic deployment planning for operations and exercises as necessary.
  - (4) Those nations participating in NATO operations, that do not have access to ADAMS are nevertheless still required to submit their DDPs in ADAMS format. To accomplish this they should seek assistance from the wider ADAMS community.
- b. Host Nations (HNs). Are requested to provide data concerning their national infrastructure.
- c. Lead Nations (LNs)
- (1) Develop, submit and update DDP data in the ADAMS format for those forces and HQs for which the LN is responsible.
  - (2) Update the movement data for those tasks for which the LN is responsible.
  - (3) Develop and maintain of the ADAMS data required for LogBase.
- d. ACO
- (1) Co-ordinate, deconflict, and prioritise national DDPs and combine them into a MNDDP.
  - (2) Distribute and monitor the MNDDP in accordance with NATO Commander's priorities in co-ordination with the Nations.
  - (3) Develop and maintain the ADAMS data required for the centralised LogBase.

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Table-1 Data Management Responsibilities

Data Cluster		Classification	Source <sup>5</sup>	Custodian <sup>6</sup>	Subscriber <sup>7</sup>
Geolocations/Infra-structure	Shared	NU <sup>8</sup>	Nations	SC	RPA <sup>9</sup>
	Common	NU	NATO	SC	RPA
	National	National	Nations	Nation	National
Forces/Supplies	Contributed	Up to NS	Nations	SC	RPA
	National	National	Nations	Nation	RPA
	Generic	NU	Any User	Any User	Any User
Items		NU	Nations	SC	RPA
Operational Plans		Up to NS	SC	SC	RPA
Assets	Generic	NU	NATO	SC	Any User
	Specific	National	National	Nations	RPA
Movements <sup>10</sup>	National	National	Nations	Nations	RPA
	Multi-National	Up to NS	Nations	SC	RPA
	HQ with high degree of integration <sup>11</sup>	Up to NS	HQ	SC	RPA
	MN units with high degree of integration <sup>12</sup>		Nation	Lead Nation	RPA
Logistics Planning Factors		NU	SC	SC	Any User

**9. Responsibilities of NATO Support Organisations**

- a. **NATO Consultation, Control and Communication Agency (NC3A<sup>13</sup>)**  
provides ADAMS-user support and inter-alia, develops software prototypes to meet new M&T information management requirements.
- b. **NATO CIS Operation and Support Agency (NACOSA):**
  - (1) integrates and maintains ADAMS software modules;
  - (2) produces and distributes NC3A-developed ADAMS prototypes to users;
  - (3) provides technical support to users;
  - (4) plans and conducts ADAMS training and
  - (5) develops ADAMS training documentation.

<sup>5</sup> Source is the provider of the data to the custodian

<sup>6</sup> Custodian is the maintainer and the distributor of the data to the subscribers

<sup>7</sup> Subscriber is the end user of the data.

<sup>8</sup> Infrastructure data may have to be classified when based on intelligence reports.

<sup>9</sup> A Responsible Planning Authority (RPA) is a participating nation, host nation, a NATO Headquarters or agency, or civil organization with a responsible role in the deployment.

<sup>10</sup> The Detailed Deployment Plan (DDP) will contain the unit movement information until such data is integrated into LogBase.

<sup>11</sup> Examples are ARRC HQ,

<sup>12</sup> Examples are ARRC,

<sup>13</sup> During the Industrialization phase NC3A and NACOSA-ISSC share the responsibility for the maintenance of ADAMS software modules.

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**ANNEX B****BI-LATERAL ARRANGEMENTS FOR CO-OPERATIVE USE OF  
AIR AND SEALIFT****GENERAL**

This ANNEX should assist nations: “To improve the understanding and implementation of bi-lateral arrangements for reciprocal use of air and sealift within NATO and PfP”.

**DOCUMENTATION HIERARCHY**

1. The requirement of a hierarchy of documentation to facilitate co-operative use of transportation is underpinned by the following general principles:
  - a. Need a structure with common principles and procedures.
  - b. Framework needs to be efficient and effective.
  - c. Mechanisms need to be clear but flexible.
  - d. Procedures need to address payment and other accounting issues.
  - e. Use of lift assets and other support would be by mutual consent.
  - f. Development of an International Framework provides such a framework.
  - g. Sensible for arrangements to be broad enough to cover other areas of support as required.
2. There are a number of ways of constructing a hierarchy of documentation. For example it can be covered by a bi-lateral Mutual Support Agreement (MSA). There is no blueprint given but two main approaches are recommended, which are shown schematically at Appendix 1 and 2.

**TEMPLATE DOCUMENTS**

3. The produced template documents for nations should be considered when developing arrangements. The hierarchy provided does allow users to widen the scope of services exchanged beyond transportation.
4. The documents provided are intended as guide only. They are not prescriptive or authoritative. Nations can adapt and amend the arrangements for national use, based on advice from national legal and contract experts.

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5. Template Memorandum of Understanding (MOU) or Agreement. A template for a MOU/ Agreement is attached at Appendix 3. This has the following characteristics:

- a. It is the overarching framework document.
- b. It contains the general principles for use of transportation resources.
- c. It should be used as the basis for bi-lateral negotiations – “A Starting Point”.
- d. It can facilitate the use of other forms of logistic support.
- e. It is normally signed at Chief of Defence (CHOD) level or above.

6. Template Technical Arrangement (TA). A template TA is attached at Appendix 4. This has the following characteristics:

- a. Addresses general procedures.
- b. Provides umbrella document to administrative and functional annexes. (In this case, ordering forms and implementing arrangements for logistic support, apart from transportation have not been included. These would need to be developed by nations on a case by case basis).
- c. Signed at lower level than the MOU/Agreement.

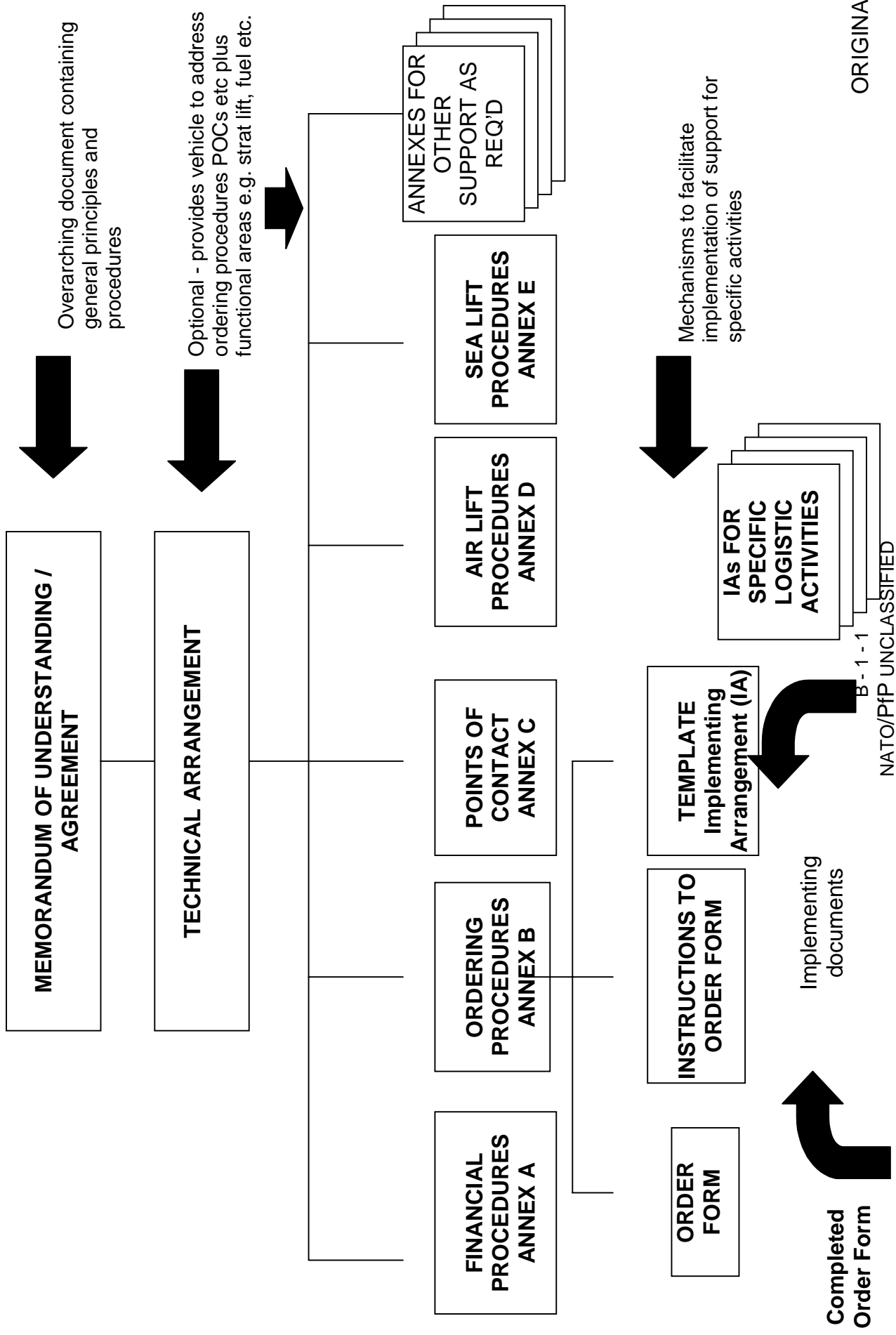
7. Template Technical Annexes. Template annexes for the provision of air and sealift are attached at Appendix 6 and 7 respectively.

