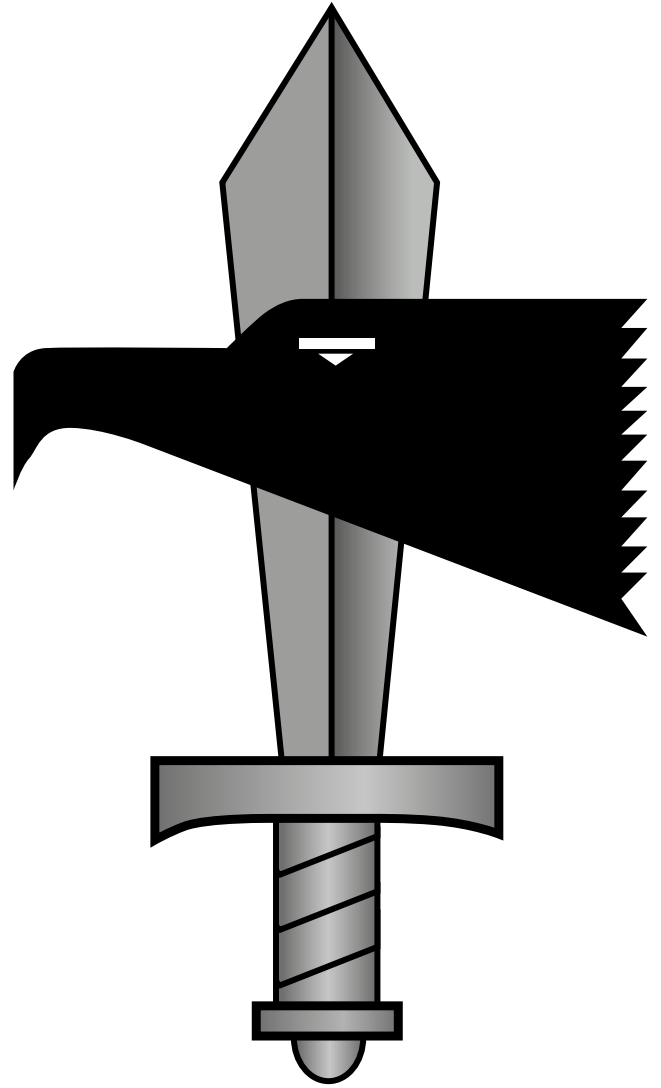


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December 2018

The Magazine of the NATO
Rapid Deployable Corps - Italy



EXERCISE EAGLE OVERLAND 2018



**SPECIAL
EDITION**



NATO Rapid Deployable Corps - Italy *Ubique Celere*



The Everywhere Rapidly is the authorized official publication of the NATO Rapid Deployable Corps, Italy. All editorial content of the Everywhere Rapidly is approved by the NRDC-ITA Commander, at "Ugo Mara" barracks, via per Busto Arsizio, 20 - 21058 Solbiate Olona , Varese, Italy.

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Printed by: Grafica Olona



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Preface

In July 2018 NATO Rapid Deployable Corps (NRDC-ITA) conducted Exercise "Eagle Overland 2018". This exercise is part of a series of training events that NRDC-ITA have specifically included in the training program for maintaining the unit's required readiness. From 1st January to the 31st December 2018 NRDC-ITA HQ, along with its supporting units (the Support Regiment and 1st Signal Regiment) was the NATO Response Force 2018 (NRF 18) and represents the first option for NATO to respond to a crisis or an attack to the Alliance. Consequently "Eagle Overland 2018" was intended to be an exercise oriented towards a specific context, namely the NRF one, referred to the well-known planning process concluded in 2017 concerning the role of NRDC-ITA as *Land Component Command (LCC)* in "stand by".

The exercise was depicted with multiple training objectives. Running a *Forward Liaison Reconnaissance Teams (FLRT)* – 50 SMEs and about ten vehicles with their communication capabilities), it verified how challenging could be to deploy into an ACO operational area, with related border and customary procedures within high readiness environment. Moreover to appreciate which kind of logistic support from transit and host nations could be provided for sustainment during movement and deployment phases was also a specific "objective" and the exercise clearly proved that the processes implemented are applicable to any potential operational context, including *disaster relief and Humanitarian aid*.

Last but not least, the timeline was compressed. In particular, the willingness to test the forces' readiness drove the planning process towards a so-called "short notice" one. From this comes the unicity of Exercise "Eagle Overland 2018", which, although not fully compliant with "enhanced" NRF immediate activation timelines (the NRF concept was revised after Galles Summit in 2014), really wanted to test processes and preparation procedures like in the case of a real NATO response.

By its nature, Exercise "Eagle Overland 2018" breaks new ground, highlighting areas that can be refined and improved. These should be seen as opportunities allowing further cooperation and training. Coordinating activity involving numerous stakeholders across International Boundaries is a complex business and so needs to be refined and rehearsed. This will lead to greater mutual understanding, and will result in simpler and swifter procedures. For example, the revision and simplification on the STANAGs, which is already on the way, will help shorten timelines and enable bureaucratic procedures to be resolved more rapidly. Furthermore, the exercise highlighted that compressed timelines already during the planning phase of such LIVEX provide an improvement to the training of all involved players.

Therefore, especially in a transnational environment, to build up coordinated, standardized and shared procedures is the main future objective also considering a more favorable partnership NATO-Europe. That is why it would be desirable that whomever will be participating in next NRF rotation plans during the coming years, will keep on exercising these aspects, in order to ensure from its side a constant development and growth of the Alliance, in the light of future engagements within operational environments with unforeseen and mixed characteristics, when timely intervention is the key factor.

Forward Liasion and Recce Team and its deployment in EAGLE OVERLAND 2018

NRDC-ITA is a high readiness and deployable HQ capable to cover different roles based upon the assigned mission (Operational Joint HQ, Tactical Land Component command, Corps); this multi-role capacity implies a very high level of flexibility in the Command and Control (C2) capabilities of the NRDC-ITA HQ. Independent of the assigned role for implementing effective C2 functions, the common denominator is to have a timely, deep and effective situational awareness of the area of operations that is the condition necessary in order to correctly plan and employ tailored assets for the given mission.

This article will explain how NRDC-ITA's HQ ensures its capacity to have precise and timely situational awareness in order to establish the prelude for an effective C2, by deploying its own Forward Liaison and Recce Team (FLRT) in a given area. It will introduce the theory behind the Command Posts and then elaborate on FLRT functions, capabilities, and deployment experiences such as EAGLE OVERLAND 2018.

Capability Blocks and Command Posts

Common aspects of an effective C2 functions are:

- Rapid and prompt presence of Command Elements directly on the operation area ("boot on the ground");
- Timely, deep and effective situational awareness of the possible area of operations;
- Modularity of C2 structure in order to have a high degree of adaptation to the current situation on the ground;
- Continuity of C2 functions between the physical HQ and the deployed one(s).

NRDC-ITA adopts a "scalable" Command Post model in order to ensure the C2 capabilities mentioned above allow continuity of C2 in all phases of an operation, from planning to complete deployment of forces in a given area. Furthermore, the scalable model sets the conditions for a progressive transfer of C2 functions from the physical HQ to the deployed HQ with the creation of "capability blocks" that provide the Commander the

full freedom of manoeuvre and command continuity throughout the duration of the operation.

The capability blocks are the functions that the deployed element/Command Post could express, in particular:

- The RECCE capability in order to acquire the information directly from the theatre of operations;
- The COORDINATION capability, in order to direct all the operations/actions related to the deployment phase and to maintain/establish the communication link with Parent and lateral HQs, as well as, the Host Nation (HN).
- The COMMAND capability in order to provide directions and guidance to the deployed units.

Each Capability block corresponds to a Command Post type that is the Enabler for the Physical HQ in order to implement its C2 functions. The Command Post structure and composition are not fixed in order to allow adaptations to the developing situation on the ground, while also reinforcing the common characteristics of agility and resilience within the HQ area of operations.