APPENDICES:

1.	3 Tier Approach to Documentation Hierarchy	B - 1 - 1
2.	Simplified Approach to Documentation Hierarchy	B - 2 - 1
3.	Template MOU	B - 3 - 1
4.	Template Technical Arrangement	B - 4 - 1
5.	Financial Aspects (ANNEX A)	B - 5 - 1
6.	Template Airlift Arrangement	B - 6 - 1
7.	Template Sealift Arrangement	B - 7 - 1



# BILATERAL ARRANGEMENT/AGREEMENT HIERARCHY (COMPREHENSIVE VERSION)



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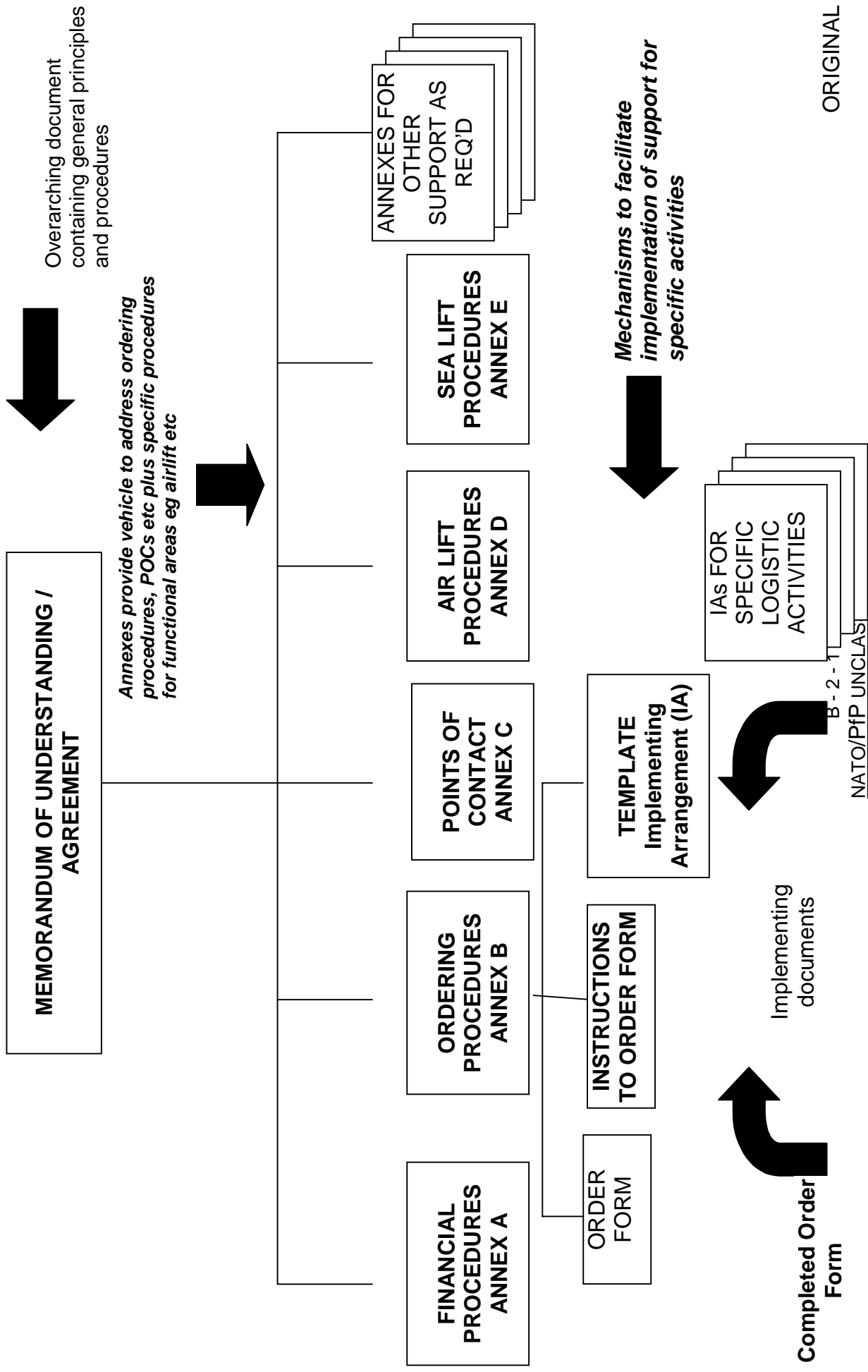
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**BILATERAL ARRANGEMENT/AGREEMENT HIERARCHY (SIMPLIFIED VERSION)**



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APPENDIX 3 TO  
ANNEX B

MEMORANDUM OF UNDERSTANDING / AGREEMENT

BETWEEN

**GOVERNMENT OF XXXX /**  
THE SECRETARY OF STATE FOR DEFENCE / MINISTER OF DEFENCE OF XXXX

**AS REPRESENTED BY XXXX**

AND

GOVERNMENT OF XXXX /  
THE SECRETARY OF STATE FOR DEFENCE / MINISTER OF DEFENCE OF XXXX  
**AS REPRESENTED BY XXXX**

CONCERNING

THE PROVISION OF MUTUAL LOGISTIC SUPPORT

**INTRODUCTION**

The Government of / Secretary of State/ Minister for Defence of **XXXX** as represented by **XXXX** and the The Secretary of State/ Minister for Defence of **XXXX** as represented by **XXXX**, jointly hereinafter referred to as the Participants;

DESIRING TO further the rationalisation, readiness, and effectiveness of their respective military forces through increased transport co-operation; and

DESIRING TO establish basic arrangements for the provision of mutual transportation support and services and supplies;

**HAVE REACHED THE FOLLOWING UNDERSTANDING:**

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**SECTION 1****PURPOSE**

This Memorandum of Understanding (MOU) is entered into for the purpose of the acquisition and transfer of logistic support, supplies, and services. It establishes basic arrangements for the provision of mutual logistic support, supplies and services.

**SECTION 2****APPLICABILITY**

1. This MOU together with its subordinate Technical and Implementing Arrangements applies to the military forces of the Participants on a world-wide basis, for both operational and non-operational purposes including all cases related to exercises and operations in peace, crisis and conflict (e.g. humanitarian assistance, evacuation and rescue tasks) as well as unforeseen contingencies and emergencies. The MOU is intended to be used for combined and co-operative efforts and cannot be used if only one Participant is involved in an operation/activity and a request for the transfer of logistic support from the other Participant does not coincide with the supplying Participant's national interest.
2. This MOU does not modify or change existing agreements or arrangements or prejudice their use. Nor is it intended to conflict with the national legislation of the Participants or their current international agreements or international law, and these will prevail in the event of any such conflict.
3. This MOU will not apply in circumstances where it would be more appropriate to obtain the required logistic support through commercial resources, foreign military sales channels or the receiving Participant's own local supplies systems.

**SECTION 3****DEFINITIONS**

The following definitions apply to this MOU:

1. **Logistic Support, Supplies, and Services.** Food, billeting, temporary and transient accommodations, transportation of personnel and equipment and related services, petroleum, oils, lubricants, clothing, communication services, medical services, ammunition, base operations support (and minor construction incident thereto), storage services, temporary use of facilities, training services, common spare parts and components, and repair and maintenance services.

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2. Technical Arrangement. A Technical Arrangement (TA) is the primary subordinate arrangement setting out the additional details, terms, conditions and procedures that apply to the provision of mutual logistic support, supplies and services. This MOU and the TA are generic in nature and provide the framework for the execution of mission specific orders or Implementing Arrangements.
3. Implementing Arrangements (IAs). As required, additional IAs will be developed to address further detailed provisions for either routine reciprocal support or where the range or complexity of the logistic support, supplies, services, or events, requires specific procedures over and above those already contained in this MOU and its TA.
4. Order. An order, when in its proper form and signed by an authorised official, is a request for the provision of specific logistic support, supplies, or services pursuant to this MOU and its TA and any applicable IA.

**SECTION 4****BASIC PROVISIONS**

1. Each Participant will use its best endeavours, consistent with national priorities and interests, to satisfy requests of the other Participant for logistic support, supplies, and services.
2. Transfer of logistic support, supplies and services will be accomplished by orders issued and accepted under this MOU, together with its associated TA, and any applicable IA. Whether the transfer is accomplished by orders under this MOU and its associated TA alone or in conjunction with IAs, the documents taken together must set forth all necessary provisions to carry out the transfer.
3. Details of those personnel authorised to issue and accept orders and to negotiate and conclude Implementing Arrangements, together with Points of Contact (POC) will be included in the TA to this MOU.
4. Nothing in this MOU or any of its subordinate arrangements will serve as a basis for an increased charge for logistic support, supplies, or services if such logistic support, supplies, or services would be available without charge or at a lesser charge under terms of another agreement or arrangement. (Subject to special consideration between participants)
5. In all transactions involving the transfer of logistic support, supplies, or services, the receiving Participant accepts that such logistic support, supplies, or services will not be re-transferred, either temporarily or permanently, by any means to other than the forces of the receiving Participant without the prior written consent of the supplying Participant.

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**SECTION 5**

**FINANCE**

1. For the procurement or transfer of logistic support, supplies and services not supplied free of charge, the Participants may negotiate payment, either in cash or in kind or by equivalent value payment to be defined solely in monetary terms. The provision under which the various types of transfer may occur, as well as the details of the basic principles for setting tariffs and for financial management applicable to these transactions, are specified in the Technical Arrangement to this MOU.
2. The pricing for the transfer of logistic support and services will be based on reciprocal charging methods. The price charged by the supplying Participant will be no less favourable for the receiving Participant than the price charged by the supplying Participant to its own forces. (Subject to special consideration between participants) The price charged may take into account differentials due to delivery schedules, points of delivery and other similar considerations. Neither Participant will make or retain any profit from the transaction being settled. Logistic support, supplies and services provided will be determined by the supplying Participant's calculation of all relevant costs in accordance with national law, regulations and procedures and as approved by previous consultation between the Participants. Payment will be made in the currency desired by the supplying Participant.

**SECTION 6**

**INDEMNIFICATION, CLAIMS AND LIABILITIES**

1. Claims arising out of or in connection with the execution of this MOU will be dealt with in accordance with the provisions of Article VIII of the Agreement between the Parties to the North Atlantic Treaty regarding the Status of their Forces of 19 June 1951 (NATO SOFA).
2. Claims not covered by Article VIII of NATO SOFA will be initially waived between the Participants. Third party claims will be dealt by the participant involved and settled on a case by case basis in accordance with applicable rules of international law. In cases in which the responsibility of one of the Participants cannot be established, both Participants will bear equal shares.
3. In the case of damage caused to or by the common property of the Participants, where the cost of making good such damage is not recoverable from a third party, such cost will be borne equally by the Participants.



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4. The Participants will not indemnify contractors against third party liability claims. However, in exceptional circumstances (e.g. risks which are nuclear in nature or unduly hazardous, or where the cost of insurance is excessively high), Participants should consider whether to indemnify contractors against third party liability claims. This provision will not, however, preclude Participants from authorising use by contractors of third party Intellectual Property and allocating financial responsibility for such use in accordance with national contracting requirements.

**SECTION 7****SECURITY, PROTECTION OF INFORMATION AND VISITS**

1. All classified information exchanged or generated in connection with this MOU will be used, transmitted, stored, handled and safeguarded in accordance with the Participants' applicable national security laws and regulations, to the extent that they provide a degree of protection no less stringent than that provided for NATO classified information as detailed in the document "Security Within the North Atlantic Treaty Organisation", C-M (2002)49, dated 17 June 2002 and subsequent amendments.

2. Classified information will be transferred only through Government-to-Government channels or through channels approved by the Designated Security Authorities (DSAs) of the Participants. Such information will bear the level of classification and denote the country of origin.