FLRT

The HQ's RECCE function is executed by the Forward Liaison and Recce Team (FLRT), an agile pool of subject matter experts (SMEs) that provide the Commander and his staff with the information directly from the crisis area by interacting with HN and other NATO HQs/units in the area, as well as, other recce teams of the parent HQ and other Components. The FLRT formation and deployment is the rapid and tangible response of a possible involvement of NRDC-ITA in a given crisis. FLRT

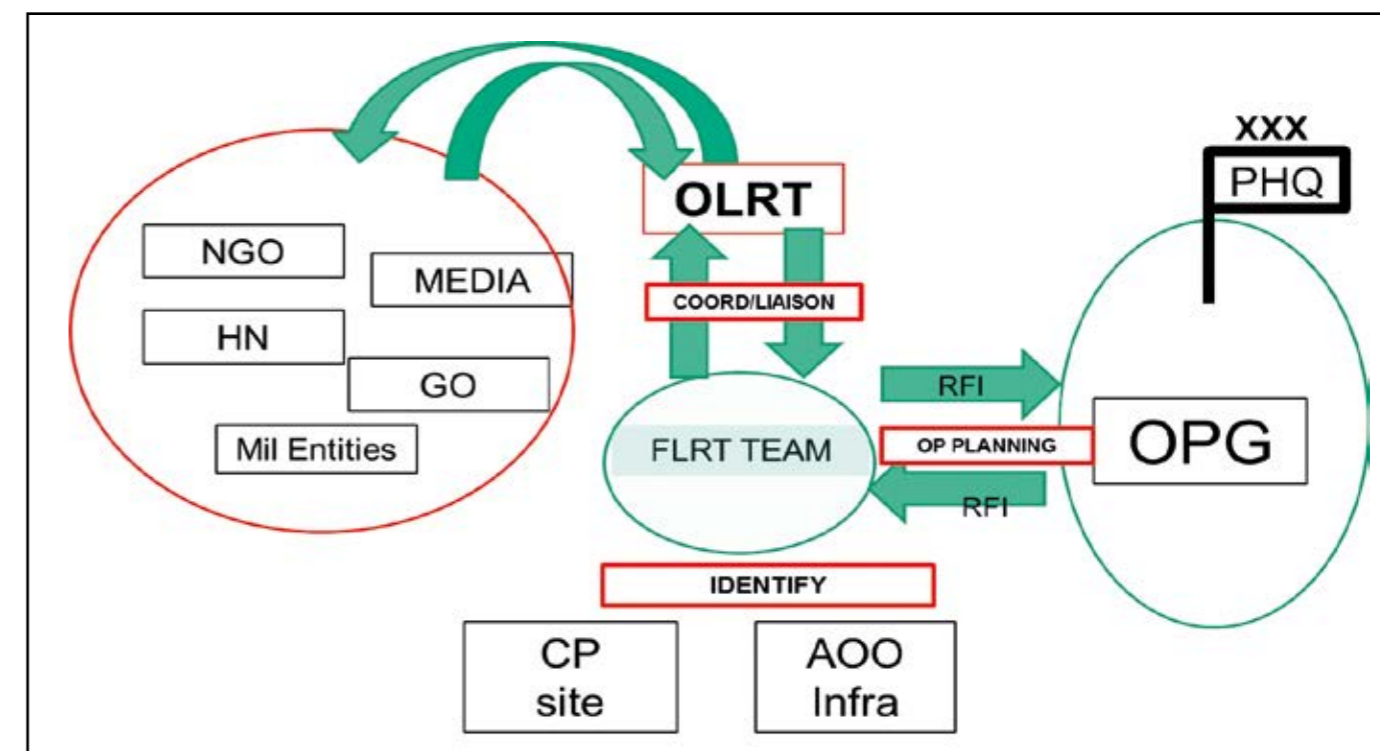
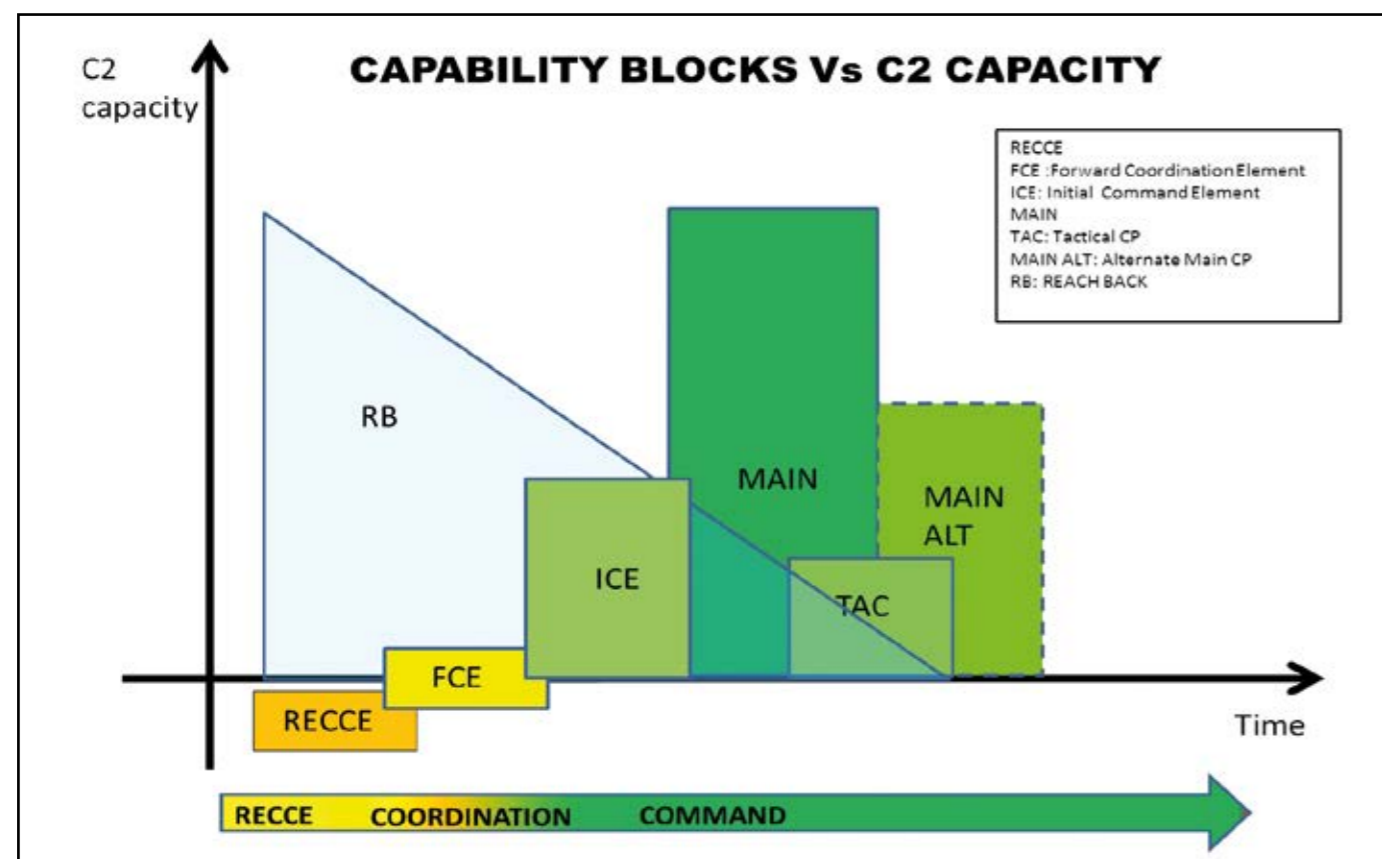
composition is not fixed and it will be adapted to meet the needs of the particular type of crisis, the geographic area, and the possible mission given by the parent HQ in order to provide the correct quality and level of information to the HQ.