3. Each Participant will take all lawful steps available to it to ensure that information provided or generated pursuant to this MOU is protected from further disclosure unless the other Participant consents to such disclosure. Accordingly, each Participant will ensure that:

- a. The recipients will not release the classified information to any government, national organisation or other entity of a third party without the prior written consent of the originating Participant.
- b. The recipients will not use the classified information for other than the purposes provided for in this MOU.
- c. The recipient will comply with any distribution and access restrictions on information that is provided under this MOU.

4. The Participants will investigate all cases in which it is known or where there are grounds for suspecting that classified information provided or generated pursuant to this MOU has been lost or disclosed to unauthorised persons. Each Participant also will promptly and fully inform the other Participant of the details of any such occurrences, and of the final results of the investigation and of the corrective action taken to preclude recurrences.

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5. All classified information exchanged or generated under this MOU will continue to be protected in the event of withdrawal by the other Participant or upon termination of the MOU.
6. Each Participant will permit visits to its government establishments, agencies and laboratories, and contractor industrial facilities, by employees of the other Participant or by employees of the other Participant's contractor(s), provided that the visit is authorised and the employees have appropriate security clearances and a need-to-know.
7. All visiting personnel will comply with security regulations of the host Participant. Any information disclosed or made available to visitors will be treated as if supplied to the Participant sponsoring the visiting personnel, and will be subject to the provisions of this MOU.
8. Requests for visits by personnel of one Participant to a facility of the other Participant will be co-ordinated through official channels, and will conform to the established visit procedures of the host Participant. Lists of personnel of each Participant required to visit on a continuing basis, facilities of the other Participant will be submitted through official channels in accordance with Recurring International Visit Procedures.

**SECTION 8**

**SETTLEMENT OF DISPUTES**

1. Any dispute regarding the interpretation or application of this MOU, or the subordinate Technical and Implementing Arrangements will be resolved between the Participants at the lowest level possible and will not be referred to any national or international tribunal or third party for settlement.
2. At the request of one Participant, the other Participant will use their best efforts to effect amicable settlement of disputes, where the dispute involves third parties.

**SECTION 9**

**DURATION AND TERMINATION**

1. This MOU will come into effect upon signature by both Participants and will remain in effect until terminated.
2. This MOU may be terminated at any time by either Participant by giving XX months prior notice in writing to the other Participant. (6 is the accepted norm).
3. In the event that this MOU is terminated:

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- a. The provisions of Sections 5, 6 and 8 will remain in effect until all outstanding payments, claims and disputes are finally settled; and
- b. The provisions of Section 7 will remain in effect until all such information and material is either returned to the originating Participant or destroyed.

**SECTION 10**

**ACCOUNTING AND AUDITING**

Each Participant will be responsible for the internal audit scrutiny of all expenditure authorised by them on behalf of the other Participant in respect of the provision of logistic support, supplies and services. Any reports will be made available to the other Participant.

**SECTION 11**

**AMENDMENT**

This MOU may be amended at any time, in writing, by the mutual consent of the Participants. Amendments will be effected by exchange of message or letter and will be numbered consecutively.

**SECTION 12**

**SIGNATURE**

The foregoing represents the understandings reached between the Secretary of State /Minister for Defence of **XXXX** as represented by **XXXX** and the Secretary of State /Minister for Defence of **XXXX** as represented by the **XXXX** upon the matters referred to therein.

Signed in duplicate in the **XXXX** and **XXXX** languages.

For the Secretary of State  
Minister of Defence of

For the Secretary of State  
Minister of Defence of

RANK/NAME OF OFFICIAL  
APPOINTMENT  
Date:  
At: [LOCATION]

RANK/NAME OF OFFICIAL  
APPOINTMENT  
Date:  
At: [LOCATION]

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APPENDIX 4 TO  
ANNEX B

TECHNICAL ARRANGEMENT

**BETWEEN**

**THE SECRETARY OF STATE / MINISTER  
FOR DEFENCE OF XXXX**

AS REPRESENTED BY THE XXXX

**AND**

**THE SECRETARY OF STATE/ MINISTER  
FOR DEFENCE OF XXXX**

AS REPRESENTED BY XXXX

**CONCERNING**

THE PROVISION OF MUTUAL LOGISTIC SUPPORT

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**INTRODUCTION**

The Secretary of State for Defence / Minister of Defence of **XXXX** as represented by and The Secretary of State for Defence / Minister of Defence of **XXXX** as represented by the **XXXX** (hereinafter referred to as the Participants);

**DESIRING TO** further the rationalisation, standardisation, interoperability, and readiness of their respective forces through increased logistic co-operation and the mutual exchange of logistics support, supplies and services;

**DESIRING TO** establish basic arrangements for the provision of mutual logistic support, services and supplies;

**HAVING REGARD** to the "Memorandum of Understanding Between the The Secretary of State for Defence / Minister of Defence of **XXXX** (**reflect same terminology as MOU**) as represented by the **XXXX** and The Secretary of State for Defence / Minister of Defence **XXXX** as represented by **XXXX** concerning the Provision of Mutual Logistic Support “, dated **XX XX XXXX**, (hereinafter referred to as the MOU);

**HAVE REACHED THE FOLLOWING UNDERSTANDING:**

**SECTION 1****PURPOSE**

The purpose of this Technical Arrangement (TA) is to set out the additional arrangements and procedures that apply to the provision of mutual logistic support, supplies and services in the implementation of the MOU. Provisions already included in the MOU will apply to this TA and its associated annexes. The annexes to this TA will elaborate the specific procedures that apply to particular types of support, supplies and services provided, and detail the financial and ordering methods that can be used. Annexes A - E are an integral part of this TA. Other Annexes may be added by mutual consent.

**SECTION 2****FINANCE**

Financial responsibilities, procedures and definitions concerning the provision of mutual logistic support, supplies and services elaborating the provisions in Section 5 of the MOU are set out in Annex A to this TA.

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**SECTION 3****ORDERING PROCEDURES**

Procedures for the ordering transportation are set out in the respective Annexes to this TA. Points of Contact (POC) are given in Annex C to this TA.

**SECTION 4****PROCEDURES SPECIFIC TO FUNCTIONAL AREA OF SUPPORT**

Principles and procedures to be followed peculiar to the type of support being requested/provided are detailed in the following Annexes:<sup>14</sup>

- a. Annex D: Principles and Procedures Governing Provision of Airlift Support.
- b. Annex E: Principles and Procedures Governing Provision of Sealift Support.

**SECTION 5****AMENDMENT AND REVISION**

Either Participant may, at any time, request revision of this TA. In the event such request is made, both Participants will promptly enter into negotiations. Notification of changes to POCs at Annex C do not constitute modification of this TA; however, written notice of changes of this nature is required and must be originated by the MOD POC or relevant higher authority of the requesting Participant.

**SECTION 6****INCEPTION AND TERMINATION**

1. This TA will come into effect upon the date of the last signature and will remain in effect until terminated.
2. This TA may be terminated at any time by either Participant by giving XX months written notice to the other Participant.<sup>15</sup>

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<sup>14</sup> Other transportation or Logistic Service Annexes may be added as required.

<sup>15</sup> 6 months is the norm.

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SECTION 7**SIGNATURE**

The foregoing represents the understandings reached between the  
 The Secretary of State for Defence / Minister of Defence Secretary of State for Defence  
 of XXXX as represented by XXXX and the  
 The Secretary of State for Defence / Minister of Defence of XXXX as represented by  
 XXXX upon the matters referred to therein.

Signed in duplicate in the XXXX and XXXX Language.

For The Secretary of State for Defence /  
 Minister of Defence

The Secretary of State for Defence /  
 Minister of Defence

Name  
 Rank  
 Date  
 Location

Name  
 Rank  
 Date  
 Location

**ANNEXES:**

- Annex A - Financial Aspects.
- Annex B - Ordering Procedures . ***Not included but should be developed on a pragmatic, case by case basis***
- Annex C- Points of Contact. ***Not included but should be developed on a pragmatic, case by case basis***
- Annex D - Principles and Procedures Governing the Provision of Airlift Support.
- Annex E - Principles and Procedures Governing the Provision of Sealift Support.



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APPENDIX 5 TO  
ANNEX B**ANNEX A***(To the Technical Arrangement)***FINANCIAL PROCEDURES**

(NOTE: Unless specified otherwise in the relevant annexes these guidelines apply. This Annex covers financial arrangements for any logistic support.)

1. For any logistic support, supplies, or services, the Participants may negotiate for payment either in cash in the currency specified by the supplying Participant (a "reimbursable transaction"); payment in kind (an "exchange transaction"); or payment in "equal value" to be defined in monetary terms only. Accordingly, the receiving Participant will pay the supplying Participant in conformity with sub paragraphs (a), (b), or (c) below:

- a. Reimbursable Transactions. The supplying Participant will submit invoices to the receiving Participant after delivery or performance of the logistic support, supplies or services. In the event arrangements are made between Governments providing for prepayment of purchases of the type covered by the MOU, the Participants will not be prohibited from applying such arrangements to reimbursable transactions under the MOU. Both Participants will maintain records of all transactions, and the Participants will pay outstanding balances, if any, within **XX** days. In pricing reimbursable transactions, the Participants will abide by the following principles.
  - (a) When a definitive price is not determined in advance of the order, the order will establish a maximum limitation of liability for the Participant ordering the logistic support, supplies or services, pending determination of a final price. The Participants will promptly enter into negotiations to establish a final price, which may under certain circumstances exceed the initial maximum limitation of liability. The burden of justifying the increase will rest with the Participant seeking to exceed the maximum. In the event that the Participants have difficulty in determining a final price, they may consider replacement-in-kind.
  - (b) At the time accounts are settled, neither Participant will make or retain any profit resulting from the transactions being settled. This provision applies to the total of transactions being settled on each invoice rather than to individual transactions.
  - (c) In the case of specific acquisitions by the supplying Participant for the receiving Participant, the price charged will be no less

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favourable than the price charged to the armed forces of the supplying Participant for identical items or services. The price charged may take into account differentials due to delivery schedules, points of delivery and other similar considerations.