Main FLRT's tasks are to:

- Provide information as directed and requested by the Operational Planning Group (OPG);
- Establish a timely presence of the HQ elements in the area of operations;
- Provide continuous and precise situational awareness to the HQ;
- Establish the liaison and coordination with the recce teams of the parent HQ and other Components;
- Execute the recce of the possible NRDC-ITA deployment areas;
- Execute the recce of the dual-use infrastructure (roads, railways, seaports and airports) present in the area of operations/deployment;
- Establish the liaison with the HN and also with the IO/NGOs, in the framework and terms established and directed by the parent HQ;
- Implement and manage a limited Public information activity.

In order to execute its own tasks, the FLRT must express the following capabilities:

- Heterogeneous composition in order to better fit and/or adapt to the situation;
- Modularity and flexibility in order to respond effectively to the changes of the situations in the area of operations;
- Survivability in hostile environments based on the security threat and/or austere and harsh conditions;



- Agility in order to move rapidly and maintain a limited logistical footprint;
- Interoperability in order to provide classified information within a field environment
- Suitability by providing a level of leadership (OF6/OF5) in order to implement an effective coordination with parent HQ and HN.

All the NRDC-ITA staff is involved in the formation, mounting and deployment of the FLRT. The following steps are implemented in order to rapidly deploy the FLRT:

- **Activation:** following the activation order (ACTORD) given by parent HQ, COMNRDC activates the FLRT for its deployment. The planning group is also activated at this time. The ACTORD provide the operational and legal framework for sending the FLRT into a given area of crisis;
- **Recall:** within the readiness timeframe and following tested procedures (SOPs and SOIs), the FLRT personnel will be recalled in order to start all of the preparative actions necessary for the deployment. In parallel with the FLRT recall, the OPG will analyze the mission provided by the parent HQs in order both to define the FLRT composition and start the Request for Information (RFIs) list.
- **Mounting:** in this phase, the FLRT personnel (chosen by FLRT leader with advice and recommendations from the OPG) will begin the preparatory study and analysis of the deployment area and the identified RFIs. At the same time, all the logistical support elements related to the deployment will start identifying the most suitable vector(s) based upon the security measures established in the deployment area,

as well as, the available HN support. In order to control the FLRT deployment and its future activities, the HQ will activate the Operational Center (OPSCEN) which will be responsible for the continuous monitoring of the team. A pre-defined quantity of equipment and vehicles is allocated in order to maintain FLRT readiness (48hrs), the composition and nature of this equipment is tailored to support the team in the most demanding logistic conditions that the team might encounter during its deployment (a complete blank area without any HN support and/or external resupply). The team composition is always flexible and light in accordance with the mission assigned to the HQ in order to minimize the logistic footprint.

- **Deployment:** in this phase, the team moves to the deployment area. The framework nation is responsibility for the movement while NRDC-ITA coordinates the interactions between national HQs and NATO bodies in order to de-conflict and align the procedures and responsibilities of the FLRT deployment. The deployment procedures will be executed in accordance with the FLRT readiness, security situation, and available vectors, in order to preserve the integrity of the equipment and to enable the FLRT capabilities. The security during the deployment and in the area of debarkation is ensured by HN (if available) and support personnel, in the framework of a memorandum of understanding (MoU) or technical agreement (TA) between NATO and HN. The MoU and TA normally advises the team to deploy in the most discrete way possible in order to control any potentially negative INFO OPS activities generated by our adversaries.

Eagle Overland 2018 and NRDC-ITA FLRT

The NRDC-ITA HQ Recce capability has been fully tested in different occasions and in the framework of the different HQ's configurations:

- In Norway (2015), In preparation for the role as a Joint Task Force, the NRDC-ITA HQ deployed its *Operational Liasion and Recce Team* (OLRT) - the recce team with functions normally implemented by Joint Force HQs. On this occasion, the OLRT was supported by the NATO Signal Regiment with personnel and equipment;
- In Poland (2016), the OLRT was deployed in order to maintain its capabilities, to test the equipment, support personnel and procedures. The equipment was provided by the framework Nation;
- In Sicily (2017), the FLRT tested the procedures for the use of military vectors for deployment and the planned installation of equipment and personnel.

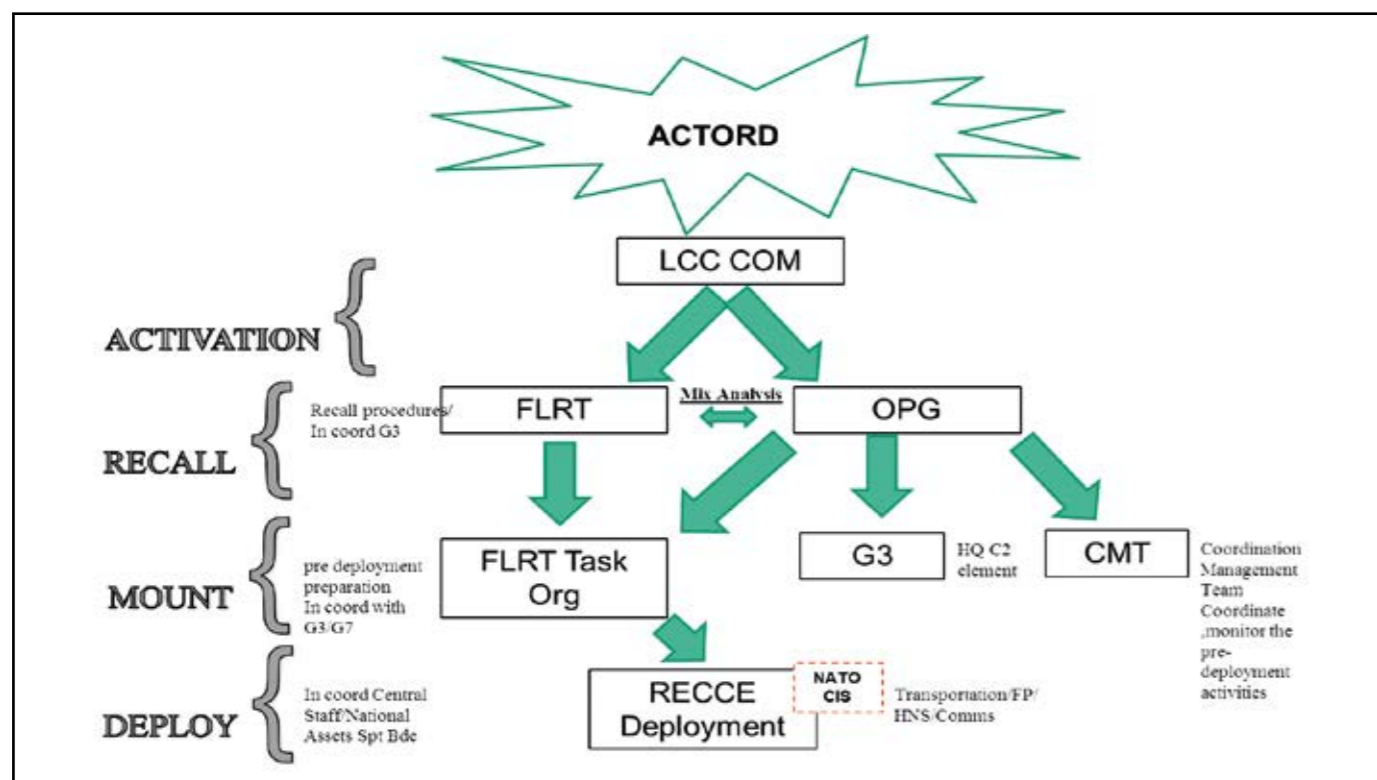
In 2018, in the role as Land Component Command - NATO RESPONSE FORCE (NRF) training and maintenance, the NRDC-ITA FLRT carried out the EAGLE OVERLAND exercise - a deployment in Romania via land movement from Italy using its own equipment. The exercise was aimed at testing:

- The cross border procedures for military convoys in the European theatre;
- The FLRT's logistic capabilities;
- The classified communication capabilities using the assigned equipment and its relative frequency management;
- The C2 procedures;
- The coordination procedures with HN, Transit Nations (TNs) and NATO HQs;

Rapid deployment across multiple countries within the Alliance is vital to ensure deterrence and mutual defense can be achieved. To this extent the cross border procedures are fully known, standardized, applied, and shared among the NATO allies. During EAGLE OVERLAND, 4 NATO borders were crossed (Italy, Slovenia, Hungary, and Romania) as the convoy passed through without any delay or bureaucratic issue, thanks to the outstanding work of the mobility patrol and the national and NATO HQs that set the conditions for safe passage and minimal impact on the civilian life and infrastructure.

For EAGLE OVERLAND 2018, the FLRT was deployed with the minimum task organization ("Core Team"). However, the support personnel were fully manned in order to ensure logistical autonomy, safety, and effective communications capabilities were available. The support personnel were provided by the Support brigade to NRDC-ITA, the 1st Signal Regiment, and the VJTF(L) units. The convoy was composed of Italian Army standard issue vehicles and equipment and provided its own safety, communication, and recovery capabilities. The movement support, supply, and accommodation were provided by the HN and TNs.

The communications equipment is the "core" tool of the FLRT. Without this essential classified communication capability, its role would be strongly limited. The FLRT is able to maintain 24/7 communication capabilities with the home base and all the equipment is transportable, "field proofed", and redundant in order to ensure this vital capability is maintained throughout the movement of the convoy. The OLRT/FLRT kit has been tested within the different OLRT/FLRT deployments and in the



EAGLE OVERLAND. The equipment confirmed its own validity, effectiveness, flexibility and deployment velocity throughout the entire activity ensuring the FLRT was able to communicate with the HQ and provide timely situational awareness reports - a “core” task. Furthermore, the exercise was an excellent opportunity to confirm how interoperable the Allies are in managing the use of frequencies. In both in planning and execution phases, the close coordination with NATO and national bodies granted the use of allocated frequencies without any delay or issue.

During the EAGLE OVERLAND, another important test was about C2 procedures of NRDC-ITA. The FLRT deployment is an activity that involves the whole NRDC-ITA HQ, both in planning and execution. The control of the FLRT has been carried out via automated C2 systems (LOGFAS), in order to continuously monitor the team during its movements and informing, in real time, the chain of command about the main events. Thanks to the C2 systems, the classified communications capabilities and a tested Report and Returns (r2) procedure, the FLRT is able to maintain an uninterrupted flow of information with the parent HQ to ensure the higher command maintains a complete picture of the operational situation in their area of operations. Leveraging continuous control of the FLRT, the NRDC-ITA HQ is able to quickly and effectively react and adapt to the current operational environment.

In order to contribute to NATO capabilities and to foster its credibility, NRDC-ITA as NRF LCC, always coordinates its actions with other NATO HQs and/or national HQs. During EAGLE OVERLAND, the early involvement of regional NATO HQs (NFIU HUN, NFIU ROU and Multinational Division South East) and National Military Representatives (NMRs) in SHAPE (SLO, HUN, ROU) proved vital to the FLRT deployment. The coordination among NATO HQs is to be considered as the capstone for the preparation of a deployment activity. The synergy among Allies, that included an emphasis on common procedures and the same systems of communication and unique points of contact, was an essential component of the swift movement of troops across Europe. The role of regional NATO HQs as the NATO FORCE INTEGRATION UNITS (NFIUs) is an important enabler for the rapid movement and deployment of military forces in the European theatre; those HQs are the fundamental link between the HNs and NATO deployable HQs, giving the practical solution to the inevitable problems intrinsic to the forces’ movements. EAGLE OVERLAND has confirmed the validity of NFIUs or regional NATO HQs. During the exercise, all NRDC-ITA FLRT activities and movements were successfully coordinated with the NFIU’s which greatly enhanced the FLRT’s ability to accomplish the tasks required to successfully execute EAGLE OVERLAND deployment.

In the end, the recce capability of a deployable, high readiness HQ, should be continuously maintained, and ready to rapidly deploy with little notice. Focusing on manning, equipment, and training requirements, that include complete staff involvement will set the conditions for success when the FLRT is needed.

Trained personnel both in procedures and in personal skills, is the capstone for the functionality of the capability blocks, which must have the characteristics of: Readiness, Effectiveness and Survivability. These aspects and qualities ensure NRDC-ITA is an effective tool for the NATO Alliance and fully capable of demonstrating its ability to provide the required security to Alliance members and their citizens.

The key importance of Military Mobility across Europe

The adaptation of the NATO Command Structure will further strengthen our ability to reinforce Allies quickly and effectively. But military mobility is not only about new commands. It’s also about the ability to move forces and equipment quickly, with the right transport means and the right infrastructure. (...)we need to improve infrastructure, such as roads, bridges, railways, runways and ports. (...) Of course, military mobility is not just about the military. It requires a whole-of-government approach. So it’s important that our defence ministers make our interior, finance and transport ministers aware of military requirements. It’s also important that NATO coordinates with the European Union and we are indeed working closely and actively together on this issue. (...) I envisage that military mobility could become a real flagship of NATO-EU cooperation (Jans STOLTENBERG – NATO Defence Ministers meeting 08 NOV 17).

Since its early days, NATO have been relying on the existent transportation infrastructure for ensuring the rapid deployment of equipment and troops within the European continent. The lessons learned provided by the two world wars have shown the necessity to adapt the transportation infrastructure to the dual use of civilian trade and military mobility, for example the massive investment in railway had ensured the total confrontation, during WWI; the use of such infrastructure was put as one of the Revolution in Military Affairs (RMA)¹, studied in military history. WWII provided the lesson that, in Europe, Transatlantic movements along the reception infrastructure, are strategic for ensuring the predominance in the European theater. Those lessons were kept with high value by Alliance and Warsaw Pact planners, that put transportation infrastructure as the key critical infrastructure to conquer during a possible symmetric, non-nuclear confrontation.

In the last two decades, due to the strategic environment, NATO has focused more into asymmetric confrontation that needs long-haul deployment of light troops and equipment more than movement of heavy equipment and massive manpower, for deterrence or to face near-peer adversaries. The surge of hybrid-threats is imposing NATO to adapt to multiple challenges, ranging from asymmetric confrontation to “old-style” deployment, and these extreme variety needs to re-consider again the use of the transportation infrastructure in the core territory of the Alliance, European theater, both towards East and South directions. NATO Secretary General quote, at the recent Defense Ministers Summits highlights the necessity to re-assess the military requirements for existing transportation infrastructure hence to empower

or to implement them. In Europe, the complex network (Fig.1) that ensures movement of goods and persons is managed mainly by private actors and/or government agencies that have huge private capitals invested in them, this situation impose to government and military to re-think about the use of transportation infrastructure and start to deal with those new actors on the scene and harmonizing the efforts in order to ensure the necessary mobility of troops across the Continent.



Fig.1 Trans European Transport Network (TEN-N)

The relationships with both civilians or governmental agencies are a precise political/strategic responsibility that should be aimed both at increasing the necessary common investments in infrastructure and to waive all the bureaucratic problems that hamper the free and smooth movements of Alliance units across European

¹ “A Revolution in Military Affairs (RMA) is a major change in the nature of warfare brought about by the innovative application of new technologies which, combined with dramatic changes in military doctrine and operational and organisational concepts, fundamentally alters the character and conduct of military operations.”, Andrew Marshall, director of the Office of Net Assessments in the Office of the Secretary of Defense

borders. The military portion of the Alliance should be fully involved in the above mentioned process, in order to set the military requirements and to allow the right prioritization of the available resources and plan a reduced impact on the transportation infrastructure for allowing minimum problems to civilian trades and traffic.