- (d) In the case of transfers from the supplying Participant's own resources, prices for material and services will be based upon reciprocal charging methods, that is, the receiving Participant will be charged the same price as the supplying Participant charges its own forces. In the case where a price has not been established or charges not made for their own forces,<sup>16</sup> the Participants will determine a price in advance, excluding charges that are excluded under reciprocal pricing principles.
  - (e) For most reimbursable transactions the supplying Participant's finance agency will forward a completed Order/ Receipt Form (based on STANAG Form 2034) together with supporting receipt documents, if applicable, to the ordering Participant's designated finance agency no later than three months from the date the material or services were provided to the ordering Participant. All billing will reference any applicable IA.
- b. Exchange Transactions. Both Participants will maintain records of all transactions, and the receiving Participant will pay the supplying Participant in kind by transferring to the supplying Participant logistic support, supplies, or services that are identical or substantially identical to the logistic support, supplies, or services delivered or performed by the supplying Participant and which are satisfactory to the supplying Participant. If the receiving Participant cannot pay in kind within the terms of a replacement schedule, in effect at the time of the original transaction, the transaction may, by mutual consent, be deemed a reimbursable transaction and governed by sub paragraph (a) above, except that the price will be based upon the date on which the payment in kind was scheduled to take place. For transactions undertaken within the auspices of a running exchange account (for example, airlift part load transactions), the outstanding balance of the account may be deemed reimbursable if the account is not settled within time frames which may not exceed six months from the date of the annual point of reconciliation. In this case, the price will be based upon the date of the original reconciliation of the account.
- c. Equal Value Exchange. The term "equal value" means logistic support, supplies or services defined in monetary terms using actual or estimated prices in effect at the time a transaction is approved. Both Participants will maintain records of all transactions, and the receiving Participant will pay

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<sup>16</sup> Consistent with Section 5, Paragraph 2 of the MOU

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the supplying Participant by transferring to the supplying Participant logistic support, supplies, or services that are equal in value to the logistic support, supplies, or services delivered or performed by the supplying Participant and which are satisfactory to the supplying Participant. If the receiving Participant does not pay in "equal value" within the terms of an exchange schedule in effect at the time of the original transaction with time frames which may not exceed twelve (12) months from the date of the original transaction, the transaction will be deemed a reimbursable transaction and governed by sub paragraph (a) above.

2. Invoices will contain a reference to this TA. Invoices will be accompanied by evidence of receipt/performance by the Participant receiving the logistic support, supplies, or services. The invoices will itemise the various supplies or services being billed and the charges for each.
3. The price for in-shop repair or technical assistance services rendered will be based on only those direct costs associated with providing the services, for example, supply stock list prices and actual labour charges. The price for services rendered in a temporary duty capacity will be based on the individual's actual per diem and transportation costs.
4. Whilst the provision of transportation should be managed as an exchange transaction wherever possible, an Order/Receipt form, as described in the respective Annex above, will be raised for each Participant to open the accounts in the first year of operation and at the anniversary of this date thereafter. This will facilitate authorisation of the accounts to run, together with the means to finalise outstanding balances at the end of each calendar year from the point at which the account was opened following reconciliation between the relevant staffs of the Participants. Such outstanding balances will be settled in accordance with the procedures identified in paragraph 1 (b) above. Other annexes to the TA describe the arrangements for co-ordinating the management of exchange accounts relating to the provision of transportation.
5. Provision of support in the form of whole or part aircraft and shiploads and the carriage of passengers will be undertaken in accordance with the principles given in Annexes D and E.

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APPENDIX 6 TO  
ANNEX B**ANNEX D***(To the Technical Arrangement)***PRINCIPLES AND PROCEDURES GOVERNING THE PROVISION OF AIRLIFT**  
**SUPPORT****Section 1****Aim**

This Annex details the principles and procedures associated with the movement by air of part and whole aircraft loads. It should be read in conjunction with the Memorandum of Understanding (MOU) and its supporting Technical Arrangement (TA).

**Section 2****Definitions**

The terms used in this Annex are defined as follows:

- a. Payload. Passengers and/or freight authorised by either Participant.
- b. Designated Requesting Authority (DRA). The organisation authorised under Annex B of the TA to request the military airlift (the Requesting Participant).
- c. Transporting Service. The organisation, which provides the air transport.
- d. Designated Operating Authority (DOA). The organisation authorised under Annex B of the TA to process airlift requests and to arrange for the provision of air transport (the Supplying Participant).
- e. Part Load. Payload, which, if transported, would utilise the spare capacity of an existing flight. Part loads are carried on a space available basis.
- f. Whole Aircraft Load. A whole aircraft load requires a dedicated aircraft to complete the task and should, normally, fully utilise the carrying capacity of the aircraft.
- g. Military Aircraft. Aircraft on a national military register.

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**Section 3****Provision of Air Transport**

The provision of air transport is subject to the following:

- a. The request is received from the DRA and provision is authorised by the DOA. The POCs for the respective ***Insert nations*** DRAs and DOAs are detailed at Annex B of the TA.
- b. The payload can be transported by spare airlift resources under the control of the DOA.
- c. The DOA retains control over its assets.
- d. Passengers and cargo of the DOA have priority over any DRA payload.

**Section 4****Air Transport Regulations**

1. The air transport regulations of the Transporting Service will apply to the movement of part and whole aircraft loads under this Annex. The aircraft captain's authority is paramount.
2. Dangerous cargoes may be carried provided that the following regulations are applied:
  - a. ICAO TI/IATA Dangerous Goods Regulations (DGR), or national procedures if more restrictive.
  - b. NATO STANAG 3854, Policies and Procedures Governing the Air Transportation of Dangerous Goods.
  - c. Specific dispensation by the Transporting Service/DOA.
3. The rules and regulations of the Transporting Service/DOA for the movement of baggage apply.
4. Classified freight belonging to one Participant may be carried on an aircraft of the other Participant, providing the DRA provides an escort appropriate for the security classification.

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**Section 5**

**Responsibilities**

1. In principle, the DOA's responsibility is limited to:
  - a. Providing air transport from the departure airport (loading airport) to the destination airport (unloading airport).
  - b. Making provision for the loading and unloading the aircraft, with assistance from the DRA as agreed, on a case by case basis, at the discretion of the DOA.
  - c. Obtaining the approval of other States or organisations (possibly essential for a given Military Airlift operation) where political considerations might mitigate against the carriage of payloads to or via certain countries. In certain cases, obtaining approval may be delayed by political considerations of the country in question; both Participants will keep each other informed on progress of any requests submitted to other states.
2. The DRA must ensure that:
  - a. Passengers have all the necessary documents – e.g.: passports, visas, and vaccinations' certificates.
  - b. All relevant customs' documentation in respect of health and international regulations has been prepared.
  - c. The cargo/passengers are ready for loading/embarkation at the departure airport in accordance with the regulations of the Transporting Service.
  - d. The cargo is duly identified - on an airway bill - with the precise address of destination and each container is clearly marked with the exact details of size, weight and capacity.
  - e. All documentation is completed in accordance with the Transporting Service's/DOA's requirements; particular care should be taken over the completion of safety certificates accompanying hazardous goods.
  - f. Dangerous cargo is prepared for transport in accordance with the agreed regulations and is made available for inspection at the departure airfield prior to loading.
  - g. The consignee receives, by message, detailed information on the freight and its shipment, as well as a customs clearance declaration at the destination airport.

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- h. Customs, immigration and health formalities are completed before collection of the freight and, furthermore, the necessary authorisation for shipment to the transit and destination airfields requested.
- i. Arrangements are made for shipment from the disembarkation/unloading airfield to the final destination.

**Section 6****Finance**

1. The financial principles for the provision of airlift under the auspices of the Arrangement are specified in general form therein (subject to special consideration among the participants). The detail funding and accounting arrangements are shown below. (Additional mission costs are subject to general considerations; e.g.: landing fees, customs, per diems, etc.).

**USE OF MILITARY AIRCRAFT - EXCHANGE TRANSACTION<sup>17</sup>**

2. It is a fundamental principle that military airlift will be reciprocated in full. The provision of military airlift will be considered to be an exchange transaction within agreed parameters. At the end of each annual review period, any imbalance in excess of the agreed parameters will be deemed to be reimbursable. The agreed parameter for any imbalance is initially set at **XX (Insert here the agreed operating parameter, for example XX/hrs)**. This will be subject to an annual review by the Co-ordination Board.

3. Usage of aircraft and operating parameters are to be recorded in the following categories:

- a. **For whole aircraft loads**, per flying hour by aircraft type and the Flying Time equivalent calculated in accordance with Appendix 1. The agreed parameters for any imbalance is set at **XX** (e.g.: 50 flying hours). This will be subject to an annual review.
- b. **For passenger part loads**, per pax.hour. The agreed parameters for any imbalance is set at **XX** (e.g. 20000 pax.hour). This will be subject to an annual review.
- c. **For cargo part loads**, per tonne.hour. The agreed parameters for any imbalance is set at **XX** (e.g. .400 tonne.hour). This will be subject to an annual review.<sup>18</sup>

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<sup>17</sup> There are a number of methods for exchanging, accounting for and reimbursing for military lift. Two are shown here but nations may develop alternatives or a combination of both.

<sup>18</sup> Note participants may decide not to account for part loads.



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4. At the end of each annual review period, where the overall imbalance exceeds the agreed parameters the participant against whom the imbalance lies will pay the sum of the imbalance within **XX** days receipt of an invoice. Imbalances of less than **XX** % of the agreed parameters will be carried over into the next accounting period. The value of the imbalance will be calculated and agreed by the Co-ordination Board.<sup>19</sup>. This has to be negotiated between participants and reviewed annually.

5. Participants may also agree to reimburse for transportation services by cash or equal-value exchange. For cash reimbursements, the DOA will submit invoices to the DRA as outlined in the commercial option below. For exchange transactions, both parties mutually agree the support, supplies or services of equivalent value to be transferred and the timeframe for the transfer to occur.<sup>20</sup>

**OR**

1. It is a fundamental principle that air transport will be reciprocated in full. Air transport will be considered to be an exchange transaction within agreed parameters. The Participants are, wherever possible, to maintain operating balances within agreed parameters.

2. Usage of aircraft and operating parameters are to be recorded in the following categories:

- a. **For whole aircraft loads**, per flying hour by aircraft type and the Flying Time equivalent calculated in accordance with Appendix 1 (see attached table on equivalent flying hours). The agreed parameter for any imbalance is set at **XX** (e.g.: 50 flying hours). This will be subject to an annual review.
- b. **For passenger part loads**, per PAX. hour. The agreed parameter for any imbalance is set at **XX** (e.g.: 20000 pax.hour). This will be subject to an annual review. (Details of personal equipment should be considered.)
- c. **For cargo part loads**, per tonne.hour. The agreed parameter for any imbalance is set at **XX** (e.g.: 400 tonne.hour). This will be subject to an annual review.

3. When any one parameter is exceeded, no further airlift in that category will be provided to the party against whom the imbalance lies until the Co-ordination Board has met. (See Section 7 below)

4. Participants may also agree to reimburse for transportation services by cash or equal-value exchange. For cash reimbursements, the DOA shall submit invoices to the DRA as outlined in the commercial option below. For exchange transactions, both parties mutually agree the support, supplies or services of equivalent value to be

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<sup>19</sup> An agreed price list should be attached as an appendix.