NATO has implemented its own structure in order to allow an increased interaction with the national authorities, both civilian and military that have responsibilities in the management of the transportation infrastructure and in the mobility onto them; NATO FORCE INTEGRATION UNITS (NFIUs) and regional NATO HQs (NATO DIVISION SOUTH EAST and NATO CORPS NORTH EAST) play a decisive role as facilitators and force multiplier in the force deployment, knowing and testing their capabilities it's a precise responsibility of all the other NATO entities that could be called to have the role as first responder of a possible crisis in the core territory of the Alliance.

As Land Component Command, NRDC-ITA has tested the deployment via land movement of a force in order to test all the cross border procedures and also to have a "network" of point of contacts in the NATO and national entities upon rely the movement of troops across Europe. The exercise that carried out the deployment of NRDC-ITA elements was the EAGLE OVERLAND, aimed at testing:

- planning procedures for a deployment of forces within Europe in 3 days;
- NATO and national entities involvement in cross-border movement and its management;
- C2 relationships for a force deployment;
- Classified Communication procedures and capabilities;
- Recce and Liasion capabilities of the Forward Liasion and Recce Team (FLRT) of the NRF Land Component Command.

Despite its relative modest logistic impact, the activity has fulfilled all the above mentioned objectives, not only providing to NRDC-ITA and the NATO community all the lessons necessary in order to properly plan the force movement within the European theater but also enhancing the importance of the "human factor" in forging the network of know-how and point of contacts that is the base of a smooth and swift movement of troops across the Europe.

EAGLE OVERLAND has seen the deployment via land from Solbiate Olona to Bucharest of tactical vehicles and sensitive communication equipment, the convoy has passed 4 borders and it has been always followed and in contact with parent and regional NATO HQ s using NATO software and classified communications

systems. Furthermore, the NRDC-ITA FLRT has tested its capabilities by carrying out the liaison with the military entities in the Countries and performing some recce in some areas in order to acquire the relative information that could be useful both for deployment or training of forces (KAPOSVAR in Hungary and CINCU in Romania).

In the next pages, the authors will analyze:

- the procedures that allowed to plan the movement via land from Italy to Romania, showing the planning assumptions, the interaction with parent and lateral NATO Hqs and national military authorities. C2 relationships during a force deployment;
- The role of the national movement control centers and the importance of the movement management in order to lower the impact onto civilian life and traffic and also to allow a swift movement across borders;
- The procedures and use of common tools (LOGFAS) within the Alliance in order to manage and track the land movement of troops in the European theater;
- The capabilities and requirements of classified communications systems in order to ensure C2 during force deployment;
- The recce and liaison capabilities of a NATO HQ and its importance during deployment and early phases of a possible crisis.

Continuous training both of procedures and equipment ensure to NRDC-ITA personnel and the HQ itself the effectiveness and readiness in order to cope to the different roles that is called to cover by the Alliance or the Nation.

Exercise "EAGLE OVERLAND 2018" Planning

The planning and organization of an exercise activity within national contexts turns out to be, normally, simpler, compared to those carried out in an international context, e.g. NATO. The obviousness of this assertion comes from the fact that, in such a context, the number of intervening levels called to "play a role", is considerably amplified, engaging different levels of command (strategic, operational, and tactical) and authority (political, civil and military). This constitutes an element of complexity that considerably influences planning. There are also areas in which the exercises are placed neither in a purely national context nor in a qualified international context (NATO, EU, etc.). These are "in-betweens" and require close coordination between different actors, to be coordinated step by step with great expenditure of energy and resources, but above all with a system of national and international standards that must, coordinate with each other.

This obviously opens up another possible factor of organizational complexity that is the choice of the rules to be applied during the exercise.

Finally, planning of training must be able to rely on the clear pre-approval of the "Training Objectives" (TOs). This in turn results in the need for wide consultation under significant time pressure. In particular, when these training objectives turn out to be the derivative of multiple drivers (e.g. the willingness to evaluate specific types of units and their related tasks, the verification of the operational context, and/or a check of the basic technical needs, etc.), they can become a further factor of complexity that makes planning training particularly complicated.

The clarification of each of these factors constitutes *conditio sine qua non* – a vital precursor - for task execution.

In this sense, Exercise Eagle Overland 2018, conducted



in July, seems to sum up all the characteristics outlined above. In particular it turned out to be:

- A national exercise with an eye very firmly to a specific international context, i.e. NATO RESPONSE FORCE 2018 (NRF, NATO context), that is to say related to a known plan finalized in 2017, whereby NRDC-ITA is in operational “stand by”, as a possible Land Component Command;
- Driven by multi-faceted training objectives. In particular intended to test:
 - the road projection capabilities of the reconnaissance team (Forward Liaison Reconnaissance Team – FLRT);
 - the possibilities of border crossing in highly operational readiness context (i.e. with reduced Notice to Effect¹ – NTE);
 - operational communications (classified Communication and Information System (CIS));
 - Logistic sustainability of the deployment phases (Deployment² and RSOM-I).
- Governed by a generic operational context and generic “mission”, but open to a wide range of potential missions (Collective Defense? Disaster Relief? Humanitarian Aid?).
- Finally, even the organizational timing has been compressed.

In particular, the desire to verify the “readiness” of the forces pushed the preparation towards a short notice planning cycle.

Resource Planning

What has been decided, then, to put in the field? The concrete availability of the resources for the execution of unplanned training activities suggested the use of a “qualitatively pre-ordered”, instead of “quantitatively realistic” assets. In other words, the choice centered on producing a representative slice of capability, in order to produce a relevant test. This would produce a series of Lessons Identified that read across directly to real life to the real case. Therefore, the final choice was for not too many assets, but wisely selected ones, (approximately 50 people and a dozen vehicles).

In deciding the means of transportation, taking into consideration the scope of the tactical act (a road movement of about 3.600 km), the vehicles selected for the test had to be representative of the exercising force, but at the same time the most demanding, in terms of real

deployment (Mission Essential Equipment – MEE).

In other terms a real test of capability and reliability. Thus the choice has been made to employ the Multi-role Tactical Logistical Vehicle (VTLM) “Lince”, as the main component of the convoy in the utility and “Radio Liaison Detachment” (RLD) roles. The convoy was completed by providing logistic vehicles that could provide proper logistic capabilities - therefore, the Italian Roll-off Platform Truck (Autocarro a Pianale Scorrevole – APS) and a commercial bus (for the administrative – logistic movements).

Concerning materials and equipment, above the normal individual equipment including weapons and ammunition for the most onerous (and simulated) “warfighting” option, some classified radio equipment and command post equipment for a light scale forward presence was required. In particular, the requirement to test the most onerous options meant that, the holding, transportation and employment of crypto materials and the subsequent activation of the diplomatic channels for their transportation and safe employment was a key training objective. Now, the personnel. The manning of the Recon Team wasn’t absolutely random.

The Standard Operating Procedure concerning the generation of the Forward Liaison Reconnaissance Team (FLRT), was only partially deviated from for mainly manning reasons; there was a need to generate extra capabilities to meet the full spectrum test of the capabilities of NRDC-ITA HQ in an operational context of Force deployment. Additional capabilities generated were “Media Management” (PIO and camera operator); health care (Medical Officer and Medical orderly); organic maintenance (mechanic and generator technician); and financial management (NCO cashier).

The requirement to support this task extended beyond those to be deployed. From the Headquarters in Solbiate Olona, monitoring and coordination with the main international actors (Multi National Division South-East (MND-SE) and NATO Force Integration Units (NFIUs)), took place through the activation of a Situation Room (OPSCEN). This contained personnel from Security (J2), Operations (J3 -35), Logistics (J4/JLSG) and Communications (J6) branches. In particular, the J4/JLSG branches piloted the implementation of the LOGFAS platform, as a form of “Movement tracking”³, through the EVE application.

The hypothesis of using a Force in a European-type context, i.e. characterized by a complex mix of regulations, multiple movement modes, coexistence of concurrent

economic activity and the requirement not to overly disrupt civilian is a big challenge. So, the choice of the route for the exercise took into consideration the need for a demanding journey whilst respecting these constraints.

For this purpose, therefore, we designed a transit across areas that are not always easy to travel and only partially facilitated by full compliance with the Schengen agreements. The result was the planning of movement from Italy to Romania (arrival in Bucharest, NFIU HQ), through Slovenia and Hungary for a total of about 3600 Km for 8 days of travel.

From a planning perspective, particular attention has been taken in defining:

- The choice of routes based on the planning assumptions (traveling speed; rest periods; replenishment needs; possibility of rolling stock, etc.).
- The coordination of contributions offered by the Transit Nations and the Host Nation (TNs/HNs), with particular attention to convoy escort and traffic services.
- The real possibility to use local contractors for recoveries and repairs.

Activity Planning

The complex nature already described above was increased by the implementation of a series of activities to be carried out in addition to the movement (intended as the main effort). In particular, in addition to the usual exchange of diplomatic pleasantries (extremely useful in consolidating mutual knowledge today more than

ever in the face of new realities such as NATO Force Integration Units - NFIUs), conducting reconnaissance activities on site and carrying out of a whole series of CIS tests.

Among the surveys, particular significance has been given to the awareness of the facilities offered by the TNs / HN in terms of training areas that can be used for any future activities. The knowledge on the availability of these areas included the extent of the available support, and the type of the practicable training. The interest, in particular, has been addressed to the areas of CINCU (ROU) and TABOR FALVA (HUN).

Concerning the activities of communication testing, multiple tests have been conducted. Voice and data communication in movement and in operational stand-by with every available means (HF, VHF, TACSAT and IRIDIUM systems) have been used. In particular, moreover, this was maybe the first real test of “Radio Liaison Detachments – RLD”, particularly issued for NRF use and aimed at ensuring a “uniform and standardized” form of communication between entities from the different contributing nations.

Results

The willingness to verify one’s level of readiness in contexts not too distant from real employment conditions have suggested the realization of an activity which, in the end, has proved extremely fruitful, above all from the point of view of the strengthened collaboration with the NATO and National military authorities of the TNs/ HN.



¹ NOTICE TO EFFECT: term which is not yet formally approved in the NATO environment and that indicates the moment from which the Force is ready to operate in the Theatre. In other terms, it refers to a term that recalls the already known Commander’s Required Date, but is different from the so called Notice to Move, which is, instead, the moment from which the Force should be ready to move from its garrison. In other terms, it is emphasized the new readiness of the NRF Forces.

² Deployment and RSOM-I: deployment phase and pre-ordered Reception, Staging, Onward Movement and Integration phase

³ Movement Tracking: Remote control of the movement

This aspect emerged clearly in the conduct of the specific “border crossing” activity. The rapid customs crossing by a military force (i.e., devices equipped with weapons, ammunition and sensitive material) appears to be the keystone to ensuring the desired readiness from the new eNRF concept. The work, therefore, of the local authorities and, above all, the coordination with the military entities represented the winning solution.

The action taken by NFIUs Romania and Hungary was fundamental, which, in this sense, perfectly fitted their role of “facilitator” towards the local authorities. Likewise, the intervention of the respective Slovenian Movement Coordination Center and the Hungarian Logistic Center with the relative capabilities of Movement Control and Host Nation Support was fundamental for the success of the exercise.

Finally, as the “battlespace owner” and a crucial coordinator for the Final Destination, the involvement of MND-SE Command allowed us to exercise the RSOM-I function and the realization indeed of the entire logistical support for the exercise. Finally, there is no doubt that the planning of the activity and in particular its execution has benefitted from the multinational nature of the NRDC-ITA Command where the presence of Slovenian and Hungarian colleagues in our headquarters facilitated much of our work.

The Future

Exercise “Eagle Overland 2018” highlighted some minor aspects that must be refined in the event of a real deployment. These are aspects that require tighter coordination among all the actors involved in a Force deployment. In this case, the effectiveness of the Alliance can only be improved through specific, joint, continuous and constant training that allows us to compare different adopted procedures and allow an ever deepening reciprocal knowledge. This in turn underlines the requirement for common commitment, in particular to streamline bureaucracy.

Furthermore, the departure from the standard practice of lengthy exercise planning timelines allowed us to “train as we fight”. We planned over compressed timelines and therefore experienced, and learnt from, some of the frictions that would challenge us in real life. In fact, short realistic timelines helped us to understand the priority areas where changes would have the greatest impact (for example the customs related document production required by the different Countries).

The main objective becomes the need to build coordinated, uniform and shared procedures, particularly at trans-national level. That is the reason why those involved in the next NRF rotations should exercise these aspects, leading to, a constant growth of the Alliance,

able to be employed in increasingly unpredictable and multiform operational contexts, where the main effect will be timely intervention.

Exercise Eagle Overland 2018

Force deployment via land movement

Force deployment via land movement

Over the last 30 years, operational force deployments were largely carried out using air or maritime vectors. The recent increase of deployments via land has reduced the Joint Operation Area (JOA) and Reception Staging Onward Movement and Integration (RSOM-I), from air and maritime focused into a more flexible multimodal means for operational debarkation points. Today’s modern scenarios require the de-confliction of military operational demands with civilian considerations in order to enable military planners the ability to reduce force freedom of movement liabilities. The de-confliction of deployment schedules and resources by military and civilian planners is considered a critical task that ensures orderly force deployment and resource management. Exercise EAGLE OVERLAND 2018 was conceived to develop and analyze means to improve the management of land deployment operations, use movement control methods as a mean to de-conflict schedules and resources, and integrate these methods across multiple European countries.

Movement control as an enabler

The ability to move without hindrance via the transportation network and its de-confliction with civilian authorities is a key factor in providing the Commander full freedom of movement. With this as a driving factor EAGLE OVERLAND 2018 followed its planning and execution of the previously mentioned multimodal movement concept. The ownership of the area of operation by a given Commander requires the concession of the movement credits to other actors requesting the use of the transportation network; the movement across different countries might be assumed to be a movement across different areas of operations that requires to ask to the respective area owner the credit of movement in order to de-conflict and receive the necessary support. National relevant authorities were engaged in Slovenia, Hungary and Romania in order to receive the necessary authorizations/credits and the possible support. At this extent, which are the considerations to bear in mind for requesting the movement credits?

The convoy’s composition should be considered when selecting the transportation mode and deployment time-

line. EAGLE OVERLAND 2018 executed plans previously developed for NRF 2018 and all the preparatory workshops for orders issue (RSOM Workshops at JFCs level) and the authorized National Detailed Deployment Plans. Due to the varying national laws concerning the transportation of sensitive equipment across national borders a MOU or technical agreements must be planned and accepted by all parties prior to deployment. During EAGLE OVERLAND 2018, the security of the convoy was delegated to the mobility patrols in the different countries that had the double tasks of guiding along the itinerary and ensure the convoy safety.

Mobility patrols

The mobility patrols were carried out in an exemplary manner, the total movement was swift and without any delay due to contingent situation (traffic, incidents, control along the borders). The key factor of success in using the mobility patrols is their flexibility in adapting to the changing situations. For the EAGLE OVERLAND 2018, the vital support of the mobility patrols had its apex during the hand-over take over across the borders, where the extreme professionalism and flexibility of the patrols’ personnel allow a very swift passage of the convoy without any delay.

Execution

The coordinated movement along 3600km, 3 countries and lasted 8 days and was carried out without any delays. The convoy faced critical situations, such as traffic congestion in the vicinity of the Rumanian Capital City or incidents that the mobility patrols dealt with extreme professionalism allowing the convoy to maintain its planned schedule.