<sup>20</sup> Normally not to exceed one year from provision of service

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transferred and the timeframe for the transfer to occur. (Normally not to exceed one year from provision of service)

### **USE OF COMMERCIAL AIRCRAFT/SERVICES – REIMBURSEMENT TRANSACTION**

7. All civilian-charted airlifts will be treated as reimbursable transactions. Invoices will be raised by the DOA and submitted to the DRA for payment within **XX** days. Prior to every transaction, the DRA and DOA will agree the basis upon which estimated costs will be accrued, in accordance with the following:

#### **Passenger Charter**

Serial	Type of Charter	Aircraft Usage	Costs	Remarks
1.	Direct	Whole	Actual costs at the agreed charter rate	
2.	Direct	Part	Costs at agreed charter rate based upon no. of seats allocated	
3.	Indirect	Part/Whole	Costs at agreed charter rate based upon no. of seats allocated and extra charter costs	

#### **Freight Charter**

Serial	Type of Charter	Aircraft Usage	Costs	Remarks
1.	Direct	Whole	Actual costs at the agreed charter rate	
2.	Direct	Part	Costs at agreed charter rate based upon % of payload utilised	
3.	Indirect	Part/Whole	Costs at agreed charter rate based upon % of payload utilised and extra charter costs	

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**Section 7****Cancellation**

1. For 'whole aircraft', a cancellation message from the DRA needs to be received by the DOA by 0900Z two working days prior to the flight, exceptions may be agreed as required.
2. For 'part loads' that requires a flight deviation, a cancellation message needs to be received by the DOA by 0900Z one working day prior to the flight.
3. For 'part loads' requiring no deviations, cancellation may be made at any time.
4. Failure to cancel the loads by the required time will mean that the DRA will be debited for the full agreed cost of the service. Charges may be waived at the sole discretion of the DOA, for example due to Force Majeure.
5. If the DOA is for any reason unable to carry out a mission previously agreed, it must advise the DRA without delay. In no case will such a cancellation lead to a claim for damages, reimbursement or other accrued charges.

**Section 8****Co-ordination**

1. General. Overall co-ordination of the provision of air transport shall be provided by a Co-ordination Board the composition of which is detailed at Appendix 2 to this Annex. The Co-ordination Board will meet when required and annually on or about the anniversary of the signing of the TA.
2. Annual Co-ordination Meeting. At its annual meeting the Board shall:
  - a. Agree the outstanding balance on air transport exchange transactions completed during the previous 12 months.
  - b. Evaluate the results of co-operation over the previous year and discuss all relevant issues arising from, or proposed amendments to, the TA and this Annex.
  - c. Prepare a Request/Receipt form, based on the principles outlined in the TA, to cover the provision of mutual air transport support for the following 12 months and "open the account" for financial management purposes.
  - d. Review the parameters for any imbalance.

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3. Co-ordination Board Meeting to Resolve Operating Imbalances. When the overall imbalance exceeds the agreed parameters the Co-ordination Board must immediately meet to:
  - a. Determine how the imbalance is to be reduced.
  - b. If operationally necessary, agree the calculation value of any additional airlift required above the agreed operating parameters. In this case this will be a reimbursable transaction.
4. Routine Co-ordination. Every 3 months the Co-secretaries of the Co-ordination Board will exchange the record of completed exchange transactions.

**Section 9**

**Transport Request Procedures**

1. The procedure for requesting air transport is ATP-53A (NARAT).
2. Air Transport Availability. ***Insert relevant agencies*** will exchange routine air transport schedules on a monthly basis subject to appropriate national security restrictions.

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**APPENDIX 1 TO ANNEX D**  
*(To the Technical Arrangement)*

**CO-ORDINATION BOARD**

1. The Insert nation shall be represented on the Co-ordination Board by:

**Co-chairman**

Co-secretary

Include here full contact details

Other representatives as agreed by both Co-chairmen

2. The Insert nation shall be represented on the Co-ordination Board by:

**Co-chairman**

Co-secretary

Include here full contact details

Other representatives as agreed by both Co-chairmen

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APPENDIX 7 TO  
ANNEX B

**ANNEX E**

*(To the Technical Arrangement)*

**PRINCIPLES AND PROCEDURES GOVERNING THE PROVISION OF SEALIFT  
SUPPORT**

**Section 1**

**Aim**

This Technical Annex details the policies and procedures associated with the mutual provision of sealift. It should be read in conjunction with the Memorandum of Understanding (MOU) and its supporting Technical Arrangement (TA).

**Section 2**

**Definitions**

The terms used in this Technical Annex are defined as follows:

- a. Cargo. Cargo can consist of aircraft, vehicles or other freight including dangerous and hazardous goods, sponsored for movement by either Participant.
- b. Designated Operating Authority (DOA). The organisation authorised under Annex B of the TA to process sealift requests and to arrange for the provision of sealift.
- c. Designated Requesting Authority (DRA). The organisation authorised under Annex B of the TA to request military sealift.
- d. Part Load. A consignment, which utilises spare capacity on a programmed sailing.
- e. Participant. Signatory to the TA.
- f. Passengers. Personnel authorised to travel by either Ministry of Defence.
- g. Transporting Service. The organisation, which provides the sealift.
- j. Whole Ship Tasking. The programming of a whole ship dedicated for the other party's purposes

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- k. Co-ordination Board. A board of national representatives tasked with the overall co-ordination for the provision of sealift.
- l. Seaworthiness. As defined in International Maritime Organisation Standards (IMO). Relates to the degree of fitness of a ship as to structure, equipment and manning. The vessel shall be fit in all respects to encounter the ordinary perils of the sea.
- m. Force Majeure. Circumstances beyond a Participant's control, which are defined in International Maritime Regulations.
- n. Military Ships. Ships owned or on long-term time charter by either participant.
- o. Long Term Time Charter. A charter party of 12 months or longer.
- p. Civilian Charter Shipping. Voyage or time charter party of less than 12 months.

**Section 3****Provision of Sea Lift**

The provision of sealift is subject to the following:

- a. The request is received from the DRA and approved by the DOA. The POCs for the respective *Insert Nation A* and *Insert Nation B* DRAs and DOAs are detailed at Annex B of the TA.
- b. The participants retain control of their own sealift.
- c. Sealift is organised by the DOA in co-ordination with the DRA under DOA regulations.

**Section 4****Sealift Regulations**

- 1. The movement orders and regulations of the DOA shall apply. The Commanding Officer / Master of the ship is the final authority for any aspect, which may affect the ship's safety.
- 2. Hazardous cargoes may be carried provided that the following regulations are applied:



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- a. International Maritime Dangerous Goods Regulations (IMDG), or national regulations if more restrictive.
  - b. NATO Publications:  
STANAG 4441. Manual of NATO Safety Principles for the Transport of Military Ammunition and Explosives.
  - c. Specific dispensation granted by the DOA from IMDG regulations for operational reasons, e.g. the carriage of nuclear waste.
3. The carriage of classified cargo is permissible provided that, when required by either party, the DRA provides an escort for the cargo.

**Section 5****Responsibilities**

1. In principle the DOA is responsible for:
  - a. Providing a seaworthy vessel from the port of loading to the port of discharge.
  - b. Obtaining ship diplomatic clearances for ports of loading and discharge.
  - c. Providing the services of a Marine Superintendent or national equivalent to certify any chartered commercial vessel seaworthy, preparing documentation and giving advice on stow planning and cargo handling.
  - d. Making arrangements covering customs documentation, quarantine, arms control clearances etc. for cargo at loading and discharge ports.
  - e. In conjunction with the DRA, arranging for the loading and discharge of the cargo.
  - f. In conjunction with the DRA, ensuring that arrangements are made for customs documentation, quarantine, arms control clearances etc. for cargo at loading and discharge ports
2. The DRA is responsible for ensuring:
  - a. That passengers have all the necessary documents - passports, visas, vaccination certificates, etc.
  - b. The cargo/passengers are ready for loading/embarkation at the departure port in accordance with the regulations of the Transporting Service.

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- c. That cargo is supported by completed and appropriate documentation for all destination and transit points.
- d. That arrangements are made for customs documentation, quarantine, arms control clearances etc. for cargo at loading and discharge ports.
- e. That cargo is delivered to the loading port and collected from the port of discharge at the ultimate destination.
- f. That arrangements are made for the loading and discharge of the cargo and co-ordinated with the DOA.
- g. The provision of a cargo manifest 24 hours prior to loading.

**Section 6****Finance**

1. The financial principles for the provision of sealift under the auspices of the Arrangement are specified in general form therein (subject to special consideration among the participants). The detailed funding and accounting arrangements are shown below. (Additional mission costs are subject to general considerations; e.g. port charges, customs, per diems, etc.).

**MILITARY SHIPPING – EXCHANGE TRANSACTION**

2. It is a fundamental principle that military sealift will be reciprocated in full. The provision of military sealift shall be considered to be an exchange transaction within agreed parameters. At the end of each annual review period, any imbalance in excess of the agreed parameters will be deemed to be reimbursable. The agreed parameter for any imbalance is initially set at XX ( Insert here the agreed operating parameter, for example 500 length in metres (LIMs).day ). This will be subject to an annual review by the Co-ordination Board

3. For passengers, per person per day. The agreed parameters for any imbalance is initially set at XX (Insert here the agreed operating parameter for example 12 person per day.)<sup>21</sup>. This will be subject to an annual review by the Co-ordination Board.

4. At the end of each annual review period, where the overall imbalance exceeds the agreed parameters the participant against whom the imbalance lies will pay the sum of the imbalance within XX days receipt of an invoice. Imbalances of less than XX LIMS/M3/TEU will be carried over into the next accounting period. The value of the imbalance will be calculated and agreed by the Co-ordination Board.