The outstanding performance of the mobility patrol is the result of the professionalism and spirit of adaptation of the personnel that is accustomed to face unpredictable situations, managing the movement safety versus a minimal impact on the civilian life. At the end, the movement control is a key factor of success in land force deployments. Planners and logisticians always have to keep in mind the capabilities and the extreme effectiveness of the mobility patrols when respectively design and execute a force deployment.

LOGFAS, a useful tool

LOGFAS (Logistic Functional Area Service) is a logistic information system developed by NATO for military operations and exercises. It has evolved over the years to become a valuable tool that supports Logistic Command & Control (Log C2) functions through all phases of an operation.

The system has the following capabilities:

- Setup and management of dedicated databases for use in specific operations/exercises (in "Stand Alone" or "Shared on Server" mode);
- Creation of a Force Profile and Holding¹ (FP&H) with its relative Log C2 chain and calculation of its assigned supplies;
- Logistic planning (forecasting) for Deployment/Re-deployment;
- Planning and execution of Reception, Staging, Onward Movement and Integration² (RSOM-I) and Rearward Movement Staging Dispatch³ (RMSD);
- Monitoring and coordinating the provision of materiel and tracking shortages of Mission Essential Equipment (MEE).

Moreover, LOGFAS is an essential tool in creating the Recognized Logistic Picture (RLP). This provides a near real-time logistic situation report for incorporation into the commander's Common Operating Picture (COP), thereby facilitating timely decisions based on accurate information.

LOGFAS in planning Exercise EAGLE OVERLAND 2018

During the planning phase of EAGLE OVERLAND, the LOGFAS community recommended the use of the software to monitor movement and to create a RLP. The proposal was immediately accepted and subsequently implemented by the NATO and national HQs involved in the exercise. This resulted in a shared and accessible database on remote server created by NRDC-ITA.

LOGFAS was very effective in planning the convoy movement, using its geographical (GEOMAN) module linked to SHAPE Core GIS Web Services. The GEOMAN (Fig.2) allowed planners to:

- Insert all the Geolocations regarding the movement (airports, military bases, facilities);
- Create a Main Supply Route⁴ (MSR) that the convoys would take/use;
- Create the various controller Way Points⁵ IOT monitor the convoy movements.

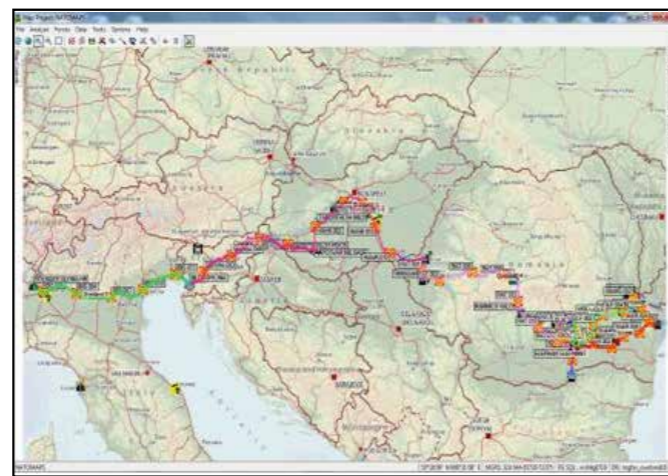


Fig. 2

Fusing the information contained in the FP&H and GEOMAN modules, LOGFAS allowed the creation of a National Detailed Deployment Plan (NDDP) and National Detailed Re-deployment Plan (NDRP) (Fig. 3) for the Units using the ADAMS (Allied Deployment and Movement System) module.

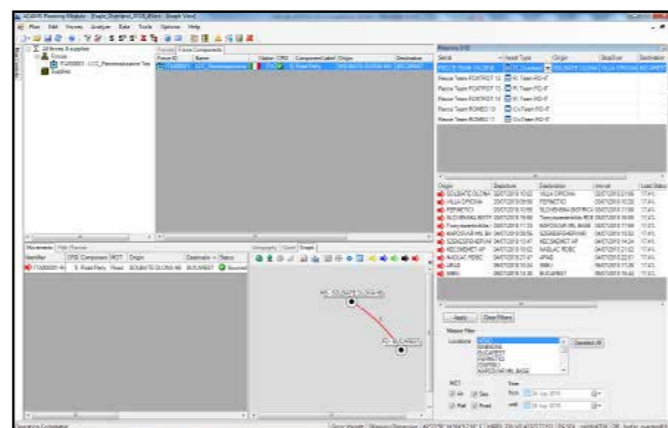


Fig. 3

1 Force Profile & Holdings: The Force Profile is a group of Forces, Force Organization Properties and their Force Holdings that are combined in a hierarchy. The Force Profile and Holdings view is to identify forces and associate equipment needed. A force holding consists entirely of items and is assigned to a force for a certain mission or configuration (which is defined in the Force Profile).

2 Reception, Staging, on ward Movement and Integration (RSOM-I): is the transitions process of personnel, equipment and materiel from arrival at Ports Of Disembarkation (PODs) to the Staging Ares (SAs). Assembling and organizing of materiel and personnel for transition to Theatre of Operation, movement of the units (together with personnel and materiel) towards the Final Destination (FD) along with the units' operational integration within the Force Formation.

3 Rearward Movement Staging Dispatch: the opposite of RSOM-I, the returning of the forces back from FD to PoE (Point of Embarkation in Theatre of Operation IOT reach the HB (Home Base).

4 Main Supply Route (MSR): the main road route chosen for the movement. It differs from the Alternate Supply Route (ASR) which consists of a substitute movement route to be used in case of unavailability of the MSR due to unexpected circumstances.

5 Way Points (WPs): predefined spot checks/checkpoints along the route used to register the movement updates.

LOGFAS in executing Exercise EAGLE OVERLAND

During the execution phase, LOGFAS was used to monitor the movement of the convoy.

As a preparatory step, the software was shared among the different actors by the System Administrators issuing appropriate User Rights to the participating HQs, namely:

- Multi National Division-South East Romania (MND-SE ROU);
- NATO Force Integration Unit-Romania (NFIU-ROU);
- Movement Coordination Center Hungary (MCC-HUN);
- NATO Force Integration Unit-Hungary (NFIU-HUN).

Furthermore, an EVE (Effective Visible Execution) web Portal was activated in order to provide a real time mission detail viewing option.

EVE and CORSOM (Coalition Reception, Staging And Onward Movement) were the main modules used during the deployment and execution phases.

EVE (Fig. 4) provided the following information regarding the daily missions:

- Nationality of the assets performing the movement, the labelled serial number and the mission's Callsign⁶;
- Asset type for the specific movement;
- Departure location, date and time, estimated transit time, effective departure time and relative status;
- Road/routes exploited for the movement.

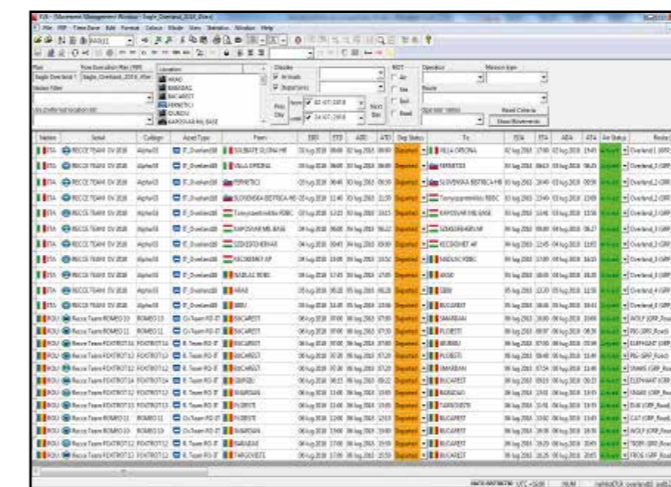


Fig. 4

CORSOM was mainly used for viewing and planning RSOM-I/RMSD, as it draws out all data directly from the Detailed Deployment Plan/Detail Redeployment Plan (DDP/DRP) created by ADAMS, turning it into a valuable tool for creating missions during the execution phase (Fig. 5). CORSOM allowed us to:

- Follow the mission while it's evolving and to update

6 Callsign: is the specific name of individual movement.

7 Tracking Points (TPs): to be considered similarly to the way points but limited to movement tracking.

8 Joint Operative Center Watch (JOCWATCH): information system used for tracking events within an operation center.

the mission while passing through a determined location/site (manual tracking);

- Extract the mission report regarding transported materiel, Tracking Points⁷, mission hours, routes used and traffic congestion encountered;

- View all the alerts by using the *NATO Vector Grafic Service* (NVGService) published on *JOCWatch*⁸. This gives the ability to understand exclusion zones where transit is impossible, status of the roads used by the convoys, and to evaluate eventual impacts of delays and issues;

- View through the *Networked Interoperable Real-time Information Services* (NIRIS) real time convoy tracking (if equipped with transponder);

- Create new missions for the unit and to plan redeployments.