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<sup>21</sup> 12 PAX allows for the carriage of escorts

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5. The DRA shall be responsible for the following costs:
- a. The cost of loading, unloading, lashing and unlashings of its cargo and all associated stevedoring costs.
  - b. The additional cost associated with the use of shipping and other agencies in support of cargo documentation and ship stow planning.
6. Military Sealift will be accounted for as follows:

Serial	Type of Voyage	Ship Usage	Daily Operating Charges Expressed in LIMs/M3/TEU per day or part thereof.	Daily Diversion Charges Expressed in LIMs/M3/TEU per day or part thereof.	Port and Harbour Duties
1.	Direct	Whole	Vessel's maximum operating capacity	Not Applicable (N/A)	100%
2.	Diversion	Whole	Vessel's maximum operating capacity	Vessel's maximum operating capacity	100% if extra SPOE /SPOD
3.	Direct	Part	DRA LIMS/M3/TEU carried	N/A	No
4.	Diversion	Part	DRA LIMS/M3/TEU carried	Vessel's maximum operating capacity	100% if extra SPOE /SPOD

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**CIVILIAN CHARTER SHIPPING – REIMBURSIBLE TRANSACTION**

7. All civilian-chartered shipping will be treated as reimbursable transactions. Invoices will be raised by the DOA and submitted to the DRA for payment within **XX** days. Prior to every transaction, the DRA and DOA will agree the basis upon which estimated costs will be accrued, in accordance with the following:

Serial	Type of Charter	Type of Voyage	Ship Usage	Daily Operating Charges	Daily Diversion Charges	Port and Harbour Duties
1.	Time	Direct	Whole	The agreed charter rate inclusive of presentational costs	N/A	Disbursement costs as per the charter party
2.	Time	Direct	Part	Cost at agreed charter rate based upon % of space occupied	N/A	% of disbursement costs
3.	Time	Diversion	Part	Cost at agreed charter rate based upon % of space occupied	Whole ship charter costs for additional period of diversion	100% disbursement costs at separate SPOE/SPOD. % of disbursement costs at same SPOE/SPOD
4.	Voyage	Direct	Whole	Actual costs at the agreed charter rate	N/A	Disbursement costs as per the charter party
5.	Voyage	Direct	Part	Costs at agreed charter rate based upon % of space occupied	N/A	Disbursement costs as per the charter party
6.	Voyage	Diversion	Part	Costs at agreed charter rate based upon % of space occupied	Charter costs for period of diversion as agreed by Shipper	100% disbursement costs at separate SPOE/SPOD. % of disbursement costs at same SPOE/SPOD

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8. The DRA is responsible for the following costs:
- a. The cost of loading, unloading, lashing and unlashings of its cargo and all associated stevedoring costs.
  - b. The additional cost associated with the use of shipping and other agencies in support of cargo documentation and ship stow planning.
9. Costs under the control of the DOA and the Transporting Service will be confirmed with the DRA and agreed before the move of passengers / escorts.

**Section 7****Cancellations.**

## DOA Cancellations

- a. Movements agreed by the DOA are only subject to cancellation, amendment or postponement authorised by the following appointments ( Insert relevant national appointments, for example, The Deputy Chief of Defence Staff Commitments ) In no case shall such a cancellation lead to a claim by the other party for damages, reimbursement or other accrued charges.

## DRA Cancellations

- a. Terms on reimbursement for cancellation by the DRA should be clearly described in this section of the arrangement once agreed by both participants. The following should be included:
  - (1) Arrangements should be made for re-imbursement of actual costs incurred by the DOA for deviation to uplift DRA cargo, which was not subsequently provided.
  - (2) In the event of Force Majeure, the DRA shall not be held liable in any way in the event of a failure to accept sealift provided.

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**Section 8****Co-ordination**

1. **General.** Overall co-ordination of the provision of sealift shall be provided by a Co-ordination Board, the composition of which is detailed at Appendix 1 to this Annex. The Co-ordination Board shall meet annually, on or about the anniversary of the signing of the TA. At its annual meeting the Board shall:
  - a. Agree arrangements for the payment of any outstanding balance on sealift exchange transactions completed during the previous 12 months.
  - b. Evaluate the results of co-operation over the previous year and discuss all relevant issues arising from, or proposed amendments to, the TA and this Annex.
  - c. Agree the calculation of values for sealift for the following 12 months.
  - d. Make available to both Participants, additions and amendments to the publications referred to under Section 4, Sealift Regulations.
  - e. Prepare a Request Form, based on the principles outlined in the TA, to cover the provision of mutual sea transport support for the following 12 months and to open the accounts for financial management purposes.
2. **Part Loads.** At the end of each quarter, each DOA shall inform the other of completed exchange and reimbursable transactions. After reconciliation, the balance outstanding shall be documented.
3. **Part and Whole Ship Tasking.** At the time of requesting part or whole ship tasking, the DRA and the DOA shall agree whether the tasking is to be an exchange transaction or a reimbursable transaction in accordance with the principles given in Section 6 of this Annex.
4. **Extraordinary Meetings.** The Board may meet at any time to discuss exceptional changes to sealift charges due to unforeseen fluctuations in operating costs.

**Section 9****Request Procedures**

The procedure for requesting sealift is at Appendix 2.

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**APPENDIX 1 TO ANNEX E**  
*(To the Technical arrangement)*

CO-ORDINATION BOARD

1. The ***Insert nation*** shall be represented on the Co-ordination Board by:

Co-chairman

Co-secretary

Other representatives as agreed by both Co-chairmen

Include full contact details

2. The ***Insert nation*** shall be represented on the Co-ordination Board by:

Co-chairman

Co-secretary

Other representatives as agreed by both Co-chairmen

Include full contact details

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**APPENDIX 2 TO ANNEX E**  
*(To the Technical Arrangement)*

This format is provided as an example. Alternatively the forms given in AMovP-3 may be used.

SEALIFT REQUEST FORMAT

1. The DRA must provide the DOA with fullest details of their requirements. The request should include the following information:

- a. Route.
  - (1) Port of Loading
  - (2) Port of Discharge
- b. Priority
- c. Passengers: Numbers by rank.
- d. Cargo:
  - (1) Type of cargo
  - (2) Length in Metres
  - (3) Volume/Dimensions
  - (4) Details of hazardous material to include, hazard class, net explosive quantity/weight if applicable
  - (5) Number of escort party if applicable
  - (6) Earliest date/time to embark
  - (7) Required or latest delivery date
  - (8) Amplifying remarks

2. Requests made by telephone are to be confirmed by FAX.



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**ANNEX C****GLOSSARY OF ABBREVIATIONS**

This Glossary contains abbreviations and acronyms used in this document as well as others commonly used in joint and combined operations. A comprehensive list of NATO abbreviations is contained in AAP-15.

AAP	ALLIED ADMINISTRATIVE PUBLICATION
AAR	AIR-TO-AIR-REFUELING
AARCC	AIR-TO-AIR-REFUELING-COORDINATION CELL
ACC	AIR COMPONENT COMMAND
ACO	ALLIED COMMAND OPERATIONS
ACT	ALLIED COMMAND TRANSFORMATION
ADAMS	ALLIED DEPLOYMENT AND MOVEMENT SYSTEM
ADL	ALLIED DISPOSITION LIST
ADP	AUTOMATED DATA PROCESSING
AJP	ALLIED JOINT PUBLICATION
ALP	ALLIED LOGISTIC PUBLICATION
ALSS	ADVANCED LOGISTIC SUPPORT SITE
AMCC	ALLIED MOVEMENT CO-ORDINATION CENTRE
AMOV	ALLIED MOVEMENT PUBLICATION
AOO	AREA OF OPERATION
AOR	AREA OF RESPONSIBILITY
AP	ALLIED PUBLICATION
ARRC	ACE RAPID REACTION CORPS
ATC	AIR TRAFFIC CONTROL
ATO	AIR TASKING ORDER
ATP	AIR TRANSPORTATION POLICIES AND PROCEDURES
BI-SCD	BI-SC REPORTING DIRECTIVE
BNAOR	BEYOND NATO'S AREA OF RESPONSIBILITY

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CAPC	CIVIL AVIATION PLANNING COMMITTEE
CC	COMPONENT COMMANDS
CDR	COMMANDER
CDE	CONCEPT DEVELOPMENT AND EXPERIMENTATION
CE	CRISIS ESTABLISHMENT
CEP	CIVIL EMERGENCY PLANNING
CHOD	CHIEF OF DEFENCE STAFF
CIMIC	CIVIL MILITARY COOPERATION
CINC	COMMANDER IN CHIEF
CIS	COMMUNICATION AND INFORMATION SYSTEMS
CJ-3	COMBINED JOINT STAFF FOR OPERATIONS
CJ-4	COMBINED JOINT STAFF FOR LOGISTICS
CJ-5	COMBINED JOINT STAFF FOR PLANNING
CJ-9	COMBINED JOINT STAFF FOR CIMIC
CJTF	COMBINED JOINT TASK FORCE
COP	CONTINGENCY PLAN
COS	CHIEF OF STAFF
CP	CAPABILITY PACKAGE
CRD	COMMANDER'S REQUIRED DATE
CRO	CRISIS RESPONSE OPERATION
DDM	DEPLOYMENT DISPLAY MODULE
DDP	DETAILED DEPLOYMENT PLAN
DGR	DANGEROUS GOODS REGULATIONS
DLCP	DEMOUNTABLE LOAD CARRYING PLATFORMS
DOA	DESIGNATED OPERATING AUTHORITY
DPM	DEPLOYMENT PLANNING MODULE
DRA	DESIGNATED REQUESTING AUTHORITY
DSA	DESIGNATED SECURITY AUTHORITY
EU	EUROPEAN UNION
FD	FINAL DESTINATION
FLS	FORWARD LOGISTIC SITE
FPG	FUNCTIONAL PLANNING GUIDE
GDM	GENERAL DEPLOYMENT MODULE
GEOMAN	GEOGRAPHICAL MANAGEMENT MODULE
GO	GOVERNMENTAL ORGANISATION
GOP	GUIDELINES FOR OPERATIONAL PLANNING

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HADRO	HUMANITARIAN AND DISASTER RELIEF OPERATION
HET	HEAVY EQUIPMENT TRANSPORT
HN	HOST NATION
HNS	HOST NATION SUPPORT
HNSA	HOST NATION SUPPORT AGREEMENT
HNSCC	HOST NATIONS SUPPORT COORDINATION CELL
HQ	HEADQUARTERS
IA	IMPLEMENTING ARRANGEMENT
IATA	INTERNATIONAL AIR TRANSPORT ASSOCIATION
ICAO	INTERNATIONAL CIVIL AVIATION ORGANISATION
IER	INFORMATION EXCHANGE REQUIREMENT
IMDG	INTERNATIONAL MARITIME DANGEROUS GOODS
IMO	INTERNATIONAL MARITIME ORGANISATION
IMS	INTERNATIONAL MILITARY STAFF
IO	INTERNATIONAL ORGANISATION
IS	INTERNATIONAL STAFF
ISSC	INFORMATION SYSTEM SUPPORT CENTRE
IST	INLAND SURFACE TRANSPORT
ITAS	INTRA THEATRE AIRLIFT SYSTEM
JFC	JOINT FORCE COMMANDER
JFLCC	JOINT FORCES LAND COMPONENT COMMAND
JFMCC	JOINT FORCES MARITIME COMPONENT COMMAND
JOA	JOINT OPERATIONS AREA
JTMS	JOINT THEATRE MOVEMENT STAFF
LCC	LAND COMPONENT COMMAND
LIMS	LINE METRES
LN	LEAD NATION
LOC	LINE(S) OF COMMUNICATION
LOGFAS	LOGISTIC FUNCTIONAL AREA SYSTEM

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MC	MILITARY COMMITTEE
MCC	MOVEMENT CONTROL CENTRE
MCC	MARITIME COMPONENT COMMAND
MHE	MATERIAL HANDLING EQUIPMENT
MILU	MULTI-NATIONAL INTEGRATED LOGISTIC UNITS
MJLC	MULTI-NATIONAL JOINT LOGISTIC CENTRE
MNDDP	MULTI-NATIONAL DETAILED DEPLOYMENT PLAN
MNLC-M	MULTI-NATIONAL LOGISTIC COMMAND MARINE
MOD	MINISTRY OF DEFENCE
MOT	MODE OF TRANSPORTATION
MOU	MEMORANDUM OF UNDERSTANDING
MOVASSESSREP	MOVEMENT ASSESSMENT REPORT
M&T	MOVEMENT AND TRANSPORTATION
MTCC	MOVEMENT AND TRANSPORTATION COORDINATION
CELL	
NAC	NORTH ATLANTIC COUNCIL
NACOSA	NATO CIS OPERATING AND SUPPORT AGENCY
NAMSA	NATO MAINTENANCE AND SUPPLY AGENCY
NARAT	NATO AIRLIFT REQUEST FORMAT MESSAGE
NATO	NORTH ATLANTIC TREATY ORGANISATION
NC3A	NATO CONSULTATION, COMMAND AND CONTROL
AGENCY	
NCS	NATO COMMAND STRUCTURE
NDL	NATIONAL DISPOSITION LIST
NMA	NATO MILITARY AUTHORITIES
NMCC	NATIONAL MOVEMENT CO-ORDINATION CENTRE
NSA	NATO STANDARDISATION AGENCY
NSE	NATIONAL SUPPORT ELEMENT
OPLAN	OPERATIONAL PLAN
OPORDER	OPERATIONAL ORDER
OPP	OPERATIONAL PLANNING PROCESS
OPS	OPERATIONS
OSCE	ORGANISATION FOR SECURITY AND CO-OPERATION IN
EUROPE	

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PAX	PASSENGER
PBIST	PLANNING BOARD FOR INLAND SURFACE TRANSPORT
PB&Cs	PLANNING BOARDS AND COMMITTEES
PBOS	PLANNING BOARD FOR OCEAN SHIPPING
PE	PEACETIME ESTABLISHMENT
PFP	PARTNERSHIP FOR PEACE
PMC	PERSONNEL, MAIL AND CARGO
POC	POINT OF CONTACT
POD	PORT OF DISEMBARKATION /DEBARKATION
POE	PORT OF EMBARKATION
PSO	PEACE SUPPORT OPERATION
RACO	REGIONAL ACCOUNTING CONTRACTING OFFICE
RALCC	REGIONAL AIRLIFT COORDINATION CENTRE
RF	REACTION FORCES
RFAS	REACTION FORCES AIR STAFF
RPA	RESPONSIBLE PLANNING AUTHORITIES
RSN	ROLE SPECIALIST NATION
RSOM	RECEPTION, STAGING AND ONWARD MOVEMENT
SACEUR	SUPREME ALLIED COMMANDER EUROPE
SACT	STRATEGIC ALLIED COMMAND TRANSFORMATION
SC	STRATEGIC COMMAND
SCEPC	SENIOR CIVIL EMERGENCY PLANNING COMMITTEE
SHAPE	SUPREME HEADQUARTERS ALLIED POWERS EUROPE
SN	SENDING NATION
SNLC	SENIOR NATO LOGISTICIANS CONFERENCE
SOFA	STATUS OF FORCES AGREEMENT
SOP	STANDING OPERATIONAL PROCEDURE
SOR	STATEMENT OF REQUIREMENTS
SPM	SUSTAINMENT PLANNING MODULE
SPG	STOCKPILE PLANNING GUIDANCE
SPOD	SEAPORT OF DISEMBARKATION / DEBARKATION
SPOE	SEAPORT OF EMBARKATION
STANAG	STANDARDIZATION AGREEMENT
TA	TECHNICAL ARRANGEMENT
TACON	TACTICAL CONTROL
TAM	TRANSPORT ASSET DATA MANAGER
TCN	TROOP CONTRIBUTING NATION
TEU	TWENTY FOOT EQUIVALENT UNIT
TOA	TRANSFER OF AUTHORITY
UN	UNITED NATIONS
VOD	VERTICAL ONBOARD DELIVERY

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**ANNEX D****GLOSSARY OF 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 (CIMIC)**

The resources and arrangements which support the relationship between commanders and the national authorities, civil and military, and civil populations in an area where military forces are or plan to be employed. Such arrangements include cooperation with non-governmental or international agencies, organisations and authorities. (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, co-ordination, 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 a command. (AAP-6)

**Contingency Plan (COP).**

Plan which is developed for possible operations where the planning factors have been identified or can be assumed. These plans are produced in as much detail as possible, including the forces needed and deployment options, as a basis for subsequent planning by Nations or the NMAs. (AAP-6).

**Co-operative Use.**

Utilisation of resources identified and made available by Nations for utilisation by other Nations. Compensation and/or reimbursement will be subject to agreements between the parties involved, if such compensation and/or reimbursement is required. (MC 336/2).

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**Co-ordinating 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).

**Doctrine**

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

**Generic Plan**

A basic plan which is developed for possible operations where some planning factors have not yet been fully identified or cannot be assumed. It identifies at this stage the general capabilities required. (AAP-6).

**Host Nation.**

A nation which, by agreement:

- a. receives the 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. (AAP-6)

**Host Nation Support (HNS).**

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) Agreements concluded between the appropriate authorities of host nations and sending nations and/or NATO form the basis of such assistance.

**Infrastructure.**

A term generally applicable for all fixed and permanent installations, fabrications, or facilities for the support and control of military forces. (AAP-6).

**Interoperability**

The ability of Alliance forces and, when appropriate, forces of Partner and other nations to train, exercise and operate effectively together in the execution of assigned missions and tasks. (AAP-6)



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**Lead Nation (For Movement & Transportation).**

A Nation accepting the responsibility for planning and controlling the deployment, transportation for sustainment (re-supply) and redeployment as well as for obtaining transportation resources for multi-national headquarters groups and/or units with a high degree of multi-nationality; or accepting the lead in performing Host Nation tasks and responsibilities; or accepting responsibility for performing specific movement and transportation tasks. (MC 336/2).

**Logistics.**

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: (MC 319/2).

- 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.

**Multi-national Integrated Logistic Units (MILU)**

A MILU is formed when two or more Nations agree, under the Operational Control (OPCON) of a Force Commander at joint force or component level, to provide logistic support to a multinational force. (MC 319/2)

**Mobility.**

A quality or capability of military forces which permit them to move from place to place while retaining the ability to fulfil their primary mission. (AAP-6 and MC 319/2). In the content of this document, the term "Mobility" covers strategic and operational mobility.

**Mounting.**

All preparations made in areas designated for the purpose, in anticipation of an operation. It includes the assembly in the mounting area, preparation, and maintenance within the mounting area, movement to loading points, and subsequent embarkation into ships, craft, or aircraft if applicable. (AAP-6).

**Mounting HQ (Movement and Transportation).**

That HQ which is nominated and has accepted responsibility to plan, monitor, control, deconflict and co-ordinate movement and transport to facilitate the deployment of a multi-national HQ from its home base to points/ports of embarkation, and then monitor the deployment to points/ports of disembarkation/debarkation.

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**Movement.**

Movement is the activity involved in the change in location of forces, equipment, personnel and stocks as part of a military operation. Movement requires the supporting capabilities of mobility, transportation, infrastructure, movement control, and support functions. (AAP 6 and MC 319/2).

**Movement Control.**

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

**Mutual Support Agreement (MSA)**

A way of ensuring that Nations involved in a NATO operation can support one another without the need to negotiate bi-lateral agreements with all other Troop Contributing Nations (TCNs), or to face lengthy delays while higher level legal documents are exchanged TCNs will decide whether or not to sign up to the MSA. The two principles of mutual support are: (1) That no person or equipment belonging to a TCN within a NATO led force shall be denied support from another TCNN, provided that the support is available and can be provided without unacceptable operational risk to the donor, and (2) That any TCN whose personnel and equipment receive support from another shall make restitution, in cash or in kind, for the goods or services that they receive. (MC 319/2)

**National Support Element (NSE)**

Any national organisation or activity that supports national forces which are part of the NATO force. NSEs are OPCON to the national authorities, they are not normally part of the NATO force. Their mission is Nation-specific support to units and common support that is retained by the Nation. NSEs are asked to co-ordinate and co-operate with the NATO commander and the Host Nation. If the operational situation allows for a reduction, greater co-operation and centralisation of services among NSEs could produce significant savings.

**Operational Control (OPCON)**

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)

**Operational Mobility.**

The capability to move forces and their associated logistic support in a timely and effective manner within a region (intra-regional)(MC 319/2).

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**Operation Plan**

A plan for a single or series of connected operations to be carried out simultaneously or in succession. It is usually based upon stated assumptions and is the form of directive employed by higher authority to permit subordinate commanders to prepare supporting plans and orders. The designation 'plan' is usually used instead of 'order' in preparing for operations well in advance. An operation plan may be put into effect at a prescribed time, or on signal, and then becomes the operation order. (AAP-6)

**Planned Re-supply.**

The shipping of supplies in a regular flow as envisaged by existing preplanned schedules and organisations, which will usually include some form of planned procurement. (AAP-6).

**Policy.**

Prudent course of action or conduct to be applied in the application of a principle. (MC 319/2).

**Principle.**

A principle is a general law which guides action; a fundamental truth as the basis of reasoning. (MC 319/2).

**Re-supply.**

The act of replenishing stocks in order to maintain required levels of supply. (AAP-6 and MC 319/2).

**Shared Use.**

Utilisation of resources identified and made available by Nations to NATO, free of charge or under reimbursement arrangements predetermined by the provider and NATO. (MC 336/2).

**Shipping Assets under Military Control.**

These are assets which are either owned and operated by the military, or civil shipping agencies which have been chartered by the military and are operating under their direct control. Examples of the former are Landing Ship Tanks, Landing Ship Logistics, and Loading Platform Docks and naval Logistic Support Ships.