The shared server allowed the involved HQs to constantly monitor and share information about the convoy moving from Italy to Romania, in a full interoperable manner. The cross border movement had been monitored and effectively supported by parent and regional NATO HQs allowing timely intervention in case of any problem.

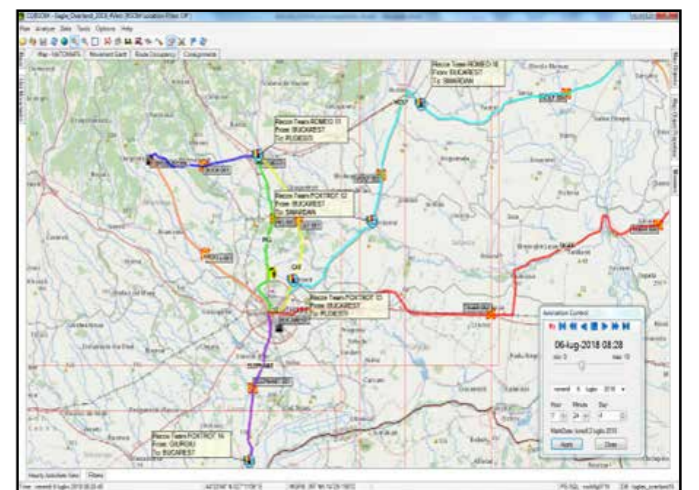


Fig. 5

Conclusion

EAGLE OVERLAND was a valuable testbed for proving the effectiveness of the LOGFAS tool. The software supported OVERLAND planning and execution allowing information sharing and interoperability among the exercising NATO and National HQs. This exercise has shown that movement is one of the areas where LOGFAS has real utility. However, looking more widely, that utility can only be fully exploited if NATO commits to providing accurate databases and incorporates the system fully into national procedures.

Exercise “EAGLE OVERLAND 2018” - Communications and Information Systems

In a changing international context, NATO's mission set has expanded its Units need to become quicker and more adaptable to the changing world, using communication systems which are always able to satisfy the interoperability, resiliency and redundancy requirements. NRDC-ITA is one of NATO's High Readiness Forces on the forefront of quick adaptability, which has been certified, during Ex “BRILLIANT LEDGER 17”, as the NATO Response Force Land Component Command for 2018. For this reason the overall Communications and Information Systems (CIS) concept has been designed to support the most demanding NATO's mission sets in particular when NRDC-ITA is to deploy as a Land Component Command for Joint Operations under NATO, EU or a coalition Command, within and beyond NATO's area of responsibility for the collective defense of Alliance territory. As a result within a NATO Response Force scenario, NRDC-ITA has the capability to deploy a Tactical Area Communications System to connect all its embedded Command Posts and to provide connectivity

to three Subordinate Brigades (one of these is the Very High Readiness Joint Task Force) as well as to Combat Support and Combat Service Supports Units, and also to a Divisional Headquarters.

Furthermore, before deploying all the embedded Units, NRDC-ITA is able to deploy a Forward Liaison Reconnaissance Team (FLRT) in a hypothetical crisis region, acquiring all the needed information to complete the Operational Plan and to plan all the deployable components' entry into the theater. In particular, during Ex EAGLE OVERLAND 2018, the FLRT Team has been deployed to Romania to test the ability to deploy, at high readiness, in accordance with the NATO standards. Contrary from previous exercises, where the FLRT Team has been deployed with air carriers, this time movement was performed by road, from Solbiate Olona to Bucharest in Romania. So this was the first occasion to test communications between NRDC-ITA Operational Center and the Recce Team during transit along allied ter-



ritory, in extremely realistic exercise conditions; basing communication support on a great variety of 1st Signal Regiment CIS equipment, these are tailored to the Recce Team mission requirements.

In general, Ex EAGLE OVERLAND CIS Support has been designed to deal with all the communications requirements during transit along allied territory, including data and voice services to the FLRT Command Post at the Final Destination.

In particular during transit, radio communications have been achieved, both intra-convoy and with the NRDC-ITA Operational Center in Italy, with the use of HF, VHF and UHF TACSAT Radio in vehicular version, mounted on Tactical Light Multirole Vehicle (VTLM). This last vehicle has been also employed in the Radio Liaison Detachment (RLD) version, able to host all three radio types onboard. In fact for short distance communication, that is to say for achieving intra-convoy secure communications, VHF SINGGARS 635/V radio have been used, for long distance communication HF RH4-178/V has been employed, integrated by a modern radio equipment manufactured by USA, UHF TACSAT AN/PRC152, able to provide secure satellite communications (SATCOM), with the NRDC-ITA Operational Center located far away from Italy. The system, widespread among all NATO countries, is developed as handheld, manpack and vehicular versions able to provide secure radio communications by exploiting the most advanced technology in compliance with NATO STANAGS. In short all CIS systems allowed NRDC-ITA Operational Center Staff to understand in detail what was happening along the itinerary and through data and voice services they were able to monitor the Operation.

A crucial aspect during transit has been the security organization put in place to protect crypto materials, which have been stored from time to time in the proper strong-rooms, equipped with security systems capable to allow the appropriate protection. Furthermore, it is necessary to highlight the importance of radio frequency management when moving across Allied territories, which require an accurate planning activity in order to select and obtain the proper radio frequencies to be used for the activity.

Once in Bucharest, CIS services available to support the Recce Team expanded with the installation of a Command Post able to provide an appropriate Common Operational Picture, summarizing information such as position and status of important infrastructures (such as bridges and roads) in a single framework guaranteeing a clear battlespace situational awareness.

The implementation of CIS services to the Recce Team Command Post have been achieved through a signal equipment named “FLRT CIS Heavy Kit”; a collection of CIS materials belonging to 1st Signal Regiment which properly assembled and provided with NATO Security

Accreditation, are able to deliver NATO Secret, NATO Unclassified, video-teleconference, voice, email and web services.

Interesting is the great versatility of the kit, transported in a container by road and easily deployed by plane. All materials, including the satellite antenna, are packed into different airfreight. Normally it is installed and managed by six CIS operators from 1st Signal Regiment. In few hours they are able to make the system operational, providing the Recce Team with a technologically CIS capability, deployable everywhere in the world.

Conclusion

Ex EAGLE OVERLAND 18 provided an excellent opportunity to test and validate all CIS designed by NRDC-ITA J6 and 1st Signal Regiment to support the NRDC-ITA operational requirements during the NRF18 stand-by period.

Thanks to the technical competence and skills of the personnel, these systems performed exceptionally well and fully supported the FLRT Staff's requirements in Romania. Now NRDC-ITA could be deployed to complex Area of Operations with the best CIS solutions ever. This prestigious result, first in NATO Community, is the outcome of a collaborative best effort driving NRDC-ITA through the excellence.

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