**Sending Nation**

A nation deploying its forces, supplies and/or national components of multinational forces and requesting the use of host nation logistic and other support during transit through or employment on the host nation's territory. MC 319/2)

**Sending Nation (Movement and Transportation).**

[Troop Contributing Nation (TCN).] A Nation sending or participating in the sending of (deploying) national forces and/or national components of multi-national forces. The Sending Nation may request the use of Host Nation logistics and administrative support during transit and in the theatre of operations. (MC 336/2).

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**Strategic Air Transport Operations.**

The carriage of passengers and cargo between theatres by means of scheduled service, special flight, air logistic support or aeromedical evacuation. (AAP-6).

**Strategic Mobility.**

The capability to move forces and their associated logistic support in a timely and effective manner over long distances. This can be between JOAs (inter-JOA), between regions (inter-regional), or beyond NATO's Area of Responsibility. (MC 319/2).

**Support:**

The action of a force, or portion thereof, which aids, protects, complements, or sustains any other force. (AAP-6).

**Sustainability**

The ability of a force to maintain the necessary level of combat power for the duration required to achieve its objectives. (AAP-6 and MC 319/2)

**Third Party Logistics Service Support (TPLSS)**

The use of preplanned civilian contracting to perform selected logistic support services. (MC 319/2)

**Transportation.**

The means of conveyance to move forces, equipment, personnel, and stocks, and includes the requisite materials handling equipment. (MC 319/2).

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**ANNEX E****M & T PUBLICATIONS**

## M &amp; T RELATED STANAGs, STUDIES AND APs

STANAG	TITLE	<u>CUSTODIAN</u>
1406 LOG	Multi-National Maritime Force (MNMF) Logistics ALP-4.1	CINCWEST LANT
2002 NBC	Warning Signs for the Marking of Nuclear, Biological and Chemical Contaminations	NLD
2010 ENGR	Military Load Classification Markings	FRA
2014 LO	Formats for Orders and Designation of Timings, Locations and Boundaries	USA
2019 LO	Military Symbols for Land Based Systems - APP-6	GBR
2021 ENGR	Military Computation of Bridge, Ferry, Raft and Vehicle Classifications	FRA
2034 LOG	NATO Standard Procedures for Mutual Logistic Assistance	DEU
2085 LO	NATO Combined Military Police	DEU
2182 LOG	Allied Joint Logistic Doctrine - AJP-4	SHAPE
2228 MED	Allied Joint Medical Support Doctrine - AJP-4.10	COMEDS
2230 LOG	Multinational Joint Logistics Centre (MJLC) Doctrine - AJP-4.6	Bi-SC LCB
2234 LOG	Allied Joint Host Nation Support Doctrine and Procedures - AJP-4.5	Bi-SC LCB
2253 IGEO	MGD - Roads and Road Structures	DEU
2254 IGEO	MGD - Navigable Inland Waterways	NLD
2255 IGEO	MGD - Ports	USA
2257 IGEO	MGD - Railways	FRA

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STANAG	TITLE	<u>CUSTODIAN</u>
2413 MH	Demountable Load Carrying Platforms (DLCP/FLATRACKS)	GBR
2437 AJOD	Allied Joint Doctrine - AJP-01	GBR
2454 M&T	Road Movements and Movement Control - AMovP-1	NLD
2455 M&T	Procedures for Surface Movements across National Frontiers – AMovP-2	FRA
2456 M&T	Movements and Transport Documents and Glossary of Terms and Definitions – AMovP-3	DEU
2468 M&T	Technical Aspects of the Transport of Military Materials by Railroad – AMovP-4	BEL
2512 LOG	Modes of Multinational Logistics Support - AJP-4.9	Bi SC LCB
2827 MH	Materials Handling in the Field	DEU
2828 MH	Military Pallets, Packages and Containers	USA
2829 MH	Materials Handling Equipment	USA
2926 MH	Procedures for the Use and Handling of Freight Containers for Military Supplies	USA
2927 MH	Marking of Restraint Equipment for Road Movement	GBR
3146 AT	Planning procedures for tactical air transport operations	CAN
3150 AC/135	Codification - Uniform System of Supply Classification	AC/135
3151 AC/135	Codification - Uniform System of Item Identification	AC/135
3345 AT	Data/forms for planning air movements	CAN
3400 AT	Restraint of cargo in fixed wing aircraft	USA
3428 AT	Exchange of information on aerial delivery systems	GBR
3464 AT	Procedures for aircrew and airlifted personnel in tactical air transport operations	CAN
3465 AT	Safety, emergency and signalling procedures for military air movement – Fixed wing aircraft	BEL

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STANAG	TITLE	<u>CUSTODIAN</u>
3466 AT	Responsibilities of Air Transport Units and User Units in the Loading and Unloading of Transport Aircraft in Tactical Air Transport Operations	USA
3467 AT	Characteristics of air transport (airlanded) pallets for carriage internally	USA
3543 AT	Air transport cargo/passenger handling systems – request for information	DEU
3548 AT	Tie-down fittings on air transported and air-dropped equipment and cargo carried internally by fixed wing aircraft	USA
3570 AT	Drop zones and extraction zones – criteria and markings	GBR
3572 AT	Exchange of information on tactical air transport operations	DEU
3616 AT	Responsibility for the design and provision of adaptors necessary for the compatibility of air cargo loading, securing, unloading or dropping systems in fixed wing aircraft	USA
3739 AT	Combined air terminal operations	CAN
3740 AT	Procedures for tracing air transported baggage and missing air transported cargo	CAN
3767 AT	Exchange of data on load capabilities of transport aircraft	USA
3770 AT	Air transport baggage tags	CAN
3771 AT	Ground security measures against aircraft sabotage/hijacking	CAN
3774 AT	Control procedures for pallets and associated restraint equipment used in combined air transport operations	BEL
3778 AT	Performance criteria for honeycomb paper used as energy dissipating material	USA
3922 AT	Airdrop systems for personnel and supply/equipment - ATP-46	USA

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STANAG	TITLE	<u>CUSTODIAN</u>
3998 AT	Tactics, Techniques and Procedures for NATO Air Transport Operations - ATP-3.3.4.3 (ATP-53)	NLD
4123 PPS	Determination of the Classification of Military Ammunition and Explosives – AASTP-3	AC/258 (ST)
4441 PPS	Manual of Safety Principles for the Transport of Military Ammunition and Explosives – AASTP-2	AC/258 (TR)
7057 AT	Exchange of data on the multi-modal documentation of cargo	GBR
7166 AT	Air Forces Logistics Doctrine and Procedures - ALP-4.3	JAPCC



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**ANNEX F****REFERENCE PUBLICATIONS**

MC 55/4	NATO Logistics Readiness and Sustainability Policy
MC 75/1	Policy for Control of Air Transport and Troop Carrier Resources Made Available to MNCs
MC 94/4	NATO Military Exercise Policy
MC 133/3	NATO's Operational Planning System
MC 299/7	MC Guidance to 2004 Force Goal Cycle
MC 317/1	The NATO Force Structure
MC 319/2	NATO Principles and Policies for Logistics
MC 326/2	NATO Medical Support Principles and Policies
MC 327/2	NATO Military Policy for non-Article 5 Crisis Response Operations
MC 328/1	NATO's Military Co-operation Guidance
MC 334/2	NATO Principles and Policies for Host Nation Support (HNS)
MC 336/2	NATO Principles and Policies for Movement and Transportation (M&T)
MC 343/1	NATO Military Assistance to International Disaster Relief Operations (IDRO)
MC 389/1	MC Policy on NATO's Combined Joint Task Force (CJTF) Capability
MC 400/2	MC Guidance for the Military Implementation of Alliance Strategy
MC 477	Military Concept for the NATO Response Force
AAP-6	NATO Glossary of Terms and Definitions
AAP-15	NATO Glossary of Abbreviations
NATO	Logistics Handbook
NATO	Concept of Reinforcements
AJP-01	Allied Joint Doctrine
AJP-4	Allied Joint Logistic Doctrine
AJP-4.5	Allied Joint Host Nation Support Doctrine and Procedures
AJP-4.6	Multinational Joint Logistic Centre (MJLC) Doctrine
AJP-4.9	Modes of Multinational Logistics Support
AJP-4.10	Allied Joint Medical Support Doctrine
ALP-4.1	Multinational Maritime Force (MNMF) Logistics
ALP-4.2	Land Forces Logistic Doctrine
ALP-4.3	Air Forces Logistics Doctrine and Procedures
ATP-2	Allied Naval Control of Shipping Manual
ATP-8	Doctrine for Amphibious Operations
ATP-53	NATO Air Transport Policies and Procedures
APP-11	NATO Message Catalogue (NMC)
Bi-SC	Concept for Implementation of the Military Aspects of PfP
Bi-SC	Directive on Procedures for NATO Host Nation Support (HNS) Planning for Multinational Operations (SC/JFC Coord Draft)
Bi-SC	Functional Planning Guide Movement and Transportation
Bi-SC	Functional Planning Guide Logistics (FPGL) (Draft)
Bi-SC	Guidelines for Operational Planning (GOP)
Bi-SCD	Bi-SC Reporting Directive, 80-3, Volume V - Logistic Reports

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ACLANT	Maritime Medical Planning Guidance for NATO (MMPG)
ACLANT	NATO Maritime Stockpile Guidance
SACEUR's	Defence Concept for ACE
AD 60-70	Procurement of Military Budget Funded Property and Services
AD 60-80	Property Accounting and Control
AD 85-10	Allied Logistic Centre
AD 85-8	ACE Medical Support Principles, Policies and Planning Parameters
ACE	Reaction Forces (RF) Concept
SHAPE	Stockpile Planning Guidance (SPG)
UN OSM	United Nation's Operation Support Manual

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**ANNEX G****LIST OF EFFECTIVE PAGES**  
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<b>EFFECTIVE PAGES</b>	<b>PAGE NUMBERS</b>
Original Original Original Original Original Original Original Original Original Original Original Original Original Original Original	Front Cover i iii thru iv v vii thru x 1-1 thru 1-2 2-1 thru 2-16 3-1 thru 3-4 4-1 thru 4-2 5-1 6-1 thru 6-2 7-1 thru 7-2 8-1 thru 8-4 9-1 thru 9-3 10-1 thru 10-3 11-1 thru 11-8 A-1 thru A-7 B-1 thru B-2 B-1-1 B-2-1 B-3-1 thru B-3-7 B-4-1 thru B-4-4 B-5-1 thru B-5-3 B-6-1 thru B-6-9 B-7-1 thru B-7-10 C-1 thru C-5 D-1 thru D-6 E-1 thru E-4 F-1 thru F-2 G-1

